

Evaluation of Fairtrade Finland Development Cooperation Programme 2018-2021

Results

December 2022



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1. Context of the evaluation



- Development Cooperation Programme (DCP) 2018-2021: 12 projects in seven countries (Guatemala, Haiti, Honduras, Ethiopia, Ghana, Malawi, South Africa) and two regional projects in Latin America
- Overall budget: 7.3 million euros (Ministry of Foreign Affairs (MFA): 4.7 million euros)
- FT Finland: responsible of the management and monitoring of the DCP
- FTA, CLAC: in charge of the planning, implementation, monitoring and reporting at project level
- Overarching development goal of the programme: ensure farmers' and farm workers' right to a dignified life
- 3 strategic objectives and the 3 cross-cutting objectives

1. Objectives of the evaluation

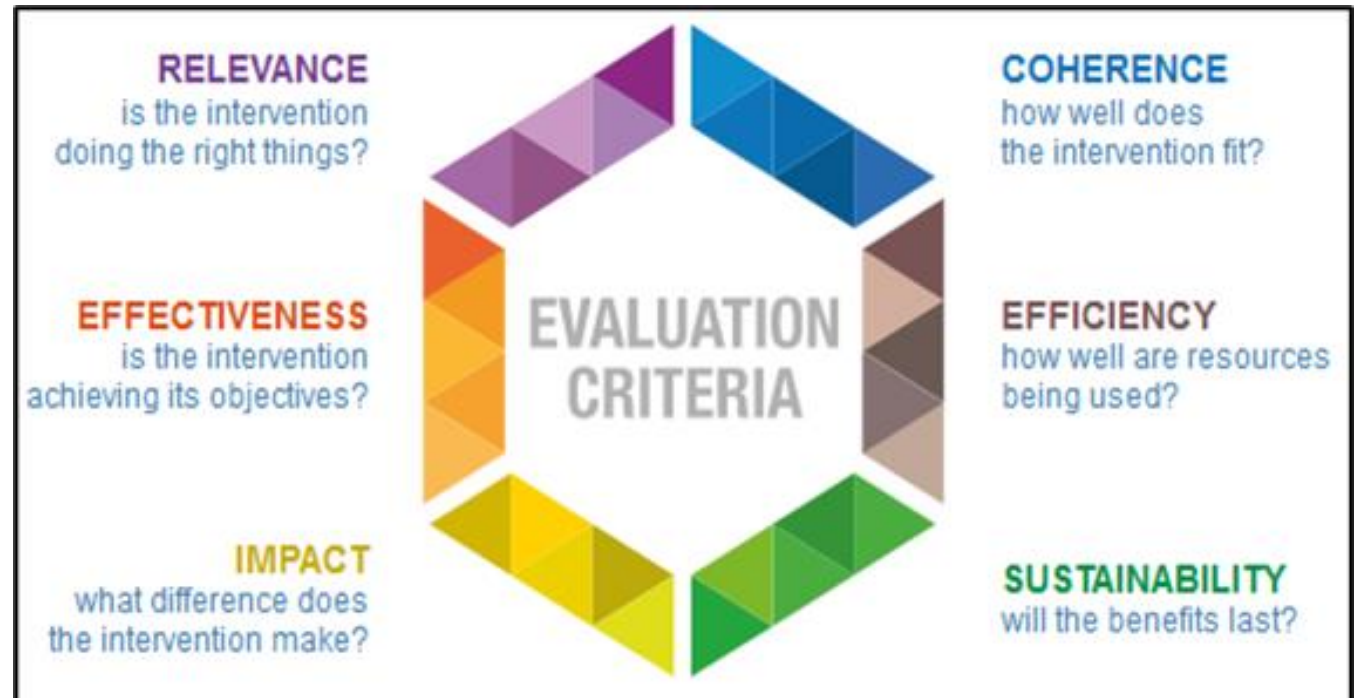


- Understand the relevance and effectiveness of DCP strategy and ways of implementation
- Understand the management processes chosen to achieve the strategic and cross-cutting objectives of the DCP
- Evaluation of the achievement of the overall objectives (evaluation of programme design, approach, implementation, monitoring)
- Evaluation of the performance of the programme management structure and processes established between the DCP stakeholders

2. Methodology



- Phase 1. Scoping: kick-off meeting, evaluation matrix, inception report
- Phase 2. Documentation review: FTFIN DCP annual reports, projects final reports and endline evaluation reports
- Phase 3. Interviews: FTFIN and PNs staffs interviewed in May-June 2022
- Phase 4. Analysis and reporting: evaluation of the DCP's performance against OECD-CAD criteria



3. Overall performance - Relevance



- Specific need assessments carried out according to the type of beneficiaries:
 - smallholder producers, workers
 - groups: women, young people, disabled people
 - organizations: SPO, HLO, Trade Unions, Workers Network
- High level of relevance to address issues and needs of the smallholder producers and their SPOs, as well as workers and their networks
- Specificities of beneficiaries and context of each project taken into account, appropriate and relevant interventions tailor-made to specific contexts
- Very relevant working methods adapted to mitigate the effects of the covid pandemic

3. Overall performance - Coherence



- DCP fully aligned with Finland's development policy
- DCP's objectives fully in line with Fairtrade's overall strategy
- DCP clearly based on the global Fairtrade Theory of Change, complementary to the certification process of the SPO and HLO in strengthening them to be compliant with Fairtrade standards
- Coherent institutional set-up between the three Fairtrade organisations
- Adapted ways of working of FTFIN to the PNs while setting up processes and tools to improve project and programme management practices
- Time needed to set up these processes and tools over the implementation period

3. Overall performance - Efficiency

- Resources efficiently managed, good rate of expenditure, economic resources transformed into products and services to the beneficiaries
- DCP's total expenses: 6.78 million euros over the four years out of the 7.3 million euros forecast (93% - high rate of budget consumption). The whole MFA grant were spent
- Match funding accounting for 30.6% of the DCP budget, by far higher than the 15% requirements of the MFA
- Low administration costs (5.2% of the overall expenditure), remarkable for such an important programme
- Well balanced budget between the Latin America (33.8 %) and Africa (48.2%).
- High efficiency of FTFIN in using its financial and human resources against its success in managing the DCP

3. Overall performance - Effectiveness

- DCP quite effective in reaching 279,006 direct and indirect rightsholders
- Good effectiveness of the DCP since most of the planned targets (12 out of 19 indicators at outcome level, namely 63%) have been reached or even exceeded
- High DCP's effectiveness in promoting collective action to achieve common objectives:
 - strengthening production and marketing processes
 - capacity to generate and maintain an environmentally sustainable livelihood
 - positioning the representative structures of producers and workers as social actors with the capacity for change and advocacy

Effectiveness has been evaluated per component

3. Overall performance – Effectiveness – Comp 1.

Component 1: Realizing the right to a sustainable livelihood of producer households

- DCP quite effective in achieving component 1 outcomes
- High relevance of the programme: most important issues and needs expressed by representatives of small producers captured and addressed
- Strengthening of organisations' representative structures: external relations, capacities for adapting to climate change and for supporting vulnerable groups (gender, youth, PWD)
- Youth as protagonists and leaders of their SPO
- Foundations of sustainability built in terms of installed capacities, competencies and instruments that it sought to leave in the participating producers
- Acquisition by producers of new technical and relational competencies and tools leading to a greater legitimacy and awareness of the importance of advocacy and alliances with other actors
- Remaining weaknesses of the SPO still requiring PNs' accompaniment and technical assistance: lack of economic resources to maintain participation and the long-term nature of these types of efforts

3. Overall performance – Effectiveness – Comp 2.

Component 2: Realizing the right to a sustainable livelihood of worker households

- DCP quite effective in achieving component 2 outcomes
- Improvement of working conditions and the respect of workers' rights; contribution to workers' awareness of their rights and of the value of collective action to enforce them
- Trust of HLOs managers gained thanks to PNs' tenacity and skills, gradual establishment of channels for dialogue and for the implementation of activities
- In Africa, high relevance in targeting vulnerable populations whose initial working conditions were poor, and whose access to information was very difficult
- Encouraging but fragile results: still need of PNs to keep accompanying the workers and their structures, while maintaining dialogue and raising the awareness of HLOs managers in order to strengthen the achievements of the programme and make them sustainable.
- An exchange of experience within FTA and between workers from different sectors in different countries would further strengthen their capacities and contribute to a global workers' movement on a continental scale, complementary to the trade unions. Approach successfully experienced by CLAC with the workers network, which led to build the capacity of workers on their rights and on the advocacy actions they can carry out in their respective countries

3. Overall performance – Effectiveness – Comp 3.

Component 3: Advancing fair and sustainable trading

- DCP quite effective in achieving component 3 outcomes
- Clear contribution in raising awareness and mobilising Finnish consumers, companies and the government on issues related to food value chains, in particular the human rights and working conditions of producers and workers
- Strengthening the relationships between Fairtrade Finland and the PNs, which indirectly strengthened the links between producers/workers and consumers. Strengthening of PNs' capacities in terms of awareness raising and advocacy
- Relevance and quality of the know-how of Fairtrade Finland in awareness-raising and advocacy activities; high consistency with the association's regular activities
- Leverage to engage European companies in the programme, which has strengthened their commitment: significant source of additional funding
- Capacities strengthened of CLAC and South American actors in particular through the regional scale of two projects (climate change and workers' network). This regional scale would probably be relevant to strengthen the capacities of African actors, including FTA, and increase the scope of their awareness-raising and advocacy campaigns

3. Overall performance – Effectiveness – Cross-cutting



Cross-cutting areas

- **Environment:** only SPO projects have been really involved through production-related project activities
- **Gender:** in most SPO projects, gender policies have been designed and set up to fight against sexual harassment. In the same way, all HLOs under the programme have developed a policy or an information management system to prevent and manage sexually intimidating, abusive and exploitative behaviours
- **Persons in vulnerable situations:** most of the good results have been achieved in Ethiopia in the coffee and flower projects. Trainings, supported designing of disability policies gave advice on how to mainstream disability inclusion into project implementation

3. Overall performance – Impact



- Good effectiveness of the DCP through the analysis of the quantitative indicators at outcome level since 4 targets out of 9, namely 44%, have been reached or even exceeded
- Progress made in achieving the far-reaching positive effects envisaged for the programme:
 - increase awareness among the participating organisations of the importance of implementing collective action
 - perception of greater sustainability of beneficiaries' livelihoods and a greater possibility of expanding their economic opportunities despite the psychosocial ravages of the pandemic

3. Overall performance – Sustainability

- Foundations of sustainability built in terms of installed capacities, competencies and instruments that it sought to leave in the participating producers and workers
- Instruments, capacities and competencies developed in accordance with the cultural context of each of the countries where the activities were conducted, based on their own customs, knowledge, techniques, experiences and worldviews.
- Deep appropriation of them by their beneficiaries, which is an important basis for their sustainability
- Acquisition by the beneficiaries of a broader vision of the future, greater legitimacy and awareness of the importance of influencing, which they are already putting into practice by broadening their participation and commitment to their organisations, networks and other spaces of representation
- Due to the newness of these issues for the organisations involved and their remaining weaknesses (lack of resources), PNs accompaniment and technical assistance are still necessary to continue the processes of grassroots empowerment, advocacy, positioning with duty bearers and the empowerment of women and young people

4. Key learnings

- Trust and transparency have been built between FTFIN and the two PNs
- Participatory planning is fundamental to meet the needs of beneficiaries and to enhance the effectiveness of the actions
- The exchange of experiences promoted and facilitated collective action
- Learning by doing has been an opportunity for organisational growth
- Horizontal, open, flexible and participatory management facilitated synergy between projects
- Mainstreaming risk management into development interventions allowed the DCP to adapt to the covid-19 pandemic context
- The effective management of multiculturalism added relevance and ownership to all stakeholders involved in the DCP

5. Key recommendations



Recommendations for the programme design

- Design a common Theory of Change between FTFIN and the PNs in a consensual manner
- Enhance the involvement the target beneficiary groups in the diagnostic processes
- Reinforce the risks analysis
- Deepen aspects that reinforce the comprehensiveness of the gender approach
- Design specific strategies for the youth
- Carry out a diagnosis of persons with disabilities
- Defining precise and specific environmental indicators
- Align projects monitoring systems with the programme monitoring system

5. Key recommendations



Recommendations for the programme implementation

- Establish a clear project and programme governance structure
- Strengthen the capacities of the technical teams in the conceptual and practical management
- Facilitate the access to digital means for local partners and beneficiaries
- Include a detailed analysis of the institutional capacity and governance of each of the groups involved

Recommendations in terms of sustainability

- Keep providing economic resources (inputs, materials, tools) and technical resources to the targeted local implementing partners
- Accompany the SPO and workers networks and unions in the follow-up of their alliances and agreements reached with local institutions and stakeholders
- Maintain knowledge management actions between FTFIN and PNs
- Transfer capacities from FTFIN and PNs towards local stakeholders in fundraising

**Thank you for your
attention**

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