



Management Response

following the Mid-Term Evaluation of the Fian, Solidagro, Quinoa and Viva Salud 2022-2026 programme

"STRONGER CITIZENS AND SOCIAL MOVEMENTS FOR A FAIRER, MORE UNITED AND SUSTAINABLE WORLD"

1. General comments

The content of this assessment is the sole responsibility of the author.

The Mid-Term Evaluation

The Consortium of FIAN, Solidagro, Quinoa and Viva Salud underwent, in 2024, the Mid-Term evaluation of its Common Programme. Every outcome - with the exception of Palestine¹ - was evaluated, resulting in a total of 7 evaluations (Belgium, DRC, Bolivia, Burkina Faso, Mali, Senegal, Philippines) and a Meta evaluation, covering cross-cutting lessons and conclusions for the whole programme.

The core question of the MTE was "***How does our approach and practice of strengthening and supporting social movements contribute to achieving the objectives of the joint programme?***"

The Mid-Term Evaluation (MTE) was carried out with a dual approach: an external evaluation and a peer evaluation, conducted by the COTA² (in Belgium, Burkina Faso and Mali), and by members of the Consortium NGOs (in Bolivia, the Philippines and DRC).

The quality of the Mid-term evaluation is excellent. The evaluation was a great opportunity to identify common grounds, reflect on the work as a Consortium as well as in the impacts of our programme. With a focus on the numerous social movements and partners supported through the Common Programme, the MTE allowed us to meet and better understand a broad variety of stakeholders, the synergies and interactions among themselves, and measure how our joint work contributes to the change sought after by the Programme.

The Management Response to the Mid-Term Evaluation

The following Management Response highlights certain recommendations from the evaluation and explains how they are being or will soon be followed in the different Outcomes of the Common Programme. The recommendations formulated by the COTA recognise the good practices already being carried out in some Outcomes, and suggest certain adjustments or the evolution of methodologies and approaches within the Consortium and/or in a specific Outcome. Indeed, due to the vast variety and nature of our work, it was not an easy task to find a perfectly common ground, thereby some recommendations are not directly relevant to each and every Outcome.

Nevertheless, it is important to note that between the mid-term evaluation, the formulation of the final report, and the creation of the management response, Viva Salud, Fian, Quinoa, and Solidagro will no longer be part of the same consortium in the next DGD program (2027-2031).

Viva Salud will be part of a large thematic consortium on Healthcare, while Fian and Solidagro will join the "Feed Good" consortium (Humundi, Autre Terre, and Iles De Paix) to form a larger thematic consortium on Sustainable Agriculture.

As a result, this Management Response will identify actions to be implemented in the current Consortium and therefore still during the course of this Program, as well as detail the actions to be taken in preparation

¹ Due to the Palestinian context, the steering committee of the Consortium decided to withdraw this outcome from the Mid-Term Evaluation.

² <https://cota.be/>

for the next Programme, which will be described for each organization, as work will then be carried out in a new Consortium configuration.

2. Organizational response to the recommendations

Recommendation 1: "GO A STEP FURTHER IN CERTAIN SUPPORT AREAS"		
This recommendation focuses on 3 aspects: (1) Exploring supra-local networks and finding ways of working together; (2) Taking greater account of the role of women in consultation frameworks and considering a broader gender strategy; (3) Securing and formalising opportunities for dialogue, and even developing impact indicators. The four NGOs have already incorporated the aspects addressed in this recommendation into their practices. Some already have institutional policies and indicators, while others are strengthening their approach through strategic plans and concrete actions. In the coming years, the NGOs will continue to build on this momentum by refining their approaches and tools to maximise their impact.		
Key actions	Timing	Managers
1.1 Organisation of the End of Joint Programme Seminar on "Support for Social Movements in a changing socio-political context" (Target audience - Belgium: NGOs, CSOs, Social Movements, etc.).	2025-2026	Consortium (steering committee and an ad-hoc WG)
1.2 In line with Solidagro's recent internal strategic decisions, we will be developing actions aiming at: • Strengthening our regional approach, by (amongst others) connecting to relevant supra-local networks • Strengthening our learning approach and attitude, where strategies such as triple-loop learning and communities of practice will be tested • Clarifying our roles and finding the roles with the most added value to our partners (such as convenor or facilitator)	2025-2031	Solidagro

Recommendation 2: "MORE EFFECTIVE GENDER AND YOUTH STRATEGIES"		
Quinoa, FIAN, Solidagro and Viva Salud have already integrated actions in favour of young people and gender equality, each with its own specificities. Quinoa and FIAN do not feel directly concerned by this recommendation, although Quinoa, as a youth organisation, naturally places young people at the heart of its actions. Solidagro, Viva Salud, Quinoa and FIAN adopt an inclusive approach aimed at ensuring the meaningful participation of young people and women. For Solidagro, the updating of its gender policy is part of this dynamic, with co-creation strategies and flexible frameworks to avoid any instrumentalization. Concrete actions are planned in its annual plans, in line with its ten-year strategic plan. Generally speaking, although the Consortium NGOs have already put in place strong initiatives, an intersectional approach could be developed to enrich our gender and youth strategies as part of the next joint programme.		
Key actions	Timing	Managers
2.1 Knowledge Sharing and Development of an intersectional approach in the design of gender and youth strategies.	In preparation	Consortium

	for the upcoming Joint Programme	
2.2 Aiming to ensure greater inclusiveness and flexibility, Solidagro will conduct consultations and reflections around gender and youth: towards a more integrated gender approach in cooperatives and for the agro-ecological transition (Burkina Faso and Mali) ; working on a specific focus on youth integration (Senegal and Philippines) ; discussion and dissemination of LNOB-good practices strategies with partners (Bolivia).	From 2025	Solidagro and its partners in Mali, Burkina Faso, Senegal, the Philippines and Bolivia,
2.3 (Philippines) Invite young people to the next training courses (from 2025), and include Youth as a specific focus for the next joint programme.	From 2025	Viva Salud and its partners
2.6 (DRC) Strategic reflection by Viva Salud and its partners and representatives of marginalized groups (women, youth, disabled people, LGBTQ+ community, etc.), for a better inclusion of the last in the programme. Creation of a follow-up committee with one representative from each partner and each focus group.	From 2025	Viva Salud and partners

Recommendation 3: "VALIDATE, CO-DEVELOP A CONTEXTUALISED VISION AND DIFFUSE THE RIGHTS-BASED APPROACH".

Quinoa, FIAN, Solidagro and Viva Salud recognise the importance of the rights-based approach (RBA) and its application at different levels. Quinoa, while having a more critical intercultural approach, is more open to taking human rights into account in its activities. FIAN places RBA at the heart of its actions, while emphasising the need for greater ownership within the consortium. Solidagro, which has been working for several years on capacity building in RBA, stresses the importance of adapting this approach to local contexts to ensure its effectiveness. Finally, Viva Salud has already explored this subject in greater depth during the previous joint programme and, in partnership with Solidagro, has developed a platform dedicated to RBA. Generally speaking, the NGOs agree on the need to continue to reflect and intensify the sharing of knowledge in order to broaden the impact of RBA on their partners and social movements.

Key actions	Timing	Managers
3.1 (Belgium) Develop a strategy for the dissemination and ownership of the RBA within the Consortium: Creation of a space for debate and exchange on the links between RBA and social movements, during a Consortium Day, bringing together NGO members and an expert on the subject.	March 2025	Joint programme steering committee
3.2 Make use of the knowledge and resources we already have about RBA, as a valuable source of inspiration about the principles and practices of RBA in various contexts.	continuous	Viva Salud
3.3 Deepen regional ownership and contextual application of the Rights-Based Approach (RBA) across West Africa by facilitating action-planning workshops at the local level (communes, villages, cooperatives), supporting key local actors (village councils, cooperatives, partners) in adapting and implementing RBA tools—such as analysis grids—and promoting rights such as the Right to Food through practical, community-driven actions and knowledge sharing.	Since 2025	Solidagro and its partners in Burkina Faso, Mali and Senegal

Recommendation 4: "The ECMS: MORE THAN AN ISOLATED PRACTICE"

Within the Consortium, Education for Global Citizenship and Solidarity (ECMS in French/WBE in Dutch) is mainly carried out by Quinoa and, to a lesser extent, by Solidagro in Belgium. Quinoa is willing to share its expertise and that of its partners, while FIAN, although its strategic framework is aligned with the principles of the ECMS, does not specifically integrate it and expresses an interest in learning more. For Solidagro, the ECMS is limited to the Belgian programme and is not part of national programmes, but the NGO remains open to discussions on its international relevance. Generally speaking, not all NGOs are working on the ECMS, but there is interest in exchanges and learning within the consortium, building on Quinoa's experience and involving interested colleagues from other NGOs.		
Key actions	Timing	Managers
4.1 (Belgium) Outreach and learning about the ECMS/WBE at a session led by Quinoa for the Consortium	2025-2026	Quinoa

Recommendation 5: "PUSH FOR COHERENCE".		
The members of the Consortium agree on the need to fully integrate social movements as allies in their strategies, drawing in particular on the lessons learned from the Belgian programme. A conference in 2026 is planned to share these lessons. Each NGO is invited to reflect internally on its practices, in particular on the balance between institutionalisation and responsiveness to mobilisations. Quinoa stresses the need for more concrete exchanges on practices, and calls for abstract thematic groups to be replaced by pragmatic discussions on awareness-raising, support and advocacy. FIAN shares this perspective and proposes to rethink the collaborative processes between now and the end of the programme. Solidagro, for its part, insists on contextual adaptation before any wider integration of social movements, requiring a prior revision of its Theory of Change (ToC). Viva Salud does not plan to revise its ToC in the short term, but sees collaboration with social movements as a priority until the end of the consortium, in particular via the final seminar in 2026. Overall, there is a shared desire to strengthen coherence and collaboration, and there are concrete avenues for deepening this dynamic over the coming years.		
Key actions	Timing	Managers
5.1 Increase exchanges or good practices on supporting Social Movements	2025-2026	Consortium
5.2 Focus and build on shared moments and themes that are most relevant to the Consortium's NGOs, in order to make the most of collective work—particularly in preparation for the End-of-Joint Program Seminar.	2025-2026	Consortium
5.3 Revision of Solidagro's general ToC, paying special attention to the role and place of social movements	In preparation for the upcoming Joint Programme	Solidagro
5.4 (Philippines) Organisation of meetings to identify synergies in the fields of research, gender, environment and health	From February 2025	Solidagro, Viva Salud, and partners
5.5 (Philippines) Launch capacity-building initiatives in the areas of lobbying, advocacy, mental health, etc,	From the 2 nd half of 2025	Solidagro, Viva Salud, and partners
5.6 (Burkina Faso) Strengthen the capacity of partners to support cooperatives in becoming social movements (this involves partners adopting an advisory support technique that will enable cooperatives to think beyond the production and group sale of agro-ecological products, but rather u, a real change in mentality).	2025	Solidagro and its 4 partners in Burkina Faso

5.7 (Burkina Faso) Strengthen the ability of co-operatives to organise themselves more effectively around visions based on social change and changing mentalities (initially locally, then within larger networks in Burkina Faso and West Africa).	2025-2026	Solidagro and its 4 partners in Burkina Faso.
5.8 (Belgium) Sharing the Quinoa "annual network evaluation" template with the rest of the Consortium	March 2025	Quinoa
5.19 (Belgium) Consider in Consortium a training cycle for Social Movements on specific subjects, capitalising on the areas of expertise of the NGOs: facilitation, press relations, events, communication, local, regional and federal advocacy, etc. (this requires surveying the SM first, in order to define their priorities and needs!)	2025-2026	FIAN + Consortium
5.10 (DRC) Taking into account the safety and mental health of social movements and partners in a context of repression and high risk, in order to support their resilience. Viva Salud and its partners are developing concrete strategies and mechanisms: rapid response systems, trainings on physical and digital security, as well as Global South-South exchanges — for example with Filipino partners — to share approaches on the protection and well-being of activists.	Starting in 2025	Viva Salud and partners
5.11 (DRC) In order to promote coherence with social movements, Viva Salud and its partners aim to strengthen local capacities, establish shared governance, and ensure a more strategic anchoring of social movements within national dynamics. This is pursued through: (1) the creation of alliances with local NGOs specialized in advocacy to enhance the partners' impact at the national level; (2) the revitalization of MONDAS as a collective space for mobilization and coordination; and (3) the establishment of a strategic and monitoring committee including both partner organizations and representatives of target groups.	2024-2026	Viva Salud and partners



FIAN
BELGIUM



quinoa



SOLIDAGRO



viva
salud