



# MANAGEMENT RESPONSE

FINAL EVALUATION ETHIOPIA - 2021



**Belgique**

partenaire du développement

Management Response in the framework of the Final Evaluation of the Common Programme of Promotion of Sustainable Family Farming and Social Economy for a Fairer World in Ethiopia, realized for SOS Faim, by Path Development Consulting and Research between January and May 2022.

This management response has been discussed with SOS Faim staff at HQ and on the field.

After positively evaluating the results of our programme, the consultant made several recommendations: below, we respond to the ones that are specifically addressed to SOS Faim, the ones that concern more generally the work carried out by our local partners are integrated to the discussions and support we will provide during next programme cycle (2022-2022).

**Recommendation 1 : Women participation**

Improve the participation of women in the overall implementation process and develop a comprehensive long term gender mainstream strategy to transform restrictive social norms that disempower women in their wider community and impact their participation in any intervention.

The issues of gender in MFIs have been overlooked in this implementation, thus it is imperative that in similar interventions gender training for MFI and RSF staff are delivered.

**Response :**

While the results in terms of gender participation have been very positive in the operations of our 2 NGOs partner, it is true that the progresses were limited concerning MFIs. This had already been identified as a major challenge while formulating our 22-26 programme. In the SIA2 programme, the decision was taken to add a result specific to the participation of women in the different levels of environmental management and sustainable food systems (SFS), the R6. The aim of this result is to reduce gender inequalities in environmental and SFS management through specific actions and strategies aimed at promoting concrete, structural changes within households, cooperatives, groups, enterprises and social dynamics in the broadest sense.

A guide on how to integrate gender approaches while formulating development programmes has been edited and shared within SOS Faim teams; specific actions are currently being designed by our local partners and will be monitored during the entire duration of the programme.

In order to foster that approach and to pursue mainstreaming of gender in our programme, it has also been decided to start a partnership with a local NGO specialized in women empowerment, WISE (Organization for Women in Self Employment).

**Action**

Support local partners to define gender specific and transformative processes  
Define and monitor SMART indicators on gender participation  
Start partnering with an organization specialized in gender

**Calendar**

1st semester 2022

**Person in charge**

Desk Officer + technical Assistant

**Recommendation 2 : Linkages between local partners**

More linkage, partnership and collaboration between partners still need attention, the Programme shall develop partnership agreement between implementing partners.

Increased opportunity to link with different partners.

**Response :**

As the evaluation is pointing out in other sections, the programme is already promoting many exchanges between partners. As for more formalized collaborations, we prefer to leave it to the own decision of the partner organisations themselves and not to interfere in it.

Exchanges of experiences and expertise between partners are however still an important component of our new programme 2022-26.

**Action**

n/a

**Calendar****Person in charge****Recommendation 3: Exit strategy**

A phasing-out or exit-strategy can already be included from the start in the partnership. For example, more attention can be spent on enhancing Programme proposal writing skills. And conditions in case of phasing out need to be discussed, for example, the availability of a bridging fund in case a partnership will be phased-out.

**Response :**

For the 22-26 programme, the exit strategy is mentioned in the Partnership agreement and clearly agreed upon with the local partner.

Among the Ethiopian partners, there are two with whom a gradual exit strategy has been discussed and is being implemented in the first two years of programme implementation (2022-2023).

Some support is also provided to the NGO in order to help it in its search for alternative funding.

**Action** Already included in our partnership agreements.  
Guidance for alternative funding

**Calendar**  
2022-2023

**Person in charge**  
Desk Officer and TA

**Recommendation 4: Research and capitalization**

SOS Faim can support partners in conducting studies, for example on the performance of the new MFI financing models, study on why some farmers supported through RSF are not paying back their loan and what solutions can be looked for, etc;

**Response :**

We are aware of the importance of capitalising on intra-partner learnings; several experience-sharing meetings on the topics identified by the evaluator, have already been organized and in the next programme we have planned to organise two capitalisation workshops at mid-term and at the end of the programme: one on the RSF model which is led by 3 of our MFI partners (mid-term) and the other one on Agri finance (end of programme).

**Action**

Organise one workshop on RSF  
Organise one workshop on Agri finance

**Calendar**

2024  
2026

**Person in charge**

Technical assistant in Ethiopia with the support of the Desk Ethiopia in Brussels

**Recommendation 5: Community participation**

The nature of this type of intervention needs active community participation, accordingly, any future intervention should develop community participation procedures, tools and protocols. Furthermore, an independent training on Community Participation models for all implementing partners would be very useful;

**Response :**

One of the lessons learned of the 17-21 programme is that MFIs that apply participatory approaches have better results than the others: the RSF services are generally much more appreciated by the communities than the ones offered by the conventional branches of the MFIs, due to their proximity, adequacy and individual based loans. The more community participation, the more successful is the scheme, not only for the MFI but also for the beneficiaries. The 2 MFIs that have the better results and outreach, Wasasa and Buusaa Gonofaa, have always given importance to that aspect from the identification phase up to the management of the operations. The role of the management committee, grouping community members, which is active among others in the approval process of the loans and in the recovery of defaulted loans, has proven to be very effective. These practices will be shared between MFIs to enhance that level of community participation

As far as NGOs are concerned, for the 22-26 programme, a new partner has been identified, MELCA that works extensively on community participation. MELCA expertise, tools and methodologies will be put to good use for the other NGOs.

**Action**

Organizing transfer of good practices from MELCA to other NGOs as well as from BG and Wasasa to other MFIs on CP.

**Calendar**

2022-2024

**Person in charge**

TA

**Recommendation 6: RSF ICT capacity building**

Future Programmes should incorporate ICT capacity building component to the RSF training packages in order to increase the sustainability of similar interventions based on the available infrastructures

**Response :**

SOS Faim has not foreseen a specific budget line for ICT capacity building in the 2022-26 programme. However, it is to be mentioned that the MFI WASASA has already benefited from ICT support in 2020-2021 (purchase of tablets facilitating the data collection on the field and its connection to the core system) which will be used for the benefit of the other MFIs we work with, such as SFPI and BG.

Given the difficulty of training rural staff in these matters due to the low level of education, the main line of action will be the exchange of experiences between the most advanced MFIs in this type of training.

**Action**

Facilitating exchange between MFIs to share experience at that level as well as facilitating contact with ICT providers.

**Calendar**

2022-2023

**Person in charge**

TA