

**External evaluation VSF-B  
Programme Development Education – Belgium  
2014-2016**

**Final Report**

December 2016

## Table of Contents

Resume .....	4
1. Introduction .....	8
1.1. Context and Scope of the Evaluation.....	8
1.2. Objective of the evaluation and Approach.....	9
2. Main findings, analysis and conclusions .....	11
2.1. Relevance .....	11
2.2. Effectiveness and Impact .....	16
2.3. Efficiency .....	34
2.4. Sustainability.....	35
3. Recommendations .....	38
3.1. Relevance .....	38
3.2. Effectiveness and Impact .....	38
3.3. Efficiency .....	40
3.4. Sustainability.....	40
Annex 1: Evaluation framework DGD N-programme VSF-B .....	43
Annex 2: List of consulted persons .....	46
Annex 3: Summary VET framework of Strategy (Nov.2014).....	48
Annex 4: Summary Policy Influencing Strategy of VSF-B .....	50

## Abbreviations

ADG	Aide au Développement Gembloux
CELEP	Coalition of European Lobbies for Eastern African Pastoralism
CIS	Centrum Informatieve Spelen (Centre for Informative Games)
DC	Development Cooperation
DE	Development Education
DIV	Departement Internationaal Vlaanderen (Department International Flanders)
HE	Higher Education
I	Indicator
IAAS	International Association of Students in Agricultural and Related Sciences
FAO	Food and Agriculture Organisation
MDG	Millenium Development Goals
M&E	Monitoring and Evaluation
N-programme	North programme
NGO	Non Governmental Organisation
OECD/DAC	Development Assistant Committee of the Organisation for Economic Cooperation and Development
R	Result
SO	Specific Objective
S4SA	Students For Sustainable Agriculture
SDG	Sustainable Development Goals
UC	University Colleges
UG	University Gent
VAIS	Vlaams Agentschap Internationale Samenwerking (Flemish Agency International Cooperation)
VET	Veterinarian/Veterinary
VSF-B	Veterinaires Sans Frontières – Belgium
WISP	World Initiative on Sustainable Pastoralism

## Resume

VSF-Belgium (VSF-B) is an international non governmental organisation with the mission of "improving the welfare of vulnerable populations in developing countries, through improving animal health and production" and propagate a vision of "healthy animals, healthy people".

This report is the result of the external evaluation of the DGD North 2013-2016 programme. This programme was meant to develop sensitization activities and to raise awareness taking into account the interests of the different target groups. At the same time the programme enabled policy influencing activities at Belgian and European level through participation of VSF-B in several platforms and networks. Final objective of the programme was to turn professionals in the field of agriculture and food production into conscious actors in the global food system.

Direct target groups of the programme were higher education students in Belgium (agriculture, veterinary), agriculture and veterinary professionals, consumers of animal products, and policy makers at Belgian and European level. Partners in the programme were higher educational institutions, NGOs, networks/platforms, partner organisations in the South. Indirect target groups were the media and lecturers through and with which VSF-B worked and collaborated to reach the final target groups.

Objective of the evaluation was to measure the relevance, effectiveness and impact of results, and sustainability and efficiency of the programme. Evaluation criteria were judged and triangulated by using different information sources (desk study, interviews, online survey with students).

At the level of the target groups, VSF-B has clearly an added value compared to other Belgian NGOs. In terms of outreach towards the target audience VSF-B has achieved the expected numbers. The added value of VSF-B's N-programme differs per target group. Although VSF-B has worked as much as possible in line with the needs and interests of the different target groups, this could have been underbuilt and worked out in a more coherent way in the original programme document (linking results and target groups more explicitly to each other) and elaborated during execution of the programme. By linking more explicitly sustainable consumption and production in North and South and less separation between activities with different target groups, the N-programme of VSF-B would have responded better to the global SDG agenda. Although not mentioned explicitly by VSF-B staff themselves during the interviews neither in the original programme document or other documents, the activities of VSF-B carried out in 2014-2016 with higher education institutions contributed to the increasing internationalisation of higher education institutions in Belgium. This could be considered as an unplanned result, but relevant though in the light of the increasing globalisation and SDG agenda.

Although VSF-B has worked during 2014-2016 with many different actors and audiences within the N-program, we can still ask ourselves from this more global perspective how VSF-B could work on a more comprehensively and globally development-oriented education in the future, specifically looked at from the perspective of exchange and cooperation between N-S partnerships. This would allow individuals and organisations professionally involved in agriculture and food production to become more conscious and active actors in the global food system in a more coherent way.

This paradigm shift in thinking (more globally oriented and less N / S) can help initiating and embedding such exchanges in the future, in cooperation with all involved actors and sectors including the private sector, other NGOs, national and international networks, etc. One such program requires a multi-stakeholder and multi-sectoral approach, in North and South. Therefore a main future challenge for VSF-B will lie in finding a balance between linking interventions to interests and added value of all involved other sectors and actors without losing the focus on the own core themes, and taking into account the changing global development landscape. Working this way would also respond better to the future SDG challenges.

VSF-B was able to achieve a considerable outreach at the level of direct and indirect target groups. At the same time this outreach did not significantly contribute to educational actions undertaken by the target audience. It is also not a guarantee that people or groups of people undertaking educational actions as a consequence of sensitization or increased awareness will really change their behaviour in the long term. This was not measured seen the short programme period. The current M&E system of VSF-B does not include indicators neither mechanisms to measure this kind of longer term impact. Although the DGD yearly progress reports inform well on progress of outreach activities, it is difficult to measure and therefore to conclude about the extent to which VSF-B's efforts really lead to more sensitization, creation of awareness and changing behaviour benefiting consumption patterns in function of a more sustainable global food system. Therefore efforts by VSF-B should be made in function of a good balance between feasibility and what is really important. If activities about more outreach of the general audience consumes too many resources compared to the benefits, then these interventions should be reduced. In one way or another VSF-B should measure the extent of sensitization and awareness at the level of direct target groups, to decide whether and how VSF-B could shift to invest more in mobilisation of sensitized people.

In addition to this it is suggested to improve the M&E system in order to allow measurement of changes at midterm and longer term level e.g. sample interviews with students in combination with surveys, or surveying the same group of students/vet over a longer period of time. Progress on results and learning effects at the level of all target groups should be monitored more systematically including measurement of the extent of sensitization, awareness and changes in behaviour. This means that better or additional indicators and/or measurement methods should be developed.

The development of a VET strategy and a policy influencing strategy during implementation of the 2014-2016 North programme compensated some of the shortcomings of the original logical framework. Working through networks and platforms to influence policy makers has shown to be a well chosen strategy with good results. Evidence could be found that considerable progress has been made for all strategic objectives formulated in the policy influencing strategy. Based on the evidence found we can conclude that VSF-B has increasingly become recognized as a focal point/reference point in the EU for pastoralism in East- and West-Africa.

The existence of a VET strategy, action plan, VET working group and rapprochement towards professional organisations are steps forward, but results are still very fragile. There does not seem to be a lot of ownership for activities yet by working group members and professional organisations. Working

more collectively with veterinarians in the future could help achieving more outreach and results towards this target group. In addition the focus of the strategy could also become more on common problems of veterinarians in North and South e.g. One Health approach is a good point of departure e.g. food security, animal health and climate change concerns in Belgium coincides with food security problems (use of hormones in livestock breeding), animal health problems and climate change effects in the South.

At the level of the students, VSF-B has realized a lot of efforts to sensitize them and to increase awareness amongst them. Based on the evidence found we can conclude that this has resulted in a high % of students sensitized through the activities of VSF-B. A lot of them were also willing to undertake an action as a consequence of this. It is not clear to which extent this desire was really brought into practice (with the exception of student-ambassadors this was not systematically monitored).

One of the most effective activities are the exchange trips to the South. It should be good to continue these trips while at the same time to ensure sufficient attention and support to the preparation phase and ambassador period afterwards. Internships from and to the South could be considered if feasible since these could have a win-win for both the UC and VSF-B.

Gender and environment are two transversal themes in the VSF-B N-programme. Evidence has shown that both topics have been included in the VSF-B programme. Although some monitoring documents allow making distinction between men and women, this information is not specifically processed in the yearly progress reports. It is therefore suggested to include indicators in the next programme to allow better monitoring of progress on the extent to which these topics are embedded in results and outcomes.

In general the roles and contribution of VSF-B and partners were clear and complementary to each other during implementation of the 2014-2016 North-programme. VSF-B has succeeded during 2014-2016 in playing different roles: coordinator, facilitator, trainer, administrator, partner, executor, expert,... This is a remarkable performance seen the reduced work force available to carry out the VSF-B N-programme.

Based on the analysis of the factors influencing results it can be concluded that adjusted communication per target group is a key factor for success, as well as ownership for activities. Results are not sustainable if always the same people engage themselves. Commitment and ownership of target groups and partners and a customized way of working are also important conditions for sustainability.

The interviews revealed that communication between VSF-B and its partners and target groups was considered as very efficient (to the point, immediate response, professional) and that support in general by VSF-B to its target groups like e.g. students, veterinarians, networks has been qualified as very good, effective and efficient. Some communication channels could be deployed better in the future so to become even more effective and efficient e.g. open instead of closed facebook pages; monitoring which documents are downloaded from the website and how many times; use of video blogs...

In order to achieve sustainability VSF-B needs to define its actions in function of longer term results e.g.

how to maintain commitment and ownership once people are sensitized? How to continue investing in people in order to let them become 'catalyst' towards a broader audience? How to effectively mobilize target groups willing to undertake action? How to create mechanisms to ensure that policy makers remain engaged e.g. in case a policy maker is not re-elected anymore (individual engagement is much more fragile than institutional commitment)? And how to invest in activities linking different results and/or target groups to each other e.g. private sector to South partners, professional organisations here to professional organisations in the South (see also relevance).

## 1. Introduction

### 1.1. Context and Scope of the Evaluation

Vétérinaires Sans Frontières Belgium (VSF-B) is an international non governmental organization with the mission of "improving the welfare of vulnerable populations in developing countries, through improving animal health and production" and propagate a vision of "healthy animals, healthy people". VSF-B believes that every person has the right to decent living conditions and international solidarity is of the utmost importance. The earth, livestock and people are inextricably linked in a chain, in which animals are a factor in sustainable development. "Development gives increased choices to beneficiary populations".

VSF-B develops its activities in Belgium and Europe by using a "Development Education and Awareness Raising" (DEAR) - framework. According to CONCORD this DEAR-approach refers to "...an active learning process, founded on values of solidarity, equality, inclusion and co-operation. It enables people to move from basic awareness of international development priorities and sustainable human development, through understanding of the causes and effects of global issues, to personal involvement and informed action. Development education fosters the full participation of all citizens in world-wide poverty eradication, and the fight against exclusion. It seeks to influence more just and sustainable economic, social, environmental, and human rights based national and international policies". Therefore the N-programme of VSF-B is meant to lead to changes at both individual and collective level, and furthermore at the level of paradigms and rules. To achieve this, the DEAR approach includes sensitization activities, development education (DE) and advocacy.

The specific "North" objective complements the "South" objectives of the DGD programme reinforcing the decisions and choices made in the North - particularly in the field of agriculture / development policies and consumption – which have an impact on the South and vice versa. In logic of improving the living conditions of disadvantaged people and thus reducing global inequality, it is essential for VSF-B to promote sustainable consumption and production patterns of animal products. Nevertheless, the link between certain interventions in North and South is not always clear neither do people understand how they can choose to act in favor of international solidarity. Education is thus crucial for those in the North who do not know how they can influence what happens in the South. Those who are already motivated often need more explanation to understand the complexity of global issues. Therefore DEAR activities involve the South especially in the context of exchanges between veterinarians and students, through capacity building of local partners and through advocacy.

The specific objective of the DGD 2014-2016 programme was formulated as follows: *"Our target groups are aware of the importance of family livestock production aimed at sustainable production and consumption of animal products and act in favor of this, both in North and South."*

In order to achieve this objective, three expected result areas were defined:

- **Result 1:** "Our target audience is aware of the economic, social, environmental and health impact in the North and South, as a result of the consumption of animal products".



- **Result 2:** "Our target audience is informed, aware and act in favor of sustainable production of animal products".
- **Result 3:** "Family livestock farming is included in domestic agricultural policies and in development cooperation policies at national, European and international level".

The scope of the programme interventions in combination with the scope at target group level can be illustrated as follows:

Scope interventions	Intervention areas	Scope Target groups		
		Individual level (students, final consumers, individual policy makers):	Organisational/Institutional level (N and/or S):	Collective level (broad audience)
<b>Sensitization</b>	To be aware of... (R1 DGD)	X	X	X
<b>Motivation and changes in behaviour</b>	...is informed, aware and acts in favour of... (R2, DGD)	X	X	X
<b>Policy level</b>	Recognition of family livestock breeding in agricultural policies ... (R3, DGD)	X (policy makers)	X	

Table 1: scope of the programme interventions combined with the scope at target group level

## 1.2. Objective of the evaluation and approach

The **objective** of the evaluation was twofold:

- An analysis of the hitherto achieved results in accordance with the OECD/DAC criteria of relevance, effectiveness, efficiency, sustainability and impact, in order to demonstrate accountability to the stakeholders that were involved in the actions;
- An analysis of past successes, failures, strengths, weaknesses, obstacles and opportunities for the future. The emphasis is on learning and especially important for future actions arising from the current project / programme (from 2017 onwards).

For this evaluation the **approach** was as follows:

- Desk study of relevant documents (programme document 2014-2016, annual progress reports, monitoring documents, survey results from students (executed by VSF-B in 2016),...);
- Based on the desk study and the evaluation questions in the terms of reference the evaluation framework was further developed (Annex 1);
- Interviews with VSF-B staff, target groups and partners (see list of interviewed persons in Annex 2).

**Limitations** of this evaluation were 1/the diversity in target groups and 2/the M&E system:

Diversity: VSF-B works with very diverse target groups: the core audience group or final target group of agriculture and veterinary students in the Flemish and Walloon region and professionals (veterinarians and farmers); furthermore VSF-B targets also consumers in general, specific producer organisations in North and South and Belgian and EU policy makers. There is also an intermediate target group to be considered as a 'vehicle' for VSF-B to achieve the final target group: public media (written and oral) and lecturers of the higher education institutions. The time to collect information with all these target groups including contacting and planning of interviews was limited (three days). In order to face this constraint the evaluator complemented the information collection through interviews with other sources of verification:

- the external evaluation report of the North programme of ADG<sup>1</sup> was used to verify results of the JAGROS project (partly financed by the DGD programme of VSF-B);
- the online survey carried out by VSF-B itself in 2016 amongst higher education students was used to verify relevance and effectiveness of the N-programme for this target audience.

The evaluation did mainly focus on the interventions directed to the direct target groups veterinarians, higher education students and policy makers. No evaluation was done at the final consumer level neither at the intermediate target group level.

**M&E system:** VSF-B uses an extensive monitoring system to follow up the N-programme. However this system captures mainly immediate results (output level) and was not sufficient as a basis to measure progress on outcome and impact during this evaluation. The construct of this evaluation and foreseen number of days did also not allow an in depth impact measurement of the N-programme.

The findings and conclusions in this report were grouped around the OECD/DAC evaluation criteria and evaluation questions, and are based on information that could be derived from more than one source of information and verification.

The report contains three chapters, a summary and annexes: after the introductory chapter, the second chapter summarizes the main findings and conclusions. The report concludes with recommendations for the future, described in the third chapter.

---

<sup>1</sup> With their permission

## 2. Main findings, analysis and conclusions

This chapter contains main findings and conclusions grouped around the OECD/DAC evaluation criteria and evaluation questions.

### 2.1. Relevance

*Basic question:*

- *To what extent does the North programme respond to the expectations of the target groups?*

*Subquestions:*

- *What is the added value of the North programme of VSF-B?*
- *Are there alternatives, other organisations offering the same as VSF-B? What makes VSF-B different compared to others?*

#### 2.1.1. Structure of the 2014-2016 North programme: point of departure

During 2014-2016, the North programme built further upon past activities on "sensitization" and "information" through collaborations with NGOs, higher education institutions and professionals. VSF-B also sensitized final consumers in Belgium and developed advocacy interventions towards elected representatives in Europe and Belgium. Compared to the previous DGD programme, there were little changes in terms of the issues addressed. VSF-B linked its North programme to Southern family livestock production (particularly pastoralism) and the strengthening of local sectors in the South (milk, meat). Food sovereignty remained a priority theme, as well as the "right to food". Other important themes were issues related to climate change, access to natural resources, environmental protection and gender issues, addressed in a cross-cutting manner.

The intervention logic of this program focused on three expected results, which constituted the three forms of engagement in which the target audiences could invest: consumption, production and political action. Firstly, important awareness-raising and information work was planned to be carried out among consumers (especially young people) in order to stimulate reflection on the sustainability of their choices in terms of products of animal origin and their impact on farmers from the South. Secondly, it was planned to let professionals and future livestock professionals question themselves about the sustainability and effectiveness of agricultural and animal husbandry practices developed in the North and South, particularly through meetings and exchanges with their counterparts in the South. The issue of food sovereignty was also on the agenda. More than information, this axis aimed at putting into action the target audience, in particular through the development of concrete initiatives in favor of farmer livestock production. Thirdly, political decision-makers were meant to be equipped (information, exchanges with the South, sensitization) in order to make concrete and thoughtful policy choices in favor of farmer breeding. This work of political advocacy was planned to be accompanied by a citizen

mobilization of VSF-B's social base, their networks and partners, as well as all the publics targeted by the North component. The setting up of an "educational campaign" was foreseen in the programme to ensure consistency between all the results.

The North programme was also intended to be coherent with the actions carried out under the South component of the program. Through regular exchanges and collaborations, the development education strategy was meant to be reflected upon with the South; actions carried out in the North and in the South were meant to be coherent and mutually reinforcing, particularly in the context of exchange travel and advocacy and awareness-raising through testimonials from professionals in the South.

### 2.1.2. Outreach of VSF-B in Belgium

Based on the desk study it can be said that VSF-B monitors well the outreach of the different target groups (attendance lists, number of people visiting the website,...). Difference is made between direct and indirect outreach. Direct outreach are individuals (students, professionals, intermediaries, policy makers) taking part directly in or having touched by one or more of VSF-B's activities. Indirect outreaches are these individuals that have not been involved directly in VSF-B's activities but they have received e.g. publications or have been reached through the media etc. Indirect numbers are available but since some of the numbers are estimates it is not sure to which extent all numbers can be considered reliable (see table 2 below).

Based on the progress reports of 2014 and 2015 (no data available yet for 2016 at the moment of the evaluation) it can be concluded that the anticipated outreach numbers were achieved for all target groups with exception of the intermediary target group.

Target group	Expected outreach	Achieved outreach 2014	Achieved outreach 2015
Students higher education	1900	1357 direct	3123 (+- 900 direct)
Professionals (veterinarians)	14606	5211 direct +-16700 indirect	22 direct +- 14450 indirect
Policy makers	7	7	10
Final consumers	107700	6760 direct +- 2mio indirect (radio-spot)	2740 direct +-96000 indirect
Intermediaries	1857	608 direct	250 direct journalists 29 direct lecturers

Table 2: expected and achieved outreach target groups N- programme 2014-2016

### 2.1.3. Added value of VSF-B in Belgium

VSF-B is the only Belgian NGO making a direct link in its N-programme between its target groups in Belgium and family farming/livestock production in the South. Sensitization and development education activities in the North are meant to increase the information level and level of awareness on the core topics VSF-B is working on, in the best case resulting in changes in behaviour of consumption patterns. This is relevant for several reasons:

#### 2.1.3.1. Internationalisation of higher education institutions in Belgium

Although not mentioned explicitly by VSF-B staff themselves during the interviews neither in the original programme document or other documents, the activities of VSF-B towards higher education institutions can be considered as **contributing to the increasing internationalisation of higher education institutions in Belgium**. Internationalisation has become increasingly important in the fabric of higher education. That has to do with growing pressure on higher education from various angles like the government and the working field. The government sets very specific objectives and targets at both European and regional level. Secondly the working field, which enter the alumni, has a **growing demand for expertise in internationalisation**. For example during the past few years the Catholic of Leuven University Association (BE) has invested, through the 'Education Development Fund', in the development of a framework of International competencies and learning outcomes (ICOMs) towards strong internationalized learning environments.<sup>2</sup> Activities of VSF-B e.g. lecturing specific topics to students in collaboration with lecturers from different higher education institutes, inviting South partners to speak and exchange with students, the organisation of exchange trips through a competition between students from different UC has certainly contributed to this internationalisation.

#### 2.1.3.2. Added value at the level of students

Based on the interviews with students and the ADG N-programme evaluation report, it could be noted that the added value of VSF-B's N-programme at the level of students was mainly at the level of **sensitization and creating awareness** (measured by VSF-B at the end of their activities or events) (see table 3 below). Longer term effects e.g. % of students really undertaken actions and the results of these actions have not been monitored by VSF-B so far.

Expected results	2014	2015
Students having increased their knowledge on a specific topic	75%	73%
Students having increased their awareness	72%	89%
Students wanting to undertake an activity based on this event (e.g. explaining to others, do further reading,...)	80%	84%

Table 3: evaluation of immediate results of VSF-B activities at the level of individual higher education students in Belgium

Based on the interviews with some of the students it could be concluded that students having participated in exchange trips to the South did actually change their consumption patterns once back in

<sup>2</sup> <http://www.internationalecompetenties.be/en/>

Belgium and/or some of them also continued to engage with VSF-B through the 'ambassadorship'-status (see further under effectiveness), but most of them did not.

At the level of secondary education, activities of VSF-B (exchange trip with a group of students to Rwanda ('Move with Africa')) have added value but mainly at sensitization and awareness level. VSF-B did not monitor if this target group as a result of the VSF-B intervention actually changed their way of thinking or their behaviour afterwards; no further follow up activities with this group of students were undertaken.

According to the interviewed students the added value of their participation in the exchange trips was also related to the fact that it contributed to pushing the boundaries, to learn more about themselves, that it was a great way to wake up people up and to experience themes "in real life". Students having participated in the competition game between UC loved the game and the challenge. They considered the game contest test aimed at winning an exchange trip very innovative, as well as the 'student ambassadorship' afterwards giving the opportunity to students to try things out. The way in which VSF-B sought to reach out to a wider audience (through Youtube) was also considered as very unique by the students, as well as the 'speed dating' activity, the way a debate evening was organized (with external speakers). The contest between UC did also help to achieve a bigger outreach amongst students. Not all students interviewed had heard about VSF-B before they participated in the competition.

#### **2.1.3.3. Relevance at policy level**

The policy work was relevant, considered from a development perspective i.e. a Southern/global agricultural perspective and not solely from a European agricultural policy perspective. European policy makers were sensitized and informed with the objective to influence policies on livestock production benefiting Southern smallholder livestock producers.

The added value of VSF-B at the level of policy makers can also be related to its work on pastoralism (and related topics) in national (e.g. be-troplive) and international networks (e.g. CELEP). For example within CELEP the work of VSF-B is relevant since CELEP can work complementary to other organisations active in the same field e.g. the FAO hub on pastoralism, WISP. Although there is overlap in activities, the FAO projects run only for three years and CELEP could take over where FAO's commitment stops; WISP is a global network also active on pastoralism but with reduced funding; CELEP could also work complementarily here.

#### **2.1.3.4. Relevance at the level of veterinarians**

The added value of the N-programme for the target group of veterinarians was less obvious at the start of the programme. The evaluation revealed that most of the interviewed veterinarians still don't see an added value for themselves or their direct environment when they have not specifically been involved in e.g. an exchange trip to the South. Most of the interviewed veterinarians considered the added value of the N-programme limited to the promotion of VSF-B amongst the veterinarian community and broader public in Belgium and to fundraising activities for VSF-B.

### 2.1.3.5. Relevance at the level of intermediate target groups and final consumers

Based on the desk study and interviews with lecturers it can be concluded that the intermediary were mainly involved as a 'vehicle' to reach the direct target groups. In this way they are relevant to enable reaching out to the direct target groups.

During 2014-2016 final consumers were mainly informed and educated on their consumption patterns of animal products with consequences for the South and made aware in order to come to a more conscient consumption of animal products here.

### 2.1.3.6. Working with the target groups to achieve the global SDG agenda

Important to mention is that expected results 1 and 2 of the logical framework were not linked to each other in a coherent way which was also visible at activity level. More specifically result one only emphasized consumption of animal products while result two focused more on sustainable production of animal products. In addition the desired changes or outcomes for each target group were not sufficiently well described in the original programme document neither was it always clear how some activities of VSF-B could be linked to sustainable animal production in the South. This led sometimes to activities supported by VSF-B that might favour one target group but was detrimental for another one e.g. actions to promote a moderate meat consumption had a positive outcome for final consumers but was not appreciated by livestock producer groups and veterinarians in Belgium.

Although the SDG agenda was not yet established when the N-programme of VSF-B took of, in line of the above (coherence between expected results) and as part of the SDG agenda and global changes that are taking place in the sector of international development and cooperation, one can ask whether the chosen target groups and defined results were not approached too unilaterally during execution of this N-programme, in order to achieve the overall objective. The model 'N-S' development is increasingly being questioned and becoming under pressure due to, inter alia, the increasing participation of different actors e.g. because of shifts in N-S financial flows, issues such as climate change and the global financial crisis. The global mindset which fits the SDGs allows to appeal to a much wider group of actors to explore new forms of solidarity and action for a better world.

### 2.1.4. Conclusions relevance

At the level of the target groups, VSF-B has clearly an added value compared to other Belgian NGOs. In terms of outreach towards the target audience VSF-B has achieved the expected numbers. The added value of VSF-B's N-programme differs per target group.

Although VSF-B has worked as much as possible in line with the needs and interests of the different target groups, this could have been underbuilt and worked out in a more coherent way in the original programme document (linking results and target groups more explicitly to each other) and elaborated during execution of the programme. By linking more explicitly sustainable consumption and production in North and South and by less separation between activities with different target groups, the N-programme of VSF-B would have responded better to the global SDG agenda.

Although not mentioned explicitly by VSF-B staff themselves during the interviews neither in the original programme document or other documents, the activities of VSF-B carried out in 2014-2016 with higher education institutions contributed to the increasing internationalisation of higher education institutions in Belgium. This could be considered as an unplanned result, but relevant though in the light of the increasing globalisation and SDG agenda.

## 2.2. Effectiveness and Impact

### *Basic questions:*

- *Effectiveness: to what extent do the activities of the N-programme contribute to the expected results?*
- *Impact: the obtained results contribute to the achievement of the specific objective of the DGD programme*

### *Subquestions:*

- *What kind of changes have been realized?*
- *What was the level of involvement of Southern partners in the N-programme?*
- *What were unexpected results, positive or/and negative?*
- *Did the programme take into account gender and environment?*
- *What are explaining factors (positive, negative) for the successes, failures?*
- *What was the contribution of VSF-B and partners to the achieved results?*
- *What was the contribution and role of the target groups to the achieved results?*

### 2.2.1. Extent to which the activities of the N-programme have contributed to the expected results

During 2014-2016 VSF-B developed different strategies in order to achieve results. These strategies aimed at **sensitizing and creating awareness** through e.g. lecturing, conferences, presentations, organisation of training, (cinés)-debates, discussions with students, organisation of and participation in conferences, (photo)-expos, development of publications, press releases, keeping up to date of the website and integrating an educational page in it, supporting several (closed) facebook pages of student (groups), organisation of exchange trips to the South, selecting and supporting student and veterinarian 'ambassadors', active support and participation in policy influencing activities and networks/platforms, development of fundraising activities serving at the same as sensitization activities etcetera.

During 2014-2016 one internship from the South to the North was organised with a Nigerian veterinarian in cooperation with VSF-B and one of the veterinarian VSF-B ambassadors. No internships with students were organized to the South (only in Belgium at VSF-B headquarters), although interviews with UC lecturers and students revealed interest.



All activities contributing to results are well described in detail in the DGD progress reports of 2014 and 2015 (2016 was not available yet at the moment of this evaluation), therefore these will not be repeated here. At result level we will limit ourselves to analyse the extent to which the formulated indicators have contributed to the anticipated results, and the results that came out of our own findings based on the desk study and interviews with some of the students, veterinarians, partner networks of policy influencing activities and VSF-B staff.

### 2.2.1.1. Analysis of the achieved results based on the indicators

The extent to which activities contributed to the expected results can be measured through the formulated indicators. The indicators of the three anticipated results of the N-programme were the following (see table 4).

<b>Result 1: "Our target audience is aware of the economic, social, environmental and health impact in the North and South, as a result of the consumption of animal products"</b>				
	<b>Baseline</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>Indicator 1:</b> % of the social basis satisfied (quantity, quality, relevant) with offered information on topics related to consumption of animal products	50%	92% (sample students) <sup>3</sup>	92% <sup>4</sup>	Not available yet (N/A)
<b>Indicator 2:</b> the media reflects the vision of VSF-B's S-partners in their publications on consumption and production of animal products	/	85	83	N/A
<b>Indicator 3:</b> % students sensitized on linkages between issues of family livestock production in the N, S and those of responsible consumption	60%	See table 3, though topics not specified in surveys	See table 3, though topics not specified in surveys	N/A
<b>Result 2: "Our target audience is informed, aware and act in favor of sustainable production of animal products."</b>				
<b>Indicator 1:</b> Number of lecturers of UC integrating in a sustainable way topics related to family livestock production including N-S relations in tUCr courses	5	6	29 lecturers involved	N/A

<sup>3</sup> Only measured level students although the measurements are not limited to consumption topics only

<sup>4</sup> Id.

<b>Indicator 2:</b> number of educational actions <sup>5</sup> related to livestock family farming organized by small groups of students from UC of agriculture, veterinarians (both universities and non universities)	1	5	2	N/A
<b>Indicator 3:</b> The number of persons directly sensitized by activities to raise awareness on the challenges of livestock farming, organized by livestock professionals who participated in an exchange trip.	/	100 <sup>6</sup>	N/A	N/A
<b>Indicator 4:</b> quality of work realized by internship students	0	3	N/A	N/A
<b>Result 3: "Livestock production at family level is recognized at agricultural policy level and by development cooperation at national, European and international level."</b>				
<b>Indicator 1:</b> Number of legislative documents integrating pastoralism	30%	N/A	100%	N/A
<b>Indicator 2:</b> Number of politicians sensitized on the important role of pastoralism in food security and sovereignty	30%	N/A	75%	N/A
<b>Indicator 3:</b> Number of persons mobilized to defend pastoralism by means of advocacy activities	200	500	700	N/A

Table 4: Overview indicators measuring progress on expected results of the VSF-B programme 2014-2016<sup>7</sup>

### Result 1 and 2:

In order to formulate an answer to the question whether and to what extent the activities have contributed to the expected results and further to the specific objective, it needs to be made clear that the formulated indicators and results themselves limit the answer for different reasons:

<sup>5</sup>This could be all action inspired by VSF-B's educational activities, as long as it is concrete, directed to more than one person, and contributing to sustainability e.g. publication of articles, organization of a conference, adoption of a law, organization of a specific course, launching a petition etc. Passive participation in an event organized by VSF-B is not part of the 'educational action undertaking as a result of VSF-B's interventions'

<sup>6</sup> A Belgian veterinarian organized 3 activities for 100 livestock professionals after coming back from an exchange trip to the South (originally not planned in this programme)

<sup>7</sup> Ref. Progress DGD reports 2014 and 2015: some but not all numbers could be verified by the internal M&E system of VWB

- The formulation of the results separating consumption and production of animal products. Result one focuses only on sensitization of the consequences of consumption patterns while result two limits educational actions mainly to actions in favour of sustainable animal production (in the South).
- The focus of the results lies very much on consumption in the North and production in the South while these results and their indicators are not well interlinked, leading too much to an artificial and incomplete view on the real situation regarding the core topics VSF-B is working on.
- Indicators do not sufficiently reflect efforts being realized with and for all target group levels (see further table 5 analysis per indicator).
- Indicators of the two results are not sufficiently interlinked so they give an incomplete view of the achieved results.
- The undertaking of educational actions (indicator 2, result 2) does not include all students and other target groups like professionals and final consumers.
- The same indicator (undertaking actions) is more a SO indicator.
- In general the formulated indicators capture not sufficiently the achieved level of sensitization and raised awareness. Several evaluations like e.g. the evaluation of the Uganda exchange trip by veterinarians in 2015, the evaluation at NGO level of the JAGROS project, the student survey organized in 2016, and the evaluation by veterinarians of the functioning of the veterinarian working group cannot be linked to the formulated indicators of the framework.

Besides the internal monitoring documents, the 2014 and 2015 progress reports for DGD give a detailed and interesting overview of main activities undertaken during this programme. But these overviews remain also limited to the type of activities undertaken, which of the target groups was involved and the outreach. They do not give sufficient information on the extent to which the different target groups have been sensitized, informed and made aware of what kind of issues related to consumption and production of animal products in North and South. Moreover they give incomplete information on the extent to which the different target groups have undertaken actions as a consequence of increased sensitization and awareness.

### **Result 3:**

This result contributes specifically to the policy influencing work of VSF-B at Belgian and European level. Policy influencing by VSF-B is mainly done through participation in national and international networks resulting in more political influence and pressure, compared to VSF-B as individual actor e.g. Coalition Against Hunger, 11.11.11, CELEP, be-troplive. Based on the achieved results, working through networks and platforms seems to have been a well chosen strategy for VSF-B.

The DGD progress reports of 2014 and 2015 give a detailed overview of activities and achieved results which are not repeated here.

### 2.2.1.2. Quality of the used indicators

A short analysis of each indicator learns us the following (see table 5 below):

Result 1: Sensitization
<p><b>Indicator 1:</b> measures satisfaction at the level of the social basis. Regarding <b>students</b>: satisfaction has been measured at the end of events to which they participated and through the 2016 survey sent by VSF-B to the UC students. There exists a similar evaluation template at <b>final consumer</b> level but no analysis of results of eventual evaluations could be found, neither have they been included in the DGD progress reports. No general satisfaction measurement has been done at <b>veterinarian level</b> (not taking into account the evaluation of the vet working group or the exchange trip to the South, which has been evaluated as very satisfactory). Satisfaction at the level of <b>policy makers</b>: not realized at the level of this target group.</p> <p>Although 'satisfaction' is an interesting indicator which could give information on the extent to which VSF-B responds to interests or expectations of their target groups, it does not necessarily contribute to the extent to which VSF-B is able to sensitize on its core topics of the N-programme.</p>
<p><b>Indicator 2:</b> not sure how this indicator has been measured (what criteria were used).</p>
<p><b>Indicator 3:</b> can be verified based on the monitoring templates filled out by students at the end of the events. Although the monitoring templates for students could give more insight in the achieved results, not all activities are evaluated; moreover the collected information was only generally processed (see table 3) which means that a lot of the collected information was not used to draw lessons from.</p> <p>It is not clear why the final consumer group is not part of this indicator, since they use the same monitoring template as the students which includes measurement of both satisfaction on the offered information (indicator 1 of this result) and the extent of sensitization.</p>
Result 2: increased awareness and undertaking actions as a consequence of this
<p><b>Indicator 1:</b> progress on this indicator gives only an idea on the extent to which lecturers have been involved in the N-programme during 2014-2016. It does not give an idea on the extent to which lecturers have participated actively in the integration of N/S topics VSF-B is working on, neither on the extent to which the integration is well linked and embedded in the curriculum of the students, nor on the quality of the lecturing in order to ensure durable results at student level (sensitization and awareness; undertaking of educational actions afterwards).</p>
<p><b>Indicator 2 and 3:</b> These indicators could be left out and integrated in the indicator at SO level, since undertaking educational actions as a consequence of increased awareness or sensitization can be seen as an outcome and therefore a 'higher level' result. If doing so it is important though to diversify the SO indicator sufficiently per target group.</p>
<p><b>Indicator 4:</b> interesting to measure but 'quality' should be well defined in order to consider it as an indicator that contributes to this result. If not the indicator reflects no more than the number of internships that have been working at VSF-B Belgium without giving information of the acquired level of quality.</p>

Result 3: policy influencing
<p><b>Indicator 1:</b> a good indicator but more an indicator at SO level. Placing this indicator at result level would suggest that there is an indicator at SO level measuring the extent of application of these legislative documents (which is not within the circle of influence of VSF-B).</p> <p>The problem is how to interpret the baseline and progress on results, since the indicator has been formulated as an absolute number and progress has been expressed as a percentage (of what?)</p>
<p><b>Indicator 2:</b> a good indicator. But also here, how to interpret the baseline and progress on results, since this indicator has been formulated as an absolute number and progress has been expressed as a percentage (of what?)</p>
<p><b>Indicator 3:</b> Not sure how this has been measured. The 2014 and 2015 DGD progress report mention the outreach of activities at social base level which does not explain yet the extent to which people are really prepared and ready to undertake advocacy actions in favour of pastoralism.</p>

### 2.2.2. Extent to which achieved results contribute to the specific objective

As mentioned in the introduction, the SO of the 2014-2016 N-programme is formulated as follows: *"Our target groups are aware of the importance of family livestock production aimed at sustainable production and consumption of animal products and act in favor of this, both in North and South."*

#### 2.2.2.1. Analysis of the achieved SO based on the used indicator

The indicator used at SO level in the logical framework of VSF-B (see table 6 below) has not been diversified for the different target groups. In order to interpret better the results and their contribution to the SO, it would be better to do so or to explain results per target group in the narrative progress reports. The yearly DGD progress report of 2014 remains a bit general at this point (2015 is more specific).

Analyzing the indicator, the number of initiatives undertaken gives an indication of the extent to which the different target groups have transformed increased sensitization and awareness into action. Taking into account that the outreach of the direct target groups through all activities was estimated around 20.000 (2014 and 2015 together), then the number of 10 and 14 actions undertaken in respectively 2014 and 2015 seems remarkably low. There are several reasons for this: not all initiatives undertaken could be or were monitored/measured by VSF-B, too little efforts were realized by VSF-B to bring the target groups from sensitization and awareness into real action and most of the efforts by VSF-B were directed to achieve outreach.

Indicator: Number of initiatives undertaken in favour of a sustainable and responsible consumption or production, developed by the target groups at their level.			
Baseline	2014	2015	2016
25	10	14	N/A

Table 6: Achievements at the level of the SO of the North programme.

## 2.2.2.2. Contribution of results to the specific objective

### 1/ At the level of individual students and students' groups

Individual students have been sensitized and made aware by a wide range of activities. The sensitization of students around production and consumption patterns in the global food system was mainly focused on the following topics:

- Climate change
- Family farming and livestock / pastoralism
- Food sovereignty

These issues were usually dealt with in relation to each other e.g. developing a teaching module on 'Livestock and Climate', 'developing an informative game' on sustainable global agriculture, animal husbandry and the N/S relations, organizing a sensitization session around pastoralism and climate change in collaboration with the NGO Trias and a Southern partner, engaging small groups of agriculture and veterinarian students (JAGROS) and so on.

The advantage of the above mentioned topics was that these allowed a wide range of possible sub-themes and interventions appealing to a wider student audience. A potential risk was that there would be too little focus or depth regarding the offered information and therefore only very limited impact. VSF-B has anticipated on this by:

- trying to involve the lecturers in the development of teaching modules,
- trying to link the learning modules to the curricula of veterinary / agricultural schools,
- not only offering information but also organizing activities that encourage students to reflect and discuss upon the themes e.g. a debate after a film, moments of reflection during the exchange trip, active reflection exercises, assignments that students had to carry out during the contest in 2015 preceding the exchange trip,
- when possible, inviting people from the South to interact with or to use videos so that information did not remain theoretical but became realistic and concrete.

Gender was not an issue dealt with separately in teaching modules, lectures etc. but it was transversally integrated into teaching materials, in policy briefs, in information on the website etc.

3 examples of achieved results and outcomes:

**a/ Achieved results and outcomes at the level of students having participated in an exchange trip to Rwanda in 2015 and afterwards engaged in a one year 'ambassadorship' for VSF-B, can be summarized as follows (see next table 7):**

<b>Results on sensitization</b>	<ul style="list-style-type: none"> <li>- More insight in where VSF-B stands for;</li> <li>- Broadening the individual vision on agricultural / livestock in general (2);</li> <li>- More insight into own consumption patterns; kind of reverse "culture shock" to return, "we do not consider the luxury we have";</li> <li>- Insight into the fact that "we waste too much, that we need less</li> </ul>
---------------------------------	--

	<p>meat, that we can live with less, we can purchase more locally our fruit and vegetables”;</p> <ul style="list-style-type: none"> <li>- A different view on/more insight in development, "we give seeds to plant them there." "OS should not be patronizing, but we think too much about OS that way. That is not necessary, they can also do it”;</li> <li>- "A fantastic experience"; "best trip of my life"; "I will always carry it with me"; "I have seen Rwanda in a way that tourists never will”.</li> </ul>
<b>Results in terms of mobilization</b>	<ul style="list-style-type: none"> <li>- Promotion of VSF-B afterwards ex. through organizing charity events for friends and family, fellow students, through a photo shoot, by giving lectures on the experience gained etc.;</li> <li>- Providing information to others. Important here is the way in which information was given so that people did not become defensive or feel themselves attacked e.g. in a storytelling way (blog).</li> </ul>
<b>Results in terms of individual behavioral change</b>	<ul style="list-style-type: none"> <li>- More conscious purchasing of food eg. more local fruits and vegetables</li> <li>- "I Have become more mature, more self-conscious”;</li> <li>- Decision to start doing the master thesis in Ethiopia was triggered by this experience with VSF-B (stated by one student).</li> </ul>

*Tabel 7: results mentioned by interviewed students participating in an exchange trip to Rwanda (2015)*

#### **b/Achieved impact at the level of 'JAGROS-students':**

Since 2011, three NGOs (ADG, SOS Faim and VSF-B Frontières) and five Walloon UC (UC Charlemagne, UC Condorcet, UC of the Province of Namur, UC Louvain in Hainaut, UC of the Province of Liège) are collaborating on an awareness program entitled "Young Agros & Food Sovereignty" (JAGROS) for students, considering that students of UC are key players in the rural world of tomorrow. Therefore the 3 NGOS find it essential to raise awareness of the potential of family agriculture in the North and the South and the right to food sovereignty. The idea is to equip students better for advocacy sustainable and promising agricultural policies for the future and to develop agricultural practices and consumer habits that respect both producers and the environment. Furthermore the JAGROS project aims also at integrating stronger the N/S linkage in the N-programme of participating NGOs and to coordinate actions between NGOS in a complementary way.

Based on ADG's evaluation of their N-programme and an internal evaluation between the participating NGOs, it can be concluded that on the level of results and outcomes:

- The project has given concrete results but a fragile impact,
- There is a good penetration of food sovereignty into the project activities,
- The project has stimulated the associative student life,
- The project has had a limited impact on N/S sensitization. Priority remains mainly at N challenges: *"why 'helping' the South if farmers have also plenty of problems here?"*
- The South remains abstract for many students.

**c/ Achieved results of integrating learning modules in student courses (agriculture, vet):**

The lecturers interviewed indicated that the teaching modules / guest lectures in cooperation with VSF-B are perceived as interesting, successful and with a pretty good response. These lessons are seen as a good way to get acquainted with NGOs, to make clear the importance of animal production in order to gain more insight into consumption patterns. Furthermore these lessons are a good complement to the theoretical lessons of the lecturers, it helps the students to clarify that often problems in the South are not very different compared to the North, it helps to remove blinders and to contribute to a better understanding of the effects of climate change.

**2/ At the level of individual veterinarians**

Veterinarians are a specific target group of VSF-B. This seems obvious historically seen but the added value of the North programme for veterinarians is not easy to find. In 2014-2015 a study was realized by the University of Antwerp on how to involve the veterinarians more explicitly in VSF-B's activities. A survey in the context of this study revealed that most of the respondents were willing to engage in a sustainable cooperation with VSF-B. The report of the investigation recommended to expand the current database, to realize a survey amongs veterinarians in order to find and solve communication issues with this group, to increase presence at veterinarian expos, to compose a focal group and to organize the 'week of VSF-B', all mentioned to optimize communication and involvement of veterinarians.

VSF-B itself developed a strategy on how to involve this target group more (November 2014). The objective of the strategy was to harmonize Development Education and Awareness Raising goals (DEAR), as well as Communication (COMM), Fundraising (FR) and Knowledge Management and Capacity building Goals (KM). The strategy should clarify what to expect from the veterinarians, what would be the goal, to get to know better their expectations, to identify concrete actions and results, resources needed and a time frame. Annex 3 includes a summary of this strategy. We include this summary in the report since this it refines and elaborates further upon results 1 and 2 of the original logical framework of the DGD multiyearly programme.

In line with this strategy, an operational veterinarians plan was developed with a time frame for 2015. Based on the internal M&E system of VSF-B, it is not clear if this action plan has been realized to its full extent since no progress report was drafted based on the suggested indicators in the VET strategy 2014. At the other hand, following activities have certainly been realized: starting up a veterinarian working group with a concrete action plan, organizing an exchange trip to the South (Uganda) resulting in veterinarians and vet student ambassadors having engaged themselves for VSF-B after the trip, the campaign 'buy a goat', the presence of VSF-B at expos, increased rapprochement towards professional vet organisations by involving board members in the working group, several publications targeting veterinarians, organisation of fundraising activities by veterinarians.

Based on the interviews with veterinarians and the desk study including an evaluation report of the exchange trip to Uganda and a stakeholder analysis by the vet working group, main contributions of the vet involvement in the VSF-B N-programme towards results and specific objective are the following:

- Most vet ambassadors consider the exchange trip to Uganda to have increased their awareness of the living and working conditions in the South and now feel capable of communicating about it.



- Most of them recognize the essential character of the work of VSF-B on the field, and confirm that the exchange trip reinforced their motivation to engage themselves for VSF-B.
- Several ambassadors remained engaged and organized educational and fund raising activities after the exchange trip. Blogs during the exchange trip and publication of articles in vet magazines contributed to information sharing and sensitization of more veterinarians than only the ambassadors.
- The vet working group has evaluated the progress made towards vet, vet students and professional organisations. Adapted communication towards vet, fundraising activities by vet and engagement by vet through exchange trips and ambassadorship has started but need to be improved and intensified in order to become more effective.
- The interviews revealed e.g. that promotion material for veterinarians is not effective. Veterinarians don't read it or throw it away. Someone suggested to make it more appealing to veterinarians e.g. by placing also a picture of a Belgian veterinarian on a poster and not only persons from the South.
- Results of efforts towards veterinarians and vet professional organisations do not contribute sufficiently yet to more sensitization of veterinarians, increased awareness and changes in behaviour. These changes remain mainly limited to the very small group of ambassadors. Interests of veterinarians in Belgium are difficult to link to the sustainable livestock production in the South and there does not seem to exist yet an increased feeling amongst the vet of solidarity with the South.
- At the other hand the interviews revealed that the efforts towards veterinarians have contributed to more visibility of VSF-B and its work in the South. According to the interviewed veterinarians VSF-B is much better known now amongst veterinarians than it was some years ago. The rapprochement towards professional vet organisations is a good first step but this has not sufficiently followed up yet (neither by the vet organisations nor by VSF-B).

### **3/ At the level of policy makers**

An important part of the VSF-B interventions in the North is directed to Belgian and European policy makers and – with support of the local field offices – to local and regional Southern partners in the field. VSF-B does usually not undertake advocacy and lobby activities on its own but works through allies and active participation in several national and international networks and platforms like e.g. Coalition against Hunger, CNCD<sup>8</sup>, be-troplive, CELEP, collaboration with other national VSF-B and VSF-B international etc.

VSF-B developed a policy influencing strategy framework in 2015 as a follow-up to a previous document developed in January 2014 entitled “Policy Influencing at VSF-B, notes and guidelines”. This framework was developed since VSF-B experienced a new surge in policy influencing activities, pushed by ongoing processes in the field with local partners, new dynamics with civil society organisations and focus on representativeness instead of solely technical expertise. Other triggers were the (potential) partnerships with Réseau Bilital Maroobé and UCRT<sup>9</sup> and also the willingness of local partners to become more engaged in advocacy, European NGOs in the field pushing VSF-B to become more engaged in policy influencing; etc., and due to an increase in Brussels based policy influencing activities (all the work done

---

<sup>8</sup> CNCD- 11.11.11: Centre National de Coopération au Développement

<sup>9</sup> UCRT: Ujamaa Community Resource Team

through the Coalition Contre la Faim – Coalitie Tegen de Honger, be-troplice, and in particular within the international networks of CELEP and through the IFAD<sup>10</sup> funded project led by VSF-International).

Policy influencing is combined with a “service oriented approach” where the VSF-B Brussels office supports actively activities and training on advocacy in the field. Together with the conception of advocacy as a service comes the combination of policy influencing activities with institutional fundraising<sup>11</sup>. The strategy links with the mission and vision of VSF-B, with changes at political level, with other intervention types within the North region including informing, sensitization and awareness raising, education and mobilization. This way result 3 relates closely to the other results 1 and 2 of the logical framework. In addition to this the strategy links also to research, networking and capacity development.

The strategy further reveals that themes for policy influencing need to be coherent with awareness raising and education activities in Belgium. These themes are “One Health” (related to the health dimension) and “Sustainable livestock family farming” (related to the agriculture dimension). Gender and environment as transversal themes of all programmes and projects of VSF-B are also considered as integrated in these dimensions. Additionally other themes and topics fit within this division e.g. pastoralism as do other policy influencing themes such as land rights and access to land; natural resource management and climate change. As for One Health, this refers more – though not exclusively - to the core “vet” side of VSF-B, as it also includes all aspects related to animal, human and environmental health.

The main objectives and intervention areas of this strategy can be found in Annex 4. We include it in the report since these objectives refine and elaborate further upon result 3 of the original logical framework of the DGD multiyearly programme.

Based on the desk study (progress reports of DGD and other internal reports) and interviews with partners and stakeholders, we come to following analysis of findings and to following conclusions:

- VSF-B has carried out a wide range of activities to influence policy making at different levels. In line with strategic objective one of VSF-B’s policy influencing strategy (*“to positively influence policy decision making (at national, European and international level) and private actors in favor of livestock dependent communities in the South”*), we can say that indeed VSF-B was able to influence policy making at European and international level, through its active participation in CELEP. CELEP has gained legitimacy and has increasingly become a focal point for European parliamentarians. Remarkable progress has made on this since VSF-B has become the European focal point. Changes worth to be mentioned are e.g. pastoralism has become more visible in the North and South; the perception about pastoralism has improved although this is a long process (still a distance between what is being said and done); pastoralism is increasingly considered and recognized as a system e.g. by several EU parliamentarians, by the Minister of Pastoralism in Ethiopia who has used arguments of CELEP to defend pastoralism and who has been pushing for the international year of pastoralism.

---

<sup>10</sup> IFAD: *International Fund for Agricultural Development*

<sup>11</sup> Ref. *VSF-B policy influencing strategy*

- The opinion of West African dairy producers was included in publications on the European dairy crisis and there was the active participation of VSF-B's partners in conferences such as the New Alliance in December 2015 European Parliament.
- An important achievement was the adoption of a resolution by the European parliament to prevent the evacuation of nomadic pastoralists from their land in Loliondo, Tanzania. Through its doors to the European Parliament, VSF-B as the focal point of CELEP has found a way to act by adopting the resolution in question.
- VSF-B through CELEP puts pressure on the European Commission to adopt a technical note on pastoralism. In particular, the aim is to develop a framework to support pastoralism in all countries of European cooperation.
- VSF-B through CELEP and with support of the VSF-B field office, CELEP regional focal point and local partners managed to organize e.g. an exchange trip to Uganda (2015) and Kenya (2016) with EU parliamentarians resulting in increased sensitization, awareness and willingness to act in favor of pastoralism.
- Activities like the development and distribution of policy briefs, participation in national networks like be-troplive, interventions during the World Food day, participation in the Coalition Against Hunger have positively contributed to more sensitized policy makers at Belgian level around several topics e.g. One Health approach, the importance of family livestock production to reach food sovereignty, gender and nutrition. Actions involving one health issues have certainly contributed for VSF-B to be seen more and more as a focal point/reference point for a One Health approach in Belgian and European development policies (strategic objective 4 of the policy influencing strategy).
- Based on the evidence described above, we can conclude that VSF-B has increasingly become recognized as a focal point/reference point in the EU for pastoralism in East- and West-Africa (second objective of the policy influencing strategy). This has also been confirmed by the interviews carried out with members and partners of CELEP. Strategic partnerships mentioned below can contribute to realizing this objective.
- In addition, evidence has shown that VSF-B has contributed to reinforce capacities of regional/local partners (civil society organisations) to actively advocate for the rights of livestock dependent communities. A group interview with Southern partners of CELEP confirmed this. More specifically they mentioned a strengthened coordination of the network, more vibrant engagement of members and partners, more interest by the EU, more focused engagement and stability. VSF-B staff from the N programme mentioned also to carry out regularly capacity building activities of partners in the South on e.g. how to advocate and lobby, how to build alliances, etc.

#### **4/ At the level of professional organisations and other stakeholders like e.g. private sector**

Although during 2014-2016 VSF-B interventions did not emphasize these actors, this is an important stakeholder group (and probably partly target group) for the future DGD programme (see also under relevance: need for a more multistakeholder and multisectoral approach and added value to different

results). Based on the results of this programme and interviews, it can be concluded that future collaboration with these organisations should be more based on binding factors amongst the different stakeholders e.g. technical problems faced by farmers, sustainable income, one health issues rather than on what is dividing them e.g. unilateral focus on eating less meat in the North. This will contribute to establishing more constructive and long term strategic partnerships with these groups than is the case now e.g. support to the eating less meat campaign by VSF-B did result in resistance and rejection by farmer organisations for VSF-B's point of view.

### **5/ At the level of the final consumers**

Although the DGD yearly progress reports inform well on progress of outreach activities, it is difficult to measure and therefore to conclude about the extent to which VSF-B's efforts really led to more sensitization, creation of awareness and changing behaviour benefiting consumption patterns in function of a more sustainable global food system.

#### **2.2.3. Contribution and role of VSF-B and its partners to the results**

**The role of VSF-B** differs according to the target group to which interventions are directed and the kind of partners VSF-B cooperates with e.g. VSF-B has a leading role in developing activities for its direct target groups the students, veterinarians/professionals, final consumers. In addition VSF-B facilitates events, sometimes acts as expert in lecture sessions, coordinates and actively participates in exchange trips.

Once students/veterinarians become ambassador and in the case of JAGROS and the vet working group, VSF-B expects them to undertake voluntarily actions, without VSF-B necessarily taking the lead. Regarding the vet working group, VSF-B facilitates and supports this group but ownership for activities should mainly lie with the veterinarians themselves. This means ambassadors and the veterinarians represented in the working group act as 'catalyst' in order to mobilize and to reach a broader audience.

Regarding the professional organisations, VSF-B tries to play a stimulating role e.g. by presenting VSF-B and its activities and by inviting to reflect upon possible partnership. This is important so to maintain ownership for interventions with the professional organisations. However this has not resulted yet in very concrete cooperation results.

Regarding the group of policy makers, VSF-B plays different roles. VSF-B contributes actively through its expertise in developing material and publications, and act as an expert and facilitator during advocacy activities. VSF-B also plays a role as trainer/advisor towards Southern members (mainly in Western Africa), and coordinates as focal point of CELEP.

VSF-B needs to possess a lot of different competencies in order to fulfil all these different roles: the role of expert, facilitator, coordinator, trainer, partner, executor and administrator. As far as we could verify, most of the interviewed target group members and partners were unanimously satisfied about their collaboration with VSF-B, which can be considered as a remarkable performance since VSF-B in

Belgium consists of only a small team of persons.

**Contribution of partners** depends very much on the kind of intervention and work with different target groups. E.g. JAGROS coordination and content related contribution is well distributed amongst the three participating NGOs.

Collaboration with UC is limited at mainly the operational level with lecturers. The contribution and method of VSF-B is complementary to that of the lecturers and helps students to broaden their perspective on a number of global issues. Lectures and training sessions have the greatest impact when they are experiential and concrete, preferably with active partner involvement from the South which has been realized several times, with people who have been there, or by using video material). Until now, there is no strategic partnership with UC to help e.g. to professionalize lecturers on VSF-B topics through explicit capacity building, or to develop a vision at UC level on the meaning of internationalisation for the vet/agriculture curriculae. The intermediary target groups are considered to be a 'vehicle' to achieve results at the direct target group level.

At political level, producer organisations, network members and partners can be considered as a direct partner or alliance in order to achieve a common goal. Some can also be seen as a target group e.g. when VSF-B offers advice or training to build capacities of a Southern partner that takes part in e.g. CELEP. The policy influencing strategy describes well the kind of collaboration and added value of the different kind of partners at different levels of policy making. In general it can be said that the role and contribution of VSF-B during 2014-2016 has been considerable regarding 1/influencing EU policy makers, 2/strengthening the CELEP network, 3/support in the field to policy influencing activities e.g. capacity building, support of VSF-B local office in Uganda, 4/maintaining efficient and effective communication between partners and stakeholders.

#### 2.2.4. Factors influencing the results and outcomes

Based on the interviews and desk study, following factors (positive and negative) influencing results and outcomes could be identified:

- **The Ambassadorship (students and vet):**
  - Importance of a good selection of ambassadors
  - Support to sensitization and awareness creating activities of ambassadors
  - To organize a training (weekend) prior exchange trips, to establish a concrete agenda not only for the exchange trip but also to maintain and reinforce engagement after the trip
  - Means of communication need to be adjusted to the target group (to find ambassadors, in daily communication,...)
- **Vet working group:**
  - Although both groups are invited, the meetings are not well balanced between Flemish and French speaking participants, which increases the risk to lose the Flemish speaking participants

- Mainly the same people engage themselves in the working group (risk of demotivation exists)
- Rapprochement towards professional vet organisations remains a bit pending
- A comprehensive action plan difficult to realize by volunteers (risk of demotivation)
- Means of communication need to be adjusted better to the target group (daily communication, promotional and fundraising activities,...) It is e.g. foreseen to isolate veterinarians in the VSF-B database in order to send them targeted information
  
- **The JAGROS-project:**
  - Good operational monitoring but weak at strategic level,
  - The supervision of bridging students is divided among several NGOs who can coordinate their interventions and work together to produce content,
  - Teachers are directly involved in the definition of objectives and activities,
  - There are regular steering committee meetings to follow up the project,
  - The program incorporates general courses that can easily incorporate sections of the syllabus on food sovereignty,
  - Remote supervision by NGOs is not sufficient to ensure a constant mobilization,
  - Relationships NGOs are too indirect with school management,
  - Teachers are often too busy to ensure tight and sufficient supervision,
  - Teachers need to be guided for the animation of certain reflections / dynamics,
  - University Colleges are assailed by proposals from NGOs and other continuing education associations,
  - In most universities the students are less numerous (which limits the pool of possible volunteers to engage),
  - JAGROS has provoked so many vocations that the groups are sometimes diluted in many other dynamics,
  - Means of communication need to be adjusted more to the target group (daily communication, follow up e.g.facebook groups,...).
  
- **Integration of lessons on VSF-B core topics in HE lecturing:**
  - Combining theory with practical examples through disposals yields fascinating discussions,
  - Guest lectures are mainly organized in the last year of the academic education, not attracting many students. This could be organized earlier to attract more students,
  - The result of exchanges with students depends a lot on the kind of academic education e.g. students of animal care would be more open to initiatives such as a competition, while agriculture students are more focused on the "business" and more on what is happening 'under the own church tower.'" Discussions work well with this group of students.
  
- **Policy influencing:**
  - Factors contributing to the success of policy influencing networks like e.g. CELEP are:
    - Information sharing amongs members/partners helps to enroll locally the vision and points of view of CELEP.
    - The informal network contributes to more ownership at the level of members and partners.
    - Regional focal points facilitate exchanges amongst the members and partners.
    - This results in a stronger local voice which benefits local lobby and it increases credibility

- because it is carried out bottom-up.
- An important factor is the fact that lobby and advocacy are done by partners themselves and not by a local consultant (this increases ownership, credibility, institutional capacity building).
  - Also bringing EU policy makers to the grassroots level has more impact on results than only carry out advocacy activities at EU level. At the same time it is also important to bring CELEP Southern partners and members to the EU so to increase direct interaction at EU level.
  - An important factor is the proximity of VSF-B to the EU parliament in Brussels and the fact that core topics of VSF-B are part of the CELEP agenda (this counts also for be-troplive).
  - The cooperation between organisations from different countries gives a feeling of togetherness.
- Other factors contributing to the success of CELEP are the strong google group with frequent information sharing, the online community of practice, the yearly follow up meeting amongst members and partners, the coordination by VSF-B allowing to attract new partners, diversity between members and partners.
  - A factor that is common for the success of be-troplive and CELEP is the fact that the participation of VSF-B in both networks during 2014-2016 has been very (pro-)active e.g. in be-troplive VSF-B has contributed by sharing costs, finding external speakers, detecting opportunities and exploring them. VSF-B's engagement is stimulating factor for members which contributes positively to results. At the same time could be a possible risk in case members use VSF-B's commitment as a reason for not taking responsibilities themselves.
  - The interviews during the evaluation revealed that the VSF-B Belgium coordinator is very committed and engaged in the networks VSF-B participates in (e.g. CELEP, be-troplive), he is said to explain well and to have a lot of expertise on relevant topics. This is a factor contributing strongly to VSF-B being able to play its role. Another positive factor is that VSF-B in CELEP can build further upon the basis laid by CORDAID<sup>12</sup>.
  - Factors challenging the results at short and longer term are for CELEP the fact that action plans are over ambitious and not sufficiently realistic (should have been improved yet according to interviewees of the evaluation), the limited funds, and the existence of an internationally agreed collectivity when acting in name of CELEP. The latter is a challenge because of the diversity within the network.
  - Another factor is the limited participation of some members (often the same people engaged).

---

<sup>12</sup> CORDAID: Catholic Organisation for Relief and Development AID



### 2.2.5. Gender and environment

The **gender dimension** was said to be integrated into the North programme, both at the level of the target group of this programme e.g. to strive for an equal M / F participation in student activities and by taking into account existing relationships and roles between men and women while sensitizing. This could be verified in e.g. publications where gender was integrated, the evaluation template where the genderstatus of students was asked, in advocacy activities e.g. on nutrition and gender with the Coalition Against Hunger, etc.

**Environment** is an important part of the programme through the attention for environmental aspects in relation to e.g. climate change and the consequences on food security, the One Health approach, etc.

### 2.2.6. Conclusions effectiveness

1. The filled out indicators for result 1-3 point into the direction that all three results have been achieved. However the quality of the indicators is not good enough to give a complete view on the extent to which sensitization and awareness raising have been achieved at the level of all target groups and on the extent to which the different target groups have undertaken actions as a consequence of increased sensitization and awareness.

The interviews and desk study have revealed that sensitization and awareness raising has certainly been achieved at the level of student and veterinarian ambassadors, students having participated in VSF-B activities and policy makers actively involved in VSF-B's advocacy activities. Beyond these groups no real evidence could be found on the extent of sensitization and awareness raising. This conclusion does not question the value of the realized activities but it questions the quality of some of the indicators as well as how some of the indicators are measured. At the same time evidence reveals that VSF-B has increased its visibility amongst the veterinarians which is a first step towards closer cooperation with this group.

2. Result 1 and 2 are not well interlinked, keeping consumption and production too artificially separated from each other.
3. The development of a VET strategy and a policy influencing strategy compensate some of the shortcomings of the original logical framework. Working through networks and platforms to influence policy makers has shown to be a well chosen strategy with good results. Evidence shows that considerable progress has been made for all strategic objectives formulated in the policy influencing strategy.
4. Based on the evidence described above, we can conclude that VSF-B has increasingly become recognized as a focal point/reference point in the EU for pastoralism in East- and West-Africa (second objective of the policy influencing strategy).
5. The existence of a VET strategy, action plan, VET working group and rapprochement towards



professional organisations are steps forward, but results are still very fragile. There does not seem to be a lot of ownership for activities yet by working group members and professional organisations. Working more collectively with veterinarians will help achieving more outreach and results towards this target group.

6. Based on the SO indicator and compared to the achieved outreach of the direct target groups, the contribution of the results to the specific objective seems remarkably low. Several reasons could explain this (but could not be verified) e.g. not all undertaken actions monitored, not enough initiatives undertaken by VSF-B to transform sensitized and aware target groups into people undertaking educational actions.
7. It is not a guarantee that people or groups of people undertaking educational actions as a consequence of sensitization or increased awareness will really change their behaviour in the long term. This was not measured seen the short programme period. The current M&E system of VSF-B does not include indicators neither mechanisms to measure this kind of longer term impact.
8. Gender and environment are two transversal themes in the VSF-B N-programme. Evidence has shown that both topics have been included in the VSF-B programme. Although some monitoring documents allow making distinction between men and women, this information is not specifically processed in the yearly progress reports. Neither do there exist specific indicators to measure progress on gender and environment.
9. Based on an analysis of the factors influencing the results it can be concluded that adjusted communication per target group is a key factor for success, as well as ownership for activities. Results will not be sustainable if always the same people engage themselves.
10. Although during 2014-2016 VSF-B interventions did not emphasize these actors, professional organisations and other stakeholders like e.g. the private sector are an important stakeholder group (and probably partly target group) for the future DGD programme (see also under relevance: need for a more multistakeholder and multisectoral approach and added value to different results).
11. In general the roles and contribution of VSF-B and partners were clear and complementary to each other. VSF-B has succeeded during 2014-2016 in playing different roles: coordinator, facilitator, trainer, administrator, partner, executor, expert,... This is a remarkable performance seen the reduced work force available to carry out the VSF-B N-programme.

## 2.3. Efficiency

*Main question:*

- *To what extent have resources been used adequately to achieve results and objectives?*

*Subquestions:*

- *Extent to which different result areas influence each other in an efficient manner?*
- *Methods used to achieve results efficiently?*
- *Would the same results in other ways have been achieved e.g. at lower cost and within the same time frame?*

Activities carried out under different results did not strengthen each other sufficiently and in an efficient way yet e.g. policy briefs developed for policy influencing are used in lessons for students, and some other examples could be found, but these are rather anecdotic.

Activities meant to deepen commitment at target group level are quite energy and time consuming and reach a rather small group of people e.g. through the ambassadorship of students and veterinarians. At the same time these persons could be supported in order to become a catalyst in order to achieve a broader audience. Working this way assumes sufficient commitment and ownership for activities at the level of target group, two key factors for success which VSF-B need to watch over in its support to ambassadors.

The interviews with students and lecturers revealed that the selection of a small group of students who – once sensitized - remain active and can mobilize is more effective than to select on quantity with less probability on mobilization and sensitization. However a combination of strategies is also possible e.g. the contest organized by VSF-B amongst students of different UC was designed in such a way that a wider audience (fellow students, friends, family) was involved because of the possibility to vote for the videos published by finalists on Youtube. Altogether this resulted in +-4000 votes.

As mentioned earlier under effectiveness, VSF-B made use of different communication channels and tools to increase the efficiency and effectiveness of the project. Social media are also an efficient way of reaching out to a lot of people and VSF-B has used it frequently during 2014 -2016 e.g. support given to facebook pages of students and student clubs (VETOSUD), blogs, whatsapp, campaign and other information on the website, the educational page recently integrated in the webpage. VSF-B can keep track of the number of visitors but not on the number of times a specific document has been downloaded.

Written publications have also been developed but in a concise and efficient way e.g. lecturers do not want extensive documents but need short thematic notes which were developed by VSF-B. An important conclusion is that communication needs to be adjusted per target group in order to use optimal results. Some communication channels could be better deployed so to become even more effective and efficient e.g. open instead of closed facebook pages; monitoring documents downloaded from the website and how many times; use of video blogs...

The interviews revealed that communication between VSF-B and its partners and target groups was efficient (to the point, immediate respons, professional) and that support in general by VSF-B to its target groups like e.g. students, veterinarians, networks has been qualified as very good, effective and efficient.

## 2.4. Sustainability

*Main question:*

- *Extent to which the anticipated objective and results can also be achieved and guaranteed in the future?*

*Subquestions :*

- *Quality of the M&E system? How is the system used to learn from results in a sustainable way ?*
- *Does the M&E system allow to evaluate outcomes (and not only immediate outputs) ?*

### 2.4.1. Securing and embedding outcomes and results in a sustainable way

Elements of sustainability can be found in the fact that VSF-B works with ambassador students and veterinarians, who serve as catalyst in order to reach out to a broader audience through their educational actions. However, as mentioned earlier in the report, this does not guarantee a sustainable outcome in the longer term i.e. sustainable changes in behaviour at target group level or e.g. the application of a law that has been adopted or a resolution that has been voted.

Monitoring progress of results takes mainly place at output level (red arrow figure below) e.g. participation in a training or lecturing has led to more insight in a topic, people are triggered to find out more about it, they have become more aware of issues, they have broadened their point of view, they want to undertake action etc.

The effects of these output (yellow arrow) have only been monitored with a limited group of people i.e. the ambassadors and policy makers. The other target groups are not monitored at this level and therefore it is not known what they will do with e.g. acquired knowledge or new insights.

Also mentioned earlier in the report, the current M&E system does not foresee monitoring progress neither evaluation of outcomes in the longer term (green arrow figure below). Measuring it now at the end of the 2014-2016 would be too early but it would be interesting to interview the student and vet ambassadors involved in this multiyear programme again after three years.

It would also be interesting to measure outcome after some time with students having participated in an event during the 2014-2016 programme and who mentioned to be willing to undertake action in the future (more than 80% of students responded positively to this question).

Another option is to carry out an assessment with a selection of students and vet (ambassadors) at the start of the new 2017 programme, to be used as a baseline for the new programme, and/or to assess progress on outcomes somewhere in the new programme, based on actions conducted two years back

with the same sample of persons.

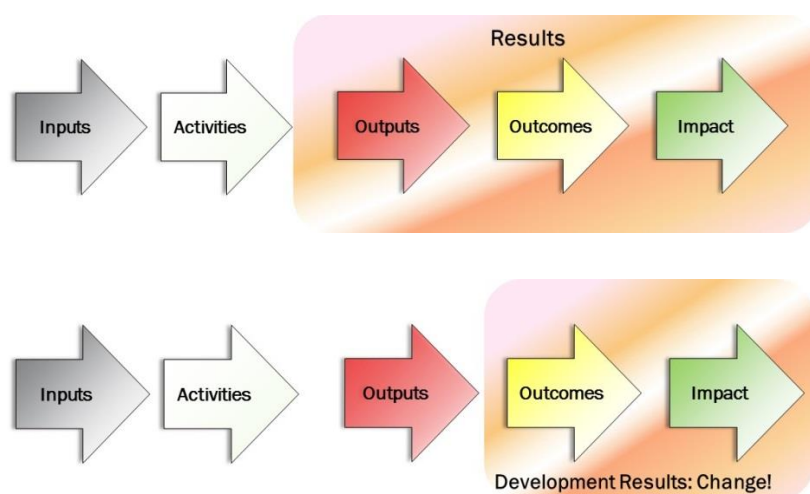


Fig.1. Logical result chain (source: MDF.nl)

Other factors that affect the sustainability of initiatives and their results:

- The choice of partners and the extent to which complementarity and synergy can be achieved between partners (see earlier under effectiveness),
- The participation of Southern partners in order to achieve more inclusive and sustainable global development,
- Working in a customized way (this is foreseen in the new programme from 2017 onwards),
- Adjusting communication as much as possible per target group.

In 2016 VSF-B organized a survey among students to find out how to better respond in the future to the questions and needs of the students and to achieve a greater impact and sustainability. 612 students participated in the survey, both French and Dutch speaking. Most answers came from female students in veterinary medicine (why is not clear). The main findings are summarized as follows:

- More than 60% of the students reported that they are convinced that they can play a role through their professional careers in the field of global challenges such as climate change, migration and food crises.
- 45% of the students reported that they have never taken action before to meet these challenges. 28% indicated they would do so, while 35% did have already taken action e.g. by changing their consumption patterns.
- The survey questioned the extent to which students consider that specific topics are covered or not in their curriculum. The survey showed that none of the issues were currently being covered in an adequate way. These themes are climate change, agro-ecology, family livestock, food sovereignty, the dairy sector in the South, veterinary networks, pastoralism, a global approach with regard to health.
- The survey also showed that 62% of students feel that they do not have sufficient contact with the South during their education period e.g. via a guest lesson, etc.

- Students were also asked about their interest in global issues and how to realize this. Answers that scored high were physical testimonies of people from the south, a physical visit, a movie, a day dedicated to a single theme, a conference. Activities as a campaign, discussion, debate or game did not score high. Also working with information leaflets could only appeal to half of the respondents.
- When asked which topics students are most interested in, then climate change and veterinary networks in the south scored the highest, followed by the themes agro-ecology, food sovereignty and the One-Health approach.
- Finally 86% of the students indicated that in the future they would like to participate in VSF-B activities while 45% of students would like to help organize activities and 11% even want to organize actions independently from VSF-B.
- Based on this survey VSF-B concluded that for the future it would become more important to organize mobilizing actions and providing support materials.
- In addition to the responses it would have been interested to include questions about how students think their future engagement could look like; those who had already taken action, how was it concretely done, and what topics would students like to see included in their curricula, and how?

#### **2.4.2. Conclusions sustainability**

At this moment it is too early to say whether achieved results contribute to impact in the longer term and if the conditions have been created to secure results in a sustainable way. At this stage the current M&E system does not allow monitoring progress on longer term effects neither measurement of sustainability in the longer term.

The same factors mentioned under effectiveness do also contribute to the extent to which sustainability of results will be achieved. Commitment and ownership of target groups and partners and a customized way of working are also important conditions for sustainability.

## 3. Recommendations

### 3.1. Relevance

By linking more explicitly sustainable consumption and production in North and South and separating less the activities with different target groups, the N-programme of VSF-B could focus more on shared responsibility for shared problems and thus on the creation of change in developing countries and in our own society. In the North anchoring changes is a big challenge for many organisations. The more global perspective of the post-2015 SDGs questions today the N-S perspective, and insists that individual and collective actions are undertaken to achieve a more global, inclusive and sustainable society.

Although VSF-B has worked during 2014-2016 with many different actors and audiences within the N-program, we can still ask ourselves from this more global perspective **how VSF-B could work on a more comprehensively and globally development-oriented education in the future, specifically looked at from the perspective of exchange and cooperation between N-S partnerships**. This would allow individuals and organisations professionally involved in agriculture and food production to become more conscious and active actors in the global food system in a more coherent way.

This paradigm shift in thinking (more globally oriented and less N / S) can help initiating and embedding such exchanges in the future, in cooperation with all involved actors and sectors including the private sector, other NGOs, national and international networks, etc. One such program requires a multi-stakeholder and multi-sectoral approach, in North and South. Therefore a main future challenge for VSF-B will lie in **finding a balance between linking interventions to interests and added value of all involved other sectors and actors without losing the focus on the own core themes, and taking into account the changing global development landscape as previously described above**. Working this way would also respond better to the future SDG challenges.

### 3.2. Effectiveness and Impact

In order to come to a more coherent and effective result chain, both results should be linked more explicitly to each other, be more clearly and precisely defined for each target group, based on a better description of the desired changes for each target group and how to achieve these. Indicators for each result should better reflect this interlinkage.

Results should be formulated, departing from the perspective from problems similar in North and South e.g. secure income, food security, influence of climate change rather than focusing on consumption patterns and production. In line with this, actions should reflect more the fact that both Northern and Southern target groups have to deal with similar problems but influencing each other globally and locally within the target groups' context.

In line with the result chain, indicators should be developed in such a way that they cover all target groups and give a complete view on how they contribute to the results. Indicator 1 under result 3 should better be moved to the SO level since this is less an output and more an outcome indicator

(result of increased sensitization). Under result 3 an indicator could be added on the number of advocacy initiatives undertaken by institutional stakeholders as this is a direct result of VSF-B's contribution. Indicator 3 is difficult to measure based on how it is formulated today. A better formulation would be 'being prepared for mobilisation'.

One of the most effective activities are the **exchange trips to the South**. It should be good to continue these trips and at the same time to ensure sufficient attention and support to the preparation phase and ambassador period. The combination vet/student vet seems to work well and should be maintained. A mix farmers/vet is not recommended since they have different interests and sometimes conflicting views. With underbuilt preparation and close support from VSF-B though it might be interesting to explore this option further.

Organising internships with UC students to the South could be a win-win for UC and VSF-B: for UC it would contribute to internationalisation of education and for students to get more sensitized; for VSF-B it could be a first step in preparing students to become active in sensitization and/or DE- activities towards a broader public in Belgium once they are back.

Interests of veterinarians in Belgium are difficult to link to the sustainable livestock production in the South and there does not seem to exist yet a general increased feeling amongst the vet of solidarity with the South (only at the level of the ambassadors now). Therefore the **focus of the strategy should become more on common problems of veterinarians in N and S** e.g. One Health approach is a good point of departure e.g. food security, animal health and climate change concerns in Belgium coincides with food security problems (use of hormones in livestock breeding), animal health problems and climate change effects in the South.

Working more collectively with veterinarians will help achieving more outreach and results towards this target group. The **rapprochement towards professional vet organisations** is a good first step but this has not sufficiently followed up yet (neither by the vet organisations nor by VSF-B). It is recommended to continue this path while finding out what could be done to let vet organisations develop actions and become/stay an owner of this process (VSF-B may not take it over or organize too much themselves). A small suggestion could be to put the logo and link of VSF-B on the websites of the professional organisations in order to make VSF-B more visible there.

Although the DGD yearly progress reports inform well on progress of outreach activities, it is difficult to measure and therefore to conclude about the extent to which VSF-B's efforts really lead to more sensitization, creation of awareness and changing behaviour benefiting consumption patterns in function of a more sustainable global food system. Therefore efforts by VSF-B should be made in function of a **good balance between feasibility and what is really important**. If activities directed to more outreach of the general audience consumes too many resources compared to the benefits, then these interventions should be reduced. **In one way or another VSF-B should measure the extent of sensitization and awareness at the level of direct target groups, and help to decide whether and how VSF-B could shift to invest more in mobilisation of sensitized people**. For the future, VSF-B should also internally reflect well upon **how activities could result more in changing behaviour in order to increase effects as a result of sensitization and creation of awareness efforts**.

A factor that is common for the success of be-troplive and CELEP is the fact that the participation of VSF-B in both networks during 2014-2016 has been very (pro-)active. At the same time it could be a possible risk in case members use VSF-B's commitment as a reason for not taking responsibilities themselves. Therefore it is recommended to remain aware that responsibilities are sufficiently shared and not all engagement comes from the same organisation and persons.

**The topic pastoralism within CELEP could stronger be linked to other topics** VSF-B is also working on e.g. the One Health approach in order to come to an even more integrated approach. Interventions within CELEP towards partners in the South should also benefit the 'own' (VSF-B) partners in the North and the South which also contributes to a more integrated approach.

**CELEP could be given a more visible place on the website of VSF-B** which would give more recognition to CELEP. After all VSF-B gains also more recognition as policy influencer by acting in name of CELEP (win-win situation).

**Gender and environment** are two transversal themes in the VSF-B N-programme. It is suggested to include indicators in the next programme to allow better monitoring of progress on the extent to which these topics are embedded in results and outcomes.

### 3.3. Efficiency

VSF-B can keep track of the number of visitors on its website but not on the number of times a specific document has been downloaded. **This function could be added on the website in order to monitor better which documents and topics appeal to the visitors and which do not.**

It is important to continue investing in people in order to let them become '**catalyst**' towards a broader audience. This contributes to efficiency and at the same time to sustainability of results e.g. through ambassadorship, looking for partnerships with professional organisations,... Working this way assumes sufficient commitment and ownership for activities at the level of target group, two key factors for success which VSF-B need to watch over in its support to ambassadors.

It is suggested to invest in activities **linking different results and/or target groups to each other e.g. private sector to S-partners, professional organisations here to professional organisations in the South** (see also relevance).

### 3.4. Sustainability

It is suggested to **improve the M&E system** in order to allow measurement of changes at midterm and longer term level e.g. sample interviews with students in combination with surveys, or surveying the same group of students/vet over a longer period of time. Progress on results and learning effects at the level of all target groups should be monitored more systematically including measurement of the extent of sensitization, awareness and changes in behaviour. This means that other or additional indicators and/or measurement methods should be developed.



In order to achieve sustainability VSF-B needs to define its actions in function of longer term results e.g. how to maintain commitment and ownership once people are sensitized? How to effectively mobilize target groups willing to undertake action? How to create mechanisms to ensure that policy makers remain engaged e.g. in case a policy maker is not re-elected anymore (individual engagement is much more fragile than institutional commitment).

## **Annexes**

## Annex 1: Evaluation framework DGD N-programme VSF-B

<b>1. Relevance: To what extent does the DGD programme respond to expectations of partners and target groups?</b>	
1.1. The DGD programme responds to expectations of partners and target groups.	<ul style="list-style-type: none"> <li>- Insight in expectations with partner organisations and target groups</li> <li>- Explaining factors contributing positively/negatively</li> <li>- Added value of the project?</li> <li>- Are there alternatives: projects, programmes, organisations, networks/platforms offering the same?</li> </ul>
<b>2. Impact: to what extent is the specific objective of the DGD programme achieved?</b>	
2.1. The achieved results contribute to the realization of the specific objective of the DGD programme.	<ul style="list-style-type: none"> <li>- Target groups are aware of the importance of family livestock production for a sustainable production and consumption of animal products and act in favor of this in the North and the South.</li> <li>- Explaining factors influencing the realization of the specific objective.</li> <li>- Are effects sufficiently to continue with the same target groups?</li> </ul>
2.2. There is progress in achieving the specific objective.	<ul style="list-style-type: none"> <li>- Extent to which there is progress in results</li> <li>- Does the programme respond to the SDG agenda?</li> </ul>
<b>3. Effectiveness: to what extent are planned results achieved?</b>	
3.1. The three results of the DGD programme have been achieved:	<ul style="list-style-type: none"> <li>- Have the executed activities realized to the achievement of the results?</li> <li>- Which target groups did change their attitudes/behaviour?</li> <li>- What kind of changes have been realized (more knowledge acquired, changed behaviour,...)?</li> <li>- Are other relevant actors (than the direct partners) involved in achieving complementarity and synergy?</li> <li>- To what extent have the different target groups and partners been involved in the creation of awareness and the development of educational actions afterwards, (students, consumers, agricultural professionals, veterinarians and their professional organisations, the private sector), and what are the results?</li> </ul>

	<ul style="list-style-type: none"> <li>- Have Southern partners actively been involved in the North programme? How did they concretely contribute to the programme?</li> <li>- Have there been unplanned/unexpected results (positive/negative)?</li> <li>- Did interventions take into account the transversal themes gender and environment?</li> <li>- Explaining factors contributing to the results?</li> <li>- Contribution and roles of VSF-B, partner organisations and target groups to the results?</li> </ul>
<p><b>3.1.1. Sensibilisation:</b></p> <p>Target groups have been made aware of the economic, social, environmental health effects in North and South as a consequence of animal products</p>	<ul style="list-style-type: none"> <li>- Proportion of the social base of VSF-B showing their satisfaction (quantity, quality, relevance, interest) about the information produced by VSF-B on the subject of consumption of products of animal origin. (I1, R1, DGD),</li> <li>- The Belgian media reflect the views of VSF-B's stakeholders in the South in their publications on the production and consumption of products of animal origin. (I2, R2,DGD),</li> <li>- Proportion of students targeted by the project perceiving the links between family livestock farming in the North and the South and those of responsible consumption (I3, R3,DGD).</li> </ul>
<p><b>3.1.2. Changes in behaviour</b></p> <p>Target groups are informed, aware and act in favour of a sustainable production of products of animal origine</p>	<ul style="list-style-type: none"> <li>- Number of teachers in agricultural education who integrate in a sustainable way the concept of family/livestock farming and the North-South relations in their courses. (I1, R2, DGD),</li> <li>- Number of educational actions related to more sustainable agricultural production (including of animal origin) organized by groups of students from the agronomic, veterinary or agricultural colleges (I2, R2, DGD),</li> <li>- Number of people directly affected by awareness raising activities related to livestock farming organized by the livestock professionals who participated in the exchange trip (I2, R2, DGD),</li> <li>- The quality of productions made by students during internships, supervised by VSF-B (I3, R2, DGD),</li> <li>- Target groups can measure the impact of decisions and actions taken in the North and on which they can interact.</li> <li>- Raised awareness increases the will to act in favor of reduction of North-South inequalities.</li> </ul>
<p><b>3.1.3. Policy level</b></p> <p>Familiiy livestock farming is recognized in agricultural policies and international cooperation at national, European and international level</p>	<ul style="list-style-type: none"> <li>- The proportion of legislative texts that specifically incorporates the notion of farmer farming. (I1, R3),</li> <li>- The proportion of politicians aware of the important role of farmer farming in food security and food sovereignty. (I2,R3)</li> </ul>

	<ul style="list-style-type: none"> <li>- The number of people mobilized to defend family farming through advocacy (I3,R3)</li> <li>- VSF-B's advocacy is based on priorities defined by its partners in the South.</li> <li>- Through networks, advocacy is enriched and becomes more effective.</li> <li>- Public mobilization aims at creating a base for the demands formulated at the political level.</li> </ul>
<b>4. Efficiency: To what extent are means adequately used to achieve objectives and results?</b>	
4.1. The structure of the N-programme is efficient	<ul style="list-style-type: none"> <li>- Extent to which the different results have been achieved in an efficient way?</li> <li>- To which extent do means of communications contributed positively to the results?</li> <li>- Did different results influence each other in an efficient way?</li> <li>- Methods used to achieve results have been efficiently deployed,</li> <li>- Would the same results have been achieved by use of other means, against a lower cost and within the same time frame?</li> </ul>
4.2. Daily operations of the N-programme take place in an efficient way	<ul style="list-style-type: none"> <li>- Factors influencing efficiency,</li> <li>- Are lessons drawn on a regular basis? What is the internal 'learning' strategy?</li> </ul>
<b>5. Sustainability: to what extent can anticipated objectives and results also be achieved in the future and be guaranteed?</b>	
5.1. People are sensitized wo at their turn develop educational actions	<ul style="list-style-type: none"> <li>- Vision on how sustainability can be achieved and guaranteed,</li> <li>- Conditions for sustainability.</li> </ul>
5.2. Sustainable learning from results	<ul style="list-style-type: none"> <li>- Main M&amp;E instruments of the N-programme and how they have been used to learn in a sustainable way from results?</li> <li>- Does the current M&amp;E system allow sufficiently to evaluate effects at short notice and in the longer term?</li> </ul>
<b>6.Consistency/coherence: Extent to which different results influence and strengthen each other (tackled under criteria effectiveness and efficiency)</b>	
6.1. Different results influence and strengthen each other.	<ul style="list-style-type: none"> <li>- Coherence between communication strategy, means and DE activities leading to the different results?</li> <li>- Consistency of activities, methods, objectives, target groups to what extent does this influence the results?</li> </ul>

## Annex 2: List of consulted persons

The list below contains the overview of persons interviewed during the evaluation. More organisations/persons have been contacted than the ones in the list but they were not available at the moment of the evaluation or did not want to participate.

	Name	Function
1.	Kim van de Wiel	Student ambassador, contest and participant exchange trip Rwanda
2.	Michelle Geerardyn	Student ambassador, contest and participant exchange trip Rwanda
3.	Laurence Strubbe	Student ambassador, contest and participant exchange trip Rwanda
4.	Cedric Dhont	Student ambassador, contest and participant exchange trip Rwanda
5.	Tiphaine Grégoire	Student ambassador, participant exchange trip Uganda
6.	Helena Van Hyfte	Chair IAAS Gent 2014
7.	Mieke Calus	Lector Vives Roeselare Study counseling Animal Care
8.	Marta Lourenço	Laboratory of Animal Nutrition, Department of Nutrition, Genetics and Ethology Lector, Faculty of Veterinary Medicine – Ghent University
9.	Joos Latré	Senior lector Agriculture, University College Ghent , Faculty Science and Technology , Biosciences and Food Sciences Department
10.	Bert Driessen	Lector Bioengineering Technology TC, Technology Campus Geel (Catholic University Leuven)
11.	Koen Debleecker	Veterinarian, participant exchange trip Uganda
12.	Fabienne Marchand	Veterinarian, member vet working group
13.	Eric Oversteys	Veterinarian, member vet working group, active in IVDB <sup>13</sup>
14.	Danny Coomans	Veterinarian, member vet working group, member of the VDV <sup>14</sup> board
15.	Leen Claes	ITG <sup>15</sup> , coordinator be-troplive
16.	Margherita Gomasca	Coordinator VSF-International
17.	Alba Espinoza Rocca	Cordaid, member of CELEP
18.	Ann Waters-Bayer	Agrecol, member of CELEP
19.	Peter Ken Otieno	RECONCILE, Southern partner of CELEP
20.	Edward Loure	UCRT, Southern partner of CELEP
21.	Benjamin Mutambuka	COPACSO, Southern partner of CELEP
22.	Shoba Liban	PDNK <sup>16</sup> , Southern partner of CELEP
23.	Fien Minnens	Education Officer, VSF-B

<sup>13</sup> IVDB dierenartsenbelangen, de beroepsvereniging voor alle dierenartsen

<sup>14</sup> Vlaamse Dierenartsvereniging

<sup>15</sup> ITG: Instituut Tropische Geneeskunde

<sup>16</sup> Pastoralists Development Network of Kenya

24.	Josti Gadeyne	Communication and fundraising coordinator, VSF-B
25.	Marie Lefevre	Education Officer, VSF-B
26.	Koen Van Troos	Education and Policy Coordinator Coordination N-programme VSF-B

## Annex 3: Summary VET framework of Strategy (Nov.2014)

**General Objective: Current and future veterinarians and their professional/student organizations actively support the VSF-B vision and mission.**

**O.S.1. Current and future veterinarians and their professional/student organizations are aware of their specific and important role in agriculture and the agro-food industry and act in favour of a more just global food system.**

*Possible Indicators: the number of future and current veterinarians that develop actions in favour of a more just global food system after having participated to one of our activities, the number of them that have developed a critical conscience regarding the agro-food system in general and meat production and consumption in particular for example.*

- **R.1. Current and future veterinarians and their professional/student organizations are informed on their role in the economic, social, environmental and hygienic impact of the consumption of animal products in North and South.** Activities: guest courses, conferences for groups of veterinarians, mailings towards veterinarian labs, targeted development education communication, etc.
- **R.2. Current and future veterinarians and their professional/student organizations are informed and act in favour of a sustainable production of animal products.** Activities: exchange trips, guest courses, workshops, participation at events, **traineeships**, organisation of trainings technical workshops in Africa, veterinarians organize themselves exchange trips, etc.

**O.S.2. Current and future veterinarians and their professional/student organizations are better informed on the vision and mission of VSF-B and identify themselves with the organization.**

*Possible Indicators: questionnaire on our logo, multiple choice question with our vision and question to identify our vision between 5 choices, market study of our brand, contact through letter/mail/phone/face to face, creation of an "advisory committee" of veterinarians.*

- **R.1. Current and future veterinarians are satisfied about VSF's communication because they are better informed on VSF's work, mission and vision.** Activities: mailings, information sessions, activating veterinarians and veterinary unions to participate to our general assembly, creation of an advisory committee, survey etc.
- **R.2. Current and future veterinarians and their professional organizations promote VSF's work, mission and vision to the outside world.** Activities: veterinarians get mobilized as our ambassadors and mobilize other veterinarians through conferences, events, etc.

**O.S.3. Current and future veterinarians and their professional/student organizations mobilize resources in support of VSF-B following their involvement in VSF-B activities and/or after identifying with the organization's vision and mission.**

*Possible Indicators: Number of veterinarians and veterinary organisations in our donor database*

- **R0: Current and future veterinarians increasingly mobilize resources in favour of VSF's actions.** Activities: personal "parainage" of local veterinarians in Africa, crowdfunding for / financing of exchange trips to give more technical expertise, piggy bank action etc.



**O.S.4. Current and future veterinarians and their professional/student organizations are actively involved in and provide technical support to VSF-B veterinary activities in the global South.**

*Possible indicator: number of veterinarians involved in technical exchanges, number of veterinarians hosting veterinarians that will afterwards work for us in the field, members/meetings of the advisory committee etc.*

- **R.1. Skills and technical capacities of current and future veterinarians and their professional/student organizations are reinforced through exchanges between peers in Belgium and Africa.** Activities: technical exchanges, organizing seminars, hosting African vet-trainees in Belgium, etc.
- **R.2. Current and future veterinarians and their professional/student organizations have a better understanding of the opportunities and challenges for veterinarians and the veterinary role.** Activities: exchange trips to the South, publications, conferences in Belgium by Belgian/African veterinarians that have been in the field, etc.

## Annex 4: Summary Policy Influencing Strategy of VSF-B

### 1. Objectives of policy influencing

These objectives are strategic objectives for policy influencing and are a way to define the effect and the impact VSF-B wants to have on policy making in the years to come. They are based on previous experiences and on an estimate of how particular current activities can and will evolve in the future. They are also based on recent evolutions regarding policies affecting beneficiaries of field activities. This is in fact of utmost importance as these objectives should be shared by local partners. These objectives are part of a bigger objective which is to improve the livelihood of livestock dependent people, as defined in the mission of the organisation.

The objectives defined below fit into the strategic objectives of the ACC/CSC for Belgium, as defined by DGD.

**Strategic objective one: to positively influence policy decision making (at national, European and international level) and private actors in favor of livestock dependent communities in the South.**

Depending on the context and focus of the projects and programs, this general objective can be fine-tuned and adapted to fit into proposals. Regarding the work VSF-B is doing as focal point for CELEP for instance, this objective was adapted as the following: *“Pastoralism (and the people that practice pastoralism: pastoralists) is explicitly recognized and supported in the drylands of Eastern Africa by European policies”*.

Possible indicators of this strategic objective include:

- A higher number of legislative texts creating an enabling environment for development of sustainable livestock family farming in the South.
- More EU/Belgian ODA is going towards the support of livestock dependent communities in the South.
- Livestock is more visible in EU and Belgian development policies.
- Belgian and European domestic policies are coherent with the development of sustainable livestock family farming in the South.

Specific attention within this particular objective should be given to **pastoralism**. This is based on the **following assumptions**:

1. In many cases, policies tend to neglect the important social, environmental and economic **value** of pastoralism. Although in several countries this is shifting, it remains important to actively influence policies in favor of pastoralism in Eastern and Western Africa.
2. Due to the nature of pastoralism – the movement of people with their cattle – **specific measures are needed that address their particular needs**. For instance, concerning land tenure, pastoralists manage land based on communal land ownership and not on private ownership. This requires particular policies adapted to this form of land tenure. Also, in terms of educational and health facilities pastoralists’ require adapted policies. Due to their marginalization however, these policies don’t always exist.

3. Recently, due to a more active engagement with local organizations representing pastoralist' rights in Eastern and Western Africa, VSF-B has been asked to position itself more on questions related to pastoralism and to work together with local civil society groups representing pastoralist' rights. Therefore, in the future, the organization is likely to continue in this direction and have strategic collaborations with pastoralist' interest groups.
4. Few NGOs **focus** only on sustainable smallholder livestock farming within their work. VSF-B has this strategic advantage and therefore its most important lobby activities can focus on defending the rights of people depending on smallholder livestock farming. Within this group, (agro-) pastoralists represent a big group.
5. Also, on a more pragmatic level, in Brussels, few organizations exclusively advocate for pastoralist' rights. This therefore provides **a strategic opportunity** for VSF-B to position itself as the organization advocating rights for African pastoralists at the Belgian and the European level. This objective should therefore be considered within the determination of the organization to become the focal point for pastoralism in Africa for the Belgian development cooperation and for the EU institutions with a primary focus on the European Parliament and the European Commission.

**Strategic objective two: to have VSF-B recognized as a focal point/reference point in the EU for pastoralism in East- and West-Africa**

Part of the policy influencing activities of the organization should also contribute to this result as it is not only important to do policy influencing activities, but also **to be recognized as an actor, an expert** when it comes to the particular issue that you want to change as an organization. This particular role regarding pastoralism seems also a logical consequence of what the organization has been doing for a while and its' involvement in pastoralism in particular. The organization should therefore **be recognized by decision makers and donors for its expertise on pastoralism.**

This also refers amongst other things to one of the specific objectives of the ACC/CSC for Belgium, which is **“to reinforce the recognition of our qualitative expertise to our target audiences”**. This is definitely to be included in advocacy activities as it refers to the earlier mentioned knowledge center to be developed jointly with the education and knowledge management component of the North Region. This refers to (extensive) research that needs to be conducted prior to advocacy activities in order to make sure that the proposed recommendations make sense. This expertise should not only serve our target audiences but also our allies and strategic partners in both North and South.

Strategic partnerships mentioned below can contribute to realizing this objective.

**Strategic objective three: to reinforce capacities of regional/local partners (civil society organisations) to actively advocate for the rights of livestock dependent communities**

Thanks to longstanding expertise in the field and inclusive partnerships, VSF-B is a strategic ally for civil society organisations who want to engage with their governing bodies to advocate for the rights of livestock dependent communities. Also, thanks to some years of experience in policy influencing, the organisation can assist in developing tools, plans for policy influencing, etc. Thi

advisory role is also related to one of the strategic axes of the North region to provide services to field offices and external partners. Also, particular policy influencing actions targeting “Northern” decision makers can and should reinforce local policy influencing actions and activities in “Southern” countries.

**Strategic objective four: to become a focal point/reference point for a One Health approach in Belgian and European development policies.**

One Health roughly refers to the connectedness between animal, human and ecological health. For VSF-B this is very relevant since the vision of the organization is “Healthy animals, healthy people”. This statement as such refers very explicitly to the links between human and animal health: humans are living together with animals in a particular environment which is why it is important to develop a holistic approach towards improving health, “One Health”. VSF-B focusses through its’ actions in Africa on improving animal health and by doing so, also contributes to an improvement in human health whilst ensuring the environmental sustainability of smallholder livestock farming.

The One-Health approach should be promoted as much as possible in development policies as it is an approach which is pivotal for livestock dependent communities. After a first experience regarding policy influencing on this particular topic – a policy brief – and considering the work already carried out on this topic in the field, it seems that there is a need to have a particular strategic objective related to this issue. VSF-B should actively try to influence development policies for the inclusion of this approach. This also offers possibilities for other types of collaborations, focusing more on the “**Health**”-approach than the agriculture – approach.

Possible indicators:

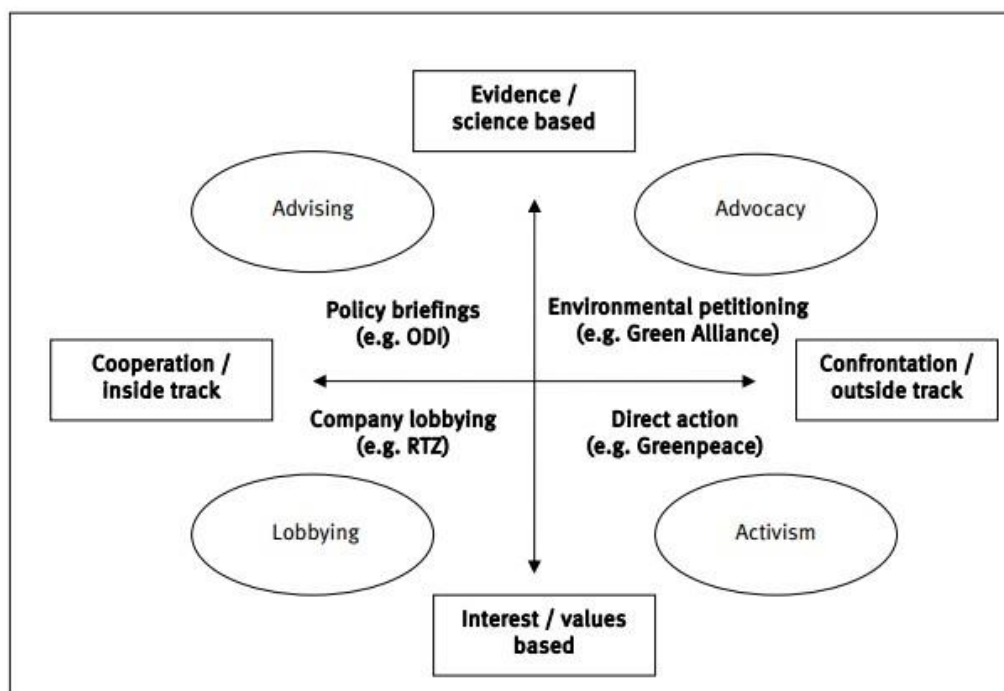
- There is an increase in text explicitly referring to One Health.
- Calls for joint – combining human, animal and ecological - programs and projects proposals (multisector) have increased.
- The number of collaborations between VSF-B and organizations working on human and environment increases.

Several strategic reasons to advocate for a One Health approach can already be identified thanks to previous experiences:

1. One health as an approach has the potential to have a massive contribution to *“to empower disadvantaged livestock dependent communities in the South to improve their well-being”*. However, the way One Health approaches and policies are being developed currently; they seem to focus to a lesser extent on social and economic development and rather on issues of food safety. Linking One Health with issues such as food security and nutrition or education however, would definitely benefit livestock dependent people and would significantly improve their well-being.
2. Local interest groups in Africa have also expressed their interest to advocate for adapted animal health services. VSF-B can accompany them and reinforce their capacities to do so whilst promoting the concept of One Health.

## 2. How to go about it

Figure 1: Tools and organisations on the cooperation/evidence axes



3

According to ODI, there are several ways to strategically approach policy influencing evolving between **advising, advocacy; lobbying and activism**. According to ODI: “*Confrontation is usually the method of advocacy and activism strategies. It seeks to obtain change via pressure and seeks to point out problems rather than offer solutions. It works from the outside, rather than gaining an inside track in policy communities. Cooperation – the practice favoured by advising and lobbying – aims to build constructive, working relations with policy makers in order to develop solutions to complex problems. Both are effective and important ways of bringing about policy change. Both the carrot and the stick will create movement, and both are usually present in most forms of change. But it is difficult for one organisation to do both and, on the whole, think tanks usually lean away from confrontation and towards cooperation*”. Concerning VSF-B, it was agreed before that are approach should lean more towards cooperation and therefore we agreed that we **inform** politicians and ask for their engagement. It was also agreed that we **facilitate**: we link up partners from the South with policy makers in the North through collaborations with relevant networks and creating synergies. We act upon policies that affect first and foremost the South but also on policies that affect North and South at the same time.

## 3. Action plans, activities and messages

It is difficult to have an exclusive action plan for policy influencing actions. However, for each new program/project a new action plan should be established by VSF-B. This plan will relate to the objectives mentioned in the above and will be based on results included in the logical frameworks of ongoing programs and projects and include the activities of the platforms and networks in which the organization is active. This will improve coherence of VSF-B policy influencing activities

<sup>3</sup> ODI, (<http://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/194.pdf>)

In terms of activities and messages, they will depend on projects and programs, but will always be coherent with the VSF-B vision and mission, and with the themes mentioned in the above. Activities include:

- Advocating for specific cases, for instance large investment projects, cases of land grab, etc.
- Capacity reinforcement of local partner organizations.
- Hosting of meetings of networks. For instance be-troplive session, annual meeting CELEP, etc.
- Hosting of visits from partner organizations
- Organizing policy influencing events such as conferences
- Creation of policy influencing tools such as leaflets, position papers, etc.
- Linking up with media and press through press releases, interviews, press (field) visits, professional photographs (through field missions of photographers), TV programs...
- Linking up with education/awareness raising activities such as mass mobilization, online presence (website/social media), petitions... (=Campaigning)
- Organizing field visits for decision makers and private company representatives
- Creating links between veterinarians and farmer organizations in Belgium and Africa to influence policies
- Campaigning for livestock family farming
- ...

To make this strategy operational, funding should be foreseen – where relevant – in projects and programs in all three regions of VSF-B activities. They should be developed jointly. Services can be provided by one or all of the three regions and arrangements should be made to coordinate actions. This can be done by the North region but should be considered as a common approach of all regions.