

**Management Response of KIYO to the final evaluation of the 2017-2021
programme
Country: Brazil**

1. General Comments:

KIYO is grateful to INANGA, and especially to Julien Moriceau and Trevor Krayner, for the process and the results of the final evaluation of the 2017-2021 programme for Brazil. KIYO would also like to thank the evaluators for having facilitated a valuable restitution and feedback process. In general, the final evaluation meets the objective as defined in the terms of reference, which was to provide an assessment of the relevance, coherence, effectiveness, efficiency, impact and sustainability of KIYO's 2017-2021 programme in Brazil.

KIYO also welcomes INANGA's constructive criticism and is committed to following up on the recommendations, as specified in the action plans developed below.

KIYO, however, has reservations regarding the following paragraph in the final evaluation report:

- Page 21: "The drastic contextual changes due to the political shift in Brazil and the COVID-19 pandemic also illustrate the need for the program to be flexible, even reverting to service provision or other activities regarding basic needs, in order to achieve overarching objectives." KIYO agrees that in a context of economic hardship and a climate of political repression and social exclusion, the programme should be sufficiently flexible. However, KIYO believes that this does not necessarily imply that the programme as such should therefore 'revert' to direct service provision in order to attain empowerment objectives, but rather that empowerment strategies should include strategies that sustainably reduce the target groups' economic vulnerability.

Finally, KIYO wants to correct the number mentioned on page 9 of the evaluation report as result for "the number of campaigns run by youth with national coverage to raise awareness of children's rights, gender equality and environmental rights". The final evaluation reports a total number of '4' as result at the end of 2021, whereas this number should be '3'. This discrepancy is due to an error in KIYO's internal system and therefore not attributable to INANGA.

2. Response to the recommendations

<p>Recommendation #1: On a general level, Brazil civil society organizations faced overwhelming challenges and threats in the two last years. The result is that their capacity to provide and support people in situations of vulnerability, as well as their institutional autonomy and sustainability, is weakened. In the objective to maintain the achievements obtained in the past years despite this challenging environment, it is strongly recommended to continue to support Brazilian partners in the coming years, in order to allow them to reorganize</p>

their financial sustainability plan and a support program so that they do not collapse and can continue to operate.

Management response: KIYO agrees in part with this recommendation. KIYO will continue formal partnerships with two out of the five partners from the 2017-2021 programme (AMAR and SER), while developing a new full-fledged partnership with an entirely youth-led organization (YOUCA) that was able to establish itself as an independent organization under the wings of one of KIYO's long term partners (PAMEN). Promising collaborations with YOUCA already started in the 2017-2021 programme. Partners with whom the formal partnership will not continue into the new programme will nonetheless remain involved in its implementation, among others by sharing their experience, knowledge and expertise accumulated over the years. KIYO agrees that the current context in Brazil has weakened or threatens to weaken the institutional stability and sustainability of local partners. However, efforts were made to strengthen the capacities of partners of the 2017-2021 programme to diversify their funding base and a participative risk analysis was done after the mid-term review with all 2017-2021 partners in view of better managing the risks linked to the changed political, social and economic context. At the start of the 2022-2026 programme, KIYO will define together with each local partner a mutual and shared capacity development (MCD/SCD) plan in which special attention will be given to institutional development and financial sustainability as well as to the early definition of an exit strategy in order to better prepare partners for a possible phasing-out of KIYO funding.

Key actions	Timing	Responsible
1.1 Participatory development of a mutual and shared capacity development (MCD/SCD) plan	2 nd quarter of 2022	KIYO country office (with support of KIYO head office) and local partners
1.2. Implementation of mutual and shared capacity development (MCD/SCD) plans	2 nd quarter of 2022 onwards	KIYO country office (with support of KIYO head office) and local partners
1.3. Participatory evaluation of the implementation and impact of the MCD/SCD plan at partner level (through empowerment score cards)	At the end of every programme year	KIYO country office (with support of KIYO head office) and local partners
1.4. Definition of an exit strategy (as part of the MCD/SCD process) with	3rd quarter of 2022	KIYO country office (with support of KIYO head

each partner		office) and local partners
1.5. Periodic update of risk analysis and risk management strategy	1 st quarter of every new programme year	KIYO country office (with support of KIYO head office) and local partners
<p>Recommendation #2: The appreciation of the program from Brazilian partners is very positive, especially the experience of partnership and communication with their counterpart KIYO. As the partnership is an important criterion for DGD funded programs, and as some important evolutions occurred in partnership strategies and tools at KIYO in the past years, it would be relevant to develop a case study or an internal capitalization of the partnership experience developed in Brazil in order to inform other KIYO contexts of intervention and help determine how to implement new partnership strategies and practices.</p>		
<p>Management response: KIYO agrees in part with this recommendation. In fact, “equal partnerships” is one of the key domains of the mutual and shared capacity development (MCD/SCD) framework around which KIYO and the partners will work throughout the implementation of the new programme. KIYO considers “equal partnerships” as a collective learning process to which the experiences of the different country programs – good practices as well as challenges and lessons learned – and continuous dialogue with and among KIYO’s different offices and partners will contribute. Rather than being a ‘case’ to inform other KIYO contexts, KIYO considers the partnership experience in Brazil as an opportunity to inspire the dialogue and collective learning around “equal partnerships” in which all country offices both offer and receive inputs. KIYO agrees that positive and informative partnership experiences should be capitalized upon in the new programme. Moreover, KIYO is part of a working group (‘toekomstwerf’) of the NGO federation on equal partnerships and will continue to share its experiences with as well as learn from other Belgian non-governmental actors.</p>		
Key actions	Timing	Responsible
2.1. Establishment of baseline of KIYO capacities in developing equal partnership on all levels (through empowerment score card)	2 nd quarter of 2022	KIYO country office and KIYO head office
2.2. Participatory development of MCD/SCD cycle between the different KIYO offices (country offices and head office), including on	2 nd quarter of 2022	KIYO country office and KIYO head office

“equal partnerships”.		
2.3. Implementation of mutual and shared capacity development (MCD/SCD) plans	2 nd quarter of 2022 onwards	KIYO country office (with support of KIYO head office) and local partners
2.4. Participatory evaluation of the implementation and impact of the MCD/SCD plan at KIYO level	At the end of every programme year	KIYO country office and KIYO head office
2.5. Participation of KIYO in a working group on equal partnerships of the NGO federation	Continuous	KIYO head office (with inputs from different country offices)
<p>Recommendation #3: The individual outcomes obtained thanks to the project are really meaningful, and the life stories developed through the project are powerful. It would be interesting -maybe it has already done- to use them for various purpose: share them with other KIYO partners outside of Brazil in order to develop it or use it for various initiatives: (i) For capacity building, as a training tool for Theory of Change workshop (i.e. an interesting stakeholders analysis could be done using the life stories); (ii) For advocacy activities, as an awareness tool.</p>		
<p>Management response: KIYO agrees with this recommendation. The collection of stories that capture the impact of projects supported by KIYO on the lives of individual youth is currently already a practice (for instance through the narrative reporting of partners) and these life stories are used for various purposes (among which narrative reporting towards third parties, raising awareness on effective empowerment models and strategies among stakeholders in the partner countries and in Belgium as well as challenging negative stereotypes or preconceived ideas about youth in vulnerable situations). However, the quality and depth of the life stories varies, with Brazil being a good example of how the collection and use of life stories can add value to the programme. The use of life stories is also not yet a systematic part of KIYO’s Monitoring, Evaluation, Accountability and Learning (MEAL) framework. KIYO agrees that life stories could be a valuable contribution to the development and monitoring of our Theory of Change (especially in understanding the process of empowerment and the role of and interconnections between different stakeholders in that process).</p>		
Key actions	Timing	Responsible
3.1. Reflection on systematizing the collection and use of life	2 nd quarter of 2022	KIYO head office, particularly meal focal

stories as part of KIYO's Monitoring, Evaluation, Accountability and Learning (MEAL) system		person.
3.2. Valorization of life stories in the periodic assessment of KIYO's Theory of Change (country and global level)	At the beginning of every year (coinciding with the annual reporting on the performance scores of the programme)	KIYO head office, KIYO country office, partners
<p>Recommendation #4: It seems that POs are still sometimes struggling with operational and financial requirements of the DGD program and that this could lead to frustrations and time loss for POs, but also for the KIYO office in Brazil and the KIYO office in Brussels. The POs in Brazil and in other countries covered by this final evaluation mentioned that the proximity between them and their international partners is very important to develop a fruitful partnership. At the beginning of the next program, it could be useful to organize a workshop in which each party could share its needs and requests and constraints. At the end, each party could commit to carrying out the things they agree upon to follow DGD rules and procedures during all the project implementation period.</p>		
<p>Management response: KIYO generally agrees with this recommendation, while also emphasizing that KIYO attaches great importance to the principle of accountability and transparency, above and beyond the requirements of DGD. During the partner selection process for the 2022-2026 programme, special attention was given to selecting partners with proven capacities and a positive track record in project management so that the main focus during the implementation of the 2022-2026 programme could be on mutual and shared capacity development processes on the thematic level. With regard to YOUCA, a recently established, but very promising youth-led organization, particular attention will be given to supporting this partner in developing its project management capacities. KIYO recognizes the need for well-coordinated financial and operational monitoring and reporting procedures to avoid possible frustrations or double work. Therefore, KIYO is currently fine-tuning its financial and operational monitoring tools for the new programme, while also continuously investing in decentralizing as much as possible the management of KIYO's partnerships to KIYO's local teams in the country offices, in line with partners' appreciation for KIYO's proximity through the local country office.</p>		
Key actions	Timing	Responsible
4.1. Updating and validation of KIYO's operational and financial monitoring tools	1 st quarter of 2022	KIYO head office (with consultation of country offices)

4.2. Coaching of the partners on the use of the operational and financial monitoring tools	continuous	KIYO country office (with support from KIYO head office)
<p>Recommendation #5: The national political context in Brazil is quite challenging for CSOs and especially human rights organizations. It requires to deeply rethink the advocacy strategy for the next program, and to develop new targets, new ways of communication with the community, the public in general, the local authorities and national authorities. These targets should be identified through a thorough and new context analysis process, taking into account the new recent barriers and challenges faced by Brazilian civil society organizations. Even if direct advocacy toward national political actors seems overwhelming and is not a key feature of KIYO activities, finding ways to influence national and institutional actors and disseminate good practices and positive experiences of the program is necessary to facilitate the sustainability of the program’s achievement.</p> <p>The evaluation suggests to conduct such context analysis through workshops on the revision of the ToC and how to better implement it in the program’s implementation and M&E.</p>		
<p>Management response:</p> <p>KIYO partially agrees with this recommendation. In the 2022-2026 programme of KIYO in the Brazil, policy advocacy as such will not be a separate pathway of change. Rather, the programme aims at supporting partners, through a process of mutual and shared capacity development, in creating a quality learning environment that allows youth to become active global citizens, contribute to a more sustainable society, and claim their rights. As part of the strategy of the new programme, KIYO developed a new partnership with an entirely youth-led organization, YOUCA, who will guide community youth structures and organizations in developing their capacities to represent youth in youth and human rights-oriented forums and councils (such as the Youth Municipal Council and in Human Rights National Conferences) and in developing and implementing youth advocacy plans. As part of a cross-country process of shared capacity development, KIYO will facilitate learning exchanges between YOUCA and Philippine partner CYC on supporting the development of youth-led organizations and on youth-led advocacy. Partners SER and AMAR will continue their participation in advocacy networks through which they will continue to promote good practices and positive experiences towards local and national authorities, however this will be outside of the scope of the activities directly supported by the 2022-2026 programme of KIYO in Brazil. KIYO agrees with the recommendation to conduct regular participatory context analyses as well as regular reflections on the Theory of Change in order to review programme strategies.</p>		
Key actions	Timing	Responsible

5.1. Annual reflections on the programme's Theory of Change	Annual	Country office, partners
<p>Recommendation #6: The threats now faced by Brazilian human rights organizations increase their vulnerability toward national public authorities. It could be relevant to continue/to develop support provided to the POs in order for them to increase their visibility at an international level, and to increase the international support and protection they could receive.</p>		
<p>Management response:</p> <p>KIYO agrees with this recommendation. KIYO currently already supports partners by publishing information about their actions through different media channels, by networking with international agencies that might be able to provide financial support to their operations and actions, and by acting as intermediary for diplomatic relations as well as facilitating visits with the Belgian consulate and embassy. This international visibility provides partners with a certain level of protection, as the evaluation suggests, and sometimes also results in financial support (as was the case with the visit of the Belgian royal family to partner AMAR).</p>		
Key actions	Timing	Responsible
6.1. Continuous communication and relationship building with the Belgian embassy and Consulate in Brazil	Annual	Country office
6.2. Facilitation partner visits by international diplomats	Bi annual	Country office and partners
<p>Recommendation #7: For an NGO of KIYO's size and for its partners, it is extremely costly and difficult to conduct impact assessments that cover all of the final beneficiaries. It is easier to focus on the processes of change at work in the program in regard to the outcomes and intermediate actors. Moving forward, the evaluation recommends developing the evaluation monitoring framework to explicitly include indicators that allow for the analysis of processes of change at work among partners, civil society, and involved groups of children. To achieve this, outcome evaluation tools could be used, such as outcome mapping, outcome harvesting, capacity assessment and analysis of partners and other stakeholders.</p>		
<p>Management response:</p> <p>KIYO agrees with this recommendation. In fact, the Monitoring, Evaluation, Accountability and Learning (MEAL) framework for the 2022-2026 programme will focus predominantly on mapping processes of change at the level of the</p>		

local partners, the community actors with which they work, the youth directly and indirectly reached through the programme, and KIYO as a learning organization. These processes of change will be captured through qualitative and quantitative impact measurement tools ('empowerment score cards') that will be developed in a participatory manner on all levels of the programme.

Key actions	Timing	Responsible
7.1. Participatory development of empowerment score cards on all levels of the programme (KIYO, partners, reach, youth)	2 nd quarter 2022	KIYO head office, KIYO country offices, partners
7.2. Establishment of baselines partners', community actors' and KIYO's capacities to create an enabling environment for youth empowerment	2 nd quarter 2022	KIYO head office, KIYO country offices, partners
7.3 Participatory development and implementation of mutual and shared capacity development plans	2 nd quarter of 2022	KIYO head office, KIYO country offices, partners
7.4. Participatory evaluation of the impact of the mutual and shared capacity development plans and assessment of the tools	Annual	KIYO head office, KIYO country offices, partners

Recommendation #8: The partnership between KIYO and Brazil partners is interesting and fruitful. More investigations are required to assess rigorously the positive impact of this partnership, for Brazilian youth, for partners and for KIYO. It is recommended to plan a dedicated external impact evaluation for the future program in order to analyze the added value of these partnerships, how it could be inspiring and how to improve it.

Management response:

KIYO agrees in part with this recommendation. As mentioned in our response to recommendation #7, the Monitoring, Evaluation, Accountability and Learning (MEAL) framework of the 2022-2026 programme will focus much more strongly on mapping the change process on the level of KIYO, local partners, community

actors and the youth reached directly and indirectly by the programme. These processes of change will be captured through qualitative and quantitative impact measurement tools ('empowerment score cards') that will be developed in a participatory manner on all levels of the programme. KIYO believes that the application of these tools will allow for a more comprehensive evaluation of the program's impact during the programme's mid-term and final evaluations. With regard to specific actions, KIYO refers to our response to recommendation #7.