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FINAL EVALUATION OF THE HORIZONT3000 EAST AFRICA PROGRAMME 2019-2022

“P-19-300 Improvement of living conditions of disadvantaged groups in five East African countries”

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Quality Assurance:

Dr Kristie Druzca

Authors:

Abiyot Negera
Timothy Waweru

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In **Tanzania:** Land Rights Research and Resources Institute (LARRRI/HAKI ARDHI; Mamas Hope Organisation for Legal Assistance (MHOLA), Rulenge-Ngara Diocese– - The Department of Human Life Defence, Justice and Peace Section (HLDD); Catholic Diocese of Kayanga, Community Habitat Environmental Management Programme (CHEMA); Actions for Development Programmes - Mbozi (ADP-Mbozi); and One World Sustainable Livelihood (OWSL);

In **Uganda:** Uganda Women's Network (UWONET); Agency for Integrated Rural Development (AFIRD); Caritas Kiyinda Mityana; Youth Association for Rural Development (YARD); Caritas Tororo ArchDiocese and Caritas - Masaka Diocesan Development Organisation (MADDO); and

In **Kenya** - Diocese of Lodwar– Water Department.

We would also like to thank all informants, especially the project beneficiaries for generously giving their time to participate in the evaluation.

Acronyms

ADA	Austrian Development Agency
ADP MBOZI	Actions for Development Programmes – Mbozi
AFIRD	Agency for Integrated Rural Development
AIDS	Acquired Immunodeficiency Syndrome
CARITAS MADDO	CARITAS Masaka Diocesan Development Organisation
CARITAS MITYANA	CARITAS Catholic Diocese of Kiyinda Mityana
CARITAS TORORO	CARITAS Archdiocese of Tororo
CDF	Community Development Facilitators
CE	Community Educators
CEEC	Community Education and Empowerment Center
CHEMA	Community Habitat Environmental Management
CLAs	Cluster Level Associations
CLTS	Community Led Total Sanitation
CRROs	Certificate of Customary Rights of Occupancy
CSG	Community Social Group
CSO	Civil Society Organisation
CS & HR	Civil Society and Human Rights
DAC	Development Assistance Committee
DESECE	Development Education Services for Community Empowerment
DOL	Diocese of Lodwar
DOR	Diocese of Rumbek
EAP	East African Programme
ECC-SDCO	Ethiopian Catholic Church – Social Development Coordination Office
ERI	Enabling Rural Innovation
ETB	Ethiopian Birr
FGD	Focal Group Discussions
GALS	Gender Action Learning System
GBV	Gender Based Violence
HAKIARDI (LARRRI)	Land Rights Research and Resources Institute
HEfDA	Harmee Education for Development Association
HIV	Human Immunodeficiency Virus
HLDD	Rulenge Ngara - Human Life Defence Department
HRBA	Human Rights Based Approach
ICT	Information and Communication Technology
IGAs	Income-Generating Activities
IPDM	Integrated Pest and Disease Management
JHC	Jesuit Hakimani Center
JICA	Japan International Cooperation Agency
KII	Key Informant Interview
KCCA	Kampala Capital City Authority
KM	Knowledge Management
LARRI	Land Rights Research and Resources Institute
LOWASCO	Lodwar Water and Sewerage Company
LRM	Land Rights Monitors
M&E	Monitoring and Evaluation
MEAL	Monitoring, Evaluation Accountability and Learning
MEECO	Mbeya, Ileje, Isangati Consortia
MHOLA	Mama's Hope Organisation for Legal Assistance
MoU	Memorandum of Understanding
NRM	Natural Resource Management
NRM & RD	Natural Resource Management and Rural Development
OECD DAC	Organisation for Economic Cooperation and Development – Development Assistance Committee
OVC	Orphans and Vulnerable Children
OWSL	One World Sustainable Livelihood
PD	Policy Dialogue
PELUM	Participatory Ecological Land Use Management Association
PMU	Pump Maintenance Unit

QDS	Quality Declared Seeds
RRA	Resource Rights Africa (RRA)
RPO	Rural Producers Organisation
SACCOs	Saving and Credit Cooperatives Organisations
SCORE	Spiritan Community Outreach Ethiopia
SDG	Sustainable Development Goals
SHGs	Self Help Groups
SLM	Sustainable Land Management
SMU	Solar Maintenance Unit
TAP	Technical Advisory Programme
ToT	Trainer of Trainers
TP	Transparency Project
TSh	Tanzanian Shillings
TWP	Turkana Water Project
UWONET	Uganda Women's Network
VCD	Video Compact Disks
VICOBA	Village Community Banks
VSLAs	Village Savings Lending Associations
WASH	Water and Sanitation Hygiene
WATSAN	Water and Sanitation Clubs
WEGS	Women's Economy and Gender Support
YARD	Youth Association for Rural Development

1. Executive Summary

Study Background and Objectives

Overview: This report presents findings from the final evaluation of the HORIZONT3000 East Africa Programme (EAP). The programme aimed to improve the living conditions of vulnerable population groups in East Africa by (1) improving natural resource management and rural development (NRM & RD) and (2) strengthening civil societies and human rights (CS & HR). The programme implemented a total of 21 projects across five East African countries (Ethiopia, Kenya, South Sudan, Tanzania and Uganda) over four years (2019-2022). The programme was funded by the Austrian Development Agency and members of HORIZONT3000.

Programme Objectives: The programme had two objectives¹:

- 1) To improve natural resource management, agricultural production and access to markets for small-scale farmers and their families;
- 2) To strengthen civil society and marginalised people to access and exert their human and civil rights.

Expected Results: The programme had four result areas:

- 1) Ensure food security and improve income generation, enhance capacity in natural resource management and climate change adaptation and improve access to water and sanitation;
- 2) The rights of women, children, youth and disadvantaged / vulnerable groups as well as the rule of law are strengthened;
- 3) Women and men are empowered for increased gender equality;
- 4) Relevant knowledge is generated, shared and multiplied by partner organisations of HORIZONT3000 and its Member Organisations in order to improve organisational performance.

Geographic scope: The programme implemented 21 projects: three of these were cross-country regional programmes, and the remainder were country-specific programmes (six in Tanzania, six in Uganda, three in Ethiopia, two in Kenya, one in South Sudan).

Partners: HORIZONT3000 supported partners to identify and plan projects, monitor activities, provide capacity building training and knowledge exchange. The projects were implemented on the ground by the following local partner organisations:

- **Ethiopia:** three projects implemented by HEfDA, SCORE & ECC-SDCO.
- **Kenya:** two projects implemented by DOL & DESECE.
- **Tanzania:** six projects implemented by CHEMA, ADP Mbozi, OWSL, LARRRI/HAKIARDI, MHOLA & HLDD.
- **Uganda:** six projects implemented by Caritas MADDO, Caritas Tororo, YARD, AFIRD, UWONET & Caritas Mityana.
- **South Sudan:** one project implemented by DOR.

Regional Projects: The programme also implemented three multi-country projects across Kenya, Tanzania and Uganda. Each project had its own regional coordinator, and all were monitored / overseen by HORIZONT3000's East Africa office, based in Kampala. The three

¹ The EAP [Logical Framework](#).

regional projects were: Enabling Rural Innovation (ERI), Policy Dialogue (PD), and Transparency Project (TP).

Evaluation Design and Approach

Objectives: The objectives of the evaluation were to analyse the effectiveness and sustainability of the EAP, to highlight its strengths and opportunities for improvement in key areas, and provide recommendations to improve programme management in the next funding phase (from 2023).

Time and scope: This evaluation took place between February and August 2023. The evaluation team reviewed project documents and collected primary data from four countries (Ethiopia, Kenya, Tanzania, and Uganda); South Sudan has already been evaluated.

Methodological approach: The evaluation was participatory and consultative, and took a human rights-based approach. The EAP projects were also evaluated through a gender- and disability- sensitivity lens, to understand how 'Do No Harm' principles were integrated, and to ensure vulnerable populations were included. This evaluation report follows ADA quality standards and criteria.²

Data Collection and Analysis Tools: Primary data were collected through 12 project visits, 76 key informant interviews (KIIs), 32 focus group discussions (FGDs), and quantitative surveys with 92 beneficiaries and 40 implementing partners (online). The survey data was added through the SogoSurvey platform and was used to triangulate data from project reports, KIIs and FGDs.

Findings

The overall performance of the EAP was assessed against the two OECD/DAC evaluation criteria of effectiveness and sustainability. The following is a summary of the findings.

Effectiveness

1. **The majority of the study participants perceived that the EAP has achieved its objectives and results.** The evidence from the KIIs and FGDs show that the EAP achieved its objectives fairly well despite some challenges in the implementation process. Similarly, the majority of implementing partners (82.5%) and project beneficiaries (72.8%) rated that the EAP projects have achieved their objectives and results to 'a great extent'. The observation of the physical structures built by the project further supports this claim.
2. **The EAP reached most of the beneficiaries it initially planned to reach.** The EAP reached more beneficiaries than initially planned both in the NRM & RD sector. All the implementing partners reached more beneficiaries than initially planned during the project design (except ADP Mbozi and HLDD that respectively reached 88% and 93% of their target beneficiaries).
3. **The EAP reached a greater number of female beneficiaries than males.** In both NRM & RD and CS & HR sectors, the number of female beneficiaries (174,178) is greater than the number of male beneficiaries (168,313). At the level of individual projects, the proportion of female beneficiaries ranged from 48% in HEfDA and SCORE, to 91% in UWONET.

² ADA. 2020. Quality Checklist for Evaluation Report. In: [Guidelines for Programme and Project Evaluations](#).

4. **Women benefited the most from the IGAs.** The majority of the participants and beneficiaries of the EAP projects were women. They actively participated in the IGAs in the project countries.
5. **Some projects included youth in IGAs and NRM activities but understanding the number of youth that benefited from the projects is difficult without age disaggregated data.** Though some of the EAP projects included the youth as beneficiaries, age disaggregated data is lacking.
6. **Determining the exact number of people that benefited from strengthening the rights of women, children, youth and disadvantaged groups is impossible to tell because a range of human rights activities were integrated across projects, however, the CS & HR projects (that focused on strengthening rights) reached 98.3% of the beneficiaries they planned to reach but disaggregated data by age and disadvantaged group is not traceable.** The EAP project has reached various disadvantaged groups but disaggregated data by age and disadvantaged groups has not been consistently applied, making it difficult to know the exact number of these beneficiaries.
7. **From the basic human right, food and income - to the more strategic - leadership and reducing GBV, the programme strengthened the ability of women and marginalised people to access their human and civil rights.** Projects implemented in the CS & HR sector particularly enhanced women's awareness of their rights (such as land rights) and their capability to advocate for gender equality and the reduction of GBV.
8. **The policy dialogue (PD) project influenced policies and budget allocations on rights issues at the local level, to some extent, but the numbers that will benefit from these changes cannot be determined but is likely to be large.** Some of the PD partners (such as JHC, CEEC, WEGs, LARRRI/HAKIARDI and MHOLA) successfully engaged in PD with local government bodies and improved services for communities. LARRRI/HAKIARDI even managed to engage Tanzanian national authorities, influencing them to adopt various measures which enhanced women land rights (e.g. the adoption of a gendered budget).
9. **FGDs, KIIs, and evidence from documents show that projects implemented in the NRM & RD sector in Tanzania, Uganda and Ethiopia have improved agricultural production of smallholder farmers.** The beneficiary farmers were able to increase their production by 10% or more. This was the result of improved agronomic practices, improved NRM practices and improved knowledge and skill because of the projects.
10. **The EAP improved income generation capacity of the project beneficiaries via a range of initiatives, not just by increasing production and local market access.** The EAP projects equipped the beneficiaries with business/entrepreneurial skills such as income diversification, formation of saving groups, saving culture, and business management skills. Different IGAs were introduced, including chicken raising, fish production, beekeeping, horticulture, value addition to products, etc. But access to the market is limited.
11. **Many of the ERI farmers were using at least four types of NRM practices, including tree planting, conservation agriculture, vegetation cover, composting, crop rotation, construction of trenches, contours and water harvesting and agro-ecology.** The ERI farmers widely practised agro-ecology. They established tree nurseries to plant trees as well as practised water harvesting to implement small scale irrigation using bottles and buckets.

12. **The HEfDA project performed well in enhancing the capacity of the beneficiaries to practise sound NRM and environmental protection activities.** The project undertook environmental awareness raising activities and established tree nurseries. It mobilised the community and planted more than two million seedlings, covering 606 hectares of land. Community participation and collaboration with local government bodies was key in this achievement. The project also trained farmers in conservation agriculture which helped them rehabilitate degraded lands.
13. **Farmers were provided materials and training to improve irrigation practices.** AFIRD and ECC-SDCO particularly trained project beneficiaries and provided them with materials. While training provided by AFIRD enabled project beneficiaries to adopt bucket and bottle irrigation, training and irrigation pumps provided by ECC-SDCO enabled the pastoral Hamar women to practise pump irrigation to produce vegetables.
14. **The use of fuel saving stoves by the EAP project beneficiaries is encouraging, however, no significant use of photovoltaic systems is found.** Fuel saving stoves are mostly implemented by HEfDA and the ERI projects. Yet, the fuel saving stoves produced by the ERI farmers have quality problems. Photovoltaic systems were not significantly applied by the projects except by some such as the DOL.
15. **The EAP projects increased access to drinking water for humans and livestock.** The ECC-SDCO project built a community pond for the Hamar which spared livestock during dry times. The DOL project particularly improved access to water by drilling new wells and rehabilitating others. CHEMA provided water purifiers to increase access to pure water.
16. **The environmental and sanitation benefits of the projects appeared to be higher in Uganda and Kenya than in Tanzania and Ethiopia.** This is probably related to the fact that more ERI projects (ERI approach is environmentally friendly) were implemented in Uganda and that the DOL project in Kenya had a sanitation component which benefited many beneficiaries.
17. **The UWONET intervention trained women in sanitation and toilet hygiene which has led to cleaner markets.** This intervention improved hygiene by expanding the drainage system, construction of toilets and bathrooms (separately for males and females), and expansion of access to water by constructing boreholes and tap water.
18. **Some projects improved women's leadership and decision making opportunities, particularly ERI projects and UWONET.** The ERI projects gave more than 60% leadership positions to women. UWONET trained women in rights issues and this resulted in women controlling 63% of leadership positions in administration of Wandegeya market in Uganda. Women became members of village councils and participated in land matters decision making at the community level due to empowerment by the LARRRI/HAKIARDI project.
19. **The exact number of persons with disabilities that benefited from the EAP projects is unknown as project data was not disaggregated by disability.** Persons with disabilities are not clearly visible in reports except in those projects working on disability issues. Most project reporting does not detail the number of persons with disabilities reached or how they benefited from the interventions.
20. **The youth are included in some projects in youth groups or mixed with other beneficiaries.** The AFIRD, CHEMA and ERI projects created youth groups and engaged them in agricultural activities. The youth were also included in some of

the projects mixed with other beneficiaries. When the youth are mixed with adult groups, the exact number is not properly known.

21. **The ERI project has made a deliberate move to make agriculture more attractive to youth.** The ERI projects engaged the youth in activities that provide return in short time to attract the youth to agriculture (such as the introduction of short term crops, engagement in piggery, rabbit keeping, and poultry) as well as in the agricultural market value chain.
22. **The ECC-SDCO project was the only one to support a marginalised indigenous group.** The project built a pottery production centre and provided scholastic materials so the marginalised indigenous group could send their children to school.
23. **Awareness created by the EAP increased the number of cases of GBV reported to authorities.** This was mainly successfully implemented by MHOLA. The project also changed men's behaviour to participate in reporting cases of GBV.
24. **LARRRI/HAKIARDI and HLDD improved women's awareness of land rights, enabling them to legally claim their inherited land.** LARRRI provided awareness raising services, legal advice, and training to women on inheritance and other land issues through the use of radio shows and training. HLDD provided accessible free legal services and counselling by training paralegals on land disputes, inheritance, and domestic violence.
25. **The SHGs cooperate to stop violence against women from their partners.** Beyond their economic benefits, SHGs organised and strengthened by ECC-SDCO in Ethiopia became a good forum to discuss GBV and cooperate to stop GBV against women from their husbands. In one case, the SHGs took a case of a woman to a court.
26. **Partner organisations engaged government authorities in PD more than in 20 instances due to capacity building provided to them by the HORIZONT3000 PD project.** HORIZONT3000 provided capacity building training for the PD partners which helped them to institutionalise and streamline policy dialogue in their organisations. This increased the capacity of the PD partners to engage local government bodies.
27. **The 2019 gender analysis was conducted but the implementation of recommendations was inconsistent across and within projects.** The gender analysis recommended points of improvement for the implementing partners and HORIZONT3000 ROEA, including the use of gender disaggregated data, gender capacity development through training, gender policies, improving gender balance of staff and having a gender focal person among others. All the implementing partners implemented the use of gender disaggregated data but the other aspects were inconsistently implemented across the implementing partners.
28. **KNOW-HOW3000 tools enabled partner organisations to generate and share good practices, document knowledge systematically and learn from success/failure, which led to organisational improvements.** HORIZONT3000 used KNOW-HOW3000 tools (such as community practice, knowlympics, documentation of good practices, experience capitalisation, training on specific topics to build capacity, systematisation, and exchange/exposure visits) to facilitate knowledge sharing. This helped organisations to learn from each other and adopt good practices, which led to organisational improvement.

29. **Factors mostly internal to HORIZONT3000 and its partners were key for the achievement of the EAP objectives.** The key achievement factors included capacity building of implementing partners through training, coaching, mentoring and knowledge sharing; presence of dedicated and experienced staff; meaningful partnership between HORIZONT3000 and implementing partners; projects responsiveness to community needs; the use of policy dialogue approach; and HORIZONT3000's flexible approach to programming.
30. **Working with women in groups, especially saving groups, contributed to the achievement of the IGA objectives and results across project countries.** Women benefited from the IGAs introduced by the EAP projects. Working in saving groups facilitated access to credit and promoted a saving culture. In some places saving groups became a forum where social issues such as GBV were discussed (e.g. SHGs organised by the ECC-SDCO project).
31. **Start-up capital and asset transfers were other key success factors for women groups.** The projects in Ethiopia (e.g. HEfDA and ECC-SDCO) provided asset transfers and seed funding which helped women groups to generate income and fulfil their needs.
32. **The main hindering factors to the EAP projects were external and contextual.** The external hindering factors included COVID, corruption, conflict, inflation, pests, weather patterns, low capacity, and poor quality of inputs.
33. **Partners lack motivation and the necessary knowledge to mainstream gender effectively within their own organisation, and this hindered the ability to mainstream gender within projects.** This is mainly related to lack of adequate knowledge and skill to influence communities to become more equal as well as lack of adequate time and resources to mainstream gender. Church-based partners have patriarchal and male dominated structures and some even have employment policies that limit the recruitment of unmarried staff.
34. **The main unintended positive outcome of the EAP was improved digital literacy and use as a result of trying to implement the programme during COVID-19.** Some organisations reported (particularly DOL and SCORE) improvements in digital literacy because of COVID-19.
35. **Unintended negative outcomes arose due to a lack of power, organisation and context analysis.** The negative outcomes resulting from the implementation of the projects included: husbands felt envy when male project officers went to their homes and met their wives for monitoring purposes; theft of infrastructures built by projects; lack of discussion with traditional authority led to failure of small scale irrigation by the DOL.

Sustainability

36. **Ownership of the EAP projects by the beneficiaries was relatively high.** The EAP projects were implemented by partners rooted in the communities and in cooperation with the communities and local government bodies, which contributed to ownership of the projects. The majority of the implementing partners and the beneficiaries also felt that the beneficiaries' ownership of the projects was high.
37. **The way partners embraced KM practices is an indicator of sustainability for partner organisations.** The implementing partners have embraced KM practices such as systematic documentation of learning/lessons and sharing them with others for replication. This is crucial for sustainability.

38. **HORIZONT3000 has put in place a number of institutional resources and practices which contribute to the sustainability of the EAP projects.** These include: using existing local institutions rooted in the community to maximise local ownership; capacitating implementing partners so that they can stand alone after termination of the projects; reducing dependency and promoting sustainable communities; establishing groups and linking them to bigger institutions; establishing committees that take care of projects accomplished; collaborating with local government structures; having exit strategies, etc. These mechanisms were established to ensure sustainability after project phase out.
39. **The ‘Do No Harm’ principle was not integrated into the EAP 2019-2022 during the programme design phase, but emerged as a key topic during implementation.** Going forward, there is a need to integrate ‘Do No Harm’ in the next funding phase, including promoting positive masculinity, promoting inclusive community training on gender issues, developing child safeguarding policy, etc.
40. **Partner survey respondents made a number of suggestions for the new programme’s gender analysis, demonstrating learning and an appetite for more gender interventions.** These included: Assessing the differences between men and women’s needs and conditions; assessing access to resources, control over assets and decision making power; assessing the state of harmful gender norms, etc.
41. **The programme’s monitoring has not been systematically implemented.** It is difficult to make regular visits and engaged monitoring from a single centre in Kampala across east Africa. No unified monitoring system has been found for the DOR project in South Sudan.
42. **Mechanisms to sustain gender equality in the long term were not adequately done at the programme level.** The programme did not institutionalise gender with its own office/department. The regional office adopted a gender strategy only later towards the end of the EAP framework 2019-2022 and only at the end of the EAP did the regional office in Kampala hire a gender focal person. At the time of data collection for this evaluation, the Vienna office did not have a gender focal person.
43. **The organisational performance of KNOW-HOW3000 programme partners was improved through capacity development and by sharing knowledge across implementing partners, although the extent to which this contributed to the objectives is hard to attribute.** KNOW-HOW3000 has capacitated the implementing partners through the provision of various training and knowledge sharing. With better monitoring, the attribution of the KNOW-HOW3000 programme to the outcomes would be easier to determine.
44. **The implementing partners adopted KNOW-HOW3000 tools in order to facilitate learning and knowledge sharing, with exchange and exposure visits being the most frequently used tools.** The implementing partners adopted and independently implemented various KNOW-HOW3000 tools. This has promoted ownership and hence sustainability of the project.

Cross-cutting

45. **The disability inclusion aspects of the programme were inconsistent, with some good practices but many challenges.** The projects implemented by HLDD, Caritas Mityana and LARRI/HAKIARDI improved the lives for persons with disabilities, including allocation of resources for addressing disability, inclusion of persons with disabilities in land rights groups, and including persons with

disabilities in IGAs. Yet, many challenges remain - lack of disability sensitivity in sanitation projects, lack of good will towards persons with disabilities among communities, etc.

46. **The EAP contributed to gender equality in a range of ways, from increasing income for women, to more transformational outcomes such as increasing women's leadership and lobbying for increases to national budgets.** The ERI projects and UWONET were notable in increasing women's leadership. The LARRRI/HAKIARDI project was able to lobby the Tanzanian authorities into adopting a gender disaggregated budget. OWSL training in the GALS methodology led to the starting of joint planning in 109 families and as a result of families sharing their incomes, gender based violence was reduced
47. **The EAP interventions have contributed to ecological sustainability by changing the beneficiaries' behaviour towards the environment.** The notable behavioural changes in this regard included cessation of open defecation, tree planting, the use of fuel saving stoves, and the implementation of agro-ecological practices.

Conclusions

Conclusion 1: The EAP was effective in improving farmers' food security despite the existing challenges. The EAP improved a range of activities and practices that contributed to farmers' food security.

Conclusion 2: The EAP has improved NRM practices and environmental protection but the use of alternative energy sources should be further strengthened.

Conclusion 3: Generally, the EAP has improved water and sanitation services but the services were not disability sensitive, and in some cases, water facilities lacked timely maintenance.

Conclusion 4: The EAP was gender aware but not gender transformative.

Conclusion 5: Projects focusing on the CS & HR sector have significantly raised the awareness of women and other vulnerable groups to demand their rights, thereby increasing their access to the services.

Conclusion 6: The EAP projects effectively integrated gender disaggregated data into their reporting system but disaggregated data is inconsistently applied or is lacking for other vulnerable groups. This makes it difficult to know the exact number of vulnerable groups across projects in their diversities.

Conclusion 7: Policy dialogue engagements produced a range of results for the beneficiaries including additional resource allocations.

Conclusion 8: The key achievement factors for the EAP projects were mainly related to internal institutional strength of the implementing partners and HORIZONT3000 while the hindering factors were mostly external/contextual.

Conclusion 9: The EAP projects did not integrate the do no harm principles. The do no harm principles were not originally built into the programme but emerged later as a practice.

Conclusion 10: The KNOW-HOW3000 programme significantly contributed to building the capacity of the implementing partners and the beneficiaries, and hence to the effectiveness and sustainability of projects.

Conclusion 11: The EAP projects have put in place adequate sustainability measures though some practices might undermine the gains made so far.

Conclusion 12: The lack of adequate representation of the youth in the projects limits the inclusivity of the projects and the chance to invest in the next generation.

Conclusion 13: There is lack of systematic implementation of monitoring. The monitoring conducted from the regional office in Kampala to projects in Uganda, Tanzania and Kenya limit monitoring mechanisms.

Recommendations

Recommendation 1: Strengthen alternative energy sources and markets by mainstreaming climate change/environmental protection into the next phase of the EAP.

Recommendation 2: Ensure that interventions are disability friendly.

Recommendation 3: Establish strong accountability mechanisms to ensure that water facilities provide regular, quality services.

Recommendation 4: Put in place measures to institutionalise gender with partner organisations and Horizont3000, design and implement more capacity building and awareness raising activities on gender and put in place strict gender monitoring.

Recommendation 5: Adopt an intersectional approach to data disaggregation.

Recommendation 6: Design mechanisms to engage governments in the national space by strengthening the policy dialogue (PD) project.

Recommendation 7: Effectively integrate and institutionalise a 'do no harm' approach.

Recommendation 8: Further scale up innovative technologies and environmental protection work to withstand the impacts of fluctuating weather conditions.

Recommendation 9: Ensure better market access for farmers by intensively working on creating market linkages, strengthening lending options and further strengthening collective marketing.

Recommendation 10: Undertake rigorous behaviour change training to change community attitudes about a handout culture as well as work in collaboration with other stakeholders in the area so that they also discourage handouts.

Recommendation 11: Increase the number of youth beneficiaries in the projects.

Recommendation 12: Implement systematic and rigorous monitoring.

2. Introduction

This report presents findings from the Final Evaluation of the HORIZONT3000 East Africa Programme (EAP). The programme implemented 21 projects in total across Ethiopia, Kenya, South Sudan, Tanzania and Uganda over the past four years (2019-2022). The projects focused on improving natural resource management and rural development (NRM & RD) and strengthening civil societies and human rights (CS & HR). This evaluation report follows ADA quality standards and criteria.³

Purpose: The evaluation has 3 purposes:

- **Learning:** To evaluate the performance and impact of the programmes and projects to facilitate learning of partners, donors, and HORIZONT3000, and to generate insights and lessons to inform future work and cooperation.
- **Steering:** To provide findings, lessons learnt and recommendations for steering the EAP in the next four-year phase, with an emphasis on strengthening gender equality.
- **Accountability and reporting:** To examine the quality and achievements of the programme in terms of effectiveness and sustainability – using criteria of the Organisation for Economic Cooperation and Development – Development Assistance Committee (OECD DAC).

Objectives: The objectives of the evaluation are to:

- Analyse the effectiveness and sustainability of the EAP;
- Analyse the programme's strengths and potential for improvement in the cross-cutting areas of gender equality and environmental/climate protection;
- Analyse the programme's strengths and potential for improvement in the area of knowledge management;
- Provide recommendations for stakeholders to improve the management of the programme in the next funding phase (from 2023).

Scope: This report evaluates the overall effectiveness and sustainability of the EAP, covering the implementation period 01/01/2019-31/12/2022. The evaluation was undertaken from 01/02/2023 - 14/08/2023. Data for the evaluation came from primary and secondary sources. The Includovate team collected primary data from four project countries (Ethiopia, Kenya, Tanzania, and Uganda) between 11/04/2023 and 01/05/2023. Primary data was not collected in South Sudan because the project there has already been evaluated and one project in Kenya has also been evaluated. The key findings from these two project evaluations have been integrated into this final report. Project documents (baseline, project descriptions, logframe, interim and annual reports) produced during the project lifetime (2019-2022) were also reviewed (see [documents reviewed](#)).

Intended Users: This evaluation benefits various stakeholders by providing findings and actionable recommendations key to improve future programme interventions. The beneficiaries include:

³ ADA. 2020. Quality Checklist for Evaluation Report. In: [Guidelines for Programme and Project Evaluations](#).



- Partner organisations that implement the activities and interact with the programme's target groups. For this evaluation, the partner organisations are the main beneficiaries.
- HORIZONT3000, with regard to learning, programme management, communication and for accountability purposes.
- Donors/funding partners, in particular DKA, WHG, BSIN, KFB and ADA (Austrian Development Cooperation Agency), especially with regard to programme quality and the quality of implementation.
- Target groups (women, girls, men, boys) and CSOs in the five countries. These groups will be the beneficiaries of future projects in the next ADA Framework Programme 2023-2026 and any improvements arising from this evaluation.
- Other actors working on the same issues and interested in the lessons learned from this evaluation (NGOs, technical services, local authorities etc.)

3. Background and Context Analysis

The EAP was a four year framework programme (2019-2022) funded by the Austrian Development Agency and HORIZONT3000 member organisations. HORIZONT3000 (an Austrian NGO with eleven Catholic member organisations) implements programmes and projects to improve the living conditions of the most vulnerable population groups (smallholders, marginalised women, children and youth, indigenous populations) in the Global South. It works closely with diverse stakeholders – project beneficiaries, local partner organisations, donors, international Civil Society Organisations (CSOs), and research institutes – to support progress towards the attainment of the Sustainable Development Goals (SDGs). The design of the EAP was synchronised with SDGs targets. The programme aimed to improve the living conditions of vulnerable population groups in East Africa.⁴ The total cost of the programme was 7,237,585.43 Euros.⁵

The EAP implemented projects that focused on two thematic pillars: 1) Natural Resources Management and Rural Development (NRM & RD), and 2) Strengthening Civil Society and Protection of Human Rights (CS & HR). In addition, the programme also focused on cross-cutting themes such as gender, environment and knowledge management (KM).

To address rural development needs, HORIZONT3000 adopted the regional Enabling Rural Innovation (ERI) programme, which implemented holistic and innovative approaches to improve the livelihoods and resilience of small-scale farmers. The human rights-civil society pillar focused on raising awareness and promoting rights (including land rights), ending gender-based violence, and ensuring gender equality.

Programme Objectives: The programme had two objectives:⁶

- 1) To improve natural resource management, agricultural production and access to markets for small-scale farmers and their families;
- 2) To strengthen civil society and marginalised people to access and exert their human and civil rights.

⁴ See Improvement of Living Conditions of Disadvantaged Groups in Five East African Countries: [Detailed Description of Programme Intervention](#); See also The EAP [Logical Framework](#).

⁵ See Improvement of Living Conditions of Disadvantaged Groups in Five East African Countries: Detailed Programme Description.

⁶ The EAP [Logical Framework](#).



Expected Results: The programme had four results areas:

- 1) Ensure food security and improve income generation, enhance capacity in natural resource management and climate change adaptation and improve access to water and sanitation;
- 2) The rights of women, children, youth and disadvantaged / vulnerable groups as well as the rule of law are strengthened;
- 3) Women and men are empowered for increased gender equality;
- 4) Relevant knowledge is generated, shared and multiplied by partner organisations of HORIZONT3000 and its Member Organisations in order to improve organisational performance.

Overall, the programme implemented 21 projects: three in Ethiopia, two in Kenya, one in South Sudan, six in Tanzania, and six in Uganda, as well as three cross-country regional programmes (see [Annex 1](#)). The projects were implemented on the ground by local partner organisations (such as national NGOs, community based organisations and Catholic Dioceses and their development offices). HORIZONT3000 supports these organisations in identification and planning of projects, monitoring of project activities (including monitoring visits), provision of capacity building, training and knowledge exchange. HORIZONT3000 has a regional office based in Kampala that functions as a support and monitoring office and advisor for partner organisations in Kenya, Tanzania and Uganda.

HORIZONT3000 supports the organisations implementing projects by providing capacity building support (technical assistance and knowledge sharing) through a programme called KNOW-HOW3000. This programme utilises different knowledge sharing/management tools (such as experience capitalisation, KNOWLYMPICS, communities of practice, regional sharing events, exchange and learning visits, specific trainings, borrow-a-technical advisor, consultancies, follow up support and KNOW_HOW3000 platform).⁷

The implementation conditions were challenging. The projects were implemented during the COVID-19 pandemic which slowed the pace of project implementations at the beginning (due to lockdowns and preventative measures). Adaptive measures were later implemented to accelerate implementation. Inflation has been a common problem across the projects, leading to budget reallocations and cancellation of project activities in some cases. Some projects took place in a conflict context (e.g. the project in South Sudan) while some were affected by weather conditions (e.g. the ERI projects).⁸

Project Overview by Country

Ethiopia: HORIZONT3000 assisted three projects in Ethiopia, implemented by HEfDA, SCORE and ECC-SDCO. The projects fall within the NRM & RD pillar, focusing on integrated community development activities. HEfDA implemented a project focused on NRM. The project was implemented in Munessa highlands in Arsi to address natural resource degradation and climate change. The ECC-SDCO project focused on integrated livelihood development of communities in Hadya (southern Ethiopia), focusing on a marginalised community in the area called Gafat (whom the other people in the area pejoratively call Fuga). These are a minority outcast group who mainly subsist on pottery

⁷ See the descriptions of each of the tools of KNOW-HOW3000 here.

⁸ See annual reports of individual projects for 2020 and 2021.



production. The SCORE project focused on a remote pastoral tribal group in southern Ethiopia - the Hamar. The Hamar district has limited social services (such as education and health services) and is a chronically food insecure pastoral area where many people subsist on safety nets provided by the Ethiopian government and donors. The projects in Ethiopia were monitored by an Ethiopian consultant based in Addis Ababa.

Kenya: Two projects were implemented in Kenya, one by DOL and the other by DESECE. The DOL implemented a water and sanitation project in Lodwar to address water scarcity and sanitation problems in Turkana county. Turkana county is a remote area plagued by a shortage of water as there are few water bearing rivers in the area. The DOL project in Lodwar focused on drilling new boreholes and rehabilitating existing boreholes to solve water shortage as well as maintaining the water pumps to improve the supply of water.

The other project in Kenya was implemented by DESECE to promote sustainable agriculture and human rights in Bungoma county. This project had been funded starting from 2007. The final funding phase took place from 2019-2020 for two years, with a total project budget of 78,300 Euros, co-funded from ADA (70%), Catholic Men's Movement KMB (15%) and Brothers and Sisters In Need (15%).⁹

Tanzania: HORIZONT3000 assisted six projects in Tanzania. The projects focused both on NRM & RD (CHEMA, ADP Mbozi and OWSL) and CS & HR (LARRRI/HAKIARDI, MHOLA, and HLDD). CHEMA implemented a project in remote districts of Karagwe and Kyerwa bordering Rwanda and Burundi to solve food security challenges and promote sustainable livelihood by improving access to markets and increasing income of the beneficiary communities. Similarly, ADP Mbozi addressed food security in Songwe district. OWSL implemented a project to improve the livelihoods of smallholder farmers using the ERI approach.

The other three organisations were mainly engaged in implementing projects addressing civil society and human rights issues. LARRRI/HAKIARDI implemented a project focusing on strengthening the land rights of smallholder farmers by ensuring access, use and ownership of land in Kilindi and Morongo districts where there are land issues. MHOLA focused on addressing gender based violence in 10 wards of Muleba district through awareness raising, provision of legal services and enhancing the capacity of the beneficiary communities. In Ngara, Biharamulo and Chato districts of Tanzania (where there are cultural prejudices and ignorance of entitled rights of women and persons with disabilities), HLDD implemented civic rights and governance projects focusing on women and persons with disabilities.

Uganda: In Uganda, the partners implemented 6 projects with the support of HORIZONT3000 focusing on NRM & RD as well as CS & HR. Three of the partners (Caritas MADDO, Caritas Tororo and YARD) implemented projects to improve the livelihoods of smallholder farmers using the ERI approach. They implemented the projects in Rakai and Kyotera districts (Caritas MADDO), Buikwe and Kayunga districts (YARD) and Tororo, Busia, and Manafwa districts (Caritas Tororo). AFIRD implemented a project on permaculture to improve the livelihoods of school associated communities in Wakiso and Mukono districts of Uganda. Two of the organisations (UWONET and Caritas Mityana) focused on the CS & HR pillar of the EAP with components contributing to improvement of livelihoods for the project beneficiaries. UWONET implemented a project to strengthen the rights of market women in Kampala and Amuru districts. Caritas Mityana implemented a project on the

⁹ See Endline Evaluation of DESECE's Promotion of Sustainable Agriculture and Human Rights, Kenya.



socio-economic empowerment of vulnerable groups (persons with disabilities and orphans) in Mubende district.

South Sudan: The DOR implemented a project on strengthening the right for education in South Sudan in Lakes and Warrap states. It is implemented among marginalised pastoralist communities ravaged by conflicts. The project was implemented under conditions of insecurity, economic meltdown, tribal clashes and inter-clan killings as well as poor road infrastructure.

Regional Projects: HORIZONT3000 also implemented three cross country projects (ERI Joint, Policy Dialogue (PD) and Transparency) implemented in the three East African countries (Kenya, Tanzania and Uganda). The implementation of these cross country projects were coordinated from the HORIZONT3000 East Africa regional office in Kampala. Each of the three projects had their own project coordinators at the regional level. The regional office in Kampala also monitored the implementation of all the projects in Kenya, Tanzania and Uganda.

The ERI joint coordinator monitored the activities of the ERI partner organisations (organisations implementing the ERI approach). The ERI partner organisations included four organisations (OWSL from Tanzania, and Caritas MADD0, YARD and Caritas Tororo from Uganda).

The PD project coordinator monitored the activities of the PD partner organisations (MHOLA, HLDD, Women's Economy and Gender Support (WEGS), Mbeya, Ileje, Isangati Consortia (MIICO), Justice & Peace Commission – Kigoma, HAKIARDI, Community Education and Empowerment Center (CEEC), Jesuit Hakimani Center (JHC), DOL, Resource Rights Africa (RRA), Caritas Mityana and Diocese of Moroto). The PD project included both framework and non-framework partners. The framework partners are those directly involved in the implementation of the EAP framework 2019-2022 while the non-framework partners are those not directly involved in the implementation of the EAP framework 2019-2023.

The transparency project was designed to benefit all partner organisations which are part of the ADA framework contract in Eastern Africa, including UWONET, AFIRD, PAICorps, Caritas Mityana, Caritas Tororo, Caritas MADD0, YARD, OWSL, CHEMA, HAKIARDI, MHOLA, ADP Mbozi, HLDD, DOL, selected partners of DKA and selected partners of the TA (Technical Assistance) programme. This project was launched following a discovery of corruption practices by three implementing partners in Uganda to fight corruption and promote good governance. The contracts of the three Ugandan partners were terminated.

4. Evaluation Design and Approach

4.1. Methodological Approach

Participatory/Consultative Approach: Includovate ensured the participation of key stakeholders (who would use the outputs of the evaluation to improve programme delivery) throughout the evaluation process. HORIZONT3000 and ADA reviewed the inception report (which included the overall evaluation design and methodology as well as data collection tools) and provided comments for improvement. The Includovate team addressed the comments and the inception report was approved.

Following the approval of the inception report, an online kick-off workshop was held on the 27th of March 2023 with participants from HORIZONT3000 and implementing partners from four countries (Ethiopia, Kenya, Tanzania and Uganda) to discuss the



assignment, particularly logistics for data collection. As a follow up to this kick-off workshop, the Includovate team arranged one-on-one online discussion sessions with each of the implementing partners in the four countries and HORIZONT3000 ROEA between the 28th and 31st of March to plan the logistics and data collection process in detail. During the data collection process, HORIZONT3000 ROEA helped identify key informants and coordinated with implementing partners to facilitate data collection.

The Includovate team presented the findings of the evaluation to HORIZONT3000 and the implementing partners during a hybrid validation workshop conducted on the 31st of May. The implementing partners from Uganda and HORIZONT3000 ROEA attended the workshop face to face while implementing partners from the rest of the countries as well as HORIZONT3000 Vienna attended virtually. A breakout session was organised (online and face to face) to collect feedback from the workshop participants. In addition, the draft evaluation report was shared with HORIZONT3000 and ADA and insightful feedback and comments crucial for refining this evaluation report were obtained.

The Human Rights Based Approach (HRBA): The HRBA puts rights-holders and corresponding duty-bearers at the centre of policy design, programming and evaluation. The objectives of the HRBA are: 1) empowering rights-holders to claim and exercise their rights, 2) and to strengthen the capacity of duty-bearers to respect, protect, promote, and fulfil the human rights of the rights-holders.¹⁰ The key principles of the HRBA include participation, accountability, non-discrimination and equality, empowerment and legality.¹¹



Figure 1: The HRBA Two-Folded Objectives¹²

The HRBA informed the design of this evaluation. Key stakeholders participated in the evaluation of the EAP projects' effectiveness and sustainability (including project beneficiaries through the FGDs). The EAP projects were evaluated for gender- and disability- sensitivity, and to understand how 'Do No Harm' principles were integrated. This is key to understanding the extent to which the project interventions were inclusive of vulnerable population sections and ensured their participation in and benefit from the projects.

The HRBA was supplemented by a gender equality lens to examine if the achievement of project objectives might have a differential consequence on women and girls (both intended and unintended consequences). In addition, the gender equality lens helps to

¹⁰ UNICEF. 2015. [Introduction to the Human Rights based Approach: A guide for Finnish NGOs and their Partners.](#)

¹¹ Scottish Human Rights Commission. [A Human Rights Based Approach: An Introduction.](#)

¹² UNICEF. 2015. [Introduction to the Human Rights based Approach: A guide for Finnish NGOs and their Partners.](#)



assess to what extent an intervention established social and institutional capacities (i.e. enabling environment) to sustain benefits for women and girls in the long run.¹³

OECD/DAC Evaluation Criteria: The OECD/DAC criteria provides a normative framework with which to understand and evaluate programme/project interventions. The overall performance of the EAP was assessed against OECD/DAC evaluation criteria, particularly effectiveness and sustainability. Effectiveness helps to assess whether a programme/project intervention has attained its stated objectives and outcomes while sustainability assesses how far the benefits derived from the intervention lasts.¹⁴

4.2. Data Collection and Analysis Tools

Data Collection: Different kinds of data from various sources were collected to ensure the triangulation of evidence and enhance the validity of data. Qualitative and quantitative data collection methods were employed to collect primary and secondary data. A review of project documents was undertaken to generate data for the evaluation. Primary data were collected using observation, key informant interviews (KIIs), focus group discussions (FGDs), and quantitative surveys. Data collection tools were translated into respective local languages where the field data collection was undertaken to collect robust data. All the data collectors were fluent speakers of the respective languages in each of the project sites except for SCORE.

Desk Review: The Includovate team conducted a review of the EAP project documents (project logframe, project descriptions, baseline studies, interim reports, annual reports) provided by HORIZONT3000 (see [Annex 10](#)). The review was crucial to develop a deeper understanding of the programme, develop data collection tools and generate data/insight for the overall evaluation assignment. The team developed a set of criteria to select documents for review (see [Annex 2](#)).

Observation: As part of the data collection carried out between the 11th of April and 1st of May, the Includovate data collectors visited the EAP project implementation sites in Ethiopia, Kenya, Uganda, and Tanzania to observe and verify physical achievements resulting from individual project interventions. An observation checklist was prepared to guide the field observations (see [Annex 9](#)). Accordingly, 12 projects that have physical interventions were visited and their achievements documented using photographs and the observation checklist (see [Annex 6](#)). The rest of the projects that focus on HR-CS issues did not have physical interventions.

KIIs: KIIs were conducted with local implementing partners (women and men), state authorities that supported the implementation of the projects in one way or another, HORIZONT3000 Vienna and ROEA, and other stakeholders (see table 1). Purposive sampling was used to select key informants. They were selected based on their involvement in and supposed knowledge about the EAP projects. The Includovate team selected key informants from each implementing partner organisation using the information collected during the one-on-one session with the implementing partners. The government offices that supported the implementing partners were identified in cooperation with the implementing partners. In discussion with HORIZONT3000, the Includovate team identified a number of potential key informants from HORIZONT3000

¹³ OECD. 2023. [Applying a Human Rights and Gender Equality Lens to the OECD Evaluation Criteria](#). OECD Publishing, Paris.

¹⁴ OECD. 2021. [Applying Evaluation Criteria Thoughtfully](#). OECD Publishing, Paris.



Austria/ROEA as well as other stakeholders and selected those with much involvement in the implementation of the projects and had good knowledge of the projects.

Separate KII guides were prepared to capture the views of various categories of respondents and generate valid data (see [Annex 9](#)).

Table 1: KIIs with various stakeholders (see [Annex 3](#), table1 for detailed version of this table)

Organisation	M	F	Total
HORIZONT3000 Vienna	1	1	2
HORIZONT3000 ROEA	2	2	4
Local Implementing Partners	17	15	32
Government Offices Supporting Projects	22	10	32
Other Stakeholders (HORIZONT3000 member organisations (DKA and Welthaus Graz Austria), consultant (Ethiopia), CEEC (Kenya), MIICO (Tanzania), and EADEN (Uganda))	3	3	6
Grand Total	45	31	76

FGDs: Two FGDs were conducted per project with the project beneficiaries to understand the benefits they obtained from the projects and their overall perceptions about the projects. The FGDs were gender balanced (one male group and one female group per project) and the participants came from different locations/villages. Persons with disabilities also participated in the FGDs (Nine in total - seven males and two females) mainly for projects benefitting persons with disabilities such as HLDD (two males and one female) and Caritas Mityana (three females). The Includovate data collectors reached the project beneficiaries with the support of the implementing partners. The researchers used local assistants to mobilise the participants and conduct the FGD. On average 9 participants participated in each FGD (the number of participants ranged between 7 and 12). Due to the unique nature of each of the projects, separate FGD guides were prepared for data collection (see [Annex 9](#)).

Table 2: FGDs with project beneficiaries (see [Annex 3](#), table 2 for detailed version of this table)

FGDs Conducted per Project	Number of Projects Visited	Total FGDs Conducted	Total Number of Beneficiaries Participated	
			M	F
2	16	32	138	175

Survey: Surveys were conducted with a sample of project beneficiaries and implementing partners. For the target beneficiaries, six were sampled per project implemented, totalling a sample size of 96. However, the total sample size used for analysis was 92 beneficiaries after the data cleaning exercise (four transcripts needed to be disqualified because they were incomplete). Data was collected by well-trained researchers using the SogoSurvey platform. The researchers visited the individual survey respondents and input the responses from the survey respondents into the platform using smart phones. For the implementing partners, online surveys were applied. Our original target was to get 64 responses from 16 partner organisations – four from each organisation. However, even after targeted follow up emails, only 40 people (22 men and 18 women) responded to the survey.



Table 3: Survey participants (See [Annex 3](#), table 3 for detailed version of this table)

Respondent	Number of Respondents ¹⁵		
	M	F	Total
Implementing Partners	22	18	40
Project Beneficiaries	41	51	92
Total	63	69	132

Overall, the study design was qualitative, and the sampling methods adopted were non-probabilistic. Therefore, in order to triangulate to enhance the validity and credibility of qualitative findings as well as mitigate the presence of any research biases, the research team purposively and conveniently sampled six beneficiaries per project implemented and four respondents per implementing partners. It should be noted that the sampling process was not based on population parameters.

However, to further determine if the results from the quantitative study are due to chance, genuine, and have statistical significance for generalisation, a post hoc power analysis test was done using G-Power, which resulted in an actual statistical power of 0.8077 and a sample size of 34. Commonly, a statistical power of 80 percent or more is needed in order for the result to be accepted. With an 80 percent power, that means there is only a 20 percent probability of an error.

The survey questionnaires were designed in such a way that each question addressed specific and relevant aspects in relation to effectiveness, sustainability and cross-cutting issues (see [Annex 9](#)).

Data Analysis: The quantitative and qualitative data were analysed separately. The quantitative data collected on the SogoSurvey platform was analysed using the SPSS software. The findings of the analysis were presented using frequencies and percentages. The findings were also gender disaggregated.

The qualitative data (the KIIs and FGDs) were first transcribed and cleaned for analysis. The transcribed files were transported into the qualitative software (NVivo) and organised for analysis. A thematic analysis of the data was undertaken based on the evaluation questions to interpret the data and generate findings. For the literature review, an excel sheet based on the evaluation questions was prepared to organise the inputs from the literature review.

In addition, data from observation of the physical interventions was described and analysed separately. The photographs and researchers' description of the physical interventions using the observation checklist were used as main inputs for the analysis.

The data collected from various sources using various methods were triangulated to ensure valid research findings. An evaluation matrix was developed to assist data analysis and report writing (see [Annex 4](#)).

4.3. Limitations, Risks and Mitigation Measures

Although the Includovate anticipated some challenges (such as internet access difficulties, unavailability of key stakeholders, disregard for ethics and vulnerable

¹⁵ 20 of the beneficiary respondents (7 males and 13 females) were persons who reported some forms of disabilities.



stakeholder safeguarding, data collection/analysis software complications and safety) at the beginning of the study, no significant challenges that impacted the implementation of this evaluation happened. The research team took mitigation measures to solve some of the challenges faced in the process.

Lack of connectivity: In some locations, researchers could not use the SogoSurvey platform to input responses from beneficiaries (using their smartphones) due to a lack of internet connectivity. In such cases, beneficiary responses were initially written down before later being added into the SogoSurvey platform.

Unwillingness of a respondent: In one location, a government official refused to do an interview with an Includovate researcher unless he was paid. The researcher shared this problem on our chat platform – created to share issues and information arising from the data collection process – and advice was given to drop the official. The interview was conducted later with another official.

Physical barriers: The overflow of rivers due to heavy rainfall (e.g. data collection in Hamer in Ethiopia) and bad road conditions (e.g. Kasanda in Uganda) delayed data collection by a day. In Kasanda, some of the project beneficiaries were persons with disabilities who could not come to one venue for the survey. Thus, the researchers had to walk to visit them in their homes which are located far apart. In some places in Uganda, researchers were not able to interview some key informants face to face as planned. As a result, three KIIs were arranged using zoom and successfully undertaken.

Conflict: In Kenya, HORIZONT3000 supported the drilling of two boreholes at two different locations, one of which was productive with water and the other not. The Includovate researcher could not travel to the unproductive borehole and observe because there was conflict in the area at the time. She only visited and interviewed beneficiaries from the productive borehole site. The data from annual reports was used for the non-productive borehole site.

Survey: Initially, the response rate for the online survey questions sent to the partner organisations was low. Includovate then reached out to the HORIZONT3000 regional office in Kampala to request that partners respond to the questionnaire on behalf of Includovate. Eventually, 40 people (22 men and 18 women) responded (our original target was to get 64 responses from 16 partner organisations – four from each). Still this response rate was valid (see section 4.2 above).

Persons with disabilities: Though the initial plan was to ensure the participation of persons with disabilities in FGDs and surveys in all the project sites across the four countries, this did not take place. Small number of persons with disabilities participated in the surveys and FGDs (mainly from those projects focusing on disability in some ways) because the field assistants could not mobilise them either saying that persons with disabilities were not present in the villages visited or they were located far off. The evidence from documents, physical observations, and KIIs and FGDs with other participants were used to better understand disability in the implementation of the EAP projects.

Language: The Includovate data collectors were fluent speakers of the respective languages in the data collection sites. However, the data collector in Hamer was not fluent in the Hamer language. So, a fluent speaker of the language was selected from among the Hamer community and assisted in translating the language.



5. Findings

This section presents the key findings from the evaluation of the EAP. The findings are broadly organised under the two OECD evaluation criteria adopted for this evaluation - effectiveness and sustainability. The evaluation questions (EVQs) are answered under each criteria. The first EVQ is presented according to the programme results (see the programme logframe [Annex 8](#)).

5.1. Effectiveness

5.1.1. To what extent have the objectives and results (outcomes and outputs) of the intervention been achieved?

Finding 1: The majority of the study participants perceived that the EAP has achieved its objectives and results. Key informants from various stakeholders (76 in total) stated that the EAP achieved its objectives fairly well despite some challenges encountered in the implementation process. The majority of the FGD participants (i.e. the project beneficiaries) also reported that they were satisfied with the benefits they obtained from the project interventions implemented in their respective areas. Similarly, 82.5% of the survey respondents from the implementing partners perceived that their respective projects achieved their objectives to a great extent while 15% stated that the projects achieved their objectives to some extent. The finding from the beneficiaries survey also shows a similar trend. Asked to rate the extent to which the interventions implemented in their respective areas have been successful, 72.8% of the respondents (75% males and 71.2% females) rated it to a 'great extent' while 27.2% rated it to 'some extent' (see [annex 7, 1A and 1B](#)). The following sections provide an overview of the achievements by objective and result (in gold italics). Later EVQs present more details on the results.

Project Objective 1: Improve natural resource management, agricultural production and access to market for small scale farmers and their families

Indicator: Number of persons that benefit from improved food security, income generation, natural resource management, and climate change adaptation

Finding 2: The EAP reached most of the beneficiaries it initially planned to reach. The EAP reached more beneficiaries than initially planned in the NRM & RD sector (342,497 beneficiaries were reached as opposed to the planned 100, 571).¹⁶ In the CS & HR sector, it reached about 98.3% of the target beneficiaries. All the implementing partners reached more beneficiaries than initially planned during the project design (except ADP Mbozi and HLDD that respectively reached 88% and 93% of their target beneficiaries) (see [Annex 5, tables 1 and 2](#)).

Finding 3: The EAP reached a greater number of female beneficiaries than males. In both NRM & RD and CS & HR sectors, the number of female beneficiaries (174,178) is greater than the number of male beneficiaries (168,313). At the level of individual projects, the proportion of female beneficiaries ranged from 48% in HEfDA and SCORE, to 91% in UWONET (see [Annex 5, tables 1 and 2](#)).

Finding 4: Women benefited the most from the IGAs. In all the projects in Ethiopia, the majority of the participants in the IGAs were females¹⁷:

¹⁶ In fact, the large number of target beneficiaries from DOL have inflated the figure in the field of NRM & RD because the DOL's intervention area is water and sanitation which benefits many people in its nature (see [annex 5](#)).

¹⁷ See the annual reports of the implementing partners; FGDs with beneficiaries; KIIs with implementing partners.



- The SCORE project organised women groups in Hamer into vegetable producing groups and connected them to local markets. The group was able to make additional income from the sale of the vegetables.
- The ECC-SDCO project assisted the formation of SHGs which promoted saving culture and provided access to credit services for the poorest of the poor. Using the credit service from the SHGs, local women established small scale businesses which improved their income and livelihoods. The women also benefited from dividends from their savings.
- HEfDA also organised impoverished women who used to subsist on selling charcoal into groups and trained them on the production of fuel saving stoves, which contributed to their income generation (see the stoves under [Annex 6](#), HEfDA).

The same is true in Tanzania as the majority of participants in ADP Mbozi's poultry and seed multiplication and distribution projects were women.¹⁸ The majority of participants in the ERI IGAs were also women.¹⁹

The EAP projects in Uganda also used groups to reach women and increase and diversify income:

- Caritas Tororo, Caritas MADDO and YARD trained beneficiaries in collective marketing and sold their products through their collective enterprises. The project trained beneficiaries in collective farming, and organised saving groups which increased their incomes.²⁰ Women beneficiaries of Caritas Tororo worked on vegetable gardens to improve their incomes and market their surpluses collectively.²¹
- The beneficiaries of Caritas MADDO were engaged in the production of high value crops and kitchen gardens using the ERI approach. They implemented collective marketing through collective enterprises of crops such as coffee, banana, maize, beans, groundnuts, tomatoes and potatoes. This practice increased their incomes.²²

Finding 5: Some projects included youth in IGAs and NRM activities but understanding the number of youth that benefited from the projects is difficult without age disaggregated data.

- AFIRD trained and organised youth and mothers groups in agribusiness and enterprise development.²³ The groups have engaged in IGAs, including kitchen gardens, production of soap (both liquid and bar soap), wine making, piggery, beekeeping, and goat rearing (see [Annex 6](#), AFIRD). The mothers are particularly organised into saving groups which enabled them to save the income from the IGAs.²⁴ Some of the women have significantly contributed to their families because of increasing income from the IGAs.²⁵
- HEfDA promoted environmentally friendly IGAs which increased beneficiary incomes. It organised a youth group on participatory forest management, which enabled the group to rear livestock with the grass from the 12.9 hectares of land the group is managing.

¹⁸ KIIs with implementing partners.

¹⁹ See the ERI joint annual reports 2019-2021.

²⁰ FGDs with beneficiaries.

²¹ See Caritas Tororo annual reports for 2021 and 2022.

²² See Caritas MADDO annual reports 2019-2022.

²³ See AFIRD annual report for 2022.

²⁴ FGDs with beneficiaries; KIIs with implementing partners.

²⁵ KIIs with government offices.



Project Objective 2: Strengthen civil society and marginalised people to access and exert their human and civil rights

Indicator: Number of persons that benefit from strengthened rights of women, children, youth, and disadvantaged / vulnerable groups

Finding 6: Determining the exact number of people that benefited from strengthening the rights of women, children, youth and disadvantaged groups is impossible to tell because a range of human rights activities were integrated across projects, however, the CS & HR projects (that focused on strengthening rights) reached 98.3% of the beneficiaries they planned to reach but disaggregated data by age and disadvantaged group is not traceable.

The following disadvantaged groups were targeted by the programme: Female headed-households, persons with disabilities, indigenous minorities, male and female youth, persons living with HIV AIDS, orphan and vulnerable children, children with disabilities, and the elderly.²⁶ However, the logframe has not clearly indicated the number of each category to be benefitted and disaggregated data by each category is not available. The data is only disaggregated by gender (See [Annex 8](#)).

Determining the exact number of people that benefited from strengthening the rights of women, children, youth and disadvantaged groups is also difficult because a range of human rights activities were integrated across projects. For example, the GALS methodology and tools has rights-based modules and was used during group activities to teach men and women about gender equality in ERI activities; The ADP saving and credit platform called VICOBA educated men and women on gender rights; CHEMA advocated for equal opportunity for men and women in employment; DOL created a 20% quota to ensure women participation in casual labour in the construction projects; HEfDA included youth, persons with disabilities, and persons living with HIV/AIDs in the project activities; and ECC-SDCO benefitted a minority indigenous group. However, the CS & HR projects focused on strengthening the rights of women, children, youth, and disadvantaged/vulnerable groups and beneficiary numbers for these projects are available. The CS & HR projects reached 98.3% (58.9% females and 41.1% males) of the beneficiaries they planned to reach (see [Annex 5](#), table 2).

Finding 7: From the basic human right - food and income - to the more strategic - leadership and reducing GBV, the programme strengthened the ability of women and marginalised people to access their human and civil rights. Some beneficiaries reported that they started advocating for the rights of others because of the human rights awareness and education they obtained from the EAP projects, as the quote from this HLDD beneficiary illustrates:

Yes, due to knowledge, skills and experience gained from HLDD, I have the confidence to reach other people in my community and even use groups like religious groups in sharing knowledge and experience on promoting gender equality, good governance, human rights and child rights in accessing quality education.²⁷

Another beneficiary stated that she intervened to stop violence against a child in her neighbourhood after she received rights awareness training:

²⁶ See annual reports of the implementing partners 2019-2022.

²⁷ FGD with beneficiaries, HLDD.



There was a time I shared knowledge on gender based violence and child rights to a parent who often beat his daughter severely. I went to his house with a village chairperson to show him that even the government structure is aware of what he is doing to his child and that he can be sued legally. He later apologised and promised in writing to the village officer that he will not beat her severely again.²⁸

A LARRRI/HAKIARDI beneficiary connected land rights awareness to a reduction in community conflicts:

Land conflicts decreased compared to four years ago. LARRRI helped to raise awareness of the community on land rights and that is why the conflicts on land decreased.²⁹

About 53.3% (60% males and 48.1% females) of the beneficiaries surveyed indicated that the EAP projects implemented in their respective areas made them aware of their rights to a great extent while 43.5% (43.5% males and 48.1% females) said that the projects made them aware of their rights to some extent (see [Annex 7](#), No. 12). Evidence from documents provide many references to the benefits that women and other marginalised groups obtained as a result of the EAP project interventions (particularly projects in the CS & HR sector). For instance, the projects implemented by LARRRI/ HAKIARDI, HLDD, Caritas Mityana, MHOLA and UWONET helped the beneficiaries to become aware of their rights and also strengthened their rights (see the detail under outcome 2).

Finding 8: The policy dialogue (PD) project influenced policies and budget allocations on rights issues at the local level, to some extent, but the numbers that will benefit from these changes cannot be determined but is likely to be large. In Kenya, JHC engaged in PD in pastoral districts with local governments and managed to register land for the local community by using a small Action Fund (a fund provided by HORIZONT3000 for non-framework partners). CEEC influenced Kiambu County in Kenya to construct a youth rehabilitation centre. In Tanzania, WEGS engagement with local government bodies led to the construction of a school to support girls to remain in school (Previously girls were frequently absent because of the long travel distance). Above all, LARRRI was able to engage in PD on land rights issues with the Government of Tanzania in the national space.³⁰ Box 1 presents a good practice example of engaging Members of Parliament (MPs) in advocating for women’s rights. In addition, HLDD’s engagement with district officials led to improved facilities for persons with disabilities , including adding ramps to old buildings (see [Annex 6](#), HLDD). In central Uganda, Caritas Mityana is leading a network of CSOs that advocate the rights of vulnerable groups.³¹

Good Practice Box 1: PD enhances women land rights

LARRRI/HAKIARDI analysed the budget of the Ministry of Lands for the year 2021/2022 and identified key areas for improvement to protect the rights of small scale farmers. It engaged the ministries of Lands, Agriculture and Natural Resources and shared the analytical document. This was followed by a technical backstopping workshop with some of the Tanzanian Women Parliamentary Group (TWPG) members on women’s land rights and gender budgeting in the national budget. These engagements resulted

²⁸ FGD with beneficiaries, HLDD.

²⁹ FGD with beneficiaries, LARRRI/HAKIARDI.

³⁰ KIIs with other stakeholders and HORIZONT3000 ROEA; See also annual reports of the Policy Dialogue project 2019-2021 and Interim reports 2019-2021.

³¹ See Policy Dialogue annual reports 2019-2022.



in the Ministry of Lands approving the need to prioritise the preparation of village land use planning as an approach to promote women's land rights and reducing land conflicts through strengthening of land adjudication bodies. The Ministry increased the budget for 2021/2022 for preparing village land use planning with a focus on ensuring that women are owning land through title deeds. Mobile court at district level was also introduced to enable small scale producers to access justice without incurring a lot of costs.³² The numbers of beneficiaries from these changes cannot be determined by this evaluation but will likely have far reaching and longer term impacts, especially for women.

Result 1: (R1 in logframe) Ensure food security and improve income generation, enhance capacity in natural resource management and climate change adaptation and improved access to water and sanitation.

Indicator: No. of farmers whose agricultural production increased by at least 10%

Finding 9: FGDs, KIIs, and evidence from documents show that projects implemented in the NRM & RD sector in Tanzania, Uganda and Ethiopia have improved agricultural production of smallholder farmers. Sixty three percent of beneficiary survey respondents (60% of males and 64.5% of females) and 55% of implementing partners respondents stated that the implementation of the EAP projects have increased agricultural production in their respective areas of implementation. Countrywise, 61.1% (55.6% males and 66% females) of the beneficiary respondents from Ethiopia, 68.6% (61.1% males and 76.5% females) from Tanzania and 69.7% (72.7% males and 68.2% females) from Uganda indicated that the EAP projects have increased agricultural production (see [annex 7](#), 2A and 2B).

The following elaborates on specific project examples of production increases by country.

In Tanzania,

- The beneficiaries of the CHEMA project witnessed increment of beans and maize production due to the application of improved agronomic practices such as the use of natural fertiliser (compost), crop rotation, and the introduction of drought resistant crops.³³ The introduction of improved varieties of cassava and banana tremendously increased smallholder farmers production.³⁴ FGD participants further indicated that the production of beans had increased but mentioned that the variety they were producing received a lower price in the market. CHEMA aimed to increase production and productivity of 600 farmers by producing diversified crops (at least 4). It increased the production and productivity of 653 farmers and the farmers were producing cassava, beans, maize, and/or banana and sweet potato.³⁵
- The ADP Mbozi project increased production of smallholder farmers through the provision of training on better production methods. It trained the smallholder farmers on how to raise chickens by building chicken facilities from locally available materials and making vaccination services available. It established a farmer field school where to demonstrate improved agricultural practices to the project beneficiaries. The project trained farmers on post harvest management techniques

³² See LARRRI/HAKIARDI report for 2022.

³³ FGDs with beneficiaries.

³⁴ See CHEMA annual report for 2022, for instance.

³⁵ See CHEMA annual report for 2022.



to reduce wastage. Consequently, it was able to ensure food security of 1,292 households (out of the planned 1,404 households) by increasing agricultural production and post-harvest management.³⁶

- The ADP Mbozi project introduced early maturing crops to minimise the impact of variable weather conditions, and diversified crops by introducing beans. The increment of production and post harvest management increased food security.³⁷ Farmers were using low yield traditional crops but the widening of access to high yielding QDS (Quality Declared Seeds) contributed to increased production for both the beneficiaries and the local farmers.
- The OWSL project increased the production of smallholder farmers using the market oriented climate resilient ERI approach.³⁸ The farmer groups benefited from ERI agronomic practices such as the use of natural fertiliser, the use of cover crops such as jack beans and other legumes for fertilisation (see [Annex 6](#), OWSL), compost, yard manure, companion planting, organic pesticides and agroforestry all enhanced production by improving the quality of soil. Consequently, farmers can now harvest 10-12 bags of maize from one acre compared to 3-4 bags in the past from the same land size.³⁹ Of the 49 farmer groups organised by OWSL, 36 farmer groups have doubled their production.⁴⁰

In Ethiopia,

- The ECC-SDCO project provided one ox to 100 impoverished farmers in the community who have land but cannot plough without an ox.⁴¹ These beneficiaries are now able to plough their land and using a traditional barter system also help their neighbour to plough and vice versa. As a result of ploughing the land more quickly, project beneficiaries and neighbours have increased their production. 200 project beneficiaries received grass seedlings which they are using for animal feed and 314 beneficiaries received fruit bearing plants (e.g. avocado) which they will be able to consume or sell once they bear fruit (see [Annex 6](#), ECC-SDCO).
- HEfDA provided skills and training on NRM practices that demonstrated the difference in production from using organic versus non-organic crops. HEfDA reports do not show much about production increments but FGDs and KIIs claimed that HEfDA's intervention has led to production increment.⁴²

In Uganda,

- The three ERI projects (Caritas Tororo, Caritas MADDO and YARD) have significantly improved the agricultural production of their beneficiaries. FDG participants benefitting from these projects stated that they increased their production because of the knowledge and skills provided through the projects. Caritas MADDO managed to increase the production of 71% (1,362 farmers - 763 females and 599 males) of its beneficiaries by more than 10%. Caritas Tororo increased the production of 1,488 households (525 males and 963 females) while its target was to increase the production of 1,400 households. YARD reported that 1,045 of the 1,234

³⁶ See ADP Mbozi annual report for 2022.

³⁷ FGDs with beneficiaries; KIIs with implementing partners and government offices; see also ADP Mbozi annual reports 2019-2022.

³⁸ See OWSL annual reports 2019-2022.

³⁹ FGD with female beneficiaries.

⁴⁰ See OWSL annual report for 2022.

⁴¹ See ECC-SDCO reports 2019-2022; FGDs with beneficiaries; KIIs with partners and government offices.

⁴² KIIs with implementing partners; FGDs with project beneficiaries.



household beneficiaries have ensured their food security through increased production by growing at least 4 food crops.⁴³

Indicator: Small scale farmers have access to local markets and increase their household income by at least 10%

Finding 10: The EAP improved income generation capacity of the project beneficiaries via a range of initiatives, not just by increasing production and local market access. The majority of survey respondents (72.2% of the beneficiaries - 75% males and 78.8% females) and the implementing partners (60%) stated that the increment of beneficiaries' income was the main change brought about by the EAP project interventions (see [annex 7](#), 2A and 2B). The NRM & RD projects implemented in Tanzania (ADP Mbozi, CHEMA and OWSL), Uganda (AFIRD, Caritas MADDO, Caritas Tororo, and YARD) and Ethiopia (HEfDA, SCORE and ECC-SDCO) created IGAs for their beneficiaries. The projects equipped the beneficiaries with business/entrepreneurial skills by providing training on income diversification, institution building (e.g. formation of saving groups), saving culture, and business management skills. Even some of the projects focused on CS & HR (UWONET, MHOLA and Caritas Mityana) improved income generating capacities of their beneficiaries.

Examples of income generation in Tanzania include:

- ADP Mbozi effectively trained project beneficiaries in modern ways of raising chickens using locally available materials. The beneficiaries adopted poultry production as a food security strategy (i.e. as a source of protein for household consumption) and a means of income generation from the sale of poultry (see [Annex 6](#), ADP Mbozi). The project also introduced the production of Quality Declared Seeds (QDS). The beneficiaries were involved in the multiplication and distribution of the selected seeds, which created a source of additional income for them. The beneficiaries were mostly women.⁴⁴
- CHEMA supported the diversification of means of livelihood and income generating activities for smallholder farmers, including fish production, beekeeping and production of varieties of crops. Now farmers are producing at least four varieties of crops (cassava, beans, maize and banana).⁴⁵ Some of the groups have been producing at least one tonne of honey during harvesting seasons. The project also supported the construction of fish ponds for two youth groups (see [Annex 6](#), CHEMA).⁴⁶
- Some of the OWSL beneficiaries have engaged in horticultural activities such as the production of tomatoes, onion and cabbages while others have engaged in businesses like soap making, body lotion and boutique for income generation.⁴⁷ Evidence from FGDs and KIIs shows that the beneficiaries have been able to produce surplus using the ERI approach (i.e. market oriented resilient agriculture), which enabled them to increase their income by selling the surplus.⁴⁸ Besides horticulture, beekeeping groups and collective marketing groups also generated significant income. Consequently, some members changed their houses to

⁴³ See the annual reports of Caritas MADDO, Caritas Tororo and YARD for 2022.

⁴⁴ See ADP Mbozi annual reports 2020-2022; KIIs with implementing partners and FGDs with beneficiaries.

⁴⁵ See CHEMA annual reports 2019-2022.

⁴⁶ FGDs with the beneficiaries.

⁴⁷ See OWSL annual report for 2021 and 2022.

⁴⁸ FGDs with beneficiaries and KIIs with implementing partners.



corrugated iron sheets, some bought goats, some started small businesses and yet others put their money in savings. Most of the beneficiaries were women.⁴⁹

In Uganda, the beneficiaries of YARD got additional incomes from the production of at least three kitchen gardens, the production of briquettes (particularly the youth), the buying and hiring of chairs, the sale of seedling, and the production and sale of pesticides. Some of the ERI beneficiaries added values to their products to fetch higher prices. For instance, the youth organised by YARD engaged in roasting maize, broilers, chipping cassava, shelling maize, milling, blending and packaging to add value and increase prices of their products. In addition to this they are doing other income generating activities like trading in pineapples, crafts, briquette, and liquid soap.⁵⁰ Caritas MADDU, Caritas Tororo and AFIRD also diversified and increased the incomes of their beneficiaries (detailed in section 5.1.2).

In Ethiopia, the EAP projects increased the income of their beneficiaries through the creation of various forms of groups such as saving groups, self help groups and income generating groups (see section 5.1.2 below).

According to KIIs, smallholder farmers are still struggling to access markets in Uganda and Tanzania.⁵¹ Relatively, fewer beneficiaries in Tanzania (40%) and Uganda (30.3%) compared to those in Ethiopia (66.7%) felt that the EAP project increased their participation in markets (see [annex 7](#), 2A and 2B). However, a KII indicated that there is much work to be done to improve market access for the EAP beneficiaries in Ethiopia as well.⁵² The beneficiaries of the CHEMA project do not sell at markets because the transportation costs money and those who visit locally to buy their produce (middle people) also fix the prices at the market. Hence farmers felt there was no point in visiting markets. The results from implementing partners and the beneficiary survey tend to concur with this finding. Only 45% of the implementing partners and 39.1% (37.5% males and 40.4% females) of the beneficiaries survey participants said that the EAP projects increased beneficiary participation in markets.

Indicator: Farmers apply climate resilient agricultural practices (soil conservation, drought resistant crops, tree planting)

Finding 11: Many of the ERI farmers were using at least four types of natural resource management (NRM) practices, including tree planting, conservation agriculture, vegetation cover, composting, crop rotation, construction of trenches, contours and water harvesting and agro-ecology. By 2021, 291 tree nurseries were established by the ERI projects and 2,820 beneficiaries were using fuel saving stoves, which is key to reducing deforestation.⁵³ ERI farmers are also practising basic irrigation using bottles, buckets and irrigation pumps. Similarly, the HEfDA project built nurseries and managed to plant more than 2 million trees. It also introduced organic agriculture and demonstrated its importance to farmers.⁵⁴ Asked to rate the extent to which the respective projects implemented in their area contributed to environmental protection and sanitation, 52.2% (47.5% males and 55.8% females) of the beneficiaries stated that the interventions contributed to a great extent while 37% (40% males and 34.4% females) said that they

⁴⁹ See OWSL annual reports 2020-2022.

⁵⁰ See YARD annual reports 2020-2022.

⁵¹ KII with HORIZONT3000 ROEA.

⁵² KII with other stakeholders.

⁵³ See ERI joint annual report 2019-2021.

⁵⁴ See HEfDA annual reports 2019-2022.



contributed to some extent. The ERI and ADP Mbozi beneficiaries also planted drought resistant varieties to withstand the impacts of fluctuating weather.⁵⁵

Finding 12: HEfDA project performed well in enhancing the capacity of the beneficiaries to practise sound NRM and environmental protection practices. HEfDA social workers have been mainstreaming issues of soil conservation, crop rotation, and tree planting during community conversations. As a result, the project rehabilitated degraded lands and introduced tree nurseries which contributed to covering the degraded land with plants. HEfDA planted more than two million seedlings (four times its target of 500,000) on 606 hectares of land to increase forest cover. This was done by establishing nursery sites to produce and distribute seedlings to farmers, with strong community participation and collaboration with local government structures. The lands covered were mainly farmer training centres (FTCs), as well as schools, church/mosque compounds, as well as the plots of lands farmed by individuals and model farmers. Key informants and FGD participants reported that a water spring that dried in the past had recovered because of the environmental intervention supported by HEfDA.⁵⁶ As a result of HEfDA's interventions, beneficiary farmers have prepared compost to fertilise their land and built conservation structures to reduce soil erosion. Above all, they planted trees on their land and on community lands to cover degraded lands with plant cover (see [Annex 6](#)). As indicated below, the number of people planting trees also increased. The survival rate of the seedlings was 94%.⁵⁷ Even non-beneficiary farmers from other farmer associations increasingly requested seedlings from HEfDA to cover their lands with plants. Key informants and FGD participants also pointed out that there are degraded lands outside the target intervention areas, and recommended scaling up the project to maximise its impact.⁵⁸

Finding 13: Farmers were provided materials and training to improve irrigation practices. Farmers were trained in bucket irrigation and some bucket irrigation kits were bought and given to farmers for demonstration.⁵⁹ FGD participants confirmed that AFIRD trained the project beneficiaries in harvesting rainwater to use for irrigation during the dry season. The communities are now using bottle irrigation during the dry season.⁶⁰ Caritas MADDO arranged exposure visits for farmers to places having experience in water harvesting and irrigation technologies.⁶¹ Over the four year period, 26 of the 74 farmer groups embraced bucket irrigation to produce vegetable gardens in groups while individual farmers embraced bottle irrigation. Some farmers also adopted shallow wells to better withstand climate change. The ECC-SDCO project procured an irrigation pump/generator and enabled a group of 20 Hamar women to engage in vegetable production.⁶²

Indicator: Beneficiaries apply different types of energy saving technologies (energy saving stoves, photovoltaic systems)

Finding 14: The use of fuel saving stoves by the EAP project beneficiaries is encouraging, however, no significant use of photovoltaic systems is found. The annual reports of the implementing partners working on the NRM & RD have many

⁵⁵ See annual reports of ADP Mbozi and ERI projects.

⁵⁶ FGDs with project beneficiaries; KIIs with implementing partners and government offices.

⁵⁷ See HEfDA annual reports 2019-2022.

⁵⁸ FGDs with project beneficiaries; KIIs with implementing partners and government offices.

⁵⁹ See Caritas Tororo annual reports for 2021 and 2022.

⁶⁰ FGDs with beneficiaries; KII with implementing partners.

⁶¹ See Caritas MADDO annual report for 2020.

⁶² See SCORE annual reports 2020-2022.



references to the introduction of clean energy options such as the use of fuel saving stoves. People now understand the role of biogas and fuel-saving stoves, and have started using the latter in particular.⁶³ The HEfDA project established fuel-saving stove production groups and showed the community how to use biogas, and installed biogas in model farmer households. As a result, 4600 households benefited from fuel saving stoves over the project lifespan. Male FGD participants complained, however, that access to biogas is limited.⁶⁴ The project also organised impoverished women who used to subsist on charcoal making on the production of fuel saving stoves to create alternative sources of income for them. They produce and sell fuel saving stoves to the community.

The use of fuel saving stoves is also widely reported by the ERI projects. Farmer groups in Caritas Tororo constructed stoves for their fellow farmers by pulling labour, building 1,358 stoves over the project period. Yet, only 792 are in use as others need to be improved. 61% of farmers organised by YARD and 57% organised by Caritas MADDO use fuel saving stoves. OWSL also introduced fuel saving stoves to its beneficiaries although relatively low compared to other ERI projects (162 stoves in five villages). AFIRD also trained farmers on how to construct fuel saving stoves from locally available materials. This project also enabled the schools to adopt energy saving stoves, thereby reducing their firewood costs by 30%. Furthermore, CHEMA sensitised farmer groups on the use of energy saving stoves and supplied some farmer groups with energy saving stoves.⁶⁵

Though the use of photovoltaic systems have been mentioned in each of the project designs of the EAP projects, there is little evidence that shows the use of these systems. HEfDA provided public awareness on the use of solar panels but did not provide solar panels. The DOL project in Kenya uses solar power to pump water⁶⁶ while the beneficiaries of Caritas Tororo started using solar dryers. Some farmers belonging to YARD farmer groups also bought solar panels.⁶⁷

Indicator: Beneficiaries have equitable access to safe and affordable drinking water

Finding 15: The EAP projects increased access to drinking water for humans and livestock. Two of the projects (DOL and SCOPE) had interventions to provide water for the local community. The score project dug a hand pump for the Hamer community and provided access to fresh drinking water. In addition, the project dug a community pond for livestock consumption, which saved the community's livestock during drought seasons.⁶⁸ Similarly, the DOL project drilled two boreholes for the community but only one of the wells was productive. In addition, it rehabilitated existing boreholes which improved access to water for human and livestock. CHEMA also implemented hygiene and sanitation activities targeting farmers and students. It provided water filters, toilet slabs, dustbins and PICs bags. Caritas Mityana reported that the beneficiaries have been given pots that help in water purification, which reduced diseases.⁶⁹

Finding 16: The environmental and sanitation benefits of the projects appeared to be higher in Uganda and Kenya than in Tanzania and Ethiopia (see [annex 7](#), No. 3). The evaluators assume this is because many ERI projects were implemented in Uganda and the DOL project in Kenya has a sanitation component. CHEMA established functional

⁶³ See HEfDA annual reports 2019-2022.

⁶⁴ FGD with project beneficiaries.

⁶⁵ See annual reports of AFIRD and the ERI projects for 2022.

⁶⁶ KIIs with the implementing partner.

⁶⁷ See the annual reports of the implementing organisations.

⁶⁸ See SCORE annual reports 2020-2022.

⁶⁹ FGDs with project beneficiaries.



primary school environmental clubs which popularised sanitation issues.⁷⁰ The projects in Uganda (AFIRD, Caritas MADDO, UWONET, Caritas Tororo) have trained their beneficiaries particularly in waste disposal, including the proper disposal of plastics and polythene bags.⁷¹ The DOL project in Kenya constructed pit latrines and portable handwashing desks for Nakutan primary school. Separate toilets were constructed for boys and girls in Nakutan primary school.⁷² The project also trained students on CLTS in 12 schools and supported the formation of Water and Sanitation Clubs (WATSAN). The CLTS training led to a change in behaviour and resulted in positive outcomes, as the neighbouring community began to take the initiative and constructed pit latrines in their compounds. This initiative greatly improved hygiene and sanitation in the area, ultimately leading to Nakutan Village being declared an open defecation free zone by the County Government of Turkana.⁷³ Due to water and sanitation training given to community members and students by DOL and other partners, 250 villages were declared open defecation free between 2019 and 2022.⁷⁴

Finding 17: The UWONET intervention trained women in sanitation and toilet hygiene which has led to cleaner markets. As a result of the UWONET training, dustbins were placed in the markets, drainage systems were expanded and garbage cleaning was done daily.⁷⁵ Women and men now have separate toilets and bathrooms.⁷⁶ Water was a problem before. Now water is cheap relative to the past.⁷⁷ Women who sell in the market explained that customers did not want to come to the market before because it was smelly and full of garbage. Now the place is clean. In addition, the government also demanded that the market place and the stalls should be cleaned before it was opened after COVID-19. So, government demand and UWONET intervention contributed to making the market clean.⁷⁸

Result 2 (R2 in logframe): The rights of women, children, youth and disadvantaged / vulnerable groups as well as the rule of law are strengthened

Indicator: Increasing number of women at different levels of decision making in political, economic, and public life

Finding 18: Some projects improved women's leadership and decision making opportunities, particularly ERI projects and UWONET. Women took leadership positions in ERI projects.⁷⁹ For example, 69% of leadership positions of farmer groups organised by OWSL were taken by women. Caritas Tororo set leadership quotas for women, youth, persons with disabilities and disadvantaged groups and recorded 422 females in leadership positions (61%) out of 687 positions (The Treasurer position is mainly held by women). Women beneficiaries have also taken 68% and 63% of leadership positions in farmer groups organised by YARD and Caritas MADDO respectively.⁸⁰

LARRRI/HAKIARDI brought women land rights issues to the attention of the highest government ministries in Tanzania by effectively engaging some ministries and MPs

⁷⁰ See CHEMA annual report 2020-2022.

⁷¹ FGDs with project beneficiaries.

⁷² Field visit; KIIs with implementing partners.

⁷³ KIIs with implementing partners and government offices.

⁷⁴ See the DOL annual report for 2022.

⁷⁵ FGDs with project beneficiaries.

⁷⁶ FGDs with project beneficiaries; KIIs with market leaders.

⁷⁷ KIIs with market leaders.

⁷⁸ KII with market leaders.

⁷⁹ KII with HORIZONT3000 ROEA.

⁸⁰ See annual reports of the ERI projects for 2022.



through the policy dialogue which resulted in a gendered budget to address women land rights issues (see Box 1 above). Members of parliament actively engaged in discussing women's land rights during parliamentary sessions. One notable example was the Honourable Ms. Taska Mbogo, who advocated for continued government support in raising awareness about Land Laws to counter the adverse effects of customs and traditions on women. She also emphasised the need for sufficient budget allocation to facilitate the preparation of village land use planning, ensuring easier access to land title deeds for women.

Market Women Leaders: The UWONET project planned to strengthen the rights of market women through empowerment training. The empowerment from the project enabled the market women to take leadership positions in the administration of the market.⁸¹ This was particularly true in Wandegeya market (a government market) where new leadership was elected in 2021 and women controlled 63% of the leadership position of the market. The new leadership structure consisted of 11 members (7 women and 4 men) and women held positions of chairperson, treasurer, secretary and committee members.⁸² However, the situation in Kalerwe market (a privately owned market) was different. The leadership positions are taken and all decisions are made by the market owners.⁸³

Women leaders at village level: Women are now members of village councils and participate in land matters decision making at the community level due to the empowerment by the LARRRI/HAKIARDI project. In a village in a Morongoro district, for example, four women were participating in the village land management committee and four in the economic, planning and finance committee.⁸⁴ The 2021 interim report also mentions that interventions increased the number of women participating in public decision-making in the project communities.⁸⁵

Indicator: Women, youths, orphans and vulnerable children, persons with disabilities and other vulnerable groups are empowered and socially or economically included

A range of disadvantaged population segments including women, youths, orphans and vulnerable children, persons with disabilities, HIV positive individuals and indigenous groups have been empowered and socially or economically included by the projects. However, the process for identifying and helping these groups lacks a clear strategy and it is hard to verify the number reached without disaggregated data. Moreover, certain responses, coupled by the lack of data, suggests that efforts have been tokenistic in some cases and may have raised expectations of support which were not fulfilled.

Finding 19: The exact number of persons with disabilities that benefited from the EAP projects is unknown as project data was not disaggregated by disability. Persons with disabilities are not visible in the EAP interim reports except when it comes to a few organisations that work on disability such as Caritas Mityana and HLDD.⁸⁶ Most project reporting does not detail the number of persons with disabilities reached or how they benefited from the interventions.⁸⁷

⁸¹ KII with implementing partners.

⁸² See UWONET annual report for 2021.

⁸³ See UWONET annual report for 2022.

⁸⁴ See LARRRI/HAKIARDI annual reports of 2020 and 2022.

⁸⁵ See Interim report for 2021.

⁸⁶ See annual interim reports from HORIZONT3000.

⁸⁷ See the EAP projects annual reports.



Finding 20: The youth are included in some projects in youth groups or mixed with other beneficiaries (HEfDA, AFIRD, Caritas Mityana, CHEMA and the ERI projects). The AFIRD project organised ten groups, of which five were youth groups engaged in permaculture.⁸⁸ CHEMA organised two youth groups on fish production.⁸⁹ The ERI projects organised a limited number of youth groups in agriculture. For instance, of farmer groups organised Caritas MADDO (76), Caritas Tororo (74), OWSL (49), YARD (42), the number of the youth groups were respectively 4, 12, 5, and 5. When the youth are mixed with adult farmer groups, their exact numbers are unknown, as can be seen from the ERI reports. The EAP documents disaggregate by sex but not by age. However, FGDs with ERI beneficiaries indicated that the number of youth mixed with other adult farmer groups has been few. HEfDA relatively performed well in this regard. The number of individual youth beneficiaries involved in different environmental activities is mentioned in the annual documents. For instance, the project trained 36 youth groups in business skills in 2019. It supported 65 youth to attend formal training at Harmee College during 2020 and 2021. It organised 35 youths on participatory forest management. In addition, the HEfDA reports mentioned that the youth have been included in various environmental awareness raising and NRM trainings but it is difficult to know the exact number of the youth as only an aggregate number including other groups has been given.⁹⁰

Finding 21: The ERI project has made a deliberate move to make agriculture more attractive to youth.⁹¹ According to key informants, they have noticed that the groups have served to change the youth attitude towards agriculture (previously, they mainly considered agriculture as a ‘dirty job’).⁹² To help the youth to see agriculture as a business and to stimulate their interest in agriculture, the ERI project came up with certain innovations. As a step to deliberately make agriculture attractive to the youth, the ERI projects introduced short term crops (crops that ripen in a short time) that are less tedious (including horticulture) to engage the youth. Similarly, the youth are engaged in other activities such as piggery, rabbit keeping and poultry that can provide returns in a short period. The other approach is to involve the youth in agricultural marketing value chains so that some of them are producers, processors or transporters.⁹³ Female FGD participants particularly indicated the role of the youth in loading and unloading agricultural products for marketing and using their motorbikes to transport agricultural produce. As indicated above, some youth groups from YARD were also engaged in value addition of agricultural products.

Finding 22: Only the ECC-SDCO project supported a marginalised indigenous group. According to the FGDs, the Gafat marginalised minorities⁹⁴ were integrated into the wider social life and the farmer community through the ECC-SDCO projects. The project also contributed to building their livelihoods through the establishment of a pottery production centre although access to market remains a problem (see [Annex 6](#),

⁸⁸ See AFIRD annual reports 2019-2022.

⁸⁹ See CHEMA reports for 2021 and 2022.

⁹⁰ See HEfDA annual reports 2019-2022.

⁹¹ KII: Caritas MADDO, HORIZONT3000 ROEA; FGD: Caritas MADDO, YARD, Caritas Tororo.

⁹² KII with implementing partners.

⁹³ KII with HORIZONT3000 ROEA.

⁹⁴ The Gafat (pejoratively referred to as Fuga) occupy the lowest social stratum in Hadya and Kambatta. They are despised and marginalised by the farmers because they consider them impure. The farmers have developed prejudices and stereotypes about them (see Dena Freeman and Alula Pankhurst (ed.). 2001. Living on the Edge: Marginalised Minorities of Craft Workers and Hunters in Southern Ethiopia).



ECC-SDCO). The project supported their children by providing school materials. The Gafat were not sending their children to school both because of poverty and social stigmatisation. Instead, they were begging on the streets.⁹⁵ The community used to stereotype and marginalise the Gafat as impure but now that they see them earning an income they include them more in community activities. A key informant said:

Those fuga were marginalised. They couldn't eat and drink with other people. But since this project came here, eating from the same utensil and the same coffee cup is great work.⁹⁶

The project served to slowly change community attitudes towards the Gafat.

Cases of violence against vulnerable groups (gender based violence, land rights issues and community conflicts) addressed and if necessary referred to relevant authorities.

Finding 23: Awareness created by the EAP increased the number of cases of GBV reported to authorities. The MHOLA project had a significant impact on men's attitudes towards gender-based violence. FGDs showed that training provided on gender equality and human rights have increased men's commitment to mobilising the community to stop GBV. The project facilitated several capacity building initiatives to ensure that women's capacity was well strengthened, resulting in an increase in women's confidence in seeking legal services to ensure that their rights were recognised and respected among men in the community.⁹⁷ There are some men who were trained by the project and are now able to help change the mindset and attitudes of other men towards women's land ownership and property inheritance rights. Some male FGD respondents expressed realising the importance of reporting GBV cases against men (despite feelings of shame) after participating in the project.⁹⁸ The DESECE project also enabled the beneficiaries to report gender based violence.⁹⁹

Finding 24: LARRRI/HAKIARDI and HLDD improved women's awareness of land rights, enabling them to legally claim their inherited land. LARRRI/HAKIARDI's project provided awareness raising services, legal advice, and training to women on inheritance and other land issues. LARRRI/HAKIARDI successfully used radio shows to inform the public about land rights. 3,175 people were trained on land rights and natural resources management (the target was to train 12000). 146 government officials at district and national level were also educated on women's land rights through policy dialogue.¹⁰⁰ Most FGD participants indicated that land based conflicts had reduced over the past four years as women became aware of their rights.

In the same manner, HLDD provided accessible free legal services and counselling by training paralegals on land disputes, inheritance, and domestic violence. The service was crucial for community members who could not afford to pay for legal services. Furthermore, the project trained project beneficiaries in will writing, which was crucial to deal with inheritance issues.¹⁰¹ Box 2 outlines an example of a beneficiary using the knowledge gained from the project to secure her land inheritance. In the HLDD project areas, the number of incidences of gender based violence reported and addressed

⁹⁵ See the ECC-SDCO detailed project description.

⁹⁶ KII with a government office.

⁹⁷ FGDs with project beneficiaries; KIIs with implementing partners.

⁹⁸ FGDs with project beneficiaries.

⁹⁹ See DESECE Evaluation report.

¹⁰⁰ See LARRRI/HAKIARDI's annual report 2020-2022.

¹⁰¹ See HLDD annual reports 2019-2022.



improved by 25.6% (the target was to increase such reporting by 25%) - the number increasing from 1,290 during the baseline to 5,046 at the end of the project in 2022.¹⁰²

Good Practice Box 2: Women's rights awareness leads to equitable inheritance

A lady was denied her share of inheritance of properties left by her parents because she was a female. The case involved her siblings and paternal uncle. Because she was made aware of her rights through the HLDD project, she effectively challenged her brothers and uncle. MHOLA and ward paralegals assisted her to make a reconciliation with her brothers and uncle. The case ended with reconciliation and she is now using the land and house she won through this process. MHOLA disseminated her case story and it served to encourage others to report cases of human rights violation and GBV.¹⁰³

Finding 25: The SHGs cooperate to stop violence against women from their partners.

The Women empowerment project created closer bonds among women in the community. In Ethiopia, the ECC-SDCO contributed for the increment of social cohesion among the women members of SHGs. The SHGs served as a forum where women discussed social, cultural and political issues of importance in their communities, including harmful traditional practices such as FGM and abduction. Women FGD participants reported that they intervened to resolve conflicts between spouses that involved violence. If the husband does not stop the violence, they present the case to the Women and Children Affairs Office. A key informant also raised an incident where the SHG members brought a man before the court because he regularly beat his wife. Key informant interviews also indicated that the OWSL project has increased "peace and love within families". More families plan and make decisions together now.¹⁰⁴

Indicator: Local partner organisations have capacities and engage in policy dialogue with authorities in at least 20 instances

Findings 26: Partner organisations engaged government authorities in PD more than in 20 instances due to capacity building provided to them by the HORIZONT3000 PD project.

The PD project was implemented by 12 organisations - five framework partners (Caritas Mityana, DOL, MHOLA, HLDD and HAKIARDI) and seven non framework partners (RRA, JHC, CEEC, WEGS, Diocese of Moroto and MSDP, MIICO, Kigoma) These organisations were able to engage their constituents in PD, participated in coalitions, and effectively engaged local government authorities and other stakeholders. As discussed above, both the framework and non-framework partners engaged government authorities at the local level and brought changes for the community (e.g. CEEC, WEGS, HLDD and HAKIARDI). They conducted knowledge exchange visits to exchange best practices, which was key to their capacity building. Some of them also joined coalitions (network of CSOs) to expand PD activities (PD partners extend the implementation of PD to members of their networks). These organisations developed strategies and structures for implementing the PD. For instance, JHC, WEGS, CEEC, MIICO and RRA institutionalised and streamlined PD in their organisations.¹⁰⁵

The PD partners conducted 47 engagements mostly at ward and district levels. This was an overachievement compared to the plan to engage with authorities in 20 instances. There was only one engagement at the national level - HAKIARDI's engagement with

¹⁰² See HLDD annual report for 2022.

¹⁰³ See HLDD annual report for 2022.

¹⁰⁴ KII with an implementing partner and government offices; FGDs with project beneficiaries.

¹⁰⁵ See HORIZONT3000 Interim report and Policy Dialogue project report for 2021.



Tanzanian Ministry of Lands, Agriculture and Natural Resources.¹⁰⁶ These achievements were the result of training provided to partner organisations, which increased their knowledge and skills on PD. The programme also chose capable and experienced programme coordinators.¹⁰⁷ Engaging the community in PD (e.g. through collecting petitions) helped CEEC table an issue affecting the community (i.e. establishing a rehabilitation centre to tackle alcoholism and substance abuse) in Kiambu, Kenya.¹⁰⁸ This in turn gave visibility to the subject of the PD and ensured people talked about it. A Small Action Fund contributed to the practical implementation of PD for the non-framework partners, and a key informant recommended that resources should be allocated to partners who can do the practical work, regardless of whether they are framework or non-framework members. The PD project provided up to 5000 Euros for the non-framework partners, which they used for developing strategies and structures for PD and implementing new tools and methodologies.¹⁰⁹

Result 3 (R3 in logframe): Women and men are empowered for increased gender equality

Indicator: Gender analysis conducted and results of Gender analysis and baseline studies considered in action plans of projects

Finding 27: The 2019 gender analysis was conducted but the implementation of recommendations was inconsistent across and within projects. In 2019, a gender analysis was completed resulting in a number of recommendations to mainstream gender into the EAP projects, including the need to use gender disaggregated data, gender capacity development through training, designing gender policy, improving gender balance of staff and having a gender focal person among others.¹¹⁰ The partner organisations mostly agreed to implement the recommendations.¹¹¹ A separate gender analysis was carried out for Ethiopia by a gender consultant which also recommended strengthening staff competence in gender, establishing institutional mechanisms to support gender equality, and improving women agency among others.¹¹² Due to a security situation, the gender advisor for the DOR was instructed to conduct gender analysis for South Sudan.¹¹³

Consequently, partners have included gender-disaggregated data in their reports. However, the data is not accompanied by further analysis that could have informed the projects in ways to strengthen and prioritise gender equality. Key informants indicated that most partners have gender action plans and are in the process of institutionalising gender by creating gender units. Some partners even have gender focal persons, although these focal people are often not clear on their roles and responsibilities.¹¹⁴ Survey evidence (65% of survey respondents) showed that the provision of gender training to staff members was the main recommendation implemented by partners. This is also clearly seen in the annual reports of the implementing partners. In Ethiopia, projects were able to access funds from additional sources, which helped their implementation of the gender

¹⁰⁶ See HORIZONT3000 Interim report for 2021.

¹⁰⁷ KII with HORIZONT3000 ROEA.

¹⁰⁸ KII with other stakeholders.

¹⁰⁹ See HORIZONT3000 Interim report and Policy Dialogue project report for 2021.

¹¹⁰ See Gender analysis of the ADC funded programme improvement of living conditions of disadvantaged groups in three east African countries 2019-2022; Management Response to ADA Gender Analysis Findings and Recommendations.

¹¹¹ See Management response to ADA gender analysis findings and recommendations.

¹¹² See HORIZONT3000 Interim report for 2019.

¹¹³ See HORIZONT3000 Interim report for 2019.

¹¹⁴ KIIs with HORIZONT3000 ROEA.



action plan.¹¹⁵ For example, HEfDA embraced the 2019 gender recommendation and mainstreaming gender into its institutional practices.¹¹⁶ Significant interventions include:

- 1) Establishing a gender equality advocacy team within the organisation;
- 2) Balancing gender composition within the organisation (36 males, 32 females);
- 3) Revising their existing gender policy;
- 4) Creating a child day-care room for female staff at Harmee college;
- 5) Assigning a gender focal person;
- 6) Developing a sex-disaggregated planning and reporting format, which was distributed to social workers;
- 7) Revising its administrative manual to include gender issues addressed in the country's labour law (such as sexual harassment, sexual violence in the work place, affirmative action, and maternity / paternity leaves);
- 8) Instituting a gender safeguarding policy;
- 9) Establishing a gender budget reserve for maternity leave
- 10) Implementing late arrival / early departure policy for women with babies at home.

LARRRI improved the collection of gender-disaggregated data and mainstreamed gender into policy documents. They have also focused on building the capacity of project beneficiaries on gender equality. However, they have not yet developed a standalone Gender Policy as they are currently seeking funding to develop the policy.¹¹⁷ Caritas Mityana has developed a gender policy, identified a gender focal person and its staff were also trained in gender.¹¹⁸ YARD developed a draft gender policy, identified gender focal persons and trained its staff in gender.¹¹⁹

Key informants highlighted a number of changes that are needed to realise gender equality in the new funding phase:¹²⁰

- Gender will be mainstreamed across the whole HORIZONT3000 spectrum going forward;
- It has become mandatory for every partner to show how their projects empower women;
- The KNOW-HOW3000 programme is now specifically tailored to building partners' capacity on gender;
- There is a need to work with organisations that promote gender equality and women's empowerment;
- HORIZONT3000 has hired a gender focal person at the regional office and is hiring a gender expert in the Vienna office;
- There is a need for a gender mentoring programme;
- There is a need for training on gender mainstreaming;
- There is a need to hire gender experts to support the implementation of the gender analysis recommendations;
- There is a need for the gender and social inclusion team to spearhead gender and social inclusion programme interventions;
- There is a need for clear cut gender indicators for interventions;
- There is a need to integrate gender in financial planning.

¹¹⁵ KII with other stakeholders and HORIZONT3000 Vienna

¹¹⁶ See HEfDA annual report for 2021.

¹¹⁷ KIIs with implementing partners.

¹¹⁸ KIIs with implementing partners.

¹¹⁹ KIIs with implementing partners.

¹²⁰ KIIs with HORIZONT3000 Austria and HORIZONT3000 ROEA.



This list suggests that many considerations and conclusions from the Gender Analysis have not been adequately integrated into country, project or regional strategies. Not all projects have gender action plans and policies.

In summary, the capacity to integrate gender into monitoring and evaluation is weak. Asked to rate the extent to which they had acted on the recommendations of the 2019 gender analysis, 50% of the implementing partners said 'to a great extent', 37% said 'to some extent', while 10% reported not being aware of the recommendations. Two implementing partners (Caritas Tororo and Caritas MADDO) reported that they were not aware of the 2019 gender analysis.¹²¹ Yet, evidence from the document shows that they were aware because they made a management response to the 2019 gender analysis.¹²² This shows that there are some notable projects and efforts made, but that more effort is needed to mainstream gender across all projects by implementing all the recommendations from the gender analysis.

Result 4 (R4 in logframe) Relevant knowledge is generated, shared and multiplied by partner organisations of HORIZONT3000 and its Member Organisations in order to improve organisational performance .

Indicators:

- *Number of partner organisations which have improved their capacities, methods and/or approaches through learnings in specific trainings, coaching/consultancies and learning visits.*
- *Number of partner organisations which have gained new insights for their work through learning and sharing processes within CoPs and sharing events*
- *Number of partner organisations which have capitalised relevant experiences via Systematization and other methods..*
- *Number of partner organisations which have documented initiatives to apply new knowledge and methods via follow-up surveys, Learning Action Plans and other methods.*

Finding 28: KNOW-HOW3000 tools enabled partner organisations to generate and share good practices, document knowledge systematically and learn from success/failure, which led to organisational improvements. KNOW-HOW3000 tools were used to facilitate knowledge management (KM)/sharing including, community of practice, knowlympics, documentation of good practices, experience capitalisation, training on specific topics to build capacity, systematisation, and exchange/exposure visits.

- Overall, 46 (as opposed to the planned 21) partner organisations (implementing partners plus other organisations partnering with HORIZONT3000) received training, coaching and webinars on various KM topics.¹²³
- Twelve partner organisations gained new insights through learning and sharing processes within communities of practice (CoPs) in 2019. In 2021, 25 organisations gained new insights from the CoPs virtually. The original plan was to enable 9 partner organisations to gain new insights through the CoPs.¹²⁴
- Three partner organisations capitalised¹²⁵ six relevant experiences (five good practices and one failure) in 2019. No sharing events were possible in 2020 but in 2021, five partner organisations capitalised their relevant experience (eight good practices and one learning from failure). The original aim was to capitalise the

¹²¹ KIIs with implementing partners.

¹²² See Management response to ADA gender analysis findings and recommendations.

¹²³ See HORIZONT3000 Interim reports for 2021.

¹²⁴ See HORIZONT3000 Interim reports for 2021.

¹²⁵ According to Horizon's definition, capitalisation refers to "joint-learning by reflecting on an experience and drawing lessons learnt."



experience of four partner organisations and the capitalisation of five partner organisations was done.¹²⁶

The insights, coaching, training and knowledge capitalisation enabled some organisations to take initiative to come up with action plans, risk management strategies or monitoring and evaluation frameworks. For example, one AFIRD came up with an action plan for improving its KM capacities following a webinar on KM, and other three partner organisations came up with risk management strategies following coaching provided on risk management. One organisation (DESECE) was coached on monitoring and evaluation and came up with a monitoring and evaluation framework (see also sections 5.2.7 and 5.2.8).¹²⁷ The ERI project systematised¹²⁸ its experience in 2022. Key informant interviews with HORIZONT3000 Austria and ROEA as well as the implementing partners show the learning and sharing practices through the KNOW-HOW3000 programme enabled implementing partners to gain new knowledge and experience from others to replicate in their activities.

5.1.2. What were the major factors influencing the achievement or non-achievement of the objectives and results (outcomes and outputs)

Facilitating factors

Finding 29: Factors mostly internal to HORIZONT3000 and its partners were key for the achievement of the EAP objectives. Surveyed Partners attributed project successes to working with committed people and involving communities in all stages of the project cycle (78%); cooperating well with the community (75%); having experienced project managers and professional teams instituting proper planning, monitoring and control (70%); availability of funding (68%); effective communication (65%); and the project responding to community needs (58%). More than 60% of beneficiaries also identified these as key factors in the projects' success (see [annex 7](#), No. 7):

- **Capacity building:** HORIZONT3000 has invested in building the capacities/skills of the implementing partners through training, coaching, mentoring and knowledge exchange through the KNOW-HOW3000 programme described above.¹²⁹ FGD participants from the various organisations also highly emphasised the training provided by the EAP projects to build their capacities and knowledge.
- **Dedicated and experienced staff:** Many of the implementing partners indicated that they were able to achieve the project objectives because they had dedicated and experienced staff who conducted effective implementation and monitoring. Caritas MADDO has staff members who have been working in the communities for the past 15-years and are highly regarded by farmers in the community. These have an intimate knowledge of the area and the community to design interventions responsive to community needs. Caritas MADDO described its field staff as 'foot soldiers.' HEfDA has staff members implementing projects in the current intervention area for the past 14 years. Other implementing partners such as AFIRD, Caritas Tororo and CHEMA indicated that they have qualified staff who have

¹²⁶ See HORIZONT3000 Interim reports for 2021.

¹²⁷ See HORIZONT3000 Interim reports for 2021.

¹²⁸ See how systematisation is done by HORIZONT3000 here.

¹²⁹ KIIs with implementing partners; See also the Knowledge management and capacity building sections of each of the implementing reports over the project lifetime, 2019-2022.



the right local knowledge, relationships and experience to execute projects effectively.¹³⁰

- **Meaningful partnership:** HORIZONT3000 has a long relationship with some of the partners, which has created trust and understanding and led to effective project implementation. HORIZONT3000 has partnered with organisations that have long standing relationships with the communities where they were operating.¹³¹ No setbacks from the communities have been indicated in the annual reports.
- **Responsiveness to community need:** All the partner organisations conducted baseline studies in the community of intervention to identify the communities' needs and priorities. The baselines came up with recommendations and based on those recommendations, result areas were designed for interventions.¹³² Communities are receptive to the interventions and strongly engaged in implementing them and feel that the projects address the real needs of communities.¹³³ Many KIIs with the implementing partners also cited responsiveness to community need as one of the factors for achievement of the project objectives and results. The ERI farmers were trained in participatory monitoring and evaluation, which was also key to respond to community needs.¹³⁴
- **Policy dialogue approach:** The policy dialogue (PD) was key for opening communications between the implementing partners and other stakeholders. UWONET emphatically raised that the PD opened the communication between market women and the market authorities which resulted in the improvement of the working environment for the market women.¹³⁵
- **Flexibility:** HORIZONT3000 adopted a flexible approach to programming allowing partners to adapt to new developments and (if necessary) reallocate funds. Adaptive capacity has been critical since COVID-19, and allowed projects to continue running even in difficult conditions. As discussed above, HORIZONT3000's flexibility allowed organisations to do reallocation in situations of inflation and during COVID-19.

Finding 30: Working with women in groups, especially savings groups, contributed to the achievement of the IGA objectives and results across project countries (see Result 1). See also box 3 for an example of how working with women in groups, and in their place of work can enhance learning and knowledge application.

Good practice box 3: Women's groups encourage knowledge transfer

Due to the business skills training provided by UWONET, women at the Kalerwe market diversified their incomes by engaging in soap making, and making of charcoal stoves and briquettes. They also created saving groups to facilitate access to credits.¹³⁶ Above all, the training changed the way the women understand their customers. FGDs and KIIs with market leaders showed that the women used to abuse customers if they did not buy their items. They also used to think that some stall owners used witchcraft to

¹³⁰ KIIs with implementing partners.

¹³¹ KIIs with implementing partners (Caritas Tororo, MADDO and Mityana).

¹³² See baseline studies of the implementing partners.

¹³³ KIIs with HORIZONT3000 ROEA; FGDs with project beneficiaries.

¹³⁴ See annual reports of the ERI projects.

¹³⁵ KIIs with implementing partners.

¹³⁶ See UWONET annual report for 2022.



attract customers.¹³⁷ The training helped them realise the importance of customer care and that marketing can attract customers (rather than witchcraft).¹³⁸

Finding 31: Start-up capital and asset transfers were other key success factors:

A range of asset transfers and seed funding was provided to help kick start interventions and uptake. Some examples are listed here as an illustration:

- The ECC-SDCO project provided sheep for women in SHGs. Now the sheep have reproduced and in some cases, families sold the sheep and bought heifers (see also [Annex 6](#), ECC-SDCO).¹³⁹
- HEfDA provided start-up capital to a youth group with which it bought and reared sheep using the grass from the protected area. In 2022, the group was able to make 40,000 ETB (USD726) net profit.
- HEfDA trained and organised two handicraft associations with the provision of start-up capital and small ruminants to help them generate income. Members of this group also engage in the production of fuel saving stoves.¹⁴⁰

Hindering factors:

Finding 32: The main hindering factors to the EAP projects were external and contextual such as COVID, corruption, conflict, inflation, pests, weather patterns, low capacity, poor quality of inputs and unequal gender norms. However, partner conviction for gender equality was an internal hindering factor.

External and contextual factors

COVID-19 pandemic: All the projects reported that the COVID-19 pandemic slowed down the pace of project implementation at the beginning because it delayed activities which needed the meeting of people. However, the projects implemented adaptive mechanisms like social distancing and some of them used online platforms to interact.¹⁴¹ ECC-SDCO and DOL reported digitalising their communications in response to the COVID-19 effects. Some of the SCORE staff contracted COVID-19 and this delayed some activities.¹⁴²

Corruption and Uganda's bureaucracy: The Transparency Project (TP) started by HORIZONT3000 to tackle corruption issues. According to the TP report, three implementing partners in Uganda had their contracts terminated due to corruption and this resulted in the launching of the transparency project.¹⁴³ The implementation of the TP was meant to start in January 2020 but was delayed due to the outbreak of the COVID-19 pandemic. In 2021, elections in Uganda and Tanzania made corruption issues sensitive. The process of obtaining work permits, and tax related matters in Uganda, consumed a large proportion of resources meant for the project activities. Thus, the TP was not fully implemented as a result of changing priorities and limited resources.

Weather fluctuations and pests: This was the major problem of the projects engaged in agricultural activities such as the ADP Mbozi, AFIRD and the ERI projects. Weather

¹³⁷ See UWONET baseline study.

¹³⁸ FGDs with beneficiaries; KIIs with market leaders.

¹³⁹ See ECC-SDCO annual reports 2019-2022; KIIs with beneficiaries and government offices; FGDs with project beneficiaries.

¹⁴⁰ See HEfDA annual reports 2019-2022; FGDs with beneficiaries.

¹⁴¹ See annual reports of implementing partners for 2020 and 2021.

¹⁴² KIIs with implementing partners.

¹⁴³ KIIs with HORIZONT3000 ROEA; see also TP annual report for 2021.



fluctuations (both drought and rains) reduced the production of farmers. This was widely reported in the annual reports of these organisations and by FGD participants.

Conflicts: The DOR project in South Sudan was implemented in a conflict situation. As a result, it was difficult to make project monitoring by HORIZONT3000.¹⁴⁴ There was conflict between the government and the local people in Hamar which created an unfavourable security situation in the area, leading to untimely implementation of activities.¹⁴⁵ Overall, there were conflicts and insecurities in Ethiopia over the implementation period.

Inflation: Caritas Mityana indicated that increasing prices of fuels affected its field monitoring capacity because petrol prices increased.¹⁴⁶ SCORE reported that price inflation affected the price of construction materials. Due to this, it was not possible to construct one of the planned veterinary health posts. In consultation with stakeholders, the available budget was shifted to fulfilling human health needs (i.e. purchasing of drugs and materials).¹⁴⁷ HEfDA also faced inflation pressure and so the project had to reallocate budgets to withstand the inflation that followed the outbreak of COVID-19.¹⁴⁸

Low skills: The farmers do not have adequate knowledge of the real market value of agricultural products and are not aware of marketing strategies. Nor do they have value addition skills to add to their produce so they can fetch higher prices.¹⁴⁹ In Songwe, where ADP Mbozi has been operating, farmers sell their produce to middle people and private buyers at low prices because they receive instant cash.¹⁵⁰ The idea of bulk sales and going to a bigger market for better prices was not a regular practice.

Internal hindering factor

Finding 33: Partners lack motivation and the necessary knowledge to mainstream gender effectively within their own organisation, and this hindered the ability to mainstream gender within projects: While various efforts were made to improve gender equality, the implementing partners lack adequate knowledge and skills to influence communities to become more equal, according to many respondents. Some partners complained of lacking the time and resources to adequately mainstream gender.¹⁵¹ Some respondents mentioned that the church-based partners have patriarchal and male-dominated structures which are major obstacles to embracing gender equality. For example, as the 2019 gender analysis found out, diocesan employment policies limit the recruitment of unmarried staff and this was particularly a problem in Catholic based partners such as Caritas MADDO, HLDD and CHEMA.¹⁵² Patriarchy was at its highest in Turkana County (Kenya) where the DOL project was implemented.¹⁵³ So, while partners included women they lacked the commitment to deal with gender norms in the long term by institutionalising it in their respective institutions.

5.1.3. Are there any unintended positive and negative outcomes under objective 1?

¹⁴⁴ KII with HORIZONT3000 Austria.

¹⁴⁵ KIIs with implementing partners.

¹⁴⁶ KII with implementing partners.

¹⁴⁷ See SCORE annual report for 2021.

¹⁴⁸ See HEfDA annual report for 2021.

¹⁴⁹ FGDs with beneficiaries.

¹⁵⁰ See ADP Mbozi annual report for 2020.

¹⁵¹ KIIs with HORIZONT3000 ROEA and implementing partners.

¹⁵² See Gender analysis of the ADC funded programme improvement of living conditions of disadvantaged groups in three east African countries 2019-2022.

¹⁵³ See Management Response to ADA Gender Analysis Findings and Recommendations.



Finding 34: The main unintended positive outcome mentioned was improved digital literacy and use as a result of trying to implement the programme during COVID-19.

The DOL and SCORE projects reported that they used the challenges presented by COVID-19 pandemic to increasingly use digital platforms for communication. SCORE upgraded its internal internet capacity and the staff was introduced to online event sharing options.¹⁵⁴

Finding 35: Unintended negative outcomes arose (e.g. sabotage, envy, theft) due to a lack of power, organisation and context analysis. The following briefly documents some of the challenges:

Envy: At Caritas Mityana, key informants indicated that when project officers went to specific beneficiaries' homes for project monitoring, the husbands complained that the officers coveted their wives. Thus, the officers started visiting in groups to teach men why they were there. This took more time than anticipated.

Theft: Multipurpose trees, fruit trees, and medicinal plants planted by the AFIRD project in schools were stolen by the community.¹⁵⁵ CHEMA introduced fish ponds and organised two youth groups on it.¹⁵⁶ The project went well and finally the fishes were stolen when they were ready to be harvested. As a result, the youth group lost the benefits they ought to get from the project in 2022.¹⁵⁷

Neighbours affected: A group involved in beekeeping through the CHEMA project indicated that pruning of trees practised by neighbouring farmers has been disturbing their bee colonies. Key informants also noted that the CHEMA staff has less experience in beekeeping.¹⁵⁸

Traditional authority: The elders denied water from boreholes drilled and rehabilitated by the DOL project in Kenya for small scale irrigation for the community members.¹⁵⁹ For instance, the elders decided to deny water to a lady after her vegetables were almost ready for harvest. The vegetables dried and she lost it all. The elders are powerful decision makers (including on water issues) among the Turkana community and it is hard to reverse their decisions. To avoid conflict with the powerful elders, the project had to cease producing vegetables to improve local livelihoods from the borehole drilled by the project. So, the aim of supporting the local livelihood using small scale irrigation failed. Since water is a problem in Turkana, the elders preferred their livestock over the production of gardens. Effective negotiation and discussion with the elders is key for any success of vegetable production using boreholes drilled and rehabilitated by the DOL project.¹⁶⁰

Income loss: HEfDA supported the planting of seedlings on school land but this brought some income loss to the school. The school used to get income from renting the land. The school gained trees but lost some of its income which contributed to running the school.

Solar panels were promised but not provided: The HEfDA project did not supply solar panels to the community though awareness had been created of solar energy, and this limited availability and reduced the appetite to use the knowledge imparted.¹⁶¹

¹⁵⁴ See SCORE annual report for 2020.

¹⁵⁵ KII with implementing partners.

¹⁵⁶ See CHEMA annual report for 2021.

¹⁵⁷ FGDs with project beneficiaries.

¹⁵⁸ FGDs with beneficiaries.

¹⁵⁹ See DOL annual reports 2019-2022; FGDs with project beneficiaries.

¹⁶⁰ KII with implementing partners.

¹⁶¹ KII with implementing partner.



A market, organisational and power analysis (e.g. a political economy analysis) of implementing areas would have reduced some of the negative outcomes from the project.

5.2. Sustainability

5.2.1. What is the degree of ownership of the projects by the partner organisations and their target groups?

Finding 36: Ownership of the EAP projects by the beneficiaries was relatively high.

Partners rated the community ownership of projects as high (52%) or moderate (45%), while beneficiaries rated their ownership as high (66.3% - 62.5% males and 69.2% females) or moderate (33% - 37.5% males and 28.8% females), all good indicators of sustainability. Many of the partners (80%) used community capacity building as a key mechanism for sustainability, and also involved key stakeholders such as communities and local governments (75%) (See [Annex 7](#), 8A and 8B). The beneficiaries have been able to replicate the best practices introduced by the EAP projects (see [Annex 6](#)).

Surveyed project beneficiaries indicated that gender equality (80.4% - 85% males and 76.9% females), increased income (70.7% - 67.5% males and 73.1% females), built capacity (68.5% - 67.5% males and 69.2% females), increased agricultural production (65.2% - 67.5% males and 63.5% females), and increased food security (52.2% - 55% males and 50% females) will remain with them even if the EAP project interventions end. The results from the partner survey identified similar aspects that would remain in place after the programme ended: gender equality (73%), increased agricultural production (65%), increased income (63%), increased community participation in community functions and structures (60%), built capacity (58%), community members claiming and exercising their rights (53%), implementing natural resource management practices (54%) and increased food security (50%) (see [Annex 7](#), 11A and 11B).

Finding 37: The way partners embraced KM practices is an indicator of sustainability for partner organisations.

The partner organisations have been able to systematically document and learn lessons and share them with other partners for replication. This organisational learning will outlive the projects as partners have committed to continue with the learning approaches taught from the KNOW3000. This illustrates a degree of ownership from the partners but an organisational assessment is needed to ascertain the longevity of adoption. Gender mainstreaming ownership by partners is not observed (see 5.2.8).

5.2.2. Which measures and strategies are put in place by the partner organisations and HORIZONT3000 to ensure the sustainability of the results? Which (if any) measures and Strategies by partner organisations and HORIZONT3000 diminish the sustainability of the results?

Finding 38: HORIZONT3000 has put in place a number of institutional resources and practices which contribute to the sustainability of the EAP projects.

Implementing partners indicated that they implemented various sustainability mechanisms to ensure that the results of their project last long, including capacity building of communities (80%), involvement of key stakeholders such as communities and local government (75%), and integration of sustainability in all their projects (70%) (See [Annex 7](#), No. 9)

Innovative implementation ideas that promote uptake. The HEfDA project on NRM and environmental protection implemented innovative ways to ensure sustainability through community ownership. It utilised community social workers to intensively engage with



the community, which was crucial to building trust and understanding. The project convinced local community institutions to plant trees in their compounds (as role models). Using GPS,¹⁶² HEfDA registered newly-planted trees to individual farmers (who planted them) and this ameliorated the fear of farmers that the government might take away the trees, and hence encouraged uptake. HEfDA demonstrated different NRM practices, which farmers have adopted and many farmers visit HEfDA to ask for tree seedlings to plant on their lands, according to project staff. This demand and sense of ownership was key to sustainability and ensuring a seedling survival rate of 94%.¹⁶³ Respondents did not know the exact survival rate of trees planted by the government, but noted that it was lower than HEfDA's. Using the GPS was considered key to this survival rate.

Using existing local institutions: rather than creating new organisations, the projects partnered with existing local organisations to ensure that the knowledge gained will remain after the programme ends. The use of local organisations also popularises and promotes local ownership, which contributes to sustainability.¹⁶⁴ These organisations are not dependent on HORIZONT3000 and will remain in the community with this knowledge after the programme ends.

Capacity development and partnerships: HORIZONT3000 further provides training, experience-sharing platforms and tools, coaching and mentoring to implementing partners to build their capacity, and provides technical assistance through its Technical Advisory Programme (TAP). As discussed in detail above, the implementing partners have adopted HORIZONT3000 capacity building tools and practices, which will be key to the sustainability of the projects.

Reducing dependency: HORIZONT3000 believes in promoting sustainable communities and discourages handouts. In this regard, the rural innovation programme implemented by HORIZONT3000 has been self-sustaining and assisted the project beneficiaries to evolve from a handout culture. HORIZONT3000 supports partners to realise their own resources and potentials in order to change their situations: a key to promoting sustainable communities. However, some other local organisations operating in the same project areas as HORIZONT3000's programme (ERI programme) provided handouts which has undermined the programme efforts to reduce dependency.

Groups established and linked to bigger institutions: Many projects organised women into saving groups, and this empowered women, increased their savings and financial literacy which will outlive the programme. They also connected these women to village cooperative banks (VICOPA) which is a step towards formal financing.

The ERI projects formed farmer groups, associations and cooperatives and strengthened the leadership of these institutions by bringing strong leadership forward to create a sense of attachment and ownership. ERI also fostered the formal/legal registration of farmer groups, which open access to resources from other stakeholders (such as government). Farmers' groups have a saving and credit component to allow members to build financial skills and better access financial resources. A key sustainability strategy has been the formation of larger farmer organisations such as cooperatives (Cooperatives are key to bringing together resources to help compete in the marketplace. In addition, if individual members fall out, cooperatives can still survive, unlike some of the smaller

¹⁶² The GPS was used in anticipation of possible future carbon trading.

¹⁶³ See HEfDA annual reports 2019-2022; KIIs with the implementing partner and government offices.

¹⁶⁴ FGDs with implementing partners; KIIs with HORIZONT3000 Austria and HORIZONT3000 ROEA.



farmer groups). Farmer groups, associations or cooperatives were also provided support funds through the ERI programme, which they mainly used for capacity building (e.g. exposure visits, participation in workshops and skills improvement).¹⁶⁵

Committees established: The DOL organised the community into a village water committee, responsible for coordinating and distribution of information related to the project. The water committee was also mandated to collect annual, quarterly and monthly subscriptions that are remitted to the DOL for maintenance costs. They also received training on water infrastructure operations and maintenance, but they were also linked to external actors that can handle repairs and spare replacements to complement Horizont3000 procurement budgets. However, although the borehole at Kangole was successfully drilled and serves as a critical source of water for the community, there are several challenges associated with its construction, maintenance, and sustainability. One major issue is the presence of broken pipes that have not been repaired, as well as leaking storage tanks (see [Annex 6](#), DOL).¹⁶⁶ This suggests the project needs to include community social accountability tools such as citizen report cards to ensure feedback loops are in place that hold committees accountable to users, as this would increase sustainability.

All villages where the LARRRI/HAKIARDI projects were implemented have legally established functional Village Land Councils, and their members have undergone formal training on their responsibilities in mediation and reconciliation of land conflicts. Villagers now trust and consult these organs when they have land cases.¹⁶⁷

Experience/knowledge sharing and policy dialogue: All the public dialogue (PD) partners from Kenya, Tanzania and Uganda attended training together on common topics. When partners have a particular interest, individually-tailored training, mentoring and coaching is provided. Partners are also trained on how to develop policy briefs, which is key for policy influencing. The PD project also produced documentaries to enhance learning. Even if the PD project phases out, the learning and awareness it has brought will continue.¹⁶⁸ As discussed above, the knowledge and experience sharing events were also key to sustainability because they build the capacity of partner organisations.

Collaboration with local government structures: HEfDA successfully collaborated with local government structures (particularly the Land Use and Management Section of the Agriculture and NRM Office as well as the Environment, Forest and Climate Change Office) to get expert advice and identify lands that could be planted. HEfDA also established a technical and vocational college which enabled it to equip beneficiaries with technical and entrepreneurial skills. Its five-year strategic plan (2020-2024) also set clear direction for the implementation of its projects.¹⁶⁹ Other examples include:

- A key informant narrated that UWONET collaborated with KCCA to ensure that it is actively involved, which is a good sustainability measure.¹⁷⁰
- AFIRD reported that there was strong engagement with district officials such as Mpigi District Administration, Education, and community development to build synergies with relevant district departments.¹⁷¹

¹⁶⁵ See ERI joint and individual ERI projects annual reports 2019-2022; KIIs with HORIZONT3000 ROEA.

¹⁶⁶ See the DOL annual reports 2019-2022.

¹⁶⁷ See LARRRI/HAKIARDI annual report 2020-2022.

¹⁶⁸ See PD annual reports 2019-2022; KIIs with HORIZONT3000 ROEA and HORIZONT3000 Austria.

¹⁶⁹ See HEfDA annual reports.

¹⁷⁰ KII with implementing partners.

¹⁷¹ KII with implementing partners.



- CARITAS Mityana has linked project beneficiaries to their local government and other stakeholders, as a way of addressing sustainability concerns.¹⁷²
- Caritas MADDO has worked closely with local government leaders at district and sub-county levels (including sub-county councillors and Parish Chiefs, and Community Development Officers).¹⁷³

Collaborative monitoring and evaluation: The ECC-SDCO project worked in close collaboration with the government offices (particularly the Women and Social Affairs Office and the Agriculture Office) as a key strategy to sustain the gains of the project. These offices participated in the monitoring and evaluation of the ECC-SDCO project and have good knowledge of it.¹⁷⁴

Exit strategy: At the conclusion of the projects, the implementing partners in Ethiopia conducted a legal handover of the projects to the local government bodies to ensure continuity.¹⁷⁵ In the same manner, the ERI projects created linkages with other stakeholders (particularly government offices) as a sustainability strategy, usually inviting local government bodies to farmers' training and sharing reports with them. The aim of this work was to prepare the government to take over the project work when the ERI project closes.¹⁷⁶

Asset building: The fruit seedlings and the grass planted through the ECC-SDCO project for animal feed will sustain. However, the observation during field visit shows that some of the seedlings have been browsed by animals, and thus needs protection. The asset building activities done through the provision of sheep and ox are also likely to continue provided that the families do not face shocks. Many of the FGDs and KIIs with implementing partners showed that the physical structures built by the project and trees planted will prevail after the project phases.

Localising ongoing support through collaboration with local stakeholders: The implementing partners identified local institutions that can support beneficiaries after the programme ceases, such as professional institutions and research centres. AFIRD created a network with organisations specialising in agriculture and permaculture. Caritas Mityana created a network with organisations providing surgery and rehabilitation services for children with disabilities as well as organisations providing mobility appliances. YARD created linkages with agricultural research centres that provide selected seeds to get access to better seeds, which is key to overcoming the impacts of fake seeds prevailing in the market. Others also created networks with institutions specialising in similar themes to their interventions.¹⁷⁷

5.2.3. What aspects should be highlighted in the project gender analysis in the new phase of the programme in 2023? Are there any aspects related to the "Do no harm" approach that need to be considered and better integrated?

Finding 39: The 'Do No Harm' principle was not integrated into the EAP 2019-2022 during the programme design phase, but emerged as a key topic during implementation. HORIZONT3000 has a safeguarding policy that emphasises a 'do no harm' principle, however this was not implemented during the 2019-22 period. Surveyed

¹⁷² KII with implementing partners.

¹⁷³ KIIs with implementing partners.

¹⁷⁴ KIIs with implementing partners and government offices.

¹⁷⁵ See annual reports of the implementing partners in Ethiopia.

¹⁷⁶ KIIs with implementing partners.

¹⁷⁷ See annual reports of these organisations.



implementing partners identified a number of issues related to ‘Do No Harm’ that they wanted to be integrated into the next funding phase of HORIZONT3000:

- Ensure the participation of women does not affect their responsibilities as mothers, be sensitive to community/cultural sensitivities around gender roles, and understand the norms and values of project communities;
- Promote positive masculinity by engaging men and establishing male self-help groups;
- Promote inclusive community training on gender issues to reduce the possibility of GBV at household level (engaging both males and females);
- Develop a child safeguarding policy at the organisational level;
- Consult persons with disabilities when choosing locations for interventions;
- Design approaches and tools to promote gender equality and social inclusion (e.g. hold training at nearby locations so travel is minimised).

Finding 40: Partner survey respondents made a number of suggestions for the new programme’s gender analysis, demonstrating learning and an appetite for more gender interventions. These include:

- Assessing the differences between men and women’s needs and conditions;
- Assessing access to resources, control over assets and decision-making power;
- Assessing the participation and engagement of women in their communities;
- Assessing whether partner organisations have a gender focal person;
- Assessing and strengthening internal redress mechanisms to promote gender equality and social inclusion in the workplace as well as project areas, with a view to addressing gender-based violence;
- Assessing the state of harmful gender norms, such as early marriage;
- Identifying activities to target marginalised women/communities;
- Assessing staff composition and aiming for equal number of males and females;
- Separate budget lines are needed for gender activities, including a gender analysis;
- Developing the capacity of staff and stakeholders on gender, gender analysis and gender policy revision;
- How to promote equity and gender mainstreaming in all development work.

5.2.4. To which extent are the supporting measures during project monitoring of HORIZONT3000 staff ROEA and the consultant in Ethiopia respectively absorbed and applied by the partner organisations?

Finding 41: The programme’s monitoring has not been systematically implemented.

The implementing partners are monitored through biannual and annual reports and by visits from the regional office and occasionally Vienna. The regional office in Kampala monitors projects in Uganda, Tanzania and Kenya by conducting field visits twice a year to the implementing partners, one for financial monitoring and the other for programme monitoring. As a key informant indicated, it is difficult to make regular visits and engage implementing partners from the office in Kampala.¹⁷⁸ The partners in Ethiopia are monitored by a consultant based in Addis Ababa, including field visits.¹⁷⁹ The visits are followed by recommendations and action items to follow up. Seventy percent of implementing partners said that they implemented the recommendations from the

¹⁷⁸ KII with other partners.

¹⁷⁹ KII with HORIZONT3000 Austria, HORIZONT3000 ROEA and other partners.



monitoring visits to a great extent while 30% of them said that they implemented to some extent (See [Annex 7](#), No. 10).

However, there was no partner database where the partners regularly updated project information. The evaluation of the DOR project found no unified monitoring system available.¹⁸⁰ The DOR reports are not clear on how external monitoring of the projects has been done except mentioning the internal monitoring visits to project sites by the implementing partner. While the security concerns limit monitoring, the lack of systematic monitoring and reporting inflames this situation. Fortunately in 2023, HORIZONT3000 has developed a new monitoring, evaluation, learning and accountability policy and a partner database where every partner can enter updated information so that activities are tracked and documented. This will make it easier for the next phase of the project to track the application of recommendations. Other monitoring improvements are found in Box 4.

Good practice Box 4: A KNOW-HOW3000 Tool Contributes to Improved Monitoring

Through the HORIZONT3000 Borrow a TA Programme (BaTA), one of the KNOW-HOW3000 tools used to support the partners, the DOL project in Kenya was able to put in place a digitalised and online monitoring and evaluation platform. A technical person was sent from Uganda to Kenya and introduced an mWater¹⁸¹ reporting application, which enabled the project to collect information from the field with the use of mobile phones and transmitted to the office through the mWater portal in the laptops and computers. The system enabled the DOL to collect data, keep records and monitor activities in the field.¹⁸²

5.2.5. Have mechanisms been set up to support the achievement of gender equality in the longer term? Have processes contributed to sustaining these benefits?

Finding 42: Mechanisms to sustain gender equality in the long term were not adequately done at the programme level. As discussed above, the programme undertook gender analysis and identified recommendations for the implementing partners. Attempts to address gender in the long term at the implementing partners level include: implementing gender disaggregated data collection and monitoring, developing a gender policy, establishing a gender equality and social inclusion team, assigning a gender officer/focal person, designing projects and proposals from gender equality perspective, training on gender equality and gender mainstreaming, and applying a 'do no harm' principle. The adoption of these mechanisms differed across the implementing partners: only a few developed gender policies (e.g. YARD, HEfDA) and some established a gender equality and social inclusion team (e.g. HEfDA, ECC-SDCO). The absence of funding for adequate gender mainstreaming was noted by some of the surveyed implementing partners (30%).

¹⁸⁰ See evaluation of the DOR project.

¹⁸¹ mWater is an application uploaded on the mobile phones on which field personnel registers data. As the app is connected through the internet, the registered data is automatically saved in office computers when the field personnel mobile gets internet access. The app has coordinates and time applications which enables people in charge of monitoring to access the data and the exact location it was collected, whether the field personnel actually visited a site or not.

¹⁸² See DOL annual report for 2019 and 2022.



The programme did not institutionalise gender with its own office/department. The regional office adopted a gender strategy only later towards the end of the EAP framework 2019-2022 and only at the end of the EAP did the regional office in Kampala hire a gender focal person. At the time of data collection for this evaluation, the Vienna office did not have a gender focal person. While the knowledge may last and the manuals/policies can be reused, mechanisms to sustain gender equality in the long term were not adequately done at the programme level.

5.2.6. To what extent did the KNOW-HOW3000 programme support the partner organisations in achieving the objectives of their projects and organisations?

Finding 43: The organisational performance of KNOW-HOW3000 programme partners was improved through capacity development and by sharing knowledge across implementing partners, although the extent to which this contributed to the objectives is hard to attribute. The majority of the implementing partners (62.5%) felt that the KNOW-HOW3000 programme greatly supported them to achieve their project objectives while some (20%) said that it supported them to some extent (see [Annex 7](#), No. 6). Annual partner reports and KIIs with the implementing partners show that the KNOW-HOW support was useful for project implementation.

Many of the capacity building activities provided were requested from the implementing partners, according to HORIZONT3000 staff.¹⁸³ The capacity building support provided to the implementing partners included training on: monitoring and control, financial management, project management, policy dialogue, knowledge and data management/documentation, systematisation approach, the ERI approach, gender equality and mainstreaming, do no harm approach, resource mobilisation, SACCOs, tax compliance, coaching and mentoring (particularly for organisations implementing the PD in Uganda and Tanzania), technical assistance for specific project implementation, coaching and mentoring partners' exchange/exposure visits to other institutions (particularly for the ERI partners), annual refresher trainings and training in the GALS methodology and tools (such as Visionary Road Journey, Multilane Highway, Challenge Action Tree, Leadership Empowerment Map) in addition to other trainings.¹⁸⁴ Some specific examples of partner organisations using the KNOW-HOW3000 programme support to achieve project and organisational objectives include:

- MHOLA received a PD training which enabled it to produce its own organisational communication policy. The training developed the organisation's capacity to lobby for policy development. The financial management training it received also enabled it to comply with financial guidelines and manage resources better.¹⁸⁵
- AFIRD staff were trained in KM which resulted in improved data collection and storage. They documented AFRID's history using pictorial format after the training. The experience sharing with other ERI partners enabled AFIRD to transform its learning centres into a social enterprise.¹⁸⁶
- HEfDA reported that the capacity building training provided through the KNOW-HOW3000 on gender mainstreaming, child safeguarding and do no harm

¹⁸³ KIIs with HORIZONT3000 Austria and HORIZONT3000 ROEA.

¹⁸⁴ See the 'capacity development and knowledge management' sections of the annual reports of the implementing partners; KIIs with implementing partners.

¹⁸⁵ See MHOLA annual report for 2019.

¹⁸⁶ See AFIRD annual report for 2022.



approach enabled it to design its own organisational policies addressing these issues.¹⁸⁷

With better monitoring, the attribution of the KNOW-HOW3000 programme support to the project outcomes would be easier to determine.

5.2.7. Which tools of the Knowledge management programme KNOW-HOW3000 are used by the partner organisations independently? (ownership)

Finding 44: The implementing partners adopted KNOW-HOW3000 tools in order to facilitate learning and knowledge sharing, with exchange and exposure visits being the most frequently used tools.¹⁸⁸ The following KNOW-HOW3000 tools have been adopted:

Learning visits/experience sharing: The implementing partners' annual reports are replete with exchange and learning visits to other organisations as well as community cross-learning events. In Ethiopia, all the three organisations conducted learning visits to other organisations.

- ECC-SDCO arranged a learning visit for members of SHGs to another organisation to get experience on how to scale up SHGs to CLAs.¹⁸⁹
- SCORE arranged experience sharing visits for key education stakeholders from Hamar to a model community in a neighbouring district so that the Hamar community could learn the role of a community in the expansion of education services. This improved community participation in school in Hamar.¹⁹⁰
- HEfDA facilitated a learning visit for key stakeholders that participated in the implementation of its integrated NRM project to Green Foundation for Ethiopia Organisation to share experience on conservation techniques and participatory NRM. In addition, it sent five representatives from its five project locations to an experience sharing event at Awash Melkasa Seedling Production Site to get experience on nursery management systems, grafting of fruits and insect control mechanisms.¹⁹¹ Furthermore, HEfDA organised community/village cross-learning events to discuss and share knowledge on the benefits of participatory forest management, biogas technology, fuel-saving stoves, community nurseries and organic farming. In addition, HEfDA held practical demonstrations for the local community to better impart knowledge/skill on fuel-saving stoves and biogas. These visits provided an input which helped the organisations improve their practices. HEfDA not only learned from experiences of Green Foundation for Ethiopia Organisation on participatory NRM, but also used the experience obtained from Melkasa to effectively deal with pests.¹⁹²

In Tanzania, ADP Mbozi and CHEMA arranged visits to other organisations to learn from their experiences. ADP Mbozi arranged exposure visits for its management and field staff to PELUM on food security and management issues. It also arranged exchange visits for farmers to get exposure on poultry management. These experiences clearly benefited ADP Mbozi's projects in poultry and food security as the farmers adopted modern ways of

¹⁸⁷ See HEfDA annual report for 2020.

¹⁸⁸ see KNOWHOW3000 programme's tools and activities [here](#).

¹⁸⁹ FGDs with female beneficiaries.

¹⁹⁰ See SCORE annual report 2019-2022; KIIs with implementing partner and government offices.

¹⁹¹ See HEfDA reports 2019-2022

¹⁹² See HEfDA annual reports 2019-2022.



poultry management.¹⁹³ CHEMA facilitated experience sharing visits among project beneficiaries to facilitate exchange of best practices on beekeeping and fish farming.¹⁹⁴ It arranged exposure visits for farmers to the KOLPIN Society to facilitate learning on how cassava is processed with high quality that can fetch high prices. Similarly, it arranged learning visits for its technical staff to PELUM Tanzania since they are engaged in the same activities.¹⁹⁵ HAKIARDI extensively implemented knowledge and experience sharing to influence land rights issues, including exchange visits to organisations working on similar thematic area, educating the community about land rights through village meetings, conducting radio programmes to inform the wider public, knowledge exchange and experience sharing among staff during weekly meetings on land rights and climate, and monthly seminars on land rights issues. These activities brought changes in land rights as discussed above.¹⁹⁶

In Uganda, Caritas Mityana conducted an exposure visit to Caritas MADDO to learn about the ERI approach (particularly how to handle farmers' culture of seeking handouts) as well as to create work relations with Caritas MADDO.¹⁹⁷ Organisations implementing the ERI approach (OWSL, Caritas MADDO, Caritas Tororo and YARD) extensively implemented experience sharing events among farmer groups through farmer innovation fairs, and exchange and exposure visits to various organisations.¹⁹⁸ UWONET has not organised experience sharing visits for the market women to other market centres,¹⁹⁹ but it documented the profiles of successful market women who should be visited.²⁰⁰

Community of practice: The ERI partners interact with the ERI community of practice through the ERI Network Platform to share and disseminate knowledge. For instance, they interact with ZOA (Netherlands) and Trias (Belgium)²⁰¹ with whom they hold quarterly ERI platform meetings. This platform capacitated the ERI partners through different ways, including the development of an online platform where CDFs can learn about the ERI approach, the development of theory of change for the ERI approach, establishment of performance indicators for CDFs and review of the ERI modules.²⁰² The partners in Ethiopia held meetings to share experiences among themselves but this does not seem to be strong like the ERI one. The attempt to create a community of practice in East Africa does not seem to have been successful. In 2021, a community of practice (i.e. community of knowledge transfer) was formed in East Africa but it hibernated when its technical assistant left. Participation in the community of practice built the capacity of ERI projects but this came from the ERI project itself as it was coordinated by HORIZONT3000 ROEA and not from the implementing partners.

Most significant stories: The sharing of most significant stories is another tool adopted by some organisations. The ERI partners have made it a culture to share the most significant change stories among themselves. They also published them on the ERI facebook,

¹⁹³ See ADP Mbozi annual report for 2019 and 2021.

¹⁹⁴ KIIs with implementing partner and government offices; See also CHEMA annual report for 2020.

¹⁹⁵ See CHEMA annual report for 2021 and 2022.

¹⁹⁶ See HAKIARDI annual reports 2019-2022; KIIs with implementing partners and government offices.

¹⁹⁷ KII with implementing partners.

¹⁹⁸ See ERI Joint annual reports 2019-2021; see also annual reports of OWSL, Caritas MADDO, Caritas Tororo and YARD 2019-2022.

¹⁹⁹ FGD with project beneficiaries.

²⁰⁰ See UWONET annual report for 2022.

²⁰¹ These organisations (ZOA (Netherlands) and Trias (Belgium)) are HORIZONT3000 partners that were involved in the development of the ERI approach from the beginning.

²⁰² See ERI joint annual reports 2019-2021.



thereby allowing the spread of the best practices and innovations to spread from one area to another. The ERI partners also gathered and documented stories during monitoring visits.²⁰³

Documentation of best practices: Similarly, the DOL published its success stories from project implementations in its magazine - Ekeyokon. ADP Mbozi documented its best practices and success stories on improving storage and food budgeting using Video Compact Disks (VCDs).²⁰⁴ MHOLA documented/published and distributed its achievements/success stories and lessons learned using VCDs, posters, radio programmes, testimonies, leaflets and reports. A compiled visual Compact Disk (CD) on how the project has been useful to the beneficiaries was developed, produced and distributed to MHOLA stakeholders. It developed radio programmes and aired testimonies of women and government leaders on GBV issues. Collected and compiled reports from paralegals on a quarterly basis. It also designed, produced, and distributed 5007 GBV and probate issues leaflets.²⁰⁵ HEfDA also reported documenting the experiences, success stories and its unique strategies of NRM and environmental protection.²⁰⁶

KNOWLYMPICS: Many organisations shared their success and failures (e.g. ECC-SDCO, Caritas Mityana, HLDD, ADP Mbozi, Caritas MADDO, DESECE, LARRRI/HAKIARDI) and failure stories through KNOWLYMPICS, which was shared on the KNOW-HOW3000 online platform for wider dissemination and learning. The KNOWLYMPICS involved competition and the winners were given prizes.²⁰⁷

Systematisation: Some of the organisations undertook systematisation of their experiences. HEfDA conducted systematisation of its experiences with the support of DKA.²⁰⁸ YARD also conducted systematisation of 8 farmer groups' experiences. The ERI partners were provided ample training on systematisation of experience.²⁰⁹

Specific training: Specific training as KNOW-HOW3000 tools were also provided to the implementing partners, particularly to the ERI partners. This included training on ERI modules, GALS methodology, enterprise development, participatory market research, farmer participatory research and systematisation of experience to build their implementation capacity. These trainings were cascaded to the impoverished farmers as discussed above.

5.3. Cross-cutting

5.3.1. Did the intervention reach persons with disabilities?

Finding 45: The disability inclusion aspects of the programme were inconsistent, with some good practices but many attempts faced challenges. Using the enabling policy frameworks on persons with disabilities in Tanzania (the National Policy on Disability (2004) and People with Disabilities Act 2010), the HLDD project has shown significant improvement in disability inclusion within the community over the past four years. The project started by identifying key challenges of persons with disabilities, proposing plans to improve their conditions and responsible bodies for implementing the proposed

²⁰³ See ERI joint annual reports 2019-2021.

²⁰⁴ See ADP Mbozi annual report for 2019 and 2021.

²⁰⁵ See MHOLA annual reports 2019-202.

²⁰⁶ See HEfDA annual report for 2020.

²⁰⁷ See the KNOW-HOW3000 platform [here](#).

²⁰⁸ See HEfDA annual report for 2019.

²⁰⁹ See YARD annual report for 2022.



plans.²¹⁰ Due to the awareness raising and policy dialogue conducted by the HLDD, persons with disabilities are receiving more support from community members, and the local government (ward and district) is ensuring safe environments for them at all levels²¹¹:

- 2% of the internal collections of the local government was allocated for addressing disability issues in Tanzania
- Old buildings were renovated making them disability friendly (see [Annex 6](#), HLDD).
- FGDs witnessed that persons with disabilities established their own group to support each other through saving and lending of money.
- The government has adopted policies to address the issues facing persons with disabilities and has shared guidelines for their implementation, which has contributed to the improvement in disability inclusion (including the budget allocation).
- Persons with disabilities have increased confidence in contesting political positions and being elected due to training and awareness creating sessions organised by HLDD during 2019 local and 2020 national elections, which has led to them being given special seats at village and ward councils. Persons with disabilities now have a representative in the village committee (including village chairperson), which enables them to participate in decision-making processes.²¹²
- The policy dialogue conducted by HLDD contributed to improving facilities for persons with disabilities: public buildings are now designed with facilities that cater to the needs of persons with disabilities, unlike in the past. The government has recognised the need for favourable infrastructure for persons with disabilities, particularly when constructing hospitals or schools.

The MHOLA project in Tanzania played a significant role in addressing different challenges faced by persons with disabilities in accessing education, economic activities, and basic services. One of the main challenges was the difficulty they faced in accessing training and workshops due to the large geographical area of their villages. However, the MHOLA project was able to address this issue by communicating with local leaders to identify the nearest venues for conducting training that women with disabilities could reach easily. Another challenge was the lack of sign language during training facilitation due to limited awareness of sign language among community members. Persons with disabilities respondents mentioned that there is still a need for increased awareness and education on disability rights, particularly among traditional leaders, to fully address the challenges faced by women with disabilities in the community, and changing the community's perception of persons with disabilities.²¹³

The projects in Ethiopia did little on disability except HEfDA.

- The SCORE project aims to provide awareness on the rights of persons with disabilities, but does not seem to have worked well on this issue. According to a key informant, the local community has not been good towards persons with disabilities. The female FGDs indicated that many people went to their communities to register persons with disabilities, but nothing has been done for them since then.²¹⁴

²¹⁰ See HLDD annual report for 2019.

²¹¹ See HLDD annual report 2019-2022; KII with implementing partners; FGDs with project beneficiaries.

²¹² FGDs with project beneficiaries.

²¹³ See MHOLA annual reports 2019-2022; FGDs with project beneficiaries.

²¹⁴ FGDs with project beneficiaries; KII with implementing partner.



- The ECC-SDCO project also provided awareness on disability, but much remains to be done. The persons with disabilities have not participated in the SHGs. Some FGD participants indicated that the persons with disabilities cannot work like others. The ECC-SDCO project did engage in disability targeting. Families with persons with disabilities were given priority during the provision of school materials for children and ox. The focus of ECC-SDCO is on the provision of supplies to families and not on supporting persons with disabilities to work.²¹⁵
- HEfDA included disability into its project design. The project aimed to benefit 1,500 persons with disabilities.²¹⁶ However, it is not possible to assess the exact number reached since data on persons with disabilities is merged with that of other vulnerable groups (i.e. the elderly, those that are HIV-positive). The 2019 annual report did not include any figures for persons with disabilities but the 2020 annual report mentions that HEfDA trained 406 persons with disabilities and 200 persons with disabilities, elders, and HIV AIDS victims in 2021. In 2022, 292 persons with disabilities participated in seedling production, plantation and other project activities.²¹⁷ FGDs also stated that HEfDA supported persons with disabilities through its projects and a KII indicated that HEfDA supported children with disabilities at Harmee College, but these are not mentioned in the annual reports.²¹⁸

HAKIARDI included persons with disabilities in land rights groups. persons with disabilities were encouraged to participate in land rights groups without any conditions, highlighting the positive effort made towards inclusivity. However, the number of persons with disabilities included in the village land committee was low. It is therefore important to continue promoting inclusivity and advocating for the rights of persons with disabilities to ensure their voices are heard and their land rights protected.²¹⁹

In Kenya, the DOL project helped a PWD be a member of a village water committee. However, the construction of sanitation facilities (latrines) in schools under DOL was not disability sensitive. The problem is that the pit latrines are raised off the ground to prevent flooding during flash periods and are not accessible to wheelchairs for people with mobility impairments (see [Annex 6](#), DOL).²²⁰ The same is true with the toilet facility constructed at UWONET intervention site. It is raised off the ground and not disability sensitive (see [Annex 6](#)). The DOR project evaluation shows that support for students with disabilities was limited.²²¹

The Caritas Mityana project enabled the participation of persons with disabilities in IGAs and economically empowered persons with disabilities (and OVCs) by assisting them to start their own businesses, including retail shops, roadside stalls, trading in coffee, animal rearing, and mobile money (see [Annex 6](#), Caritas Nityana). Consequently, they are able to cover their basic necessities.²²² However, the success of these IGAs have been hampered by the COVID-19 pandemic and non supporting relatives.²²³ FGDs with beneficiaries show that there were no farmer groups formed by persons with disabilities in the ERI projects

²¹⁵ FGD with project beneficiaries.

²¹⁶ See HEfDA detailed project description.

²¹⁷ See HEfDA reports for 2020-2022.

²¹⁸ FGDs with project beneficiaries; KII with implementing partner.

²¹⁹ FGDs with project beneficiaries.

²²⁰ KIIs with government offices.

²²¹ See Evaluation of the DOR project.

²²² See Caritas Mityana annual reports for 2021 and 2022.

²²³ KII with implementing partners.



(Caritas Tororo, Caritas MADDO, YARD and OWSL) but there were persons with disabilities who were members of the ERI farmer groups.²²⁴ The project also supported the payment of tuition fees for OVCs and persons with disabilities, hence promoting their education.²²⁵ Furthermore, Caritas Mityana established linkages with institutions that provide medical care for persons with disabilities, including with organisations providing rehabilitation services, surgery and those providing mobility appliances. It also conducted research on disability and the findings have already been validated by stakeholders. This will be used to engage the government in PD using evidence.²²⁶ Having specific KM activities on disability inclusion would strengthen the results of the project for persons with disabilities as the good practices could be shared and partners could help to support each other with the challenges.

5.3.2. Did the intervention contribute to gender equality within the programme area? If so, how and to what extent? Did it result in enduring changes to social norms that are harmful to people of all or some genders? If it did not achieve this, why not?

Finding 46: The programme contributed to gender equality in a range of ways, from increasing income for women, to more transformational outcomes such as increasing women's leadership and lobbying for increases to national budgets. Some of the strategic goals such as engagement with the Tanzanian Women Parliamentary Group should be commended. Another good example is that women started to give birth at clinics after SCORE Radio listening groups intervention in Hamer. The project made an agreement with a local FM radio to transmit in Hamer language for a month on the importance of public health issues. It bought radios and batteries as well as organised 60 radio listening groups. All the transmissions were also recorded for the 60 radio listening groups to continuously listen to the recorded radio transmissions. The radio transmits in the Hamer language twice a week, and the project monitored whether these groups were listening to the radio or not, and the impacts of transmission. As a result of radio transmissions, women started consulting health experts to receive family planning services, and husbands understood the importance of women giving birth at health centres. There were subsequent improvements noted in terms of women attending health centres. The coverage of child immunisation through vaccination also increased.²²⁷ In addition, male FGD participants indicated that women avoided clinics because their husbands did not want the private parts of their women touched by health professionals during check up/delivery but this has slowly changed.²²⁸

The projects that focused on CS & HR brought about holistic changes to women beneficiaries. For instance, MHOLA organised a village community bank (VICOBA) which worked together to generate income from the production and selling of agricultural products such as chilli pepper. Through the provision of cash, materials and skills, MHOLA enabled these groups to generate income, which they used for family health insurance, renovation of houses, and purchase of land and properties which bore women title of ownership.²²⁹ OWSL training in the GALS methodology led to the starting of joint planning in 109 families and as a result of families sharing their incomes gender based violence was

²²⁴ FGDs with ERI beneficiary projects.

²²⁵ See Caritas Mityana annual reports 2019-2022; FGDs with project beneficiaries.

²²⁶ See Caritas Mityana annual report for 2022.

²²⁷ See SCORE annual report for 2021.

²²⁸ FGDs with project beneficiaries.

²²⁹ See MHOLA annual reports 2020-2022.



reduced.²³⁰ The GALS methodology is a transformational approach and yet, the outcomes achieved are not as transformational as anticipated from the methodology. This could be a result of the ad hoc monitoring, not capturing empowerment and agency adequately, or because staff were not gender aware enough to deliver the GALS methodology adequately. Despite lacking the ability to demonstrate transformational changes, the majority of beneficiary respondents without major gender differences (96.7% - 97.5% males and 96.2% females) indicated that the EAP projects have increased gender equity. Forty-nine percent (51.3% males and 48% females) said that the projects increased gender equity to a great extent while 50.6% (48.7% males and 52% females) said that the projects increased gender equity to some extent (see [annex 7](#), 5A and 5B). This suggests that the project may have had more gender impact than it can prove.

5.3.3. To what extent and through which activities does the programme contribute to ecological sustainability in the project areas – what could be improved?

Finding 47: The EAP interventions have contributed to ecological sustainability by changing the beneficiaries' behaviour towards the environment. The majority of the respondents (88% - 90% males and 86.5% females) indicated that the projects implemented in their area have changed their behaviours towards the environment. They reported that the EAP interventions had brought about changes in community attitude towards the environment, with planting of trees, and increased use of energy saving cooking stoves. Field visits to project sites in the four countries (Ethiopia, Kenya, Tanzania and Uganda) confirmed that implementing partners have undertaken various physical interventions, which contributed to NRM and protection of the environment, local livelihoods, and access to water and sanitation services (see [Annex 6](#)). The notable activities include:

- The DOL project successfully made Nakutan village free from open defecation through the CLTS training. In addition, the DOL adopted a policy of not cutting trees except to create space for the construction of boreholes (do no harm to the environment approach). The DOL also encouraged communities to plant trees around water points.
- ADP Mbozi introduced short maturing and drought resistant plants that can adapt to weather fluctuations. It also encouraged target households planting fruits and shadow trees in their homesteads.
- CHEMA implemented environmental friendly activities such as tree planting and beekeeping. It trained the school community on tree planting, which resulted in covering schools with (see [Annex 6](#), CHEMA).
- ERI projects implemented the use of agro-ecological practices, mulching, organic farming, crop rotation, fuel saving to mitigate climate change.
- Many projects introduced fuel saving stoves to their beneficiaries.
- Implementing partners implementing environment focused projects such as HEfDA planted over two million trees and introduced a range of NRM practices as described in detail above.

Generally, projects whose focus were not on environmental issues increased community awareness about environmental protection through training and community conversations. However, environmental issues were not mainstreamed into the projects and institutional practices of the implementing partners as it is still a cross cutting issue.

²³⁰ See OWSL annual report for 2022.



6. Conclusions

In this section, conclusions are presented based on the key findings of the study.

Conclusion 1 (Based on findings 4, 9-13): The EAP was effective in improving farmers' food security despite the existing challenges. The EAP improved a range of activities and practices that contributed to farmers' food security - diversified income sources, equipped beneficiaries with business and saving skills, enabled farmers to produce varieties of crops, and established collective marketing (e.g. for ERI farmers). Beneficiaries established small scale businesses which contributed to family incomes. The agro-ecology methodologies (including NRM techniques) and improved agronomic practices applied by the programme (particularly through the ERI programme) and widening of access to improved seeds enhanced farmer productions.

Conclusion 2 (Based on findings 11-14, 45): The EAP has improved NRM practices and environmental protection but the use of alternative energy sources should be further strengthened. The EAP strengthened NRM practices that are key for environmental sustainability, including agro-ecology, composting, tree planting, building of conservation structures, etc. It also introduced small scale irrigation technologies. Organisations not directly working on environmental issues provided environmental awareness to their beneficiaries. Though there is a good start in introducing fuel saving stoves, there was no significant use of photovoltaic systems observed.

Conclusion 3 (Based on findings 15, 16, 45, 47): Generally, the EAP has improved water and sanitation services but the services were not disability sensitive, and in some cases, water facilities built lacked timely maintenance. The projects improved access to water both for livestock and human beings. But sanitation facilities were not accessible to wheelchairs while water tankers were leaky because of a lack of timely maintenance.

Conclusion 4: (Based on findings 3, 4, 7, 8, 10, 17, 18, 23-25, 27, 42): The EAP was gender aware but not gender transformative. Overall, the number of female beneficiaries was greater than that of males. Though some organisations focused on promoting the rights of women, most of the partners implemented gender as a cross cutting issue. The partner organisations did not effectively mainstream gender though there were encouraging attempts to formulate gender policies and instituting gender focal persons. Patriarchal norms have become bottlenecks even in the partner institutions.

Conclusion 5 (Based on findings 7, 8, 17, 18, 23, 24): Projects focusing on the CS & HR sector have significantly raised the awareness of women and other vulnerable groups to demand their rights, thereby increasing their access to the services. The capacity building and awareness raising training helped women to claim their inheritance rights, as well as report cases of violence perpetrated against them and others. Policy dialogue engagements improved budget allocations for persons with disabilities and to advance women land rights issues. The projects also enhanced women's decision making opportunities.

Conclusion 6 (Based on findings 5, 6, 19, 21, 26): The EAP projects effectively integrated gender disaggregated data into their reporting system but disaggregated data is inconsistently applied or is lacking for other vulnerable groups. The gender disaggregated data is not accompanied by a further analysis of the figures which could have been useful to make sense of the data and make an inference. There was no consistent age and disability disaggregated data. This makes it difficult to know the exact



number of vulnerable groups across projects in their diversities. This also limits their visibility.

Conclusion 7 (Based on findings 26, 29): Policy dialogue engagements with local government bodies produced a range of results for the beneficiaries including additional resource allocations but PD engagements (and hence influences) at the national level were rare. Engagements with the local government bodies through PD led to increased local resource allocation for the beneficiaries. At one instance, LARRRI/HAKIARDI was able to engage the national government in Tanzania by influencing MPs, which led to gendered budget allocation to address women land rights. Such national level engagements were rare but should be encouraged because they have the potential to influence policy design processes that have wider influence beyond a local level.

Conclusion 8 (Based on findings 29, 32): The key achievement factors for the EAP projects were mainly related to internal institutional strength of the implementing partners and HORIZONT3000 while the hindering factors were mostly external/contextual. HORIZONT3000 and the partners had institutional resources which they utilised in project implementations. The KNOW-HOW3000 capacity building assistance provided by HORIZONT3000 and the partners' use of the KM tools provided by HORIZONT3000 played a significant role. In fact, lack of partner conviction for gender equality was an internal hindering factor for the achievement of gender equality.

Conclusion 9 (Based on finding 39): The EAP projects did not integrate the do no harm principles. The do no harm principles were not originally built into the programme but emerged later as a practice. HORIZONT3000 have recognised the importance of this approach for the next funding phase.

Conclusion 10 (Based on findings 28, 37, 38): The KNOW-HOW3000 programme significantly contributed to building the capacity of the implementing partners and the beneficiaries, and hence to the effectiveness and sustainability of projects. The KNOW-HOW3000 helped the partners by providing direct capacity building support and knowledge management tools which they adopted and implemented by themselves. Using this, they also built the capacity of their beneficiaries, which was key to project effectiveness and sustainability.

Conclusion 11 (Based on findings 32 and 38): The EAP projects have put in place adequate sustainability measures though some practices might undermine the gains made so far. HORIZONT3000 has adequate institutional resources and practices that contribute to boosting the capacity of its partners. Yet, weather fluctuations, lack of market access and handout culture might undermine the gains of the programme.

Conclusion 12 (Based on finding 20, 21): The lack of adequate representation of the youth in the projects limits the inclusivity of the projects and the chance to invest in the next generation. The HEfDA and the ERI projects relatively represented the youth in their projects. It has been reported that the youth did not consider agriculture as an attractive job and they also had less access to land. The ERI projects particularly made an effort to deliberately attract the youth but more should be done.

Conclusion 13 (Based on finding 41 and 34): There is lack of systematic implementation of monitoring. The monitoring conducted from the regional office in Kampala to projects in Uganda, Tanzania and Kenya may limit regular and serious monitoring mechanisms. The way the DOR project in South Sudan is monitored is not



clear. Databases have since been created which will enable more systematic data collection (if it is also disaggregated by disability, age and gender). Involving the community more in monitoring, and consulting powerful actors may have helped to reduce the unintended negative consequences.

7. Recommendations

Recommendation 1 (Based on conclusion 2): Strengthen alternative energy sources and markets by mainstreaming climate change/environmental protection into the next phase of the EAP. There is the need to train farmers on how to produce quality fuel saving stoves and introduce more farmers to photovoltaic energy sources such as the use of solar panels and ensure that these are locally available. In particular, **HEfDA** should expand the use of biogas to more beneficiaries, and introduce solar panels to the community in cooperation with other actors who can make the product locally available. The **ERI projects** should train farmers on how to produce fuel saving stoves with better qualities. The **NRM and RD projects** should introduce the use of photovoltaic systems and some of those who have already started using (DOL, Caritas Tororo and YARD) should further strengthen it.

Recommendation 2 (based on conclusion 3): Ensure that interventions are disability friendly. There is a need for **all projects** to deliberately plan for disability inclusion during project design and to include disability as a KM activity. Those who built sanitation facilities (such as the **DOL** and **UWONET**) should make the facilities disability friendly by adding ramps.

Recommendation 3 (based on conclusion 3): Establish strong accountability mechanisms to ensure that water facilities provide regular, quality service. Strengthening water management committees technically and financially is critical, particularly for the **DOL**. There is also a need to establish the way government authorities can respond to problems of service delivery failure.

Recommendation 4 (Based on conclusion 4, 8): Put in place measures to institutionalise gender with all partner organisations and Horizont3000, design and implement more capacity building and awareness raising activities on gender and put in place strict gender monitoring. As the new framework 2023-2026 has provided much attention to gender, there is a greater chance of effectively institutionalising gender to sustain it in the long term. The programme can use the gender continuum approach as indicator to monitor whether the implementing partners have adequately implemented gender responsive programming or not. The implementing partners should be intensively trained and then monitored.

There is a need to mainstream gender into the institutional practices of the implementing partners and effectively monitoring its implementation. This includes implementing an internal focus on diversity, equity and inclusion, including clear gender indicators as well as analysing sex disaggregated data. Male engagement in the projects and vigorous gender training and awareness raising for the communities is critical.

Recommendation 5 (Based on conclusion 6): Adopt an intersectional approach to data disaggregation. Data should be disaggregated reflecting the diversities of the project beneficiaries. In this project, this included ethnicity, age, disability, etc. This is crucial for effective monitoring and targeted decision making, provides visibility to marginalised/vulnerable groups and helps evaluators to assess performance. So, **all implementing partners** should adopt this approach.



Recommendation 6 (Based on conclusion 7): Design mechanisms to engage governments in the national space by strengthening the policy dialogue project. The PD produced a range of results by engaging local government bodies. More results can even be attained by making targeted and strategic engagements at the national levels if implemented by **PD partners**. This might need more expertise and financial resources.

Recommendation 7 (Based on conclusion 9): Effectively integrate and institutionalise a ‘do no harm’ approach. All the implementing partners should be trained and helped to design their own do no harm policies.

Recommendation 8 (based on conclusion 11): Further scale up innovative technologies and environmental protection works to withstand the impacts of fluctuating weather conditions. There is a good start in using innovative, small scale irrigation practices and this should be intensively followed, particularly by **AFIRD, ECC-SDCO** and the **ERI projects**. NRM and environmental protection activities through tree planting and clean energy use should be intensified (in **all projects but particularly the NRM and RD projects**).

Recommendation 9 (based on conclusion 11): Ensure better market access for farmers by intensively working on creating market linkages (for CHEMA, ADP Mbozi, ECC-SDCO), and strengthening lending options and further strengthening collective marketing (for ERI projects). Creating viable market linkages may help the farmers to bypass the middle people. As impoverished and remote farmers are often exploited, there is a need to strengthen financial provision/lending options to farmers. When there are viable alternative sources of finance, the farmers are not exposed to selling their products early and too cheaply.

Recommendation 10 (based on conclusion 11): Undertake rigorous behaviour change training to change community attitude about a handout culture (particularly for the ERI projects) as well as work in collaboration with other stakeholders in the area so that they also discourage handouts. This needs careful planning and additional resources to effectively execute. It should be mentioned in the next logframe.

Recommendation 11 (Based on conclusion 12): Increase the number of youth beneficiaries in all the NRM and RD projects. The effective inclusion of youth in the projects is important from a sustainability perspective (e.g. including the next generation of farmers). It is critically important to invest in and develop agricultural value chains which can engage the youth.

Recommendation 12 (Based on conclusion 13): Implement monitoring closely and systematically. It is possible to use the Ethiopian model for South Sudan, Tanzania and Kenya while having the Kampala office as an overall regional office. The Kampala office can oversee the projects in Uganda as well as oversee the projects in East Africa. But consultants who can regularly visit the implementing partners and capacitate them should be instituted in the other countries to make monitoring more engaging and regular.



8. Annexes

Annex 1: List of EAP Projects and Implementing Organisations

S. No	Project	Partner/Implementing Organisation	Location/Country
1.	Integrated Natural Resources Management for Livelihood Security in Munessa	Harmee Education for Development Association (HEfDA)	Munessa, Ethiopia
2.	Integrated Community Development of Hamer Communities	Spiritan Community Outreach Ethiopia (SCORE)	Hamer, Ethiopia
3.	Sustainable Livelihoods	Ethiopian Catholic Church – Social And Development Commission Branch Office of Hosanna (ECC-SDCO)	Hosanna, Ethiopia
4.	Water and Sanitation in Turkana	Diocese of Lodwar–Water Department	Lodwar, Kenya
5.	Human Rights and Sustainable Agriculture in Trans-Nzoia	Development Education Services for Community Empowerment (DESECE)	Kitale, Kenya
6.	Right to Education in Rumbek	Diocese of Rumbek (DoR)	Rumbek, South Sudan
7.	Strengthening Land Rights of Smallholders in Morogoro and Kalindi	Land Rights Research and Resources Institute (LARRRI/HAKI ARDHI)	Morogoro/Kalindi, Tanzania
8.	Women's Rights in Muleba	Mamas Hope Organisation for Legal Assistance (MHOLA)	Muleba, Tanzania
9.	Information on and Protection of Civil Rights and Obligations, Tanzania	Rulenge-Ngara Diocese–The Department of Human Life Defence, Justice and Peace Section (HLDD)	Biharamulo, Tanzania
10.	Sustainable Agriculture for smallholder Farmers in Kayanga	Catholic Diocese of Kayanga, Community Habitat Environmental Management Programme (CHEMA)	Kayanga, Tanzania
11.	Food Security in Songwe	Actions for Development Programmes–Mbozi (ADP-Mbozi)	Songwe/Vwawa, Tanzania



12.	Enabling Rural Innovation Mara	One World Sustainable Livelihood (OWSL)	Musoma, Tanzania
13.	Strengthening Rights of Market Women	Uganda Women's Network (UWONET)	Kampala/Amuru, Uganda
14.	Promoting Permaculture for Improved Livelihoods	Agency for Integrated Rural Development (AFIRD)	Uganda
15.	Socio-economic Empowerment of People with Disabilities and Orphans	Caritas Kiyinda Mityana	Uganda
16.	Enabling Rural Innovation Jinja	Youth Association for Rural Development (YARD)	Uganda
17.	Enabling Rural Innovation Tororo	Caritas Tororo ArchDiocese	Uganda
18.	Enabling Rural Innovation Masaka	Caritas–Masaka Diocesan Development Organisation (MADDO)	Uganda
19.	Transparency	HORIZONT3000	Uganda, Tanzania, Kenya
20.	Policy Dialogue	HORIZONT3000	Uganda, Tanzania, Kenya
21.	ERI Joint	HORIZONT3000	Uganda



Annex 2: Document Selection Criteria

Criterion 1	Criterion 2	Criterion 3	Criterion 4	Criterion 5
<i>Reference period</i>	<i>Geographical scope</i>	<i>Documents from HORIZONT3000 (project owner) and implementing organisations</i>	<i>Thematic focus</i>	<i>Types of documents</i>
2019-2022 (Documents outside this reference period (such as evaluation reports from implementing partners concluded before 2019 and provided by HORIZONT3000) were not reviewed).	Ethiopia, Kenya, South Sudan, Tanzania, and Uganda (HORIZONT3000 project countries outside these countries are excluded)	Documents from organisations implementing the projects are selected: HEfDA, SCORE, ECC-SDCO, DOL, DESECE, DOR, LARRRI/HAKIARDHI, MHOLA, HLDD, CHEMA, ADP-Mbozi, OWSL, UWONET, AFIRD, YARD, Caritas Tororo, Caritas MADDO, Caritas Mityana, HORIZONT3000 Vienna/ROEA	Rural development and natural resources management; Civil society and Protection of human rights; Gender Environment Disability Knowledge management	Programme level documents: <ul style="list-style-type: none"> - Programme intervention description - Project logframe - HORIZONT3000 gender analysis - Management response to gender analysis findings - Interim reports (2019, 2020, 2021) Project level documents from 21 projects <ul style="list-style-type: none"> - Project descriptions - Baseline reports - Annual reports (2019, 2020, 2021, 2022) (Academic literature is not reviewed as the focus is on documents directly coming from the implementation of the projects to evaluate effectiveness and sustainability)



Annex 3: KII, FGD and Survey Participants

Table 1: KII Participants from Implementing Partners and Government Offices

Implementing Partners	Number of KIIs			Offices Supporting Implementing Partners	Number of KIIs		
	M	F	Total		M	F	Total
HEfDA	1	1	2	Kersa Woreda Land Use and Management Office	1	-	2
				Kersa Woreda Environment, Forest and Climate Change Office	1	-	
ECC-SDCO	1	1	2	Lemo Woreda Agriculture Office	1	-	2
				Lemo Woreda Women and Social Affairs Office	-	1	
SCORE	1	1	2	Hamer Woreda Health Office	-	1	2
				Hamer Woreda Education Office	1	-	
DOL	1	1	2	Turkana County Government Ministry of Water Services (Drilling, Operations and Administrations)	1	-	2
				Turkana County Government Ministry of Public Health Department	1	-	
LARRRI/HAKIARDI	1	1	2	Agriculture and Livestock Ministry, Agriculture Department	-	1	2
				Ministry of Land, Housing and Human Development, Land Department	1	-	
MHOLA	1	1	2	Muleba District Council, Community Development Department	1	-	2
				Muleba District Council, Muhutwe Ward Council	1	-	
HLDD	1	1	2	Bisibo Ward, Community Development Department	-	1	2
				Biharamulo District Council, Legal and Solicitors Department	-	1	
CHEMA	1	1	2	Nyakatete Village Council	1	-	2
				Kafunjo Village Council	1	-	
ADP-Mbozi	1	1	2	OR TAMISEMI, Community Development	-	1	2



				OR TAMISEMI, Administration	1	-	
OWSL	1	1	2	Agriculture and Livestock Ministry, Agriculture Department	-	1	2
				Agriculture and Livestock Ministry, Agriculture Department	1	-	
UWONET	1	1	2	Kalerwe Market, Kalerwe Market Committee Member	1	-	3
				Kampala City Council Authority, Directorate of Gender, Community Services and Production	1	-	
				Kampala Market, Market Administration and Village Local Council	1	-	
AFIRD	1	1	2	Mpingi District Local Government, Department of Management and Support Services	1	-	2
				Mpingi District Local Government, Department of Management and Support Services	-	1	
YARD	1	1	2	District Production Office	1	-	2
				Community Development Office	-	1	
Caritas Tororo	2	-	2	Agriculture Office	1	-	1
Caritas MADDO	1	1	2	Community Development Office	1	-	2
				Community Development Office	1	-	
Caritas Mityana	1	1	2	Kasanda District Local Government, Department of Community Based Services	1	-	2
				Kasanda District Local Government, Department of Community Based Services	-	1	
Grand Total	17	15	32		22	10	32



Table 2: FGDs Participants (Project Beneficiaries)

Local Implementing Partner Working with the Beneficiaries	Number of Participant Beneficiaries	
	Male Group	Female Group
HEfDA	10	10
ECC-SDCO	10	9
SCORE	8	9
DOL	10	10
LARRRI/HAKIARDI	10	10
MHOLA	9	9
HLDD	10	12
CHEMA	10	11
ADP-Mbozi	10	10
OWSL	10	10
UWONET	-	21 ²³¹
AFIRD	10	10
YARD	7	12
Caritas Tororo	7	10
Caritas MADDO	7	12
Caritas Mityana	10	10
Grand Total	138	175

²³¹ Since this project focuses on market women, the whole beneficiaries were women and two FGDs were conducted with them. So, there was no male FGD.



Table 3: Survey Participants

A. Survey Participants (Implementing Partners)

Implementing Partners	Number of Survey Participants		Total
	M	F	
HEfDA	2	1	3
ECC-SDCO	2	2	4
SCORE	2	2	4
DOL	2	1	3
LARRRI/HAKIARDI	1	1	2
MHOLA	1	1	2
HLDD	1	2	3
CHEMA	2	1	3
ADP-Mbozi	2	2	4
OWSL	3	1	4
UWONET	-	2	2
AFIRD	2	-	2
YARD	1	1	2
Caritas Tororo	-	-	-
Caritas MADDO	-	-	-
Caritas Mityana	1	1	2
Grand Total	22	18	40



B. Survey Participants (Project Beneficiaries)

Implementing Partners	Number of Survey Participants		Total
	M	F	
HEfDA	3	3	6
ECC-SDCO	3	3	6
SCORE	3	3	6
DOL	3	3	6
LARRRI/HAKIARDI	3	3	6
MHOLA	3	2	5
HLDD	3	3	6
CHEMA	3	3	6
ADP-Mbozi	3	3	6
OWSL	3	3	6
UWONET	-	6	6
AFIRD	1	5	6
YARD	3	3	6
Caritas Tororo	2	3	5
Caritas MADDO	1	3	4
Caritas Mityana	3	3	6
Grand Total	40	52	92



Annex 4: Evaluation Matrix

Ref	Evaluation question	Indicators	Data collection method	Data source
1	Effectiveness of the programme and its interventions in terms of the objectives set			
1.1	To what extent have the objectives and results (outcomes and outputs) of the intervention been achieved?	Evidence of project activities addressing project objectives and results (such as summary tables indicating annual achievements at project and programme level; physical achievements of project interventions; evidence of changes in the community because of interventions); Evidence on the difference between planned and achieved objectives and outcomes.	Desk review Direct observation KIIs FGDs	Baseline, project descriptions, interim reports, annual reports, Evaluation reports Local partner organisations Beneficiaries (women, men) Relevant government offices HORIZONT3000, consultant in Ethiopia
1.2	What were the major factors influencing the achievement or non-achievement of the objectives and results (outcomes and outputs)?	Evidences of factors (issues) beneficiaries single out contributing to their benefits/lack; evidences of Institutional, physical/environmental, behavioural, financial, etc that promoted/prevented project implementation	Desk review Direct observation KIIs FGDs	Baseline, project descriptions, interim reports, annual reports, evaluation reports Local partner organisations Beneficiaries (women, men) Relevant government offices HORIZONT3000, consultant



Ref	Evaluation question	Indicators	Data collection method	Data source
				in Ethiopia
1.3	Are there any unintended positive and negative outcomes?	Evidence of achievements that have not been originally in the project plan; evidence of project intervention producing undesirable results (and caused negative complaints from beneficiaries)	FGDs KIIs	Local partner organisations Beneficiaries (women, men) Relevant government offices HORIZONT3000, consultant in Ethiopia
1.4	What changes have been brought about (or achieved) in the lives of the target groups, in particular women and other marginalised groups?	Evidences of behavioural change; economic status change, participation in societal matters, participation in decision making, protection of rights, establishment of service institutions, positive environmental practices, etc	FGDs KIIs	Local partner organisations Beneficiaries (women, men) Relevant government offices Other stakeholders
1.5	To what extent have the partner organisations taken into account the recommendations of the gender analysis conducted in 2019? Which recommendations were taken up, which could not yet be implemented, and why?	Evidence of gender capacity building activities; evidence of empowering women to decision making positions; evidence of plans to transform gender norms, etc	Desk reviews KIIs Survey	Gender analysis report 2019, annual reports, evaluation reports Local partner organisations HORIZONT3000, consultant in Ethiopia



Ref	Evaluation question	Indicators	Data collection method	Data source
1.6	What aspects should be highlighted in the project gender analysis foreseen for the new phase of the programme 2023? Are there any aspects related to the "Do no harm" approach that need to be considered and better integrated?	No harm approaches recommended	KIIs FGDs Survey	Gender analysis report 2019, annual reports, evaluation reports Local partner organisations HORIZONT3000, consultant in Ethiopia
1.7	To which extent has the awareness about human rights been increased in the programme areas in Tanzania (MHOLA, Rulenge HLDD, Haki Ardhi)	Evidence of women land ownership; evidence of legal services provisions; evidence of the reduction of gender based violence, evidence of persons with disabilities claiming their rights; evidence of policy dialogue with government on rights matters, etc.	KIIs FGDs	Target groups Relevant government offices Partner organisations Other stakeholders
1.8	To what extent did partner organisations in Uganda and Tanzania effectively engage in policy dialogue on local, district and national level?	Evidence of policy influence	Desk review KIIs FGDs	Partner organisations Target groups HORIZONT3000 , Relevant government offices Other stakeholders
2	Sustainability			



Ref	Evaluation question	Indicators	Data collection method	Data source
2.1	What is the degree of ownership of the projects by the partner organisations and their target groups?	Evidence of beneficiaries participation in project committees; evidences of cooperation between local government and project implementers	KIIs FGDs Survey	Partner organisations Target groups HORIZONT3000, consultant in Ethiopia Relevant government offices Other stakeholders
2.2	Which measures and strategies are put in place by the partner organisations and HORIZONT3000 to ensure the sustainability of the results? Which (if any) measures and Strategies by partner organisations and HORIZONT3000 diminish the sustainability of the results	Evidence of experience sharing; evidence of cooperation with local community and local government bodies, or lack of these	Desk review KIIs Survey	Partner organisations Annual project reports Interim reports HORIZONT3000, consultant in Ethiopia
2.3	To what extent have the partner organisations taken into account the recommendations of the gender analysis conducted in 2019? Which recommendations were taken up, which could not yet be implemented, and why?	Evidence of gender capacity building activities; evidence of empowering women to decision making positions; evidence of plans to transform gender norms, etc	Desk reviews KIIs Survey	Gender analysis report Partner organisations Annual project reports Partner organisations Consultant in Ethiopia



Ref	Evaluation question	Indicators	Data collection method	Data source
2.4	What aspects should be highlighted in the project gender analysis foreseen for the new phase of the programme 2023? Are there any aspects related to the "Do no harm" approach that need to be considered and better integrated?	No harm approaches recommended	KIIs FGDs Survey	Partner organisations HORIZONT3000 Local consultant in Ethiopia
2.5	What changes can be detected generated by the programme that are likely to prevail?	Evidence of physical achievements with long lasting impacts (e.g. environmental intervention works, building of schools and health centres); evidence of knowledge, skills and practices obtained by the community; evidence of behavioural changes, etc	KIIs FGDs Survey	Partner organisations HORIZONT3000 Consultant in Ethiopia Target groups Relevant government offices
2.6	To which extent are the supporting measures during project monitoring of HORIZONT3000 staff ROEA and the consultant in Ethiopia respectively absorbed and applied by partners?	Evidence of the gap between between the recommendations and implementation	KIIs FGDs Survey	Partner organisations HORIZONT3000 Consultant in Ethiopia
2.7	Have processes contributed to sustaining these benefits? Have mechanisms been set up to support the achievement of gender equality in the longer term?	Evidence of gender capacity building and women empowerment	Desk review KIIs FGDs Survey	Partner organisations HORIZONT3000 Consultant in Ethiopia Target groups



Ref	Evaluation question	Indicators	Data collection method	Data source
2.8	To what extent did the KNOW-HOW3000 programme support the partner organisations in achieving the objectives of their projects and organisations?	Evidence of application of knowledge obtained from experience sharing	Desk review KIIs FGDs Survey	Partner organisations HORIZONT3000 Consultant in Ethiopia
2.9	Which tools of the Knowledge management programme KNOW-HOW3000 are used by the partner organisations independently? (ownership)	Evidence of application of knowledge obtained from experience sharing	KIIs FGDs	Partner organisations HORIZONT3000 Consultant in Ethiopia
3	Cross-cutting issues			
3.1	Is the approach that the project partner chose culturally and socially appropriate to the target groups (in particular women and marginalised groups)?	Evidence of gender and disability sensitive activities implemented; evidence of conflict/resistance/backlash arising from project implementation	KIIs FGDs	Partner organisations Target groups Relevant government offices Other stakeholders
3.2	Did the intervention contribute to gender equality within the programme area? If so, how and to what extent? Did it result in enduring changes to social norms (cultural practices and attitudes) that are harmful to people of all or some genders? If it did not achieve this, why not?	Evidence of improvement of discriminatory social norms or lack of it; reduction/increment of gender based violence; reduction/increment of women participation, etc	KIIs FGDs	Partner organisations Target groups Relevant government offices



Ref	Evaluation question	Indicators	Data collection method	Data source
3.3	To what extent and through which activities does the programme contribute to ecological sustainability/ climate change adaptation/ climate change mitigation in the project areas – what could be improved?	Evidence of positive ecological behaviour (e.g. tree planting, water and soil conservation); use of energy saving appliances; use of organic fertilisers, etc	KIIs FGDs	Partner organisations Target groups Relevant government offices
3.4	Did the projects contribute to positive behavioural change within the project communities (environment/gender)	Evidence of positive attitude towards women; evidence of positive environmental practices in the environment (e.g. ceasing deforestation)	KIIs FGDs	Partner organisations Target groups Relevant government offices



Annex 5: Beneficiaries Reached by EAP

Table 1: Accomplishment in terms of beneficiaries reached by the EAP (per partner organisation)

Country	Name of Partner Organisation	Target ²³²				Overall Accomplishment (by 2022) ²³³				Deviation (Difference b/n plan and accomplishment)
		Male	Female	Total	Female Beneficiaries (in percentage)	Male	Female	Total	Female Beneficiaries (in percentage)	
Ethiopia	HEfDA	5,800	6,700	12,500 ²³⁴	53.6%	19,133	17,710	36,843	48.1%	+24,343
	ECC-SDCO	416	2,141	2,557 ²³⁵	83.7%	342	2,350	2,692	87.1%	+135
	SCORE	2,783	1,634	4,417	37%	9,000	8,306	17,306	48%	+12,889
Kenya	DOL	32,000	33,000	65,000	50.8%	107,005	109,696	216,711	50.6%	+151,711
South Sudan	DOR	548	1,172	1,720	68.1%	1,636	2,495	4,131	60.4%	+2,411
Tanzania	ADP Mbozi	3,707	4,015	7,722	52%	3,152	3,641	6,793	53.6%	-929
	CHEMA	1,378	1,137	2,515	45.2%	27,251	27,834	55,085	50.5%	+52,570
	HAKIARDI	11,904	11,132	23,036	48.3%	8,642	13,067	21,709	60.2%	-1,327 ²³⁶

²³²See the detailed project descriptions of each of the projects.

²³³ See 2022 reports from the partner organisations.

²³⁴ Of this target, 1500 beneficiaries (700 females and 800 males) were persons with disabilities .

²³⁵ Of this target, 200 direct beneficiaries are children (104 females and 96 males).

²³⁶ HAKIARD's 2022 report shows that there are also an unspecified number of people (not identified as males or females) that have benefitted from the project. These are about 133,000 people. If we add these, the total will be 154,709. It seems that these unspecified groups of people are those benefitted from the radio broadcasts of the organisation.



	MHOLA	2,475	7,005	9,480	73.9%	5,089	8,533	13,622	62.6%	+4,142
	HLDD	18,956	15,590	34,546	45.1%	14,504	17,618	32,122	54.8%	-2,424
Uganda	UWONET	90 ²³⁷	240	330	72.7%	115	1,163	1,278	91%	+948
	Caritas Mityana	132	350	482	72.6%	752	1,103	1,855	59.5%	+1,373
	AFIRD	165	315	480	65.6%	261	511	768	66.5%	+288
ERI (Regional)	Caritas MADDO	600	1300	1900	68.4%	678	1,240	1,918	64.7%	+18
	Caritas Tororo	700	1,050	1,750	60%	643	1,245	1,888	65.9%	+138
	OWSL	490	735	1,225	60%	476	783	1,259	62.2%	+34
	YARD	400	600	1,000	60%	372	862	1,234	69.9%	+234

Table 2: Accomplishment in terms of beneficiaries reached by the EAP (per intervention sectors)

Sector	Target beneficiaries (as in log frame)			Total beneficiaries reached as of 2022			Deviation (Difference b/n plan and accomplishment)
	Male	Female	Total	Male	Female	Total	
Natural Resource Management and Rural Development (NRM - RD)	48,166	52,405	100,571	168,313	174,178	342,497	+241,926
Civil Societies and human rights (CS - HR) ²³⁸	38,02	38,02	76,042	30,738	43,979	74,717	-1,325

²³⁷ This project is focused on market women. The number of male indicated here is for market authorities (60 in Kampala and 30 in Amuru).

²³⁸ UWONET, MHOLA, HLDD, HAKIARDI, Caritas Mityana and DOR undertook interventions in the area of CS-HR. The others are engaged in implementing interventions in the area of NRM-RD.



Annex 6: Physical Interventions

1. HEfDA

HEfDA carried out a number of NRM and environmental protection activities. The environmental activities also encouraged farmers to start honey production which they stopped a long time ago. In fact, honey production was not initially planned in the project activities but appeared as a result of good environmental protection activities.

A. Rehabilitated Land



B. Plantation Site



C. Nursery Site



D. Fuel Saving Stove Production



E. Biogas



F. Bee Production



B. Human Health Post



C. Pond



D. Rehabilitated Livestock Health Post



3. ECC-SDCO

The project built a pottery production centre for marginalised groups - the Gafat. The production centre is equipped with a shelf and machine that crushes the clay for pottery production. The production centre is some 6 kms away from the largest market in the area.

A. Pottery Production Centre Built for a Marginalised Group (Gafat)



B. Fruit Bearing Plant (Avocado) and a Grass Variety Provided for the Project Beneficiaries

The Includovate researcher observed 3 such avocado seedlings at each beneficiary homestead. The seedlings are fenced to prevent damage from animals while some were damaged. The project also provided a grass variety that is useful for soil protection and animal feed.



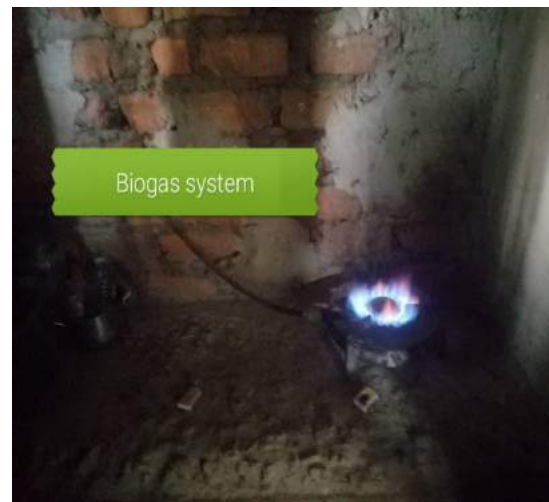
C. Livelihood Intervention Through the Provision of Oxen and Sheep

The first picture shows an ox bought for the poorest of the poor families by the project while the second shows the sheep provided for a woman by the project. Initially, she was provided 1 female sheep. The sheep gave birth to 2 others and now she owns three sheep. Third picture shows a heifer and a goat owned by a female beneficiary. Initially, the project provided her with sheep. The sheep reproduced and she sold them to buy a heifer.



4. Caritas MADDO

The pictures below show the climate smart approaches introduced by the ERI project by CARITAS MADDO. This involves the use of Briquettes, energy saving stoves and biogas units.



5. Caritas Tororo

Caritas Tororo supported the development of green houses. Includovate staff also witnessed the use of drip irrigation used in a cucumber garden to solve the dry weather problem in addition to Solar dryers that are used to eliminate the moisture content from their produce.



6. UWONET

Includovate observed the physical achievements of UWONET'S project and these included a well equipped daycare centre which was put in place as a pilot project by KCCA to keep market women's children during the day as they work. At the moment, it is free and women do not have to pay any fares. A borehole and tap water were put in place to increase access to water especially for the women. The tap water is now cheap and can be accessed at a cost of 100 UGX for a 20 litre jerry can. The 100 UGX is meant to cover the water bill at the end of the month. The markets now have separate toilets for men and women and they are cleaned all the time.

A. Toilet for women



B. Water from borehole



C. Tap water



D. Daycare facility



7. AFIRD

The community members of Jjalamba and Masiiko primary school have ventured into permaculture. They have filled their compounds with gardens of greens, vegetables, berries and herbs and energy saving stoves are also used. They have also ventured in wine making, bee keeping, poultry and animal keeping such as goat keeping, pig rearing and rabbit keeping.





8. Caritas Mityana

Participants both in the community and the school were given Banana suckers depending on the size of land. Includidovate also observed kitchen gardens in the beneficiaries' compounds with green, and vegetables. They planted greens like Nakati, bitter fruits, and eggplants. Caritas Mityana constructed cooking stoves for schools and also trained beneficiaries in making energy saving stoves in their homes. People with disabilities were given start up capital to support businesses and the beneficiaries were encouraged to plant trees in their compounds. They planted fruit trees like mangoes, oranges and lemons.





9. ADP Mbozi

ADP Mbozi trained the local people to raise chicken by constructing chicken rearing facilities from locally available materials. The picture that follows shows chicken rearing facilities constructed by local people.



10. CHEMA

CHEMA provided material for the construction of a fish pond that would be important for the youth to generate income. It also introduced modern beekeeping to the project beneficiaries. The CHEMA project also covered school compounds with plants through the environmental club it helped to establish at schools.

A. Fish Pond



B. Bee Cages



C. Tree Plantation at a Primary School by CHEMA



11. OWSL

The OWSL project promoted agroforestry and managed the fertility of soil using cover crops. It also encouraged the planting of trees by establishing nurseries. As other ERI projects, OWSL promoted environmentally friendly economic activities.

A. Agroforestry



B. Cover Crops



C. Garden



D. Tree Nursery



12. DOL

The DOL project in Kenya mainly worked on environmental sanitation and the provision of water services for project beneficiaries. The latrines below were constructed for Nakutan primary school. Separate latrines for boys and girls were constructed but they are not disability friendly. Some of the water facilities built have become non-functional while some water tankers were leaky.

A. Boys latrines with urinals



B. Girls pit latrines



C. Newly constructed borehole and sealed boreholes





D. Water storage tanks



E. Non-functional water points, broken pumps and leaking tanks





13. HLDD

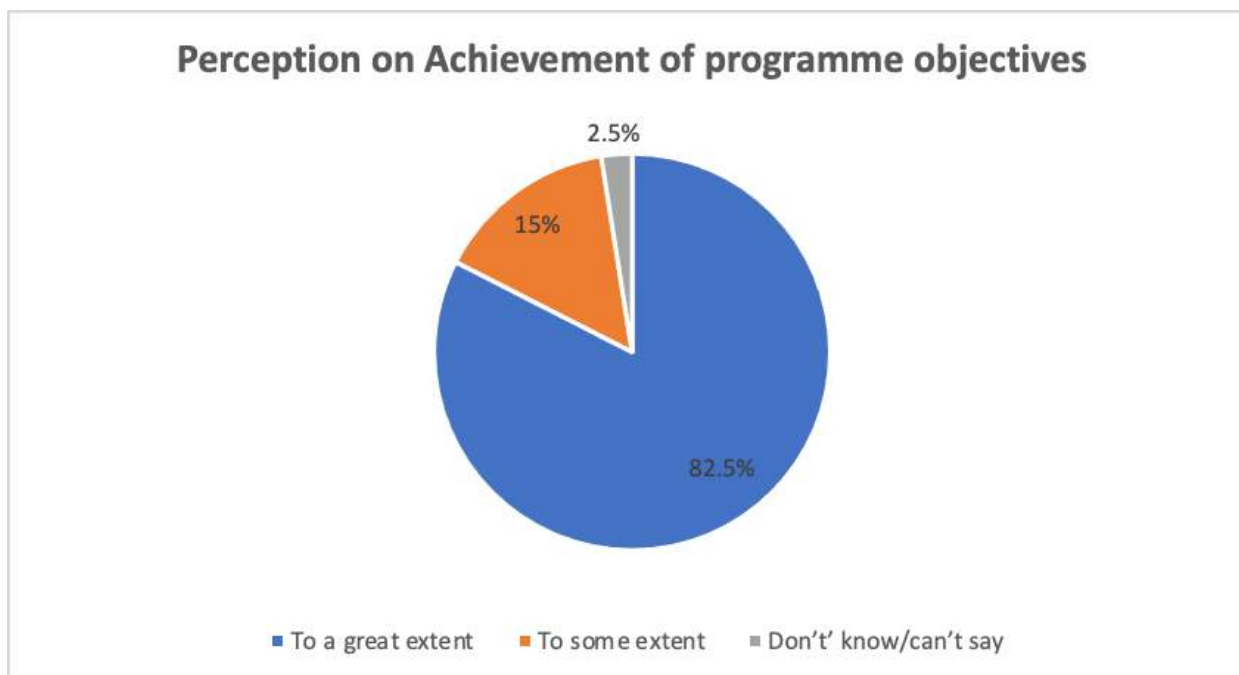
The buildings below show the renovation of old buildings by government bodies in Tanzania to make them disability friendly. The policy dialogue activities by HLDD contributed to such actions. This was not observed during the field visit and the picture below is taken from HLDD report 2020.



Annex 7: Quantitative Survey Data

1. Perception on achievement of programme objectives

1A. Partners



1B. Beneficiaries

		Ethiopia	Kenya	Tanzania	Uganda	Average for all Countries
Female	Great extent	66.7%	100.0%	70.6%	68.2%	71.2%
	To some extent	33.3%	0.0%	29.4%	31.8%	28.8%
	N	9	4	17	22	52
Male	Great extent	66.7%	100.0%	72.2%	81.8%	75.0%
	To some extent	33.3%	0.0%	27.8%	18.2%	25.0%
	N	9	2	18	11	40
Total	Great extent	66.7%	100.0%	71.4%	72.7%	72.8%
	To some extent	33.3%	0.0%	28.6%	27.3%	27.2%
	N	18	6	35	33	92



2. Changes brought by the EAP

2A. Partners

Changes brought by Programme	Frequency	%
Increased income	24	60%
Increase chances of capacity development	23	58%
Increased awareness of natural resources management	23	58%
Increased participation of the target groups in community functions and structures	22	55%
Increased agricultural production level	22	55%
Increased rights and protection of the target groups	21	53%
Increased number of stakeholders supporting the target groups	18	45%
Increased participation in markets	18	45%
Increased application of natural resources management practices	18	45%
Increased recognition and protection of target groups with respect to identity and education	14	35%
Increased public debates on the legal rights and entitlements of target groups	13	33%
Increased access to water	10	25%
Increased programming opportunities and relevant strategies for the target groups	8	20%
Increased number of legal and paralegal practitioners supporting the target groups	7	18%
Changes in advocacy and partnership strategies	6	15%
N	40	



2B. Beneficiaries

	Ethiopia	Kenya	Tanzania	Uganda	Average All Countries
Increased rights and protection of the target groups	44.4%	0.0%	94.1%	36.4%	53.8%
Increased public debates on the legal rights and entitlements of target groups	33.3%	0.0%	76.5%	13.6%	36.5%
Increased number of legal and paralegal practitioners supporting the target groups	22.2%	0.0%	41.2%	9.1%	21.2%
Increased number of stakeholders supporting the target groups	22.2%	0.0%	70.6%	22.7%	36.5%
Increased recognition and protection of target groups with respect to identity and education	33.3%	25.0%	64.7%	4.5%	30.8%
Increased participation of the target groups in community functions and structures	44.4%	0.0%	76.5%	31.8%	46.2%
Increased income	77.8%	0.0%	76.5%	95.5%	78.8%
Increased participation in markets	66.7%	0.0%	47.1%	31.8%	40.4%
Increased agricultural production level	66.7%	0.0%	76.5%	68.2%	65.4%
Changes in food security level	44.4%	0.0%	64.7%	68.2%	57.7%
Increased programming opportunities and relevant strategies for the target groups	11.1%	0.0%	41.2%	9.1%	19.2%
Increase chances of capacity development	77.8%	0.0%	70.6%	54.5%	59.6%
Changes in advocacy and partnership strategies	11.1%	0.0%	41.2%	13.6%	21.2%
Improved access to water	22.2%	25.0%	23.5%	18.2%	21.2%
Increased awareness of natural resources management	55.6%	0.0%	52.9%	40.9%	44.2%
Increased application of natural resources management practices	22.2%	0.0%	29.4%	36.4%	28.8%
Don't know/Can't say	0.0%	25.0%	0.0%	0.0%	1.9%
N	9	4	17	22	52
Increased rights and protection of the target groups	77.8%	0.0%	83.3%	63.6%	72.5%
Increased public debates on the legal rights and entitlements of target groups	11.1%	0.0%	72.2%	27.3%	42.5%
Increased number of legal and paralegal practitioners supporting the target groups	11.1%	0.0%	66.7%	27.3%	40.0%
Increased number of stakeholders supporting the target groups	0.0%	50.0%	66.7%	27.3%	40.0%



Increased recognition and protection of target groups with respect to identity and education	44.4%	0.0%	61.1%	27.3%	45.0%
Increased participation of the target groups in community functions and structures	66.7%	0.0%	83.3%	45.5%	65.0%
Increased income	66.7%	0.0%	72.2%	100.0%	75.0%
Increased participation in markets	66.7%	0.0%	33.3%	27.3%	37.5%
Increased agricultural production level	55.6%	0.0%	61.1%	72.7%	60.0%
Changes in food security level	33.3%	50.0%	50.0%	72.7%	52.5%
Increased programming opportunities and relevant strategies for the target groups	33.3%	0.0%	44.4%	18.2%	32.5%
Increase chances of capacity development	44.4%	0.0%	66.7%	72.7%	60.0%
Changes in advocacy and partnership strategies	11.1%	0.0%	50.0%	27.3%	32.5%
Improved access to water	22.2%	0.0%	16.7%	18.2%	17.5%
Increased awareness of natural resources management	55.6%	0.0%	50.0%	72.2%	55.0%
Increased application of natural resources management practices	33.3%	0.0%	5.6%	54.5%	25.0%
Don't know/Can't say	0.0%	0.0%	0.0%	0.0%	0.0%
N	9	2	18	11	40
Increased rights and protection of the target groups	61.1%	0.0%	88.6%	45.5%	62.0%
Increased public debates on the legal rights and entitlements of target groups	22.2%	0.0%	74.3%	18.2%	39.1%
Increased number of legal and paralegal practitioners supporting the target groups	16.7%	0.0%	54.3%	15.2%	29.3%
Increased number of stakeholders supporting the target groups	11.1%	16.7%	68.6%	24.2%	38.0%
Increased recognition and protection of target groups with respect to identity and education	38.9%	16.7%	62.9%	12.1%	37.0%
Increased participation of the target groups in community functions and structures	55.6%	0.0%	80.0%	36.4%	54.3%
Increased income	72.2%	0.0%	74.3%	97.0%	77.2%
Increased participation in markets	66.7%	0.0%	40.0%	30.3%	39.1%
Increased agricultural production level	61.1%	0.0%	68.6%	69.7%	63.0%
Changes in food security level	38.9%	16.7%	57.1%	69.7%	55.4%



Increased programming opportunities and relevant strategies for the target groups	22.2%	0.0%	42.9%	12.1%	25.0%
Increase chances of capacity development	61.1%	0.0%	68.6%	60.6%	59.8%
Changes in advocacy and partnership strategies	11.1%	0.0%	45.7%	18.2%	26.1%
Improved access to water	22.2%	16.7%	20.0%	18.2%	19.6%
Increased awareness of natural resources management	55.6%	0.0%	51.4%	51.5%	48.9%
Increased application of natural resources management practices	27.8%	0.0%	17.1%	42.4%	27.2%
Don't know/Can't say	0.0%	16.7%	0.0%	0.0%	1.1%
N	18	6	35	33	92

3. Contribution of EAP to environmental protection and sanitation (Beneficiaries)

		Ethiopia	Kenya	Tanzania	Uganda	Project Area
Female	To some extent	55.6%	25.0%	41.2%	22.7%	34.6%
	Not at all	0.0%	25.0%	0.0%	0.0%	1.9%
	Great extent	44.4%	50.0%	35.3%	77.3%	55.8%
	Don't Know/Can't Say	0.0%	0.0%	23.5%	0.0%	7.7%
	N	9	4	17	22	52
Male	To some extent	66.7%	0.0%	44.4%	18.2%	40.0%
	Not at all	0.0%	50.0%	5.6%	0.0%	5.0%
	Great extent	33.3%	50.0%	33.3%	81.8%	47.5%
	Don't Know/Can't Say	0.0%	0.0%	16.7%	0.0%	7.5%
	N	9	2	18	11	40
Total	To some extent	61.1%	16.7%	42.9%	21.2%	37.0%
	Not at all	0.0%	33.3%	2.9%	0.0%	3.3%
	Great extent	38.9%	50.0%	34.3%	78.8%	52.2%
	Don't Know/Can't Say	0.0%	0.0%	20.0%	0.0%	7.6%
	N	18	6	35	33	92



4. Behaviour change towards environmental protection (Beneficiaries)

		Ethiopia	Kenya	Tanzania	Uganda	Project Area
Female	Yes	77.8%	100.0%	70.6%	100.0%	86.5%
	No	0.0%	0.0%	5.9%	0.0%	1.9%
	Don't Know/Can't Say	22.2%	0.0%	23.5%	0.0%	11.5%
	N	9	4	17	22	52
Male	Yes	100.0%	100.0%	77.8%	100.0%	90.0%
	No	0.0%	0.0%	5.6%	0.0%	2.5%
	Don't Know/Can't Say	0.0%	0.0%	16.7%	0.0%	7.5%
	N	9	2	18	11	40
Total	Yes	88.9%	100.0%	74.3%	100.0%	88.0%
	No	0.0%	0.0%	5.7%	0.0%	2.2%
	Don't Know/Can't Say	11.1%	0.0%	20.0%	0.0%	9.8%
	N	18	6	35	33	92

5. Contribution of the EAP to gender equity (Beneficiaries)

5A. Whether the programme contributed

		Ethiopia	Kenya	Tanzania	Uganda	Average All Countries
Female	Yes	100.0%	100.0%	94.1%	95.5%	96.2%
	Don't Know/Can't Say	0.0%	0.0%	5.9%	4.5%	3.8%
	N	9	4	17	22	52
Male	Yes	100.0%	100.0%	94.4%	100.0%	97.5%
	No	0.0%	0.0%	5.6%	0.0%	2.5%
	N	9	2	18	11	40
Total	Yes	100.0%	100.0%	94.3%	97.0%	96.7%
	No	0.0%	0.0%	2.9%	0.0%	1.1%
	Don't Know/Can't Say	0.0%	0.0%	2.9%	3.0%	2.2%
	N	18	6	35	33	92



5B. Extent of contribution

		Ethiopia	Kenya	Tanzania	Uganda	Project Area
Female	To some extent	55.6%	25.0%	50.0%	57.1%	52.0%
	Great Extent	44.4%	75.0%	50.0%	42.9%	48.0%
	N	9	4	16	21	50
Male	To some extent	44.4%	0.0%	58.8%	45.5%	48.7%
	Great Extent	55.6%	100.0%	41.2%	54.5%	51.3%
	N	9	2	17	11	39
Total	To some extent	50.0%	16.7%	54.5%	53.1%	50.6%
	Great Extent	50.0%	83.3%	45.5%	46.9%	49.4%
	N	18	6	33	32	89

6. The extent to which KNOW-HOW3000 supported programme objectives (Partners)

	Frequency	%
Great extent	25	62.5%
To some extent	8	20.0%
Don't know/can't say	6	15.0%
Not at all	1	2.5%
Total	40	100%



7. Success factors (Partners)

Reasons for achievement	Frequency	%
Working with committed people	31	78%
Involving beneficiaries in all aspects of project planning, implementation, monitoring and evaluation	31	78%
Cooperation by community	30	75%
Experienced Project Managers & Professional Project Team Leaders/intelligent people	28	70%
Proper planning	28	70%
Monitoring and control	28	70%
Availability of funding	27	68%
Effective communication	26	65%
Project responded to community felt needs	23	58%
Methodical approach	22	55%
Adherence to best practices	18	45%
Careful management of risks	18	45%
Strong closure of project	12	30%
Use of professional software	4	10%
N	40	



8. Extent of ownership of the projects

8A. Partners

	Frequency	%
High	21	52%
Moderate	18	45%
No ownership	1	3%
Total	40	

8B. Beneficiaries

		Ethiopia	Kenya	Tanzania	Uganda	Average for all Countries
Female	Moderate	33.3%	0.0%	5.9%	50.0%	28.8%
	Low	0.0%	0.0%	5.9%	0.0%	1.9%
	High	66.7%	100.0%	88.2%	50.0%	69.2%
	N	9	4	17	22	52
Male	Moderate	33.3%	0.0%	38.9%	45.5%	37.5%
	High	66.7%	100.0%	61.1%	54.5%	62.5%
	N	9	2	18	11	40
Total	High	66.7%	100.0%	74.3%	51.5%	66.3%
	Moderate	33.3%	0.0%	22.9%	48.5%	32.6%
	Low	0.0%	0.0%	2.9%	0.0%	1.1%
	N	18	6	35	33	92



9. Sustainability mechanisms used by partners

Sustainability Mechanisms	Frequency	%
Capacity building communities	32	80%
Involve key stakeholders-communities, local government	30	75%
Integrate sustainability in all your projects	28	70%
Involve local government	27	68%
Communication and Outreach	21	53%
Having long term vision	19	48%
Explore new opportunities/ new partnerships	18	45%
Boost existing relations	18	45%
Institutionalise local groups	18	45%
Diversify funding sources	13	33%
Volunteer engagement	13	33%
Undertake proper research to understand about the various options that can be used to maintain a steady flow of funds	6	15%
Create inventory of resources	5	13%
N	40	

10. Extent of absorption of supporting measures provided during monitoring (Partners)

	Frequency	%
Great extent	28	70%
To some extent	12	30%
Total	40	



11. Changes likely to prevail

11A. Partners

Sustainability Aspects	Frequency	%
Gender equality	29	73%
Increased agricultural production	26	65%
Increased income	25	63%
Community participation in community functions and structures	24	60%
capacity building	23	58%
Community members claiming and exercising their rights	21	53%
Implementing natural resources management practices	21	53%
Increased food security	20	50%
Increased access to market	16	40%
Increased employment	11	28%
Socio-economic empowerment of orphans and PLWD	7	18%
Legal and paralegal practitioners supporting the target groups	6	15%
Improved nutrition	3	8%
N	40	

11B. Beneficiaries

	Ethiopia	Kenya	Tanzania	Uganda	Average All Countries
Increased agricultural production	55.6%	0.0%	76.5%	68.2%	63.5%
Community members claiming and exercising their rights	11.1%	0.0%	88.2%	22.7%	40.4%
Community participation in community functions and structures	44.4%	25.0%	82.4%	27.3%	48.1%
Implementing natural resources management practices	22.2%	0.0%	47.1%	31.8%	32.7%
Gender equality	77.8%	50.0%	100.0%	63.6%	76.9%
Increased access to market	44.4%	0.0%	29.4%	27.3%	28.8%
Increased income	66.7%	0.0%	76.5%	86.4%	73.1%
Increased food security	33.3%	0.0%	58.8%	59.1%	50.0%
Capacity building	77.8%	0.0%	70.6%	77.3%	69.2%
Legal and paralegal practitioners supporting the target groups	22.2%	0.0%	47.1%	4.5%	21.2%
Increased employment	11.1%	0.0%	41.2%	27.3%	26.9%
Socio-economic empowerment of orphans and PLWD	55.6%	0.0%	58.8%	18.2%	36.5%
N	9	4	17	22	52
Increased agricultural production	55.6%	50.0%	66.7%	81.8%	67.5%
Community members claiming and exercising their rights	22.2%	0.0%	94.4%	36.4%	57.5%
Community participation in community functions and structures	22.2%	0.0%	83.3%	36.4%	52.5%



Implementing natural resources management practices	22.2%	0.0%	44.4%	36.4%	35.0%
Gender equality	77.8%	100.0%	100.0%	63.6%	85.0%
Increased access to market	55.6%	0.0%	27.8%	27.3%	32.5%
Increased income	55.6%	0.0%	72.2%	81.8%	67.5%
Increased food security	33.3%	0.0%	55.6%	81.8%	55.0%
Capacity building	66.7%	0.0%	77.8%	63.3%	67.5%
Legal and paralegal practitioners supporting the target groups	11.1%	0.0%	61.1%	27.3%	37.5%
Increased employment	22.2%	0.0%	50.0%	27.3%	35.0%
Socio-economic empowerment of orphans and PLWD	11.1%	0.0%	50.0%	45.5%	37.5%
N	9	2	18	11	40
Increased agricultural production	55.6%	16.7%	71.4%	72.7%	65.2%
Community members claiming and exercising their rights	16.7%	0.0%	91.4%	27.3%	47.8%
Community participation in community functions and structures	33.3%	16.7%	82.9%	30.3%	50.0%
Implementing natural resources management practices	22.2%	0.0%	45.7%	33.3%	33.7%
Gender equality	77.8%	66.7%	100.0%	63.6%	80.4%
Increased access to market	50.0%	0.0%	28.6%	27.3%	30.4%
Increased income	61.1%	0.0%	74.3%	84.8%	70.7%
Increased food security	33.3%	0.0%	57.1%	66.7%	52.2%
Capacity building	72.2%	0.0%	74.3%	72.7%	68.5%
Legal and paralegal practitioners supporting the target groups	16.7%	0.0%	54.3%	12.1%	28.3%
Increased employment	16.7%	0.0%	45.7%	27.3%	30.4%
Socio-economic empowerment of orphans and PLWD	33.3%	0.0%	54.3%	27.3%	37.0%
N	18	6	35	33	92



12. **The extent to which partner organisations work made the communities aware of their rights.**

		Ethiopia	Kenya	Tanzania	Uganda	Average project area
Female	To some extent	33.3%	50.0%	47.1%	54.5%	48.1%
	Great extent	66.7%	0.0%	52.9%	45.5%	48.1%
	Don't know/Can't say	0.0%	25.0%	0.0%	0.0%	1.9%
	Not at all	0.0%	25.0%	0.0%	0.0%	1.9%
	N	9	4	17	22	52
Male	To some extent	44.4%	0.0%	33.3%	45.5%	37.5%
	Great extent	55.6%	50.0%	66.7%	54.5%	60.0%
	Don't know/Can't say	0.0%	50.0%	0.0%	0.0%	2.5%
	N	9	2	18	11	40
Total	Great extent	61.1%	16.7%	60.0%	48.5%	53.3%
	To some extent	38.9%	33.3%	40.0%	51.5%	43.5%
	Don't know/Can't say	0.0%	33.3%	0.0%	0.0%	2.2%
	Not at all	0.0%	16.7%	0.0%	0.0%	1.1%
	N	18	6	35	33	92



Annex 8: Programme Logframe

Overall objective	Contribute to the improvement of living conditions of disadvantaged groups in five East African countries.					
	Reason for intervention / Intervention Logic	Planned indicators, including # of beneficiaries, gender disaggregated			Sources of verification	Assumptions / risks
		Indicator	Baseline	Target value		
Specific objective(s) / Project Objective	1. Improve natural resource management, agricultural production and access to market for small scale farmers and their families	Number of persons that benefit from improved food security, income generation, natural resource management, and climate change adaptation	All baseline data will be submitted with programme report 2019	In total, 100.571 direct beneficiaries (52.405 women, 48.166 men) and 380.944 indirect beneficiaries (201.135 women, 179.809 men) will be reached.	Project Reports Evaluation Reports	Political developments do not disturb the stability of the country No major meteorological Incidents with serious impacts Continuous favourable conditions for cooperation with local authorities
	2. Strengthen civil society and marginalised people to access and exert their human- and civil rights	Number of persons that benefit from strengthened rights of women, children, youth, and disadvantaged / vulnerable groups	All baseline data will be submitted with programme report 2019	In total 76.042 direct beneficiaries (49.803 women, 47.739 men) and 1.815.750 indirect beneficiaries (1.008.368 women, 1.038.202 men) will be reached		



Expected result 1 including attribution to SDG target(s) ^[2]	R1) Ensured Food security and improved income generation, enhanced capacity in natural resource management and climate change adaptation and improved access to water and sanitation (contribution to SDG 2, 6, 7 and 15)	I.1.1 No. of farmers whose agricultural production increased by at least 10% (SDG target 2.1) (SDG target 2.3)	All baseline data will be submitted with programme report 2019	The agricultural production of 7.549 women and 5.392 men increased by at least 10%	Baseline and endline survey, annual reports, external evaluation report by Donor, physical observation, target groups interview	No occurrence of drought, pests, vermin Cooperation of the pastoralist communities, active involvement of government and other stakeholders in the area Farmers are interested and ready to adapt to climate change, receptive of innovation (e.g. PV or energy saving stoves)
		I.1.2 Small scale farmers have access to local markets and increase their household income by at least 10% (SDG target 2.1) (SDG target 2.3)	All baseline data will be submitted with programme report 2019	Household income of 4.415 women and 2.870 men increased by more than 10%	Baseline and conclusion survey, annual reports, external evaluation report by Donor, physical observation, target groups interview	Stable situation so that market activities can be conducted No occurrence of drought, pests Active involvement of government and other stakeholders in the area



		I.1.3 Farmers apply climate resilient agricultural practices (soil conversation, drought resistant crops, tree planting) (SDG target 2.1) (SDG target 2.4) (SDG target 15.2)	All baseline data will be submitted with programme report 2019	7.688 women and 5.735 men implement resilient agricultural practices	Baseline and conclusion survey, annual reports, external evaluation report by Donor, physical observation, target groups interview	
		I.1.4 Beneficiaries apply different types of energy saving technologies (energy saving stoves, photovoltaic systems) (SDG target 7.1)	All baseline data will be submitted with programme report 2019	1.037 women and 1.013 men apply different types of energy saving technologies	Baseline and conclusion survey, annual reports, external evaluation report by Donor, physical observation, target groups interview	
		I.1.5 Beneficiaries have equitable access to safe and affordable drinking water (SDG target 6.1) (SDG target 6.4)	All baseline data will be submitted with programme report 2019	34.784 women and 32.750 men have access to safe water supply	Baseline and conclusion survey, number of water points established/ maintained, external evaluation report by Donor, physical observation, target groups interview	
		I.1.6 Beneficiaries in the target areas apply improved sanitation and hygiene practices (SDG target 6.2)	All baseline data will be submitted with programme report 2019	11.611 women and 11.314 women (mainly school students) apply improved sanitation and hygiene practices	Baseline and conclusion survey, number of water points established/ maintained, external evaluation report by Donor, physical observation, target groups interview	Sufficient sanitary including soap facilities in place



Expected result 2 including attribution to SDG target(s)	R2) The rights of women, children, youth and disadvantaged / vulnerable groups as well as the rule of law are strengthened (contribution to SDG 5, 10, 16)	1.2.1 Increasing number of women at different levels of decision making in political, economic, and public life (SDG target 5.5)	All baseline data will be submitted with programme report 2019	Women represented on decision making committees (parish, Sub Counties and district, community representation) increased by more than 20%	Baseline report, quarterly and annual reports, ends of project evaluation report, Statistics of public participation, Public election lists	Favourable environment for women participation, i.e. they have sufficient time to participate in public fora
		1.2.2 Women, youths, orphans and vulnerable children, people with disabilities and other vulnerable groups are empowered and socially or economically included (SDG target 10.2)	Inclusion will be defined for each individual project contributing to the indicator in the baseline study	6.217 marginalised women and 4.331 marginalised men are socially or economically included.	Baseline report and End of project evaluation report, observation	Communities are open to change and inclusion
		1.2.3 XX cases of violence against vulnerable groups (gender based violence, land rights issues and community conflicts) addressed and if necessary referred to relevant authorities. (SDG target 16.3)	All baseline data will be submitted with programme report 2019	2.132 cases of violence against vulnerable groups reported		



		I.2.4 Local partner organisations have capacities and engage in policy dialogue with authorities in at least 20 instances (SDG target 16.7)	All baseline data will be submitted with programme report 2019	- At least 10 organisations have policy strategies/ plans developed - At least 20 engagements in stakeholder meetings / policy dialogues	Documentation of trainings, Documentation of participation in policy processes and stakeholder meetings of CSOs, Evaluation report	Conducive environment, certain openness of political stakeholders to engage with CSOs and communities
Expected result 3 (including attribution to SDG target(s))	R3) Women and men are empowered for increased gender equality (contribution to SDG 5)	I.3.1 Gender analysis conducted and results of Gender analysis and baseline studies considered in action plans of projects	All baseline data will be submitted with programme report 2019	Gender analysis conducted and recommendations considered	Gender analysis, Baseline Studies, Action plans	Certain openness of men and women to change
		I.3.2 Main considerations and conclusions of Gender Analysis integrated in new regional strategy	All baseline data will be submitted with programme report 2019	Main considerations and conclusions of Gender Analysis integrated in new regional strategy	Regional Strategy East Africa and Ethiopia	
Expected result 4 (including attribution to SDG target(s))	R4) Relevant knowledge is generated, shared and multiplied by partner organisations of HORIZONT3000 and its Member Organisations in order to improve organisational performance	I.4.1 Number of partner organisations which have capitalised relevant experiences via Systematizations and other methods.	-	4 partner organisations have capitalised relevant experiences	Documentation/ Product of experience capitalization processes, Reports, participants' list and surveys of meetings, workshops, events and trainings, Action plans for Learning and Follow-Up Surveys for	Facilitators for systematisation or other methods are available. Regional Office has the human and methodological capacities to implement high quality activities



	(contribution to SDG 17.9. and 17.16)	I.4.2 Number of partner organisations which have gained new insights for their work through learning and sharing processes within CoPs and sharing events.	-	9 partner organisations	KNOW-HOW3000 activities	and follow up on them. Partner Organisations send the right persons to trainings and other activities.
		I.4.3 Number of partner organisations which have improved their capacities, methods and/or approaches through learnings in specific training, coaching/ consultancies and learning visits.	-	21 partner organisations		Partner Organisations are open to change and to test new methods/ apply new knowledge.
		I.4.4 Number of partner organisations which have documented initiatives to apply new knowledge and methods via follow-up surveys, Learning Action Plans and other methods.	-	18 partner organisations have documented initiatives to apply new knowledge and methods		



Annex 9: Tools

A. Observation Checklist

Country	Project and implementing partner	Objects of observation	Description (Describe the following depending on the nature of the physical intervention) <ul style="list-style-type: none"> • Extent (size/number) • Current physical condition • Accessibility (both distance and facilities, particularly for persons with disabilities) • Take photographs of the physical interventions with permission from the owners
Kenya	Water and Sanitation in Turkana (by Diocese of Lodwar)	Two drilled boreholes; rehabilitated water points; small scale irrigation works/infrastructure associated with water points, and school latrines constructed as a result of the sanitation project	
Ethiopia	Integrated Natural Resources Management for Livelihood Security in Munessa (by HEfDA)	Rehabilitated degraded land; Nursery development sites; Installed biogas in sample households; Fuel saving stoves on production by women groups; Seedlings planted at primary schools in project sites; Spring water developed.	
	Integrated Community Development of Hamer	Constructed health post; rehabilitated health post; constructed veterinary health post;	



	Communities (by SCORE)	rehabilitated veterinary health post; earthen pond; milling machine	
	Sustainable Livelihoods in Hossana (by ECC-SDCO)	Avocado seedlings distributed to community beneficiary members; pottery production centre	
Tanzania	Sustainable Agriculture for smallholder Farmers in Kayanga (by CHEMA)	Fish ponds constructed by youth groups, bee cages constructed for demonstration, tree plantation	
	Enabling Rural Innovation Mara (by OWSL)	Tree nurseries, vegetable kitchen gardens, agroforestry trees planted	
	Food Security in Songwe (by ADP Mbozi)	Chicken and chicken rearing facilities, storage facilities	
Uganda	Promoting Permaculture for Improved Livelihoods (by AFIRD)	Demonstration of ecological farming practices; transformed school landscape	
	Socio-economic Empowerment of People with Disabilities and Orphans (by Caritas Kiyinda Mityana)	Banana gardens, kitchen gardens	
	Enabling Rural Innovation Tororo (by Caritas Tororo ArchDiocese)	Construction and use of solar dryers, Caritas Tororo learning centre, biogas, solar irrigation system	



	Enabling Rural Innovation Masaka (by MADDO)	Soil and water conservation structures, agroforestry, installed solar and biogas, tree nurseries, energy saving stoves in sample households	
	Strengthening Rights of Market Women (by UWONET)	Construction of latrine, Water services, Day care	

B. Focus Group Discussion (FGD) Guideline for Beneficiaries

Introduction and Consent:

Good Morning/Afternoon. My name is..... from Includovate, a research firm currently contracted by HORIZONT3000 to conduct a final evaluation of its 4-year framework programme dubbed "HORIZONT3000 East Africa Programme 2019-2022". The programme aimed at improving the living conditions of disadvantaged groups in five East African countries, namely Ethiopia, Kenya, South Sudan, Tanzania and Uganda. Through this programme, the HORIZONT3000 aimed to; 1) improve natural resource management, agricultural production and access to market for small scale farmers and their families, and 2) strengthen civil society and marginalised people to access and exert their human and civil rights.

The intended results were to ensure food security, improve income generation, enhance capacity in natural resource management and climate change adaptation as well as improve access to water and sanitation. This was coupled with strengthening of rights of disadvantaged / vulnerable groups and the rule of law, increasing gender equality as well as generation of relevant knowledge for the partner and member organisation.

The purpose of this evaluation is to gather information on the programme in order to analyse its effectiveness and sustainability at the level of the regional programme and the individual project of the partner organisation. Analysis of the programme's strengths and potential for improvement in the cross-cutting areas of gender equality as well as environmental and climate protection will also be done. Besides, this will help in analysing the strengths of and the potential for improvement of the programme in the area of knowledge management. Finally, this evaluation process will gather recommendations for relevant stakeholders to improve the management of the programme in the next funding phase from 2023.

Therefore, as a beneficiary of the programme, you have been selected to participate in this discussion. I therefore, kindly request you to share your honest views on different issues we will be discussing with you. Accordingly, we ask that the responses you provide are given on behalf of your organisation, and not the individual responding to the interview. The discussion will take about 90 minutes.



Your responses and data from this discussion are confidential. Includovate will use this data to achieve the objectives that have been outlined above. We follow all local, national, and international standards for the transfer, storage, and use of data. With the active and meaningful participation, Includovate will compile a Feedback Report with key findings and recommendations from the discussion. Please note that participation is voluntary and if you choose not to participate, be assured that there will be no effect on your future relationship with HORIZONT3000. For more information, you are invited to contact our project manager Veronica Phekani (Email: veronica.phekani@includovate.com; Phone: +27620782744)

I agree to take part in the Interview 1=Yes 2=No

Thank you very much for your contribution

Background Information

S.No.	Name	Gender	Age	Religion	Occupation	Mother tongue	Place of residence	Marital status	Economic status	Level of education	Disability status
1											
2											
3											
4											
5											
6											
7											
8											
9											
10											

Date _____ Place _____ FGD Group (Male/Female) _____

Name of facilitator: _____



Country: Ethiopia

Project: Integrated Natural Resources Management for Livelihood Security

Implementer: Harmee Education for Development Association (HEfDA)

1. What do you think are the major causes of natural resource degradation and climate change in your area? (Probe: Identify community perception of natural resource degradation and climate change over time; identify if there is change over the past four years)

2. What did HEfDA do in your communities? (Probe: Awareness raising education; training; community conversation; nursery development and provision of seedlings; promoting fuel saving stove and solar panel)

3. What are the main benefits/changes you obtained from the HEfDA project? (Probe: New knowledge and skills on agricultural practices, alternative energy saving; improved production; employment; income).

4. What are the main challenges that limited your benefits from the HEfDA project?

5. What are the mechanisms you are using to conserve natural resources on your farms (Probe: Construction of conservation structures; tree planting; etc). Identify also if they have the plan to do these conservation works in the future.

6. How are soil and water conservation structures as well as trees planted being administered/managed now? How are you administering/managing it in the future? (Probe: Identify if a community committee or local government already took over; individually owned by individual farmers, etc)

7. How did HEfDA build your capacities on natural resource conservation and income generation? (Probe: Community conversations; various trainings; institution building)

8. Have you ever taken training/capacity building on gender issues?

9. The HEfDA project is now over. What do you think are the benefits/changes remaining with you from the project? (Probe: knowledge; skill; environmental physical achievements; etc)

10. Do you think that women equally participated in and benefited from the HEfDA project as men? (Probe: Identify if there are activities that particularly participated/benefited women or limited the participation/benefits of women; what should be improved)

11. What are the cultural practices and attitudes that limited the participation in and benefit of women in the HEfDA project? (Probe: Identify what should be improved in this regard)

12. Do you think that persons with disabilities participated in and benefited from the HEfDA project? How? (Probe: Socio-cultural and practical



challenges limiting persons with disabilities participation and benefit)

13. What are environmentally friendly behavioural changes witnessed by your community as a result of the HEfDA project intervention? (Probe: Stopping deforestation; turning to energy-saving stoves; planting trees; building soil and water conservation structures)

14. Do you share experiences/knowledge you get from the project among yourselves or with other bodies? Have you shared experiences from others? How is the sharing made? (Probe: Community cross-learning; Identify the benefits of this experience sharing)

15. Have you ever heard someone complaining about services provided in your community by HEfDA? What do they complain about? (Probe: Identify also where the community members take their complaints when they have one and how that is redressed)

16. Have you ever participated in monitoring/evaluation of the works done by the HEfDA project? What were the suggestions you made? (Probe: Identify if their suggestions were taken seriously or ignored and ask them to cite examples)

17. Have you ever participated in a steering committee? (Probe: Gender composition of the committee and responsibilities)

18. On a scale of 1-5, how satisfied are you with the overall benefits you got from HEfDA project works in your community? Why have you rated it so?

19. Suppose that this project (or a similar project) continues to be implemented among your community over the next four years. What do you think should be improved/done?



Country: Ethiopia

Project: Integrated Development of the Hamer Community

Implementer: Spiritan Community Outreach Ethiopia (SCORE)

1. What are the maternal and child health problems facing your communities? (Probe: Ask the participants to trace health problems in their societies over time; Identify if they see improvements over the past four years; let them mention indicators for improvements/challenges)

2. What are major works that SCORE did in your community? (Probe: Construction/rehabilitation of human health post; construction/rehabilitation of livestock health post; provision of vaccination; etc)

3. How have the works of SCORE benefitted your community? (Probe: In terms of access to health services; reduction of child/livestock death etc)

4. Are there behavioural changes that have resulted from SCORE's work in your community? (Probe: More mothers giving birth in health posts; more people vaccinate their children, etc)

5. How do your communities get health education? (Probe: Identify if they get health education in appropriate language and through appropriate media)

6. What are the major factors (including cultural practices and attitudes) that limit the benefit of mothers and children from the health posts in your community? What should be improved in this regard?

7. How do you evaluate access to basic education for children and adults over the past four years compared to the past? (Probe: What are the indicators?)

8. What are the major benefits your community got from SCORE's work on education? What are the changes witnessed as a result (Probe: More children/adult went to school; increased awareness; etc)

9. What are the major factors (including cultural practices and attitudes) that limit your benefits from SCORE's work on education in your communities?

10. How did SCORE build your capacities? (Probe: various trainings; awareness raising, etc)

11. Have you ever taken training/capacity building on gender issues?

12. The SCORE project is now over. What do you think are the benefits/changes remaining with you from the project? (Probe: knowledge; skill; health and education facilities; etc)



13. Do you think that women equally participated in and benefited from the SCORE project as men? (Probe: Identify if there are activities that particularly participated/benefited women or limited the participation/benefits of women (e.g. poultry production); what should be improved)

14. What are the cultural practices and attitudes that limited the participation in and benefit of women in the SCORE project? (Probe: Identify what should be improved in this regard)

15. Do you think that persons with disabilities participated in and benefited from the SCORE project? How? (Probe: Socio-cultural and practical challenges limiting persons with disabilities participation and benefit)

16. What are environmentally friendly behavioural changes witnessed by your community as a result of the SCORE project intervention? (Probe: Conservation agriculture such as mulching; probe also about farming practice in Hamer)

17. Do you share experiences/knowledge you get from the project among yourselves or with other bodies? Have you shared experiences with others? How is the sharing made? (Probe: Education experience sharing visit; Identify the benefits of this experience sharing)

18. Have you ever heard someone complaining about services provided in your community by SCORE? What do they complain about? (Probe: Identify also where the community members take their complaints when they have one and how that is redressed)

19. Have you ever participated in monitoring/evaluation of the works done by the SCORE project? What were the suggestions you made? (Probe: Identify if their suggestions were taken seriously or ignored and ask them to cite examples)

20. Have you ever participated in a steering committee? (Probe: Gender composition of the committee, and responsibilities)

21. On a scale of 1-5, how satisfied are you with the overall benefits you got from SCORE project works in your community? Why have you rated it so?

22. Suppose that this project (or a similar project) continues to be implemented among your community over the next four years. What do you think should be improved/done?



Country: Ethiopia

Project: Development of Sustainable Livelihood, Hosanna

Implementer: Ethiopian Catholic Church – Social And Development Commission Branch Office of Hosanna (ECC-SDCO)

1. What has been the role of the Catholic Church–Hosanna in supporting your communities? (Probe: Ask the participants to mention major activities the church is performing in the community (e.g. establishing self help groups; education; agriculture))
2. How has the establishment of self help groups and cluster level associations benefitted your community? (Probe: Provision of loan; income generation; women social empowerment)
3. What are the existing challenges that limit the success of self help groups and the benefit of their members in your community?
4. What are the benefits your community got from the Catholic Church–Hosanna works on education? What are the challenges that limited the benefits?
5. What is the contribution of the Catholic Church–Hosanna's work on agriculture in your community? (Probe: Distribution of fruit bearing seedlings and animal fodder seedlings–and the benefits). What are the challenges that limited the benefit?
6. How did the Catholic Church–Hosanna build your capacities on saving/credit and self-help groups? (Probe: Community conversations; various trainings; institution building)
7. Have you ever taken training/capacity building on gender issues?
8. The Catholic Church–Hosanna project is now over. What do you think are the benefits/changes remaining with you from the project? (Probe: knowledge; skill; institution; etc)
9. Do you think that women equally participated in and benefited from the Catholic Church–Hosanna project as men? (Probe: Identify if there are activities that particularly participated/benefited women or limited the participation/benefits of women; what should be improved)
10. What are the cultural practices and attitudes that limit the participation in and benefit of women in the Catholic Church–Hosanna project? (Probe: Identify what should be improved in this regard)
11. Do you think that persons with disabilities participated in and benefited from the Catholic Church–Hosanna project? How? (Probe: Socio-cultural and practical challenges limiting persons with disabilities participation and benefit)



12. What are environmentally friendly behavioural changes witnessed by your community as a result of the Catholic Church–Hosanna project intervention? (Probe: Planting of fruit-bearing plants even after the phasing out of the project)

13. Do you share experiences/knowledge you get from the project among yourselves or with other self-help groups? Have you shared experiences from self-help groups? How is the sharing made? (Probe: Experience sharing visit between self-help groups; Identify the benefits of this experience sharing)

14. Have you ever heard someone complaining about services provided in your community by the Catholic Church Hosanna project? What do they complain about? (Probe: Identify also where the community members take their complaints when they have one and how that is redressed)

15. Have you ever participated in monitoring/evaluation of the works done by the Catholic Church–Hosanna project? What were the suggestions you made? (Probe: Identify if their suggestions were taken seriously or ignored and ask them to cite examples)

16. Have you ever participated in a steering committee? (Probe: Gender composition of the committee, and responsibilities)

17. On a scale of 1-5, how satisfied are you with the overall benefits you got from the Catholic Church–Hosanna project works in your community? Why have you rated it so?

18. Suppose that this project (or a similar project) continues to be implemented among your community over the next four years. What do you think should be improved/done?



Country: Kenya

Project: Water and Sanitation in Turkana

Implementer: Diocese of Lodwar–Water Department

1. From where does your community get water? (Let the participants list the type of water source they use on a flip chart and rank which source(s) they prefer to use. Lead a discussion on why they prefer to use a particular water source–Probe for distance, accessibility, availability, purity/quality, cultural association, etc).

2. Is there any borehole drilled in your community over the past four years? (If yes, probe: Who drilled it; How the community is informed about the drilling; If the community has participated in site selection; Any problems/disagreements on site selection, etc).

3. Who maintains/rehabilitates water sources in your community? (Probe: The roles of Dioceses of Lodwar and the community)

4. For what purposes do the community members use water from the boreholes apart from drinking and washing? (Probe if the community is using borehole water for other livelihood activities (e.g. irrigation); challenges related to the use of borehole water for livelihood activities).

5. What is the source of energy for lighting and water pumping in your community? (Probe: Identify if renewable energy sources such as wind and solar energy are used)

6. What does open defecation look like in your community over the past four years? (Probe: Construction and use of latrines; cultural behaviours and practices encouraging/discouraging open defecation)

7. What are the main sources of information on sanitation issues in your community? (Write the responses of the participants on a flip chart. Then ask them to identify the main source influencing their behaviour on sanitation issues (e.g. training provided to the community, school children, etc).

8. In general, what are the major benefits your community got from the Water and sanitation projects implemented by the Diocese of Lodwar?

9. In general, what are the major challenges that limited your benefits from the Water and sanitation projects implemented in your community by the Diocese of Lodwar?

10. How did the Dioceses of Lodwar build your capacities on water and sanitation? (Probe: various trainings; institution building, etc)



11. How are boreholes administered in your community? (Probe: The role of water committees; relation of water committee to the local government; role of women in the water committees; Identify if the water committees are still functional)

12. The water and sanitation project is now over. What do you think are the benefits/changes remaining with you from the project? (Probe: knowledge; skill; boreholes; etc)

13. Do you think that women equally participated in and benefited from the water and sanitation project as men? (Probe: Identify if there are activities that particularly participated/benefited women or limited the participation/benefits of women; what should be improved)

14. What are cultural practices and attitudes that limit the participation in and benefit of women from the water and sanitation project? (Probe: Identify what should be improved in this regard)

15. Do you think that persons with disabilities participated in and benefited from the water and sanitation project implemented in your community? How? (Probe: Socio-cultural and practical challenges limiting persons with disabilities participation and benefit)

16. What are environmentally friendly behavioural changes witnessed by your community as a result of the water and sanitation project intervention? (Probe: Stopping open defecation; etc)

17. Do you share experiences/knowledge you get from the project among yourselves or with other bodies? Have you shared experiences from others? How is the sharing made?

18. Have you ever participated in monitoring/evaluation of the works done by the Dioceses of Lodwar? What were the suggestions you made? (Probe: Identify if their suggestions were taken seriously or ignored and ask them to cite examples)

19. Have you heard someone complaining about water services provided in your community? What do they complain about? (Probe: Identify problems of access to adequate and clean water; Identify also where the community members take their complaints when they have one)

20. On a scale of 1-5, how satisfied are you with the overall benefits you got from the water and sanitation project implemented by the Dioceses of Lodwar in your community? Why have you rated it so?

21. Suppose that this project (or a similar project) continues to be implemented among your community over the next four years. What do you think should be improved/done?



Country: Tanzania

Project: Strengthening of Women's Rights in Muleba

Implementer: Mamas Hope Organisation for Legal Assistance (MHOLA)

1. What were the main rights challenges that women in your community face?

2. How do you evaluate the incidence of gender-based violence in your community over the past four years? Is it increasing or decreasing? Why? (Probe: Main causes for gender-based violence in the community; Activities done to reduce gender based violence (e.g. public forum, community group discussion/dialogue, training, will writing, use of special celebration days)).

3. What are existing cultural practices and attitudes that contribute to gender based violence in your community?

4. Do you see any changes in these practices and attitudes?

5. How do you report cases of gender based-violence? (Probe: Existing barriers to reporting cases; identify the referral mechanism)

6. Have you ever been given any legal aid services and legal education on gender based violence over the past four years? (Probe: The kind of services/education given; the role of MHOLA; the accessibility and relevance of the service to the participants; limitations/challenges)

7. Have MHOLA ever connected you with concerned bodies (e.g. local government bodies)? (Probe: Identify if MHOLA connected them to concerned bodies to solve gender-based violence and other women rights issues)

8. Do you think that you can continue to work on improving the rights of women in your communities in the future? How/Why? (Probe: Identify the capacities already built and the remaining gaps)

9. The 'Strengthening of Women's Rights in Muleba' project is now over. What do you think are the benefits/changes remaining with you from the project? (Probe: Skills, institutionalised system to fight for women's rights, etc)

10. What were the challenges women with disabilities particularly faced when it comes to GBV in your communities? (Probe: Identify if the MHOLA project has addressed the needs of women with disabilities)



11. What are environmentally friendly practices that you use for agricultural production?

12. Have you ever shared your experiences with others or taken experiences from others on best practices to mitigate GBV? How was the sharing made?

13. Have you ever participated in monitoring/evaluation of the works done by MHOLA in your communities? What were the suggestions you made? (Probe: Identify if their suggestions were taken seriously or ignored and ask them to cite examples)

14. Have you heard someone complaining about MHOLA? What do they complain about? (Probe: Identify also where the community members take their complaints when they have one and how that is redressed)

15. On a scale of 1-5, how satisfied are you with the overall benefits you got from the MHOLA project? Why have you rated it so?

16. Suppose that this project (or a similar project) continues to be implemented in your community over the next four years. What do you think should be improved/done?



Country: Tanzania

Project: Strengthening the land rights of smallholder farmers

Implementer: Land Rights Research and Resources Institute (LARRRI/HAKI ARDHI)

1. What are the key land rights problems in your community? (Ask the participants to enumerate existing land related problems in their communities)
2. How do you evaluate the trends of land conflicts over the past four years? Is it increasing or decreasing? Why?
3. From where do your community members get information about land rights?
4. How are land conflicts resolved in your community? (Probe: The role of village land councils and the trust community has in these councils; What would happen if village land councils pass inappropriate decisions?)
5. What is the role of LARRRI/HAKI ARDHI in solving land rights problems in your community? (Probe: The role of LARRRI/HAKI ARDHI in raising awareness of land rights; connecting the community to organisations (including government and community organisations) addressing land problems; etc)
6. Do you think that you can continue to fight for the land rights of smallholder farmers even without external support like provided by LARRRI/HAKIARDHI? (Probe: Identify the capacities already built and the remaining gaps)
7. The 'Strengthening the land rights of smallholder farmers' project is now over. What do you think are the benefits/changes remaining with you from the project? (Probe: Skills, strong institution, etc)
8. Do you think that the land rights of persons with disabilities are protected in your communities? (Probe: Identify if the LARRRI/HAKIARDHI project has addressed the needs of persons with disabilities)
9. What are environmentally friendly natural resource management practices that you performed? (Probe: Setting aside areas for conservation)
10. Do you think that women have equally participated in and benefited from the LARRRI/HAKIARDI project? How/Why? What should be improved? (Probe: Identify if there are particular activities/interventions that especially benefited women)
11. Can women have land titles in your community? (Probe: Ask the participants to compare women's land rights in the past and over the past four years; Women's access to legal services; Identify challenges to women's land rights in the community))



12. Have you ever shared your experiences with others or taken experiences from others on best practices related to land rights? How was the sharing made?

13. Have you ever participated in monitoring/evaluation of the works done by LARRRI/HAKIARDHI in your communities? What were the suggestions you made? (Probe: Identify if their suggestions were taken seriously or ignored and ask them to cite examples)

14. Have you heard someone complaining about LARRRI/HAKIARDHI? What do they complain about? (Probe: Identify also where the community members take their complaints when they have one and how that is redressed)

15. On a scale of 1-5, how satisfied are you with the overall benefits you got from the LARRRI/HAKIARDHI project? Why have you rated it so?

16. Suppose that this project (or a similar project) continues to be implemented in your community over the next four years. What do you think should be improved/done?



Country: Tanzania

Project: Sustainable Agriculture for smallholder Farmers in Kayanga

Implementer: Catholic Diocese of Kayanga, Community Habitat Environmental Management Programme (CHEMA)

1. What are the major crops that you traditionally produce for your livelihoods?

2. Do you see any differences between the way you produced these crops in the past and since recent years (over the past 4 years)? (Probe: The difference (e.g. production of diversified crops; enhanced access to market; value addition to crop products, access to loan, etc); Why did the difference happen)

3. What are the existing challenges that your community faces to produce and market agricultural products?

4. Does your community practice beekeeping? (Probe: challenges beekeepers face including access to modern beehives and marketing)

5. Do you think that you can continue to produce diversified crops and keep modern beehives even without external support like provided by CHEMA? (Probe: Identify the capacities already built and the remaining gaps)

6. The 'Sustainable Agriculture for Smallholder Farmers in Kayanga' project is now over. What do you think are the benefits/changes remaining with you from the project? (Probe: Skills, institution, etc)

7. Do you think that persons with disabilities have participated in and benefited from the CHEMA project? (Probe: Identify if the CHEMA project has addressed the needs of persons with disabilities)

8. What are environmentally friendly practices that you performed? (Probe: Sanitation activities)

9. Do you think that women have equally participated in and benefited from the CHEMA project? How/Why? What should be improved? (Probe: Identify if there are particular activities/interventions that especially benefited women)

10. Are there cultural practices and attitudes that limited the participation in and benefit of women from the CHEMA project?

11. Have you ever shared your experiences with others or taken experiences from others on best practices related to sustainable agricultural practices? How was the sharing made?

12. Have you ever participated in monitoring/evaluation of the works done by CHEMA in your communities? What were the suggestions you made? (Probe: Identify if their suggestions were taken seriously or ignored and ask them to cite examples)



13. Have you heard someone complaining about CHEMA? What do they complain about? (Probe: Identify also where the community members take their complaints when they have one and how that is redressed)

14. On a scale of 1-5, how satisfied are you with the overall benefits you got from the CHEMA project? Why have you rated it so?

15. Suppose that this project (or a similar project) continues to be implemented in your community over the next four years. What do you think should be improved/done?



Country: Tanzania

Project: Civic Education in Biharamulo

Implementer: Rulenge-Ngara Diocese–The Department of Human Life Defence, Justice and Peace Section (RUDDO)

1. What are the major problems of good governance and rule of law in your community? (Probe: The prevalence of GBV; Main victims of the problem; Ask the participants to describe changes in tackling the problems over the past four years)

2. How are victims of gender based violence supported in your community? (Probe: Who supports them; How their cases are processed; Existing challenges)

3. How do you describe the situations of persons with disabilities over the past four years in your community? (Probe: Changes over the past four years; challenges persons with disabilities face; the struggles they make to have their rights respected)

4. What is the role of Rulenge-Ngara Diocese–the Department of Human life Defence in solving gender-based violence and the rights of persons with disabilities? (Probe: The role of Rulenge-Ngara Diocese in raising awareness of rights; connecting the community to organisations (including government and community organisations) addressing gender-based violence and rights of persons with disabilities)

5. What are the positive outcomes that your community got from the intervention works undertaken on good governance by Rulenge-Ngara Diocese–the Department of Human life Defence? (Probe: What are the major benefits to the society; What are the challenges that need to be solved)

6. Do you think that you can continue to work on easing problems of good governance in your communities even without external support like those provided by Rulenge-Ngara Diocese–the Department of Human life Defence?

7. The ‘Civic Education in Biharamulo’ project is now over. What do you think are the benefits/changes remaining with you from the project? (Probe: Skills, knowledge, institution etc)

8. Do you think that women have equally participated in and benefited from the Rulenge-Ngara Diocese project? How/Why? What should be improved? (Probe: Identify if there are particular activities/interventions that especially benefited women)

9. Are there cultural practices and attitudes that limited the participation in and benefit of women from the Rulenge-Ngara Diocese project?



10. Have you ever shared your experiences with others or taken experiences from others on best practices related to good governance? How was the sharing made?

11. Have you ever participated in monitoring/evaluation of the works done by the Rulenge-Ngara Diocese in your communities? What were the suggestions you made? (Probe: Identify if their suggestions were taken seriously or ignored and ask them to cite examples)

12. Have you heard someone complaining about the Rulenge-Ngara Diocese? What do they complain about? (Probe: Identify also where the community members take their complaints when they have one and how that is redressed)

13. On a scale of 1-5, how satisfied are you with the overall benefits you got from the Rulenge-Ngara Diocese project? Why have you rated it so?

14. Suppose that this project (or a similar project) continues to be implemented in your community over the next four years. What do you think should be improved/done?



Country: Tanzania

Project: Food Security in Songwe

Implementer: Actions for Development Programmes–Mbozi (ADP-Mbozi)

1. What are the challenges of food crop production in your community? (Probe: Ask the participants to identify the challenges)

2. What does food production look like over the past four years? (Probe: Changes in the past four years in relation to the past; identify the reasons; Identify if there is change in number of shortage seasons)

3. What are the challenges of post-harvest management of crops in your community?

4. What does food production look like over the past four years? (Probe: Identify changes)

5. How do you evaluate the works that ADP Mbozi has been doing in your community? (Probe: What are the major benefits to society? What are the challenges that need to be solved?)

6. The 'Food Security in Songwe' project is now over. What do you think are the benefits/changes remaining with you from the project? (Probe: Skills, knowledge, institution etc)

7. Do you think that women have equally participated in and benefited from the ADP-Mbozi project? How/Why? What should be improved? (Probe: Identify if there are particular activities/interventions that especially benefited women)

8. Are there cultural practices and attitudes that limited the participation in and benefit of women from the ADP-Mbozi project?

9. Are persons with disabilities participating in and benefitted from the ADP-Mbozi project (Probe: Identify if the project has adequately addressed the needs of persons with disabilities)

10. What are the environmentally friendly practices that you performed in the ADP-Mbozi project?

11. Have you ever shared your experiences with others or taken experiences from others on best practices related to crop production and post-harvest management? How was the sharing made?

10. Have you ever participated in monitoring/evaluation of the works done by the ADP-Mbozi in your communities? What were the suggestions you made? (Probe: Identify if their suggestions were taken seriously or ignored and ask them to cite examples)



11. Have you heard someone complaining about the ADP-Mbozi? What do they complain about? (Probe: Identify also where the community members take their complaints when they have one and how that is redressed)

12. On a scale of 1-5, how satisfied are you with the overall benefits you got from the ADP-Mbozi project? Why have you rated it so?

13. Suppose that this project (or a similar project) continues to be implemented in your community over the next four years. What do you think should be improved/done?



Country: Tanzania

Project: Enabling Rural Innovation Mara

Implementer: One World Sustainable Livelihood (OWSL)

1. What do you think are the benefits you obtained from participating in farmer groups (Probe: Knowledge of climate change and mitigation strategies; training on different issues such as gender, leadership,, etc)

2. What do you think are the challenges of your participation in farmer groups?

3. Do you think that your participation in farmer groups increased agricultural production for your households? How?

4. Do you think that you can maintain your farmer group and its activities in the future? (Probe: Identify the capacities already built and the remaining gaps)

5. The 'Enabling Rural Innovation Mara ' project is now over. What do you think are the benefits/changes remaining with you from the project? (Probe: Skills, strong institution, etc)

6. Are there farmer groups formed by persons with disabilities? (Probe: Identify if the OWSL project has addressed the needs of persons with disabilities)

7. What are environmentally friendly practices that you use for agricultural production?

8. What are natural resource management and environmentally friendly practices that you use to improve the natural resource base of your area (Probe: Organic agriculture; construction of conservation structures; tree planting; etc)

9. Do you think that women have equally participated in and benefitted from farmer groups? How/Why? What should be improved? (Probe: Identify if there are particular activities/interventions that especially benefitted women)

10. Are there cultural practices and attitudes that have limited the participation in and benefit of women in your farmer groups/producer organisations? (Probe: Identify what should be improved in this regard)

11. Have you ever shared your experiences with others or taken experiences from others on best practices? How was the sharing made?

12. Have you ever participated in monitoring/evaluation of the works done by OWSL in your communities? What were the suggestions you made? (Probe: Identify if their suggestions were taken seriously or ignored and ask them to cite examples)

13. Have you heard someone complaining about OWSL? What do they complain about? (Probe: Identify also where the community members



take their complaints when they have one and how that is redressed)

14. On a scale of 1-5, how satisfied are you with the overall benefits you got from the OWSL project? Why have you rated it so?

15. Suppose that this project (or a similar project) continues to be implemented in your community over the next four years. What do you think should be improved/done?



Country: Uganda

Project: Strengthening Rights of Market Women

Implementer: Uganda Women's Network (UWONET)

1. What were the challenges market women were facing here? (Probe: GBV, decision making, safety, lack of social services, etc)

2. Are these challenges improving or worsening? Why? (Probe: Identify the improvements made over the past four years; Identify also the role of UWONET in the process)

3. How is your market administered? How do you elect leaders administering your market? (Probe: The role of women in administration/leadership; Identify also the contribution of UWONET in empowering women)

4. Do you get business/entrepreneurship skills and other forms of support (e.g. coaching, mentoring, dialogues, etc)? If yes, what are they? (Probe: The role of UWONET in the process)

5. As a follow up to question 4, What are the major benefits you obtained from business skills and other forms of support you got?

6. Do you think that women are in a position to protect their rights in this marketplace even in the absence of external support? How/why? (Probe: Identify the capacities already built and the remaining gaps)

7. The 'strengthening rights of market women' project is now over. What do you think are the benefits/changes remaining with you from the project? (Probe: Business skills, institution, etc)

8. Do you think that women are equally participating in and benefitting from the market places? How/Why? What should be improved? (Probe: Identify if there are particular activities/interventions that especially benefited women)

9. Are there cultural practices and attitudes that have limited the participation in and benefit of women in your marketplace as well as the success of the UWONET project? (Probe: Identify what should be improved in this regard)

10. Do you think that the rights of women with disabilities are especially respected in your marketplace? How/Why? (Probe: Identify if the UWONET project specifically addressed women with disabilities)

11. Are there interventions carried out in your market to improve the quality of the environment and the sanitation of workspaces? (Probe: Sanitation activities)



12. Have you ever shared your experiences with other marketplaces or taken experiences from other marketplaces? How was the sharing made?

13. Have you ever participated in monitoring/evaluation of the works done by UWONET in your marketplace? What were the suggestions you made? (Probe: Identify if their suggestions were taken seriously or ignored and ask them to cite examples)

14. Have you heard someone complaining about the UWONET project? What do they complain about? (Probe: Identify also where the community members take their complaints when they have one and how that is redressed)

15. On a scale of 1-5, how satisfied are you with the overall benefits you got from the UWONET project? Why have you rated it so?

16. Suppose that this project (or a similar project) continues to be implemented at your marketplace over the next four years. What do you think should be improved/done?



Country: Uganda

Project: Promoting Permaculture for Improved Livelihoods

Implementer: Agency for Integrated Rural Development (AFIRD)

1. What were the food/nutrition challenges facing students in your communities (Probe: Ask them to identify the challenges)

2. Are these challenges improving or worsening? Why? (Probe: Identify the improvements made over the past two years; Identify also the role of AFIRD in the process)

3. What are the benefits your community/students obtained from the implementation of school based sustainable agricultural practices?

4. What are the key lessons your community learned from the implementation of school based sustainable agricultural practices? What are the challenges?

5. What energy sources do you use for cooking in your communities (Probe: Identify if they are using clean energy)

6. Do you think that the school-based sustainable agricultural practice continues even without external support? How/why? (Probe: Identify the capacities already built and the remaining gaps)

7. The 'Promoting Permaculture for Improved Livelihood' project is now over. What do you think are the benefits/changes remaining with you from the project? (Probe: Skills, institution, etc)

8. Do you think that women are equally participating in and benefitting from the AFIRD project? How/Why? What should be improved? (Probe: Identify if there are particular activities/interventions that especially benefited women)

9. Are there cultural practices and attitudes that have limited the participation in and benefit of women in the AFIRD project? (Probe: Identify what should be improved in this regard)

10. Do you think that persons with disabilities have participated in and benefitted from the AFIRD project? How/Why? (Probe: Identify if the AFIRD project specifically addressed persons with disabilities)

11. What are environmental friendly interventions/activities carried out by the AFIRD project? (Probe: Use of clean energy; use of biofertilizers; tree planting, etc)

12. Have you ever shared your experiences with others or taken experiences from others? How was the sharing made?



13. Have you ever participated in monitoring/evaluation of the works done by AFIRD in your communities? What were the suggestions you made? (Probe: Identify if their suggestions were taken seriously or ignored and ask them to cite examples)

14. Have you heard someone complaining about the AFIRD project? What do they complain about? (Probe: Identify also where the community members take their complaints when they have one and how that is redressed)

15. On a scale of 1-5, how satisfied are you with the overall benefits you got from the AFIRD project? Why have you rated it so?

16. Suppose that this project (or a similar project) continues to be implemented in your community over the next four years. What do you think should be improved/done?



Country: Uganda

Project: Socio-economic Empowerment of People with Disabilities and Orphans

Implementer: Caritas Kiyinda Mityana

1. What are the challenges persons with disabilities (persons with disabilities), and orphans and vulnerable children (OVC) face in your communities? (Probe: Challenges related to income, nutrition, fundamental rights, access to opportunities)

2. Are these challenges improving or worsening? Why? (Probe: Identify the improvements made over the past two years; Identify also the role of Caritas Mityana in the process)

3. Do you know advocacy activities that brought particular benefits to persons with disabilities in your community? Explain (Probe: Identify if Caritas Mityana has conducted evidence based advocacy that benefitted persons with disabilities)

4. Do you know any support that improved persons with disabilities and OVC access to education and training in your communities? What are they? (Probe: The role of Caritas Mityana in improving access to education and training)

5. What is the role of Caritas Kiyinda Mityana in empowering persons with disabilities and OVC? (Probe: The role of Caritas Kiyinda Mityana in connecting persons with disabilities and OCV with organisations (including government and community organisations) addressing problems of persons with disabilities and OVC).

6. What are the particular benefits persons with disabilities and OVC are getting from the project implemented by Caritas Mityana? What has changed?

7. Do you think that the support already provided by Caritas Mityana can enable persons with disabilities to live without external support? How/why? (Probe: Identify the capacities already built and the remaining gaps)

8. How do you think persons with disabilities will be generating their own income and advocating for their rights in the future?

9. The 'Socio-economic Empowerment of People with Disabilities and Orphans' project is now over. What do you think are the benefits/changes remaining with you from the project? (Probe: Skills, institutional network, etc)

10. Do you think that women with disabilities are equally participating in and benefiting from the Caritas Mityana project? How/Why? What



should be improved? (Probe: Identify if there are particular activities/interventions that especially benefited women with disabilities)

11. Are there cultural practices and attitudes that have limited the participation in and benefit of women with disabilities in the Caritas Mityana project? (Probe: Identify what should be improved in this regard)

12. What are environmentally friendly interventions/activities carried out by the Caritas Mityana project? (Probe: Environmental sanitation)

13. Have you ever shared your experiences with others or taken experiences from others regarding income generation/protection of the rights of persons with disabilities and OVC? How was the sharing made?

14. Have you ever participated in monitoring/evaluation of the works done by Caritas Mityana in your communities? What were the suggestions you made? (Probe: Identify if their suggestions were taken seriously or ignored and ask them to cite examples)

15. Have you heard someone complaining about Caritas Mityana? What do they complain about? (Probe: Identify also where the community members take their complaints when they have one and how that is redressed)

16. On a scale of 1-5, how satisfied are you with the overall benefits you got from the Caritas Mityana project? Why have you rated it so?

17. Suppose that this project (or a similar project) continues to be implemented in your community over the next four years. What do you think should be improved/done?



Country: Uganda

Project: Enabling Rural Innovation (ERI) Jinja

Implementer: Youth Association for Rural Development (YARD)

1. What do you think are the benefits you obtained from participating in farmer groups/producer organisations? What are the benefits of collective marketing? (Probe: Profit generation; Creating value chains; access to market information; access to knowledge/skills through trainings, etc)

2. What do you think are the challenges/limitations of your participation in farmer groups/producer organisations?

3. Do you think that your participation in farmer groups/producer organisations increased food production for your households? How?

4. What kinds of natural resource management practices do your farmer groups undertake to increase production? Why?

5. How are the youth benefitted from the farmer groups' collective marketing? (Probe: Identify the benefits the youth obtained (e.g. employment) from the agricultural val)

6. Do you think that you can maintain your farmer group/producer organisations and their activities in the future? (Probe: Identify the capacities already built and the remaining gaps)

7. The 'Enabling Rural Innovation Jinja' project is now over. What do you think are the benefits/changes remaining with you from the project? (Probe: Skills from ERI approach, strong institution, etc)

8. Are there farmer groups/producer organisations formed by persons with disabilities? (Probe: Identify if the YARD project has addressed the needs of persons with disabilities)

9. Do you think that women have equally participated in and benefitted from farmer groups/producer organisations? How/Why? What should be improved? (Probe: Identify if there are particular activities/interventions that especially benefited women)

10. Are there cultural practices and attitudes that have limited the participation in and benefit of women in your farmer groups/producer organisations? (Probe: Identify what should be improved in this regard)

11. Have you ever shared your experiences with others or taken experiences from others on best agricultural practices? How was the sharing



made?

12. Have you ever participated in monitoring/evaluation of the works done by YARD in your communities? What were the suggestions you made? (Probe: Identify if their suggestions were taken seriously or ignored and ask them to cite examples)

13. Have you heard someone complaining about YARD? What do they complain about? (Probe: Identify also where the community members take their complaints when they have one and how that is redressed)

14. On a scale of 1-5, how satisfied are you with the overall benefits you got from the YARD project? Why have you rated it so?

15. Suppose that this project (or a similar project) continues to be implemented in your community over the next four years. What do you think should be improved/done?



Country: Uganda

Project: Enabling Rural Innovation Tororo

Implementer: Caritas Tororo ArchDiocese

1. What do you think are the benefits you obtained from participating in farmer groups (Probe: Knowledge of climate change and mitigation strategies; training on different issues such as gender, leadership,, etc)
2. What do you think are the challenges of your participation in farmer groups?
3. Do you think that your participation in farmer groups increased agricultural production for your households? How?
4. Do you think that you can maintain your farmer group and its activities in the future? (Probe: Identify the capacities already built and the remaining gaps)
5. The 'Enabling Rural Innovation Tororo' project is now over. What do you think are the benefits/changes remaining with you from the project? (Probe: Skills, strong institution, etc)
6. Are there farmer groups formed by persons with disabilities? (Probe: Identify if the Caritas Tororo project has addressed the needs of persons with disabilities)
7. What are environmentally friendly practices that you use for agricultural production? (Probe: Use of solar Dryers; use of simple irrigation systems; construction and use of water harvesting tanks)
8. What are natural resource management and environmentally friendly practices that you use to improve the natural resource base of your area (Probe: Organic agriculture; construction of conservation structures; tree planting; Use of energy saving stoves, etc)
9. Do you think that women have equally participated in and benefitted from farmer groups? How/Why? What should be improved? (Probe: Identify if there are particular activities/interventions that especially benefited women)
10. Are there cultural practices and attitudes that have limited the participation in and benefit of women in your farmer groups/producer organisations? (Probe: Identify what should be improved in this regard)
11. Have you ever shared your experiences with others or taken experiences from others on best practices to mitigate climate change? How was the sharing made?



12. Have you ever participated in monitoring/evaluation of the works done by Caritas Tororo in your communities? What were the suggestions you made? (Probe: Identify if their suggestions were taken seriously or ignored and ask them to cite examples)

13. Have you heard someone complaining about Caritas Tororo? What do they complain about? (Probe: Identify also where the community members take their complaints when they have one and how that is redressed)

14. On a scale of 1-5, how satisfied are you with the overall benefits you got from the Caritas Tororo project? Why have you rated it so?

15. Suppose that this project (or a similar project) continues to be implemented in your community over the next four years. What do you think should be improved/done?



Country: Uganda

Project: Enabling Rural Innovation Masaka

Implementer: Caritas–Masaka Diocesan Development Organisation (MADDO)

1. What do you think are the benefits you obtained from participating in farmer groups/cooperatives? (Probe: institutional networks; saving/credit; training on different issues such as gender, leadership,, etc)

2. What do you think are the challenges your farmer group/cooperatives are facing?

3. Do you think that your participation in farmer groups/cooperatives has increased your household food security and engagement in agri-business?

4. Do you think that you can maintain your farmer group and its activities in the future? (Probe: Identify the capacities already built and the remaining gaps)

5. The 'Enabling Rural Innovation Tororo' project is now over. What do you think are the benefits/changes remaining with you from the project? (Probe: Skills, strong institution, etc)

6. Are there farmer groups/cooperatives formed by persons with disabilities? (Probe: Identify if the Caritas Masaka project has addressed the needs of persons with disabilities)

7. What are natural resource management and environmentally friendly practices that you use to improve the natural resource base of your area (Probe: construction of conservation structures; tree planting; etc)

8. Do you think that women have equally participated in and benefitted from farmer groups/cooperatives? How/Why? What should be improved? (Probe: Identify if there are particular activities/interventions that especially benefited women)

9. Are there cultural practices and attitudes that have limited the participation in and benefit of women in your farmer groups/cooperatives? (Probe: Identify what should be improved in this regard)

10. Have you ever shared your experiences with others or taken experiences from others on best practices regarding cooperative management/agricultural practices? How was the sharing made?



11. Have you ever participated in monitoring/evaluation of the works done by Caritas Masaka in your communities? What were the suggestions you made? (Probe: Identify if their suggestions were taken seriously or ignored and ask them to cite examples)

12. Have you heard someone complaining about Caritas Masaka? What do they complain about?

13. On a scale of 1-5, how satisfied are you with the overall benefits you got from the Caritas Masaka project? Why have you rated it so?

14. Suppose that this project (or a similar project) continues to be implemented in your community over the next four years. What do you think should be improved/done?



Country: Regional

Project: ERI Joint

Implementer: HORIZONT3000

Respondents: Implementing organisations in Uganda and Tanzania

1. What is the main purpose of the ERI joint project? Why is it implemented across countries?
2. What are the key achievements of the ERI joint project in terms of the objectives stated?
3. What are the main challenges you faced while implementing the ERI project across countries?
4. What are the mechanisms that you have put in place to ensure the sustainability of the achievements of the ERI joint project? How do you ensure ownership?
5. Which aspects of the ERI joint project are likely to continue after the phasing out of the project?
6. What are the challenges to sustaining the achievements of the ERI project?
7. How is the disability issue mainstreamed in the ERI joint project? What are the challenges in addressing disability issues in the project (Probe: Social/cultural practices and attitudes)?
8. How is gender mainstreamed in the ERI joint project? What are the challenges in addressing gender issues in the project (Probe: Social/cultural practices and attitudes)?
9. What is the role of ERI joint in creating a platform for knowledge synthesis and dissemination? What mechanisms does it use?
10. How do you undertake monitoring and evaluation of the project? Does the beneficiary have a role in it?
11. On a scale of 1-5, how satisfied are you with the overall attainment of the objectives of the ERI joint project? Why have you rated it so?
12. Suppose that this project (or a similar project) continues to be implemented over the next four years. What do you think should be improved/done?



Country: Regional

Project: Policy Dialogue

Implementer: HORIZONT3000

Respondents: Implementing organisations in Kenya, Uganda and Tanzania

1. What is the main purpose of the policy dialogue project? Why was it implemented across countries?

2. What did you benefit from this project?

3. What are the key achievements of the policy dialogue in terms of the objectives stated?

4. Are there particular achievements that succeeded in influencing policies in the region? Why were they successful?

5. What are the main challenges you faced while implementing the policy dialogue project across countries? What should be improved?

6. What are the mechanisms that you have put in place to ensure the sustainability of the achievements of the policy dialogue project?

7. Which aspects of the policy dialogue project are likely to continue after the phasing out of the project?

8. What are the challenges to sustaining the achievements of the policy dialogue project?

9. How is the disability issue mainstreamed in the policy dialogue project? Are there achievements in terms of influencing disability policies? What are the challenges in addressing disability issues in the project?

10. How is gender mainstreamed in the policy dialogue project? What has been achieved in terms of influencing policies to ensure gender equality?

11. How is the environment mainstreamed in the policy dialogue project? What has been achieved in terms of influencing policies to ensure gender equality?

12. How do you share the best experiences from the policy dialogue among yourselves or with others? Did it have an impact?



13. How do you undertake monitoring and evaluation of the policy dialogue project?

14. On a scale of 1-5, how satisfied are you with the overall attainment of the objectives of the policy dialogue project? Why have you rated it so?

15. Suppose that this project (or a similar project) continues to be implemented over the next four years. What do you think should be improved/done?



Country: Regional

Project: Transparency

Implementer: HORIZONT3000

Respondents: Implementing organisations in Kenya, Uganda and Tanzania

1. What is the main purpose of the transparency project? Why was it implemented across countries?

2. What were the mechanisms adopted to implement the transparency project?

3. How do you evaluate the transparency project in terms of achieving its stated objectives? What is achieved and what is not? Why?

4. What is the role of the transparency project in establishing accountability in HORIZONT3000 as an institution and ensuring the proper implementation of projects?

5. What were the main challenges to the implementation of the transparency project?

6. What are the mechanisms that you have put in place to ensure the sustainability of the achievements of the transparency project?

7. What are the challenges to sustaining the achievements of the policy dialogue project?

8. How do you share the best experiences from the transparency project among yourselves or with others? Did it have an impact?

9. How do you undertake monitoring and evaluation of the policy dialogue project?

10. On a scale of 1-5, how satisfied are you with the overall attainment of the objectives of the transparency project? Why have you rated it so?

11. Suppose that this project (or a similar project) continues to be implemented over the next four years. What do you think should be improved/done?



C. Key Informant Interviews (KIIs)

C1. KII with HORIZONT3000 Vienna and HORIZONT3000 Regional Office of East Africa /ROEA

Introduction and consent:

Good Morning/Afternoon. My name is..... from Includovate, a research firm currently contracted by HORIZONT3000 to conduct a final evaluation of its 4-year framework programme dubbed “**HORIZONT3000 East Africa Programme 2019-2022**”. The programme aimed at improving the living conditions of disadvantaged groups in five East African countries, namely Ethiopia, Kenya, South Sudan, Tanzania and Uganda. Through this programme, the HORIZONT3000 aimed to; 1) improve natural resource management, agricultural production and access to market for small scale farmers and their families, and 2) strengthen civil society and marginalised people to access and exert their human and civil rights.

The intended results were to ensure food security, improve income generation, enhance capacity in natural resource management and climate change adaptation as well as improve access to water and sanitation. This was coupled with strengthening of rights of disadvantaged / vulnerable groups and the rule of law, increasing gender equality as well as generation of relevant knowledge for the partner and member organisations.

The purpose of this evaluation is to gather information on the programme in order to analyse its effectiveness and sustainability at the level of the regional programme and the individual project of partner organisations. Analysis of the programme’s strengths and potential for improvement in the cross-cutting areas of gender equality as well as environmental and climate protection will also be done. Besides, this will help in analysing the strengths of and the potential for improvement of the programme in the area of knowledge management. Finally, this evaluation process will gather recommendations for relevant stakeholders to improve the management of the programme in the next funding phase from 2023.

Therefore, as a member of the programme, you have been selected to participate in this study. I therefore, kindly request you to share your honest views on different issues we will be discussing with you. Remember only two persons from the HORIZONT3000 Regional Office of East Africa will take part in this study. The questions in this study are about your organisations as a whole but with a particular focus on the general issues based on effectiveness, sustainability, and cross-cutting issues of the East Africa Programme 2019-2022. Accordingly, we ask that the responses you provide are given on behalf of your organisation, and not the individual responding to the study. The interview will take about 45-60 minutes.

Your responses to this interview are confidential and they will also not affect existing or potential working with HORIZONT3000. The data from this interview is confidential. Includovate will use this data to achieve the objectives that have been outlined above. We follow all local, national, and international standards for the transfer, storage, and use of data. With the active and meaningful participation, Includovate will compile a Feedback Report with key findings and recommendations from the interview responses. Please note that participation is voluntary and if you choose not to participate, be assured that there will be no effect on your future relationship with HORIZONT3000. For more information, you are invited to contact our project manager Veronica Phekani (Email: veronica.phekani@includovate.com ; Phone: +27620782744)



I agree to take part in the Interview 1=Yes 2=No

Thank you very much for your contribution

Key Informant Interview (KII) Tool for HORIZONT3000 Vienna and HORIZONT3000 Regional Office of East Africa (ROEA)		
PART 1: Background Information		
No	Questions	Responses
1.1	Name of the respondent	
1.2	Name of the Organisation	
1.3	Name of the department	
1.4	Current role/job title of the respondents in the Organisation	
1.5	Number of years in the position/role above	
1.6	Age of the respondent	
1.7	Education of the respondent	
1.8	Gender of the respondent	
1.9	Nationality	
1.10	Do you identify as having a disability	0=No 1=Yes
PART 2: Effectiveness of the programme and its interventions in terms of the objectives set		
2.1	To what extent have the objectives and results (outcomes and outputs) of the interventions under HORIZONT3000 East Africa Programme 2019-2022 been achieved?	
2.2	What were the major factors influencing the achievement or non-achievement of the objectives and results (outcomes and outputs) of the HORIZONT3000 East Africa Programme 2019-2022?	<p>Achievement factors:</p> <p>Non-achievement factors:</p>
2.3	Are there any unintended positive and negative outcomes under objective 1 of the HORIZONT3000 East Africa Programme 2019-2022? If yes, explain the changes	<p>Unintended Positive outcomes:</p> <p>Unintended negative outcomes:</p>



2.4	To what extent have the partner organisations taken into account the recommendations of the gender analysis conducted in 2019?	
2.5	Which recommendations of the gender analysis conducted in 2019 were taken up, which could not yet be implemented, and why?	<p>Recommendations taken up:</p> <p>Recommendation not yet taken up:</p> <p>Reasons why recommendations could not be taken up:</p>
2.6	What aspects should be highlighted in the project gender analysis foreseen for the new phase of the programme 2023?	
2.7	Are there any aspects related to the " <i>Do no harm</i> " approach that need to be considered and better integrated?	
2.8	To what extent did partner organisations in Uganda and Tanzania effectively engage in policy dialogue on local, district and national level? Please explain	
PART 3: Sustainability of the programme		
3.1	Which measures and strategies are put in place by the partner Organisations and HORIZONT3000 to ensure the sustainability of the results?	<p>Measures:</p> <p>Strategies:</p>
3.2	Which (if any) measures and Strategies by partner Organisations and HORIZONT3000 diminish the sustainability of the results	Measures:



		Strategies:
3.2	What is the HORIZONT3000 ability to maintain the higher level of standards and results that have been obtained through the programme interventions?	<p>Probe for</p> <p>Institutional:</p> <p>Financial:</p> <p>Economic:</p> <p>Technological:</p> <p>Socio-cultural:</p> <p>Ecological:</p> <p>Political factors:</p>
3.4	To what extent is it likely that HORIZONT3000 East Africa Programme's benefits/results continue after implementing partner Organisation ceases to work in the area? Explain	
3.5	What is the potential for programme ownership by local communities and partner Organisations?	
	To which degree do these partner Organisations and HORIZONT3000 have the necessary assets and capacities to sustain outcomes?	
3.6	What is the degree of ownership of the projects by the partner organisations and their target groups?	
3.7	What changes can be detected generated by the HORIZONT3000 programme that are likely to prevail?	<p>Transparency:</p> <p>Policy Dialogue:</p> <p>Enabling Rural Innovation:</p>
3.8	To which extent are the supporting measures during project monitoring of HORIZONT3000 staff ROEA and the consultant in Ethiopia respectively absorbed and applied by partners? Briefly explain	Transparency:



		Policy Dialogue: Enabling Rural Innovation:
3.9	Have processes contributed to sustaining these benefits?	Transparency: Policy Dialogue: Enabling Rural Innovation:
3.10	Have mechanisms been set up to support the achievement of gender equality in the longer term? Briefly explain	Transparency: Policy Dialogue: Enabling Rural Innovation:
3.11	To what extent did the KNOW-HOW3000 programme support the partner Organisations in achieving the objectives of their projects and Organisations?	Transparency: Policy Dialogue: Enabling Rural Innovation:
3.12	Which tools of the Knowledge management programme KNOW-HOW3000 are used by the partner Organisations independently? (ownership)	Transparency: Policy Dialogue:



		Enabling Rural Innovation:
Part 4: Opinion on Programme's strength and potential for improvement		
4.1	What are the programme's strengths and potential for improvement in areas of gender equality	
4.2	What are the programme's strengths and potential for improvement in areas of environmental and climate protection	
4.3	What are the programme's strengths and potential for improvement in areas of knowledge management	
Part 5: General recommendation		
5.1	What recommendations would you give to improve the management of the programme in the next funding phase from 2023?	

C2. KII with Local Consultant in Ethiopia

Key Informant Interview (KII) Tool for Local Consultant in Ethiopia		
PART 1: Background Information		
No	Questions	Responses
1.1	Name of the consultant/respondent	
1.2	Name of the consulting firm/Organisation	
1.3	Current role/job title of the consultant/respondent in the Organisation	
1.4	Number of years in the position/role above	
1.5	Age of the consultant/ respondent	
1.6	Education of the consultant/respondent	
1.7	Gender of the consultant/respondent	
1.8	Nationality	
PART 2: Effectiveness of the programme and its interventions in terms of the objectives set		
2.1	To what extent have the objectives and results (outcomes and outputs) of the interventions been achieved? Briefly explain	
2.2	What were the major factors influencing the achievement or non-achievement of the objectives and results (outcomes and outputs) of the HORIZONT3000 East Africa Programme?	Achievement factors: Non achievement factors:



2.3	Are there any unintended positive and negative outcomes that have resulted from the implementation of the HORIZONT3000 East Africa Programme? Briefly explain	Unintended positive outcomes: Unintended negative outcomes:
2.4	To what extent have the partner organisations implementing the HORIZONT3000 East Africa Programme taken into account the recommendations of the gender analysis conducted in 2019? Briefly explain	
2.5	Which recommendations of the gender analysis conducted in 2019 were taken up, which could not yet be implemented, and why?	Recommendations taken up: Recommendation not yet taken up: Reasons why recommendations could not be taken up:
2.6	What aspects should be highlighted in the project gender analysis foreseen for the new phase of the programme 2023?	
2.7	Are there any aspects related to the "Do no harm" approach that need to be considered and better integrated?	
2.8	To what extent did partner organisations in Ethiopia effectively engage in policy dialogue on local, district and national level (if any)? Briefly explain	
PART 3: Sustainability of the programme		
3.1	What is the degree of ownership of the projects by the partner organisations and their target groups? Briefly explain	
3.2	Which measures and strategies are put in place by the partner organisations and HORIZONT3000 to ensure the sustainability of the results?	Measures: Strategies:



3.2	Which (if any) measures and Strategies by partner organisations and HORIZONT3000 diminish the sustainability of the results?	Measures: Strategy:
3.3	To what extent have the partner organisations taken into account the recommendations of the gender analysis conducted in 2019? Briefly explain	
3.4	Which recommendations were taken up, which could not yet be implemented, and why?	Recommendations taken up: Recommendation not yet taken up: Reasons why recommendations could not be taken up:
3.5	What aspects should be highlighted in the project gender analysis foreseen for the new phase of the programme 2023?	
3.6	Are there any aspects related to the "Do no harm" approach that need to be considered and better integrated?	
3.7	What changes can be detected generated by the programme that are likely to prevail? Brief explain	
3.8	To which extent are the supporting measures during project monitoring of HORIZONT3000 staff and the consultant in Ethiopia respectively absorbed and applied by partners? Briefly explain.	
3.9	Have processes contributed to sustaining these benefits? Briefly, explain.	
3.10	Have mechanisms been set up to support the achievement of gender equality in the longer term? Brief explanation.	
3.11	To what extent did the KNOW-HOW3000 programme support the partner organisations in achieving the objectives of their projects and organisations? Brief explain	
3.12	Which tools of the Knowledge management programme KNOW-HOW3000 are used by the partner organisations independently? (ownership)	
Part 4: Opinion on Programme's strength and potential for improvement		



4.1	What are the programme's strengths and potential for improvement in areas of gender equality?	
4.2	What are the programme's strengths and potential for improvement in areas of environmental and climate protection?	
4.3	What are the programme's strengths and potential for improvement in areas of knowledge management?	
Part 5: General recommendation		
5.1	What recommendations would you give to improve the management of the programme in the next funding phase from 2023?	

C3. KII with Local Partner Organisation

Key Informant Interview (KII) Tool for Local Partner Organisations		
PART 1: Background Information		
No	Questions	Responses
1.1	Name of the respondent	
1.2	Name of the partner Organisation	
1.3	Name of the department within the Organisation	
1.4	Current role/job title of the respondents in the Organisation	
1.5	Number of years in the position/role above	
1.6	Age of the respondent	
1.7	Education of the respondent	
1.8	Gender of the respondent	
1.9	Nationality	
1.10	Do you identify as having a disability	0=No 1=Yes
1.11	Name of the HORIZONT3000 East Africa Programme 2019-2022 project being implemented	
1.12	Country of project implementation	
1.13	Duration of the project	
1.14	Are you aware that your organisation is part of a larger HORIZONT3000 East Africa programme?	0=No 1=Yes



1.15	If Yes, what intervention is your organisation implementing under the HORIZONT3000 East Africa programme?	
PART 2: Effectiveness of the programme and its interventions in terms of the objectives set		
2.1	To what extent have the objectives and results of your project interventions been achieved?	
2.2	What factors influenced the achievement/non-achievement of your objectives and outcomes of your interventions?	Achievement factors: Non-achievement factors:
2.3	Are there any unintended positive and negative outcomes of your project interventions? If yes, explain the outcomes.	Unintended Positive outcomes: Unintended negative outcomes:
2.4	What changes have been brought about (or achieved) in the lives of the target groups, in particular women, persons living with disabilities and other marginalised groups?	
2.5	Are you aware of the gender analysis conducted in 2019?	1=Yes 2= No If no skip to Q27
2.6	If Yes, Please Ask, to what extent did your organisation take into account the recommendations of the gender analysis conducted in 2019?	
2.7	Which recommendations of the gender analysis conducted in 2019 has your organisation taken up in your project interventions? Which recommendations could not yet be implemented, and why?	Recommendations taken up: Recommendation not yet taken up: Reasons why recommendations could not be taken up:



2.8	What aspects should be highlighted in the project gender analysis foreseen for the new phase of the programme 2023?	
2.9	What mechanisms have been set up to support the achievement of gender equality in the longer term? Briefly explain	
2.10	Are there any aspects related to the " <i>Do no harm</i> " approach that need to be considered and better integrated? Please explain	
2.11	To which extent has the awareness about human rights been increased in the programme areas? Please explain	
2.12	To what extent did your organisation effectively engage in policy dialogue on local, district and national level? Please explain	
PART 3: Sustainability of the programme		
3.1	What is the degree of ownership of the projects by the community?	
3.2	Which measures and strategies did your organisation put in place to ensure the sustainability of the results?	Measures: Strategies:
3.3	Which (if any) measures and Strategies by your organisation or other project partners or the community diminishes the sustainability of the results	Measures: Strategies:
3.4	What changes can be detected generated by the interventions your organisation implemented that are likely to prevail?	



3.5	To which extent are the supporting measures during project monitoring of the project absorbed and applied by your organisation? Briefly, explain	
3.6	To what extent have project implementation processes contributed to sustaining these benefits? Briefly, explain	
3.7	To what extent did the KNOW-HOW3000 programme support your organisation in achieving the objectives of their projects and organisations?	
3.8	Which tools of the Knowledge management programme KNOW-HOW3000 are used by your Organisation Independently? (ownership)	
PART 4: Cross-Cutting Issues (gender issues captured in PART 2)		
4.1	Is the approach you used in the project implementation culturally and socially appropriate to the target groups (in particular women, persons living with disabilities and marginalised groups)? Brief explain	
4.2a	Did the works/interventions you did in the community contribute to gender equality?	
4.2b	If so in 4.2a, how and to what extent? Brief explain	How? Extent?
4.2c	Did it result in enduring changes to social norms (cultural practices and attitudes) that are harmful to people of all or some genders?	
4.2d	If it did not achieve this (in 4,2c), why not?	Explain:



4.3	To what extent and through which activities does your project contribute to ecological sustainability in the project areas? What could be improved?	Extent: Activities: Area of improvement:
4.4	Did the projects contribute to positive behavioural change within the project communities (environment/gender)? Briefly explain	
Part 5: Opinion on the Programme's strength and potential for improvement		
5.1	What are the programme's strengths and potential for improvement in areas of gender equality?	
5.2	What are the programme's strengths and potential for improvement in areas of environmental and climate protection	
5.3	What are the programme's strengths and potential for improvement in areas of knowledge management?	
Part 6: General recommendation		
6.1	What recommendations would you give to improve the management of the programme in the next funding phase from 2023?	



C4. KII with Government Offices

Key Informant Interview (KII) Tool for Government Offices Supporting the Projects		
PART 1: Background Information		
No	Questions	Responses
1.1	Name of the respondent	
1.2	Name of the governmental ministry	
1.3	Name of the department within the government ministry	
1.4	Current role/job title of the respondents in the government	
1.5	Number of years in the position/role above	
1.6	Age of the respondent	
1.7	Education of the respondent	
1.8	Gender of the respondent	
1.9	Nationality	
1.10	Do you identify as having a disability	0=No 1=Yes
1.11	Name of the HORIZONT3000 East Africa Programme 2019-2022 project being supported	
1.12	Country of project implementation	
1.13	Duration of the project	
PART 2: Effectiveness of the programme and its interventions in terms of the objectives set		
2.1	To what extent the objectives and results of the project implemented by (State the name of the implementing partner per country) --- has been achieved?	
2.2	What were the major factors influencing the achievement or non-achievement of the objectives and results (outcomes and outputs) of the project implemented by (State the name of the implementing partner per country) ?	<p>Achievement factors:</p> <p>Non-achievement factors:</p>
2.3	What are the unintended positive and negative outcomes of the project implemented by (State the name of the implementing partner per country) ? Explain	Unintended Positive outcomes:



		Unintended negative outcomes:
2.4	What changes have been brought about (or achieved) in the lives of the target groups, in particular women, persons living with disabilities and other marginalised groups? Briefly explain the changes	
2.5	To which extent has the awareness about human rights been increased because of the implementation of the project? Briefly explain	
2.6	To what extent did (State the name of the implementing partner per country) effectively engage in policy dialogue on local, district and national level? Please explain	
PART 3: Sustainability of the programme		
3.1	What is the degree of ownership of the projects by the community? Briefly explain	
3.2	What changes can be detected generated by the project implemented by (State the name of the implementing partner per country) that are likely to prevail?	
PARR 4: Cross-Cutting Issues		
4.1	Is the approach that the (State the name of the implementing partner per country) chose culturally and socially appropriate to the target groups (in particular women, persons living with disabilities and marginalised groups)? Briefly explain	
4.2	To what extent and through which activities do the project/programme implemented by (State the name of the implementing partner per country) contribute to ecological sustainability in the project areas? What could be improved?	Extent: Activities: Area of improvement:
4.3	Did the project implemented by (State the name of the implementing partner per country) contribute to positive behavioural change within the project communities (environment/gender)? Briefly explain	



Part 5: Opinion on Programme's strength and potential for improvement		
5.1	What are the programme/project implemented by (State the name of the implementing partner per country) strengths and potential for improvement in areas of gender equality?	
5.2	What are the programme's/project implemented by (State the name of the implementing partner per country) strengths and potential for improvement in areas of environmental and climate protection	
5.3	What are the programme's/project implemented by (State the name of the implementing partner per country) strengths and potential for improvement in areas of knowledge management	
Part 6: General recommendation		
6.1	What recommendations would you give to improve the management of the programme's/project implemented by (State the name of the implementing partner per country) ?	

C5. KII with Other Stakeholders

Key Informant Interview (KII) Tool for Other Stakeholders (Ad hoc /Think tanks, NGO, technical services agencies)		
PART 1: Background Information		
No	Questions	Responses
1.1	Name of the respondent	
1.2	Name of the Organisation	
1.3	Name of the department within the Organisation	
1.4	Current role/job title of the respondents in the Organisation	
1.5	Number of years in the position/role above	
1.6	Age of the respondent	
1.7	Education of the respondent	
1.8	Gender of the respondent	
1.9	Nationality	
1.10	Do you identify as having a disability	0=No 1=Yes
1.11	Name of the HORIZONT3000 East Africa Programme 2019-2022 project being referred	
1.12	Country of project implementation	
1.13	Duration of the project	
PART 2: Effectiveness of the programme and its interventions in terms of the objectives set		
2.1	What were the major factors influencing the achievement or non-achievement of the objectives and results (outcomes and outputs) of the HORIZONT3000 East Africa Programme 2019-2022?	Achievement factors:



		Non-achievement factors:
2.2	What changes have been brought about (or achieved) in the lives of the target groups, in particular women, persons living with disabilities and other marginalised groups?	
2.3	To which extent has the awareness about human rights been increased in the programme areas?	
2.4	To what extent did partner organisations effectively engage in policy dialogue on local, district and national level? Please explain	
PART 3: Sustainability of the programme		
3.1	What is the degree of ownership of the projects by the partner organisations and their target beneficiaries?	
PARR 4: Cross-Cutting Issues		
4.1	Is the approach that the partner Organisation implementing the HORIZONT3000 programme chose culturally and socially appropriate to the target groups (in particular women and marginalised groups)? Brief explain	
4.2a	Did the intervention contribute to gender equality within the programme area?	
4.2b	If so in 4.2a, how and to what extent? Brief explain	How? Extent?
4.2c	Did it result in enduring changes to social norms (social/cultural practices and attitudes) that are harmful to people of all or some genders?	
4.2d	If it did not achieve this (in 4,2c), why not?	Explain:
Part 5: Opinion on Programme's strength and potential for improvement		
5.1	What are the programme's strengths and potential for improvement in areas of gender equality	
5.2	What are the programme's strengths and potential for improvement in areas of environmental and climate protection	
5.3	What are the programme's strengths and potential for improvement in areas of knowledge management	
Part 6: General recommendation		
6.1	What recommendations would you give to improve the management of the programme in the next funding phase from 2023?	



D. Survey Tool

Survey Tool for Local Partner Organisations and Beneficiaries

Introduction and consent:

Who we are: Greetings! We are Includovate, a research firm currently contracted by HORIZONT3000 to conduct a final evaluation of its 4-year framework programme known as “**HORIZONT3000 East Africa Programme 2019-2022**”.

About the client and the project: HORIZONT3000 is an Austrian NGO with nine Catholic member organisations currently implementing the **East Africa Programme 2019-2022**. As a 4-year framework programme, it aims at improving the living conditions of disadvantaged groups in five East African countries, namely Ethiopia, Kenya, South Sudan, Tanzania, and Uganda. The specific objectives of the program include 1) to improve natural resource management, agricultural production, and access to market for small scale farmers and their families, and 2) to strengthen civil society and marginalised people to access and exert their human and civil rights. The intended results of the programme are to ensure food security, improve income generation, enhance capacity in natural resource management and climate change adaptation as well as improve access to water and sanitation. This is coupled with strengthening of rights of disadvantaged / vulnerable groups and the rule of law, increasing gender equality as well as generation of relevant knowledge for the partner and member organisations.

What is the purpose of this study? In accordance with the guidelines and rules of the public funder, HORIZONT3000, as the implementation organisation, is mandated to carry out an evaluation to ensure learning, programme steering, accountability, and reporting to continuously improve their own work and the cooperation with other actors in the next phase. Therefore, with assistance from Includovate, this evaluation will gather information and statistical evidence on the programme to analyse its effectiveness and sustainability at the level of the regional programme and the individual project of partner organisations. Analysis of the programme's strengths and potential for improvement in the cross-cutting areas of gender equality as well as environmental and climate protection will also be done. Besides, this data will help in analysing the strengths of and the potential for improvement of the programme in knowledge management. Finally, this evaluation process will gather recommendations for relevant stakeholders to improve the management of the programme in the next funding phase from 2023.

What will I do? As part of the implementing partner organisations, we're kindly inviting you to participate in this research study. We are requesting you to share your honest views on different issues you will be asked. Remember, these questions in this study are about your organisation but with a particular focus on the general issues based on effectiveness, sustainability, and cross-cutting issues of the East Africa Programme 2019-2022 and its projects in respective countries. Accordingly, we ask that the responses you provide are given on behalf of your organisation, and not the individual responding to the study. We ask that you complete this survey alone in a place you feel comfortable and safe. Please continue to be alone throughout the duration of the survey.

Voluntary participation: Participation is completely voluntary. If you choose not to participate, be assured that there will be no effect on your future relationship with HORIZONT3000. If you agree to participate, you can always change your mind and withdraw. There are no negative consequences, whatever you decide.



Confidentiality and Data security: Your email address was collected to enable researchers to contact you and share this survey. However, data will be extracted without your email address and your responses will not in any way be tied to your personal information. No other identifying information will be collected. Demographic questions will only be used for disaggregation and cannot be tracked back to the respondent. Your responses to this interview are confidential and they will also not affect existing or potential working with HORIZONT3000. Includovate will use this data to achieve the objectives that have been outlined above. We follow all local, national, and international standards for the transfer, storage, and use of data. For more information on Includovate's privacy policy see: <https://www.includovate.com/privacy-policy/>

Risks:

On Wellbeing: Some questions may be very personal. You can skip any questions you don't want to answer or stop the survey entirely.

Online data being hacked or intercepted: This is a risk you experience any time you provide information online. We're using a secure system to collect this data, but we can't completely eliminate this risk.

Breach of confidentiality: There is a chance your data could be seen by someone who shouldn't have access to it.

We're minimising these risk in the following ways:

- All identifying information is removed and replaced with a study ID in the publication of results.
- We'll store all electronic data on a password-protected, encrypted computer.
- We'll keep your identifying information separate from your research data, but we will be able to link it to you.

Possible benefits: Although you may not directly benefit from taking part in this study, the information you provide may help to draw out some conclusions and lessons, and to put forward possible recommendations. With the active and meaningful participation, Includovate will compile a Feedback Report with key findings and recommendations from the interview responses. Therefore, your kind cooperation with honest responses to the questions will be vital for the overall success of the study.

Estimated number of participants: 76 participants (38 males and 38 females). Please remember that only one male and female from each partner organisation will take part in this study.

How long will it take? Approximately 40 minutes

Costs: None

Compensation: None

Future research: De-identified data (all identifying information removed) may be shared with other researchers at the HORIZONT3000's discretion.

Funding source: HORIZONT3000



Where will data be stored? The data will be stored on the Includovate server for the online survey software. It will be downloaded without your email and other identifying information and stored on a secure server.

How long will it be kept? The data will be securely kept by HORIZONT3000 for up to 5 years.

Who can see my data? We (the researchers) will have access to your responses. We will share our findings in publications or presentations. If we do, the results will be aggregated data with no individual results.

Contact information: For questions about the research, complaints, or problems: Contact our project manager Veronica Phekani (Email: veronica.phekani@includovate.com ; Phone: +27620782744). Should you wish to make an anonymous complaint, please refer to Includovate’s online anonymous complaints process <https://www.includovate.com/report-anomaly-and-wrong-doing/>

Agreement to Participate: If you would like to participate in this study, please select the appropriate responses below:

- I understand that my participation in this research is voluntary, and that I am free to withdraw at any time without consequences. 1=Yes 2=No
- I understand that the information I provide will be treated as confidential and any identifying information, such as my name and occupational position will be anonymised. 1=Yes 2=No
- I agree to the use of anonymised direct quotes from my survey responses in publications and presentations arising from this research. 1=Yes 2=No
- I am alone, with no others present in the room (unless I require support to carry out the online survey), and I will be able to continue to be alone throughout the duration of the online survey. 1=Yes 2=No
- I agree to take part in the online survey. 1=Yes 2=No

Completion and submission: Completion and submission of the survey is considered your implied consent to participate in this study. The asterisk (*) before the question means that a response to the question is required. You should be able to leave the survey before completing it and resume it later. If you leave the survey before you complete it, then you must come back to the same computer and use the same browser in order to finish the survey. The [Done] button at the end of the survey must be clicked to submit your answers. **PLEASE SUBMIT YOUR RESPONSE BY [Insert date].** Please print this form for your records.

Survey Tool for Local Partner Organisations Implementing HORIZONT3000 EAST AFRICA PROGRAMME 2019 – 2022		
PART 1: Background Information		
No	Questions	Responses
1.1	Name of the respondent	Type
1.2	Name of the implementing organisation	Select one 1=Harmee Education for Development Association (HEfDA)



Survey Tool for Local Partner Organisations Implementing HORIZONT3000 EAST AFRICA PROGRAMME 2019 – 2022

		<p>2=Ethiopian Catholic Church – Social and Development Commission Coordinating Office of Hosanna (ECC-SDCO) 3=Ethiopian Catholic Church–Spiritans Community Outreach Ethiopia (SCORE) 4=Diocese of Lodwar – Water Department 5=HORIZONT3000 (ERI Joint) 6=HORIZONT3000 (Transparency) 7=HORIZONT3000 (Policy Dialogue) 8=Actions for Development Programmes–Mbozi (ADP-Mbozi) 9=Catholic Diocese of Kayunga, Community Habitat Environmental Management Programme (CHEMA) 10=Land Rights Research and Resources Institute (LARRRI / HAKIARDHI) 11=Mamas Hope Organisation for Legal Assistance (MHOLA) 12=Rulenge Ngara Diocese–The Department of Human Life Defence, Justice and Peace Section (RUDDO) 13=One World Sustainable Livelihood (OWSL) 14=Uganda Women’s Network (UWONET) 15=Caritas Kiyinda Mityana 16=Caritas–Masaka Diocesan Development Organisation (MADDO) 17=Youth Association for Rural Development (YARD) 18=Caritas Tororo Archdiocese 19=AFIRD–Agency for Integrated Rural Development</p>
1.3	Name of the department within the Organisation:	Type
1.4	Current role/job title of the respondent in the Organisation	<p>Select one 1=CEO 2=Project manager 3=Functional manager 5=Monitoring and evaluation officer 6=Project lawyer (legal team) 7=Staff 7=Field officer</p>



Survey Tool for Local Partner Organisations Implementing HORIZONT3000 EAST AFRICA PROGRAMME 2019 – 2022		
		99=Others specify
1.5	Number of years in the position/role above:	Type
1.6	Age of the respondent in years:	Type
1.7	Education of the respondent	Select one 1=No education 2=Adult education 3=Primary level 4=Post primary (Vocational) 5=Post primary (Secondary level) 6=Tertiary college 7=University level (graduate) 8=University level (postgraduate)
1.8	Gender of the respondent	Select one 1=Male 2=Female
1.9	Nationality of the respondent	Type- text box
1.10	Disability condition	Select one
1.10.1	Do you have difficulty seeing, even if wearing glasses?	1. No - no difficulty 2. Yes – some difficulty 3. Yes – a lot of difficulty 4. Cannot do at all
1.10.2	Do you have difficulty hearing, even if using a hearing aid?	1. No - no difficulty 2. Yes – some difficulty 3. Yes – a lot of difficulty 4. Cannot do at all
1.10.3	Do you have difficulty walking or climbing steps?	1. No - no difficulty 2. Yes – some difficulty 3. Yes – a lot of difficulty 4. Cannot do at all
1.10.4	Do you have difficulty remembering or concentrating?	1. No - no difficulty 2. Yes – some difficulty 3. Yes – a lot of difficulty 4. Cannot do at all



Survey Tool for Local Partner Organisations Implementing HORIZONT3000 EAST AFRICA PROGRAMME 2019 – 2022		
1.10.5	Do you have difficulty (with self-care such as) washing all over or dressing?	<ol style="list-style-type: none"> 1. No - no difficulty 2. Yes – some difficulty 3. Yes – a lot of difficulty 4. Cannot do at all
1.10.6	Using your usual (customary) language, do you have difficulty communicating, for example understanding or being understood?	<ol style="list-style-type: none"> 1. No - no difficulty 2. Yes – some difficulty 3. Yes – a lot of difficulty 4. Cannot do at all
1.11	Name of the HORIZONT3000 East Africa Programme 2019-2022 project being implemented	<p>Select one</p> <p>1=Integrated Natural Resources Management for Livelihood Security Munessa 2=Sustainable livelihoods 3=Integrated community Development of Hamer communities 4=Water and Sanitation in Turkana 5=ERI Joint 6=Transparency 7. Policy Dialogue 8=Food Security in Songwe 9=Sustainable agriculture for smallholder farmers Kayanga 10=Strengthening of land rights of smallholders in Morogoro and Kilindi 11=Women’s Rights in Muleba 12=Civic education in Biharamulo 13=Enabling Rural Innovation Mara 14=Strengthening rights of market women 15=Socio-economic empowerment of orphans and PWD 16=Enabling Rural Innovation Masaka 17=Enabling Rural Innovation Jinja 18=Enabling Rural Innovation Tororo 19=Promoting permaculture for improved livelihoods</p>
1.12	In which country was the project implemented?	<p>Select one</p> <p>1=Ethiopia 2=Kenya</p>



Survey Tool for Local Partner Organisations Implementing HORIZONT3000 EAST AFRICA PROGRAMME 2019 – 2022

		3=Uganda 4=Tanzania
1.13	Duration of the project	Select one 1=1 year 2=2 years 3=3 years 4=4 years
PART 2: Effectiveness of the programme and its interventions in terms of the objectives set		
2.1	To what extent have the objectives and outcomes of your project been achieved?	Select one Objectives 1=Not at all 2=To some extent 3=Great extent Select one Results/Outcomes 1=Not at all 2=To some extent 3=Great extent
2.2	What are the major factors that influenced the achievement/non-achievement of the objectives and results of your project intervention?	Select multiple- checkbox Achievement factors: 1=Experienced Project Managers & Professional Project Team Leaders/intelligent people 2=Methodical Approach 3=Proper Planning 4=Adhere to the Best Practices 5=Monitoring & Control 6=Use Professional Software 7=Effective Communication 8=Work with Committed People 9=Careful Management of Risks 10=Strong Closure of Project 11=Availability of funding



Survey Tool for Local Partner Organisations Implementing HORIZONT3000 EAST AFRICA PROGRAMME 2019 – 2022

		<p>12=Cooperation within the community 13=Involving beneficiaries in all aspects of project planning, implementation, monitoring and evaluation 14. Project responded to community felt needs 99=Others specify</p> <p>Non-achievement factors: 1=Unclear Goals and Objectives 2=Lack of Resource Planning 3=Poor Communication Across the Organisation 4=Inadequate Stakeholder Management 5=Poorly Defined Project Scope 6=Inaccurate Cost and Time Estimates 7=Inadequate Risk management 8=Inexperienced Project Managers 9=Unrealistic Expectations 10=Poor Monitoring and Controlling 11=Inadequate funds 12=Lack of community cooperation 13=limited involvement of the community in project planning, implementation, monitoring and evaluation 99=Others specify</p>
2.3	Are there any unintended positive and negative outcomes of your project interventions? If yes, explain the outcomes?	<p>Select multiple- checkbox</p> <p>Unintended Positive outcomes: 1=Improved knowledge of nutrition 2=Improved attitudes towards eating healthy diets 3=Improved practice of growing healthy diets 4=Improved vision and leadership skills in natural resource management 5=Improved collaboration among relevant market actors 6=Improved access to high-value markets</p>



Survey Tool for Local Partner Organisations Implementing HORIZONT3000 EAST AFRICA PROGRAMME 2019 – 2022

		<p>7=Improved ethical policies and codes of conduct guiding natural resource management 99=Others specify</p> <p>Unintended negative outcomes: 1=Deforestations/decreased forest cover 2=Increased consumption of manufactured foods/GMOs 3=Exploitation by middlemen and brokers 4=Exploitation by market cartels 99=Others specify</p>
2.4	<p>What changes have been brought about (or achieved) in the lives of the target groups, in particular women, persons living with disabilities and other marginalised groups?</p>	<p>Select multiple</p> <p>1=Increased rights and protection of the target groups 2=Increased public debates on the legal rights and entitlements of target groups 3=Increased number of legal and paralegal practitioners supporting the target groups 4=Increased number of stakeholders supporting the target groups 5=Increased recognition and protection of target groups with respect to identity and education 6=Increased participation of the target groups in community functions and structures 7=Increased income 8=Increase participation in markets 9=Increased agricultural production level 10=Changes in food security level 11=Increased programming opportunities and relevant strategies for the target groups 12=Increase chances of capacity development 13=Changes in advocacy and partnership strategies 14=Improved access to water 15=Increased awareness of natural resources management</p>



Survey Tool for Local Partner Organisations Implementing HORIZONT3000 EAST AFRICA PROGRAMME 2019 – 2022

		16=Increased application of natural resources management practices 99=Others specify
2.5	To what extent has your organisation taken into account the recommendations of the gender analysis conducted in 2019?	Select one 1=Not at all 2=To some extent 3=Great extent 4. Not aware of the gender analysis conducted in 2019 5= Don't know/can't say
2.6	Which recommendations of the gender analysis conducted in 2019 were taken up, which could not yet be implemented, and why?	Select multiple Recommendations taken up: 1=Training to strengthen technical project staff's understanding and response to gender equality and social exclusion as well as to build their own capacity to programme for gender; reduce reliance on project leads 2=More attention placed on gender integration strategies in implementation, monitoring and evaluation beyond the standard quantitative output indicator 3=Mapping of socially marginalised groups 4=Development of a targeted gender strategy for HORIZONT3000 East Africa projects 5=20% of gender focal points efforts dedicated to the function and appraised on it 6=Mechanisms and standards for implementation. 7=Fostering knowledge sharing, networking, cross-learning of best practices within the scope of the project/ dialogue internally and externally 8=Revisiting and strengthening of internal redress mechanisms promoting gender equality and social inclusion in the workplace. Especially with regards to professional conduct, staff welfare and safeguarding should be gender sensitive e.g. GBV prevention and response in the work environment.



		<p>9=Ways and suggestions of promoting gender equality in the sector 10=Others (explain)</p> <p>Recommendation not yet taken up: 1=Training to strengthen technical project staff's understanding and response to gender equality and social exclusion as well as to build their own capacity to programme for gender; reduce reliance on project leads 2=More attention placed on gender integration strategies in implementation, monitoring and evaluation beyond the standard quantitative output indicator 3=Mapping of socially marginalised groups 4=Development of a targeted gender strategy for HORIZONT3000 East Africa projects 5=20% of gender focal points efforts dedicated to the function and appraised on it 6=Mechanisms and standards for implementation. 7=Fostering knowledge sharing, networking, cross-learning of best practices within the scope of the project/ dialogue internally and externally 8=Revisiting and strengthening internal redress mechanisms promoting gender equality and social inclusion in the workplace. Especially with regards to professional conduct, staff welfare and safeguarding should be gender-sensitive, e.g. GBV prevention and response in the work environment. 9=Ways and suggestions of promoting gender equality in the sector 99=Others (explain)</p> <p>Reasons why recommendations could not be taken up: 1=Recommendation lacks clarity 2=Poor way of communicating recommendations 3=Research was not done properly</p>
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Survey Tool for Local Partner Organisations Implementing HORIZONT3000 EAST AFRICA PROGRAMME 2019 – 2022		
		4=Implementers were not properly engaged 5=Process was not clarified 6= Too much to be implemented 7=. No budget for implementation 99=Others specify (explain)
2.7	What aspects should be highlighted in the project gender analysis foreseen for the new phase of the programme 2023?	(Write your answer here): - text box
2.8	Are there any aspects related to the "Do no harm" approach that need to be considered and better integrated?	(Write your answer here):
2.9	To which extent has the awareness about human rights been increased in the programme areas?	Select one 1=Not at all 2=To some extent 3=Great extent
2.10	To what extent does your organisation effectively engage in policy dialogue on local, district and national level? Please explain	Select one- 1=Not at all 2=To some extent 3=Great extent
PART 3: Sustainability of the programme		
3.1	What is the degree of ownership of the projects by the communities?	Select one 1=no ownership 2=low 3=moderate 3=high
3.2	Which measures and strategies are put in place by your organisation and HORIZONT3000 to ensure the sustainability of the results?	Select multiple Measures and Strategies: 1=Having long term vision 2=Integrate sustainability in all your projects 3=Communication and Outreach 4=Involve key stakeholders 5=Diversify funding sources



Survey Tool for Local Partner Organisations Implementing HORIZONT3000 EAST AFRICA PROGRAMME 2019 – 2022

		<p>6=Create inventory of resources 7=Use your donor database 8=Undertake proper research to understand about the various options that can be used to maintain a steady flow of funds 9=Explore new opportunities 10=Develop new partnerships 11=Boost existing relations 12=Volunteer engagement 13=Community involvement 14=Institutionalise local groups 15=Community advocacy 16=Involving local government and departments 99=Others (explain)</p>
3.3	Which (if any) measures and Strategies by your organisation and HORIZONT3000 diminish the sustainability of the results	<p>Select multiple Measures and Strategies: 1=Having long term vision 2=Integrate sustainability in all your projects 3=Communication and Outreach 4=Involve key stakeholders 5=Diversify funding sources 6=Create inventory of resources 7=Use your donor database 8=Undertake proper research to understand about the various options that can be used to maintain a steady flow of funds 9=Explore new opportunities 10=Develop new partnerships 11=Boost existing relations 12=Volunteer engagement 13=Community involvement 14=Institutionalise local groups 15=Community advocacy 16=Involving local government and departments 99=Others (explain)</p>



Survey Tool for Local Partner Organisations Implementing HORIZONT3000 EAST AFRICA PROGRAMME 2019 – 2022

3.5	Are there any aspects related to the "Do no harm" approach that need to be considered and better integrated?	(Write your answer here):
3.6	What changes can be detected generated by the interventions your organisation implemented that are likely to prevail?	<p>Select multiple.</p> <p>1=Increased agricultural production 2=Community members claiming and exercising their rights 3=Community participation in community functions and structures 4=Implementing natural resources management practices 5=Gender equality 6=Increased access to market 7=Increased income 8=Increased food security 9=Capacity building 10=Legal and paralegal practitioners supporting the target groups 11=Increased employment 12=Socio-economic empowerment of orphans and PLWD 99=Others (explain)</p>
3.7	To which extent are the supporting measures during project monitoring of the project absorbed and applied by your organisation?	<p>Select one</p> <p>1=Not at all 2=To some extent 3=Great extent</p>
3.10	Have project processes contributed to sustaining these benefits?	<p>Select one</p> <p>1=Yes 2=No</p>
3.11	Have mechanisms been set up to support the achievement of gender-equality in the longer term?	<p>Select one</p> <p>1=Yes 2=No</p>
3.12	If Yes, what mechanisms have been set up to support the achievement of gender equality in the longer term?	
3.13	To what extent did the KNOW-HOW3000 programme support your organisation in achieving the objectives of the project?	<p>Select one</p> <p>1=Not at all 2=To some extent</p>



Survey Tool for Local Partner Organisations Implementing HORIZONT3000 EAST AFRICA PROGRAMME 2019 – 2022		
		3=Great extent
3.14	Which tools of Knowledge management did your organisation apply during project implementation? (ownership)	(Write your answer here):
PART 4: Cross-Cutting Issues		
4.1	Is the approach you chose culturally and socially appropriate to the target groups (in particular women and marginalised groups)?	Select one 1=Yes 2=No
4.2a	Did the intervention contribute to gender equality within the programme area?	Select one 1=Yes 2=No
4.2b	If so, in 4.2a, how and to what extent?	Select one 1=Not at all 2=To some extent 3=Great extent How? (Write your answer here):
4.2c	Did the project/interventions result in enduring changes to social norms (social/cultural practices and attitudes) that are harmful to people of all or some genders?	Select one 1=Yes 2=No
4.2d	If it did not achieve this (in 4,2c), why not?	Explain (Write your answer here):
4.3	To what extent and through which activities do the interventions contribute to ecological sustainability in the project areas? What could be improved?	Select one 1=Not at all 2=To some extent 3=Great extent Activities: (Write your answer here): Area of improvement:



Survey Tool for Local Partner Organisations Implementing HORIZONT3000 EAST AFRICA PROGRAMME 2019 – 2022		
		(Write your answer here):
4.4a	Did the projects contribute to positive behavioural change within the project communities (in terms of environment/gender)?	Select one 1=Yes 2=No
4.4b	If yes in 4.4a above, please explain how the project changed people's behaviour towards gender and environment?	How? (Write your answer here):

Survey Tool for Target Groups/Beneficiaries HORIZONT3000 EAST AFRICA PROGRAMME 2019 – 2022 - 2nd survey		
No	Questions	Responses
PART 1: Background Information		
1.1	Name of the respondent	Type
1.2	Name of the implementing Organisation (NGO) you are working with? (Please fill in)	
1.3	What did the organisation do in your locality?	
1.4	Age of the respondent in years	Type
1.5	Education of the respondent	Select one 1=No education 2=Adult education 3=Primary level 4=Post primary (Vocational) 5=Post primary (Secondary level) 6=Tertiary college 7=University level (graduate) 8=University level (postgraduate) 9=Don't know/Can't say
1.6	Gender of the respondent	Select one
1.7	Disability condition	Select one
1.7.1	Do you have difficulty seeing, even if wearing glasses?	<ol style="list-style-type: none"> 1. No - no difficulty 2. Yes – some difficulty 3. Yes – a lot of difficulty 4. Cannot do at all



Survey Tool for Target Groups/Beneficiaries HORIZONT3000 EAST AFRICA PROGRAMME 2019 – 2022 - 2nd survey		
No	Questions	Responses
1.7.2	Do you have difficulty hearing, even if using a hearing aid?	<ol style="list-style-type: none"> 1. No - no difficulty 2. Yes – some difficulty 3. Yes – a lot of difficulty 4. Cannot do at all
1.7.3	Do you have difficulty walking or climbing steps?	<ol style="list-style-type: none"> 1. No - no difficulty 2. Yes – some difficulty 3. Yes – a lot of difficulty 4. Cannot do at all
1.7.4	Do you have difficulty remembering or concentrating?	<ol style="list-style-type: none"> 1. No - no difficulty 2. Yes – some difficulty 3. Yes – a lot of difficulty 4. Cannot do at all
1.7.5	Do you have difficulty (with self-care such as) washing all over or dressing?	<ol style="list-style-type: none"> 1. No - no difficulty 2. Yes – some difficulty 3. Yes – a lot of difficulty 4. Cannot do at all
1.7.6	Using your usual (customary) language, do you have difficulty communicating, for example understanding or being understood?	<ol style="list-style-type: none"> 1. No - no difficulty 2. Yes – some difficulty 3. Yes – a lot of difficulty 4. Cannot do at all
1.8	In which country was the project implemented?	Select one 1=Ethiopia 2=Kenya 3=Uganda 4=Tanzania
PART 2: Effectiveness of the programme and its interventions in terms of the objectives set		
2.1	To what extent do you think the works/interventions done by (name partner organisation) in your community have been successful?	Select one Results 1=Not at all 2=To some extent 3=Great extent 9=Don't know/Can't say



Survey Tool for Target Groups/Beneficiaries HORIZONT3000 EAST AFRICA PROGRAMME 2019 – 2022 - 2nd survey

No	Questions	Responses
2.2	What do you think are the major factors that influenced the success/absence of success of this organisation's work in your community?	<p>Select multiple.</p> <p>Achievement factors:</p> <p>1=Experienced Project Managers & Professional Project Team Leaders/intelligent people 2=Methodical Approach 3=Proper Planning 4=Adhere to the Best Practices 5=Monitoring & Control 6=Use a Professional Software 7=Effective Communication 8=Work with Committed People 9=Careful Management of Risks 10=Strong Closure of Project 11=Availability of funding 12=Cooperation within the community 13=Involving beneficiaries in all aspects of project planning, implementation, monitoring and evaluation 14.=Project responded to community felt needs 15= Don't know/Can't say 99=Others specify</p> <p>Non-achievement factors:</p> <p>1=Unclear Goals and Objectives 2=Lack of Resource Planning 3=Poor Communication Across the Organisation 4=Inadequate Stakeholder Management 5=Poorly Defined Project Scope 6=Inaccurate Cost and Time Estimates 7=Inadequate Risk management 8=Inexperienced Project Managers 9=Unrealistic Expectations</p>



Survey Tool for Target Groups/Beneficiaries HORIZONT3000 EAST AFRICA PROGRAMME 2019 – 2022 - 2nd survey

No	Questions	Responses
		10=Poor Monitoring and Controlling 11=Inadequate funds 12=Lack of community cooperation 13=limited involvement of community in project planning, implementation, monitoring and evaluation 14= Don't know/Can't say 99=Others specify
2.3	What are the positive and negative outcomes that have resulted from (name partner organisation) work in your community?	<p>Select multiple.</p> <p>Unintended Positive outcomes:</p> 1=Improved knowledge on nutrition 2=Improved attitudes towards eating healthy diets 3=Improved practice of growing healthy diets 4=Improved vision and leadership skills in natural resource management 5=Improved collaboration among relevant market actors 6=Improved access to high-value markets 7=Improved ethical policies and codes of conduct guiding natural resource management 8= Don't know/Can't say 99=Others specify <p>Unintended negative outcomes:</p> 1=Deforestations/decreased forest cover 2=Increased consumption of manufactured foods/GMOs 3=Exploitation by middlemen and brokers 4=Exploitation by market cartels 5= Don't know/Can't say 99=Others specify



Survey Tool for Target Groups/Beneficiaries HORIZONT3000 EAST AFRICA PROGRAMME 2019 – 2022 - 2nd survey

No	Questions	Responses
2.4	What are the changes you got as a result of the works done by (name partner organisation) in your community, particularly women and marginalised groups?	<p>Select multiple.</p> <p>1=Increased rights and protection of the target groups 2=Increased public debates on the legal rights and entitlements of target groups 3=Increased number of legal and paralegal practitioners supporting the target groups 4=Increased number of stakeholders supporting the target groups 5=Increased recognition and protection of target groups with respect to identity and education 6=Increased participation of the target groups in community functions and structures 7=Increased income 8=Increase participation in markets 9=Increased agricultural production level 10=Changes in food security level 11=Increased programming opportunities and relevant strategies for the target groups 12=Increase chances of capacity development 13=Changes in advocacy and partnership strategies 14=Improved access to water 15=Increased awareness of natural resources management 16=Increased application of natural resources management practices 17= Don't know/Can't say 99=Others specify</p>
2.5	To what extent do you think the works done by (name partner organisation) in your community made people aware about their rights?	<p>Select one</p> <p>1=Not at all 2=To some extent 3=Great extent 4= Don't know/Can't say</p>



Survey Tool for Target Groups/Beneficiaries HORIZONT3000 EAST AFRICA PROGRAMME 2019 – 2022 - 2nd survey

No	Questions	Responses
PART 3: Sustainability of the programme		
3.1	What is the degree of ownership of the projects by you as the target groups (direct beneficiaries)?	Select one 1=No ownership 2=Low 3=Moderate 4=High 5= Don't know/Can't say
3.2	What are the changes left with you/likely to remain with you after the work done by (name partner organisation) in your community has ended?	Select multiple. 1=Increased agricultural production 2=Community members claiming and exercising their rights 3=Community participation in community functions and structures 4=Implementing natural resources management practices 5=Gender equality 6=Increased access to market 7=Increased income 8=Increased food security 9=Capacity building 10=Legal and paralegal practitioners supporting the target groups 11=Increased employment 12=Socio-economic empowerment of orphans and PLWD 99=Others (explain)
3.3	Have (name partner organisation) put in place mechanisms to ensure that the benefits of the project continue?	Select one 1=Yes 2=No 3=Don't Know/Can't Say
3.4	Have (name partner organisation) put in place a mechanism to support the achievement of gender equality in the long term?	Select one 1=Yes 2=No 3=Don't Know/Can't Say



Survey Tool for Target Groups/Beneficiaries HORIZONT3000 EAST AFRICA PROGRAMME 2019 – 2022 - 2nd survey		
No	Questions	Responses
3.5	If Yes, what mechanisms have been set up to support the achievement of gender equality in the longer term?	
PART 4: Cross-Cutting Issues		
4.1a	Is the approach that was used culturally and socially appropriate to you? (in particular women, persons living with disabilities and marginalised groups)	Select one 1=Yes 2=No 3=Don't Know/Can't Say
4.1b	If No in 4.1a, Ask, Why do you say the approach that was used was not culturally and socially appropriate to you?	Why? (Write your answer here):
4.2a	Do you think that the project implemented by (name partner organisation) contributed to gender equality in your community?	Select one 1=Yes 2=No 3=Don't Know/Can't Say
4.2b	If so, in 4.2a, how and to what extent?	How? (Write your answer here): Select one Extent? 1=Not at all 2=To some extent 3=Great extent
4.2c	Did the project result in enduring changes to social norms (social/cultural practices and attitudes) that are not harmful to people of all or some genders?	Select one 1=Yes 2=No 3=Don't Know/Can't Say
4.2d	If it did not achieve this (in 4,2c), why not?	Explain: (Write your answer here):
4.3	To what extent the project implemented by (name partner organisation) in your community contributed to	Select one Extent: 1=Not at all



Survey Tool for Target Groups/Beneficiaries HORIZONT3000 EAST AFRICA PROGRAMME 2019 – 2022 - 2nd survey

No	Questions	Responses
	environmental protection/sanitary benefits? What activities were implemented and what could be improved?	2=To some extent 3=Great extent Activities: (Write your answer here): Area of improvement: (Write your answer here):
4.4a	Did the project implemented by (name partner organisation) in your community changed people's behaviour towards women and environmental protection/sanitation?	Select one 1=Yes 2=No 3=Don't Know/Can't Say
4.4b	If yes in 4.4a above, please explain how the project changed people's behaviour towards women and environmental protection/sanitation?	How? (Write your answer here):



Annex 10: Programme Documents Reviewed

1. Programme Level documents

- Project logical framework
- Improvement of Living Conditions of Disadvantaged Groups in Five East African Countries: Detailed Programme Description
- Gender analysis of the ADC funded programme improvement of living conditions of disadvantaged groups in three east African countries 2019-2022
- Management Response to ADA Gender Analysis Findings and Recommendations
- Framework programme interim report, 2019
- Framework programme interim report, 2020
- Framework programme interim report, 2021

2. Project Level Documents

A. Documents from HEfDA

- Baseline study on situation of NRM in 8 kebeles (Doba, Golba, Qarsa, Anno, Jabo, Ocha, Gijicha, Lakicha) of Munessa highlands
- environmental management for livelihood security: detailed project description
- Framework programme 2019-2022 annual report 2019
- Framework programme 2019-2022 annual report 2020
- Framework programme 2019-2022 annual report 2021
- Framework programme 2019-2022 annual report 2022

B. Documents from ECC-Hosanna

- Sustainable livelihood development programme: baseline report
- Sustainable livelihood development programme: detailed project description
- Framework programme 2019-2022 annual report 2019
- Framework programme 2019-2022 annual report 2020
- Framework programme 2019-2022 annual report 2021
- Framework programme 2019-2022 annual report 2022

C. Documents from SCORE

- Integrated development of the Hamer community: detailed project description
- Framework programme 2019-2022 annual report 2019
- Framework programme 2019-2022 annual report 2020
- Framework programme 2019-2022 annual report 2021
- Framework programme 2019-2022 annual report 2022

D. Documents from Lodwar Diocese

- Water supply and basic sanitation in Turkana County, Kenya: detailed project description
- Baseline evaluation of Turkana water project: baseline report
- Framework programme 2019-2022 annual report 2019
- Framework programme 2019-2022 annual report 2020
- Framework programme 2019-2022 annual report 2021
- Framework programme 2019-2022 annual report 2022

E. Documents from ADP Mbozi

- Strengthening food security in Songwe: baseline study final report for the project P-19-341
- Strengthening food security in Songwe: detailed project description
- Framework programme 2019-2022 annual report 2019
- Framework programme 2019-2022 annual report 2020
- Framework programme 2019-2022 annual report 2021
- Framework programme 2019-2022 annual report 2022



F. Documents from CHEMA

- Baseline survey report
- Sustainable livelihood of smallholder farmers: detailed project description
- Framework programme 2019-2022 annual report 2019
- Framework programme 2019-2022 annual report 2020
- Framework programme 2019-2022 annual report 2021
- Framework programme 2019-2022 annual report 2022

G. Documents from LARRRI/HAKIARDI

- Baseline study execution report (two reports one for Morongoro and the other for Kilindi)
- Strengthening the land rights of smallholder farmers: detailed project description
- Framework programme 2019-2022 annual report 2019
- Framework programme 2019-2022 annual report 2020
- Framework programme 2019-2022 annual report 2021
- Framework programme 2019-2022 annual report 2022

H. Documents from MHOLA

- Baseline survey report for: The strengthening of women's rights project in Muleba district, Bukoba - Tanzania
- Strengthening women's rights in Muleba: detailed project description
- Framework programme 2019-2022 annual report 2019
- Framework programme 2019-2022 annual report 2020
- Framework programme 2019-2022 annual report 2021
- Framework programme 2019-2022 annual report 2022

I. Documents from Rulenge HLDD

- Project P-19-345 Information on and protection of civil rights and obligations project in Rulenge Ngara Diocese: baseline survey draft report
- Information on and protection of civil rights and obligations: detailed project description
- Framework programme 2019-2022 annual report 2019
- Framework programme 2019-2022 annual report 2020
- Framework programme 2019-2022 annual report 2021
- Framework programme 2019-2022 annual report 2022

J. Documents from OWSL

- A baseline study report for enabling rural innovation East Africa programme: a case of One World sustainable livelihood project
- Enabling rural innovation project in east Africa: detailed project description
- Framework programme 2019-2022 annual report 2019
- Framework programme 2019-2022 annual report 2020
- Framework programme 2019-2022 annual report 2021
- Framework programme 2019-2022 annual report 2022

K. Documents from ERI Joint

- A report of baseline study for enabling rural innovation east Africa programme
- Enabling Rural Innovation Project, East Africa (ERI EA) Phase III: detailed project description
- Framework programme 2019-2022 annual report 2019
- Framework programme 2019-2022 annual report 2020
- Framework programme 2019-2022 annual report 2021

L. Documents from UWONET

- On enhancing capacity and influence of market women living in rural and in urban poor areas to engage in decision making for business growth: baseline study report
- Strengthening the rights of market women in Kampala and Amuru: detailed project description



- Framework programme 2019-2022 annual report 2019
- Framework programme 2019-2022 annual report 2020
- Framework programme 2019-2022 annual report 2021
- Framework programme 2019-2022 annual report 2022

M. Documents from Caritas MADDO

- Report on baseline study for enabling rural innovation east Africa programme: Caritas MADDO
- Enabling Rural Innovation Project in east Africa: detailed project description
- Framework programme 2019-2022 annual report 2019
- Framework programme 2019-2022 annual report 2020
- Framework programme 2019-2022 annual report 2021
- Framework programme 2019-2022 annual report 2022

N. Documents from YARD

- Report of baseline study for enabling rural innovation East Africa programme: Youth Association for Rural Development (YARD)
- Enabling Rural Innovation Project in east Africa: detailed project description
- Framework programme 2019-2022 annual report 2019
- Framework programme 2019-2022 annual report 2020
- Framework programme 2019-2022 annual report 2021
- Framework programme 2019-2022 annual report 2022

O. Documents from Caritas Tororo

- Report of baseline study for enabling rural innovation east Africa programme: Caritas Tororo Archdiocese
- Enabling Rural Innovation Project in east Africa: detailed project description
- Framework programme 2019-2022 annual report 2019
- Framework programme 2019-2022 annual report 2020
- Framework programme 2019-2022 annual report 2021
- Framework programme 2019-2022 annual report 2022

P. Documents from Policy Dialogue

- Strengthening CSOs Effective Engagement in Policy Dialogue: detailed project description
- Framework programme 2019-2022 annual report 2019
- Framework programme 2019-2022 annual report 2020
- Framework programme 2019-2022 annual report 2021

Q. Documents from Caritas Mityana

- Reducing vulnerability of OVC and persons with disabilities in Mbende/Kasanda district: baseline report
- Socio-economic empowerment of people with disabilities and orphans: detailed project description
- Framework programme 2019-2022 annual report 2019
- Framework programme 2019-2022 annual report 2020
- Framework programme 2019-2022 annual report 2021
- Framework programme 2019-2022 annual report 2022

R. Documents from Transparency

- Prevent corruption and improve governance within HORIZONT3000 and its project partners in Uganda, Tanzania and Kenya
- Plan Activities - December 2020
- Prevention corruption and improve governance within HORIZONT3000 and its project partners in Uganda, Tanzania and Kenya

S. Documents from AFIRD

- Promoting sustainable agriculture for improved livelihoods among school communities: baseline survey report



- Promoting sustainable agriculture for improved livelihoods among school communities: project description
- Framework programme 2019-2022 annual report 2021
- Framework programme 2019-2022 annual report 2022

T. Document from DOR

- Project Evaluation of “Support DOR Education Department to Enhance and Sustain Quality Education in Lakes and Warrap States South Sudan” and “Strengthening the Right for Education, South Sudan.” Final Report, July, 2022.

U. Document From DESECE

- Endline Evaluation of DESECE’s “Promotion of Sustainable Agriculture and Human Rights, Kenya.” Final Report, December, 2020.





ÖSTERREICHISCHE ORGANISATION
FÜR ENTWICKLUNGSZUSAMMENARBEIT

AUSTRIAN ORGANISATION
FOR DEVELOPMENT CO-OPERATION

ORGANIZACIÓN AUSTRÍACA
DE COOPERACIÓN PARA EL DESARROLLO

ORGANISATION AUTRICHIENNE DE LA
COOPÉRATION POUR LE DÉVELOPPEMENT

ORGANIZAÇÃO AUSTRÍACA DE
COOPERAÇÃO AO DESENVOLVIMENTO

TERMS OF REFERENCE
FINAL EVALUATION OF THE HORIZONT3000
EAST AFRICA PROGRAMME 2019 - 2022



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LIST OF ABBREVIATIONS

ADA	Austrian Development Agency
ADC	Austrian Development Cooperation
BSIN-Innsbruck	Bruder und Schwester in Not Innsbruck
CA Kärnten	Caritas Kärnten
CBO	Community Based Organisations
CoP	Community of Practice
DKA-Austria	Dreikönigsaktion Österreich
ERI	Enabling Rural Innovation
ET	Evaluation Team
FP	Framework Programme
GBV	Gender Based Violence
HR-CS	Human Rights – Civil Society
ICT	Information and Communication Technologies
IDP	Internally Displaced People
IGA	Income Generating Activities
K4D	Knowledge for Development
KFB	Katholische Frauenbewegung
MO	Member Organisation
NGO	Non-Government Organisation
PWD	People with Disabilities
RD-NRM	Rural Development – Natural Resource Management
ROEA	Regional Office East Africa
SDG	Sustainable Development Goal
TA	Technical Advisor
WH-Graz	Welthaus Graz



I CONTEXT AND BACKGROUND

HORIZONT3000

HORIZONT3000 is an Austrian NGO with nine Catholic member organisations. HORIZONT3000 is mainly funded by the Austrian government (Austrian Development Cooperation / ADC), the European Union, contributions from its member organisations and other public and private donors.

HORIZONT3000 has specialised in the implementation of programmes and projects and the deployment of technical assistance personnel. HORIZONT3000 works in close co-operation with local partner organisations, donors and other stakeholders such as international CSOs and research institutes to achieve common sustainable development goals. Through its presence in the regional and country offices, HORIZONT3000 cooperates and engages through an open and constructive dialogue with local partner organisations and beneficiaries guaranteeing a participatory approach and ensuring relevance and sustainability. HORIZONT3000 aims at targeting the most vulnerable population groups, such as smallholders, marginalised women, children and youth, human rights groups as well as indigenous populations. In 2021, HORIZONT3000 carried out some 145 projects in 16 countries with an annual budget of approximately 11.7 million euros. Currently, 27 people work in the HORIZONT3000 office in Vienna and some 70 experts work in local offices or are deployed as technical advisors in partner organisations.

Gender equality and environmental protection are cross-cutting themes of the organisation. The methodological approach is strongly based on the empowerment of partner organisations and beneficiaries and on knowledge management.

East Africa Programme 2019-2022

HORIZONT3000 is currently implementing its 4-year framework programme (2019-2022) funded by the Austrian Development Agency and member organisations. This programme covers interventions in four regions and countries: East Africa, Central America, Senegal and Mozambique. In East Africa, the intervention “East Africa programme” aims at improving the living conditions of disadvantaged groups in five East African countries, namely Ethiopia, Kenya, South Sudan, Tanzania and Uganda. The HORIZONT3000 programme in East Africa comprises 21 projects and stands on the two thematic pillars: Rural Development and Management of Natural Resources as one and strengthening civil society and the protection of human rights as the other. These pillars have been developed and strengthened over the years. In the field of rural development, the regional Enabling Rural Innovation (ERI) programme implements a holistic innovative approach to enable small scale farmers to secure their livelihood, innovatively diversify income generating activities and even produce surpluses for local markets.

In the area of Human Rights - Civil Society the focus is on the awareness raising and promotion of rights, such as land rights, end of gender-based violence and gender equality. Over the past five years, HORIZONT3000 has been increasingly engaged in capacity building of its partners for policy engagement with different stakeholders.

Both pillars are embedded in the regime of the Sustainable Development Goals (SDGs). The programme intervention in the area of Rural Development and the Management of Natural Resources contributes strongly to SDG 2 “End hunger, achieve food security and improved nutrition and promote sustainable agriculture”. Furthermore, the rural development pillar strongly contributes to ensuring the availability and sustainable management of water and

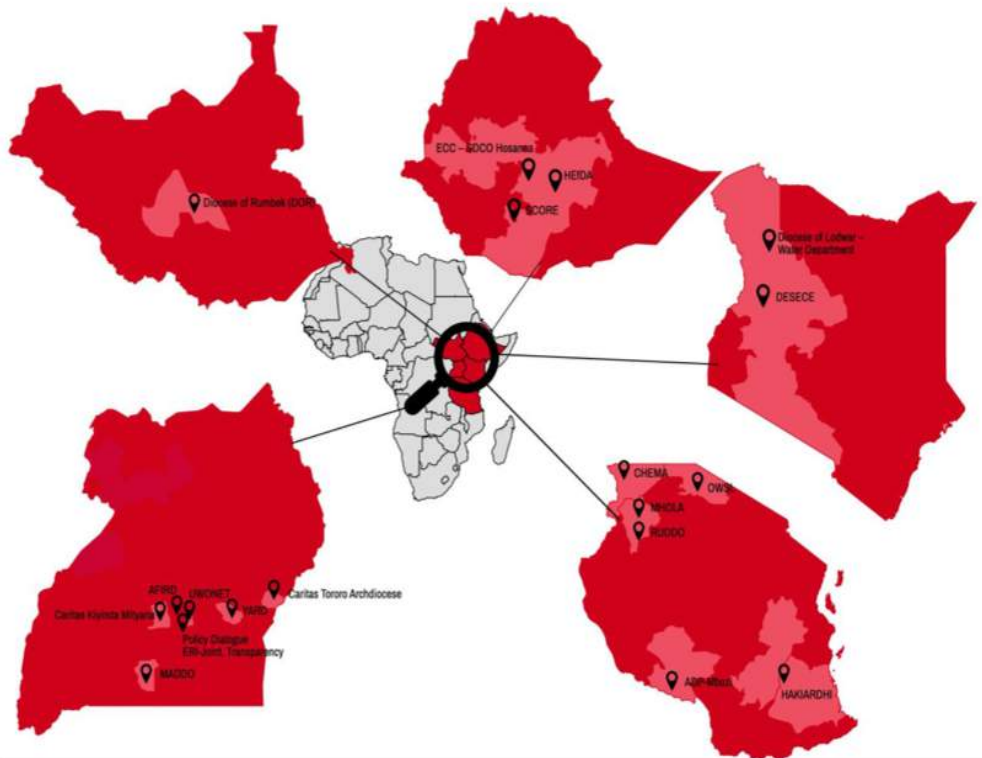


sanitation for all (SDG 6), to ensuring access to affordable, reliable, sustainable and modern energy for all (SDG 7) as well as the achievement of SDG 15 to protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

The strengthening of the civil society and the protection of human rights addresses to the achievement of gender equality and empowerment of all women and girls (SDG 5), reduced inequality within and among countries (SDG 10) as well as the promotion of peaceful and inclusive societies for sustainable development, provision of access to justice for all and building effective, accountable and inclusive institutions at all levels (SDG 16).

In addition to the two thematic pillars, the programme has two cross-cutting themes that focus on gender and knowledge management. The gender result focusses on empowering women and men for increased gender equality, contribution to SDG 5 "Achieve gender equality and empower all women and girls".

The knowledge management result strengthens our partners' capacities to improve organizational performance through the creation, sharing and multiplication of relevant knowledge by partner organisations and HORIZONT3000 Member Organisations through our knowledge management programme KNOW-HOW3000, contribution to SDG 17 "Strengthen the means of implementation and revitalize the global partnership for sustainable development.



**The Project in South Sudan has already been evaluated. Here the evaluation report from July 2022 will be provided to the team, a visit to South Sudan is not foreseen. The same applies for the DESECE project in Kenya.*



Description of the programme

Project title	East Africa Programme 2019-2022	
Donors	Austrian Development Agency: 63,90 %; 4.434.881,33 EUR HORIZONT3000 Member Organisations (DKA, KFB, WHG, BSIN, erko): 36,10 %; 2.505.704,11 EUR	
Location	Countries: Ethiopia, Kenya, South Sudan, Tanzania, Uganda	
General objective	Contribute to the improvement of living conditions of disadvantaged groups in five East African countries.	
Specific objective	<ol style="list-style-type: none"> 1. Improve natural resource management, agricultural production and access to market for small scale farmers and their families 2. Strengthen civil society and marginalized people to access and exert their human- and civil rights 	
Expected results	<p>R1) Ensured Food security and improved income generation, enhanced capacity in natural resource management and climate change adaptation and improved access to water and sanitation</p> <p>R2) The rights of women, children, youth and disadvantaged / vulnerable groups as well as the rule of law are strengthened</p> <p>R3) Women and men are empowered for increased gender equality</p> <p>R4) Relevant knowledge is generated, shared and multiplied by partner organisations of HORIZONT3000 and its Member Organisations in order to improve organizational performance</p>	
Programme budget	EUR 6.940.585,44	
Projects that contribute to the Programme :		
Name Partner Organisation	Country	Project name Abbrev.
Harmee Education for Development Association (HEfDA)	Ethiopia	Integrated Natural Resources Management for Livelihood Security Munessa
Ethiopian Catholic Church – Social And Development Commission Coordinating Office of Hosanna	Ethiopia	Sustainable livelihoods
Ethiopian Catholic Church - Spiritan Community OutReach Ethiopia (SCORE)	Ethiopia	Integrated community Development of Hamer communities
Diocese of Lodwar – Water Department	Kenya	Water and Sanitation in Turkana



Development Education Services for Community Empowerment (DESECE)	Kenya (2019-2020)	Human Rights and Sustainable Agriculture in Trans-Nzoia
Diocese of Rumbek (DOR)	South Sudan	Right to Education in Rumbek
Actions for Development Programmes - Mbozi (ADP-Mbozi)	Tanzania	Food Security in Songwe
Catholic Diocese of Kayunga, Community Habitat Environmental Management Programme (CHEMA)	Tanzania	Sustainable agriculture for smallholder farmers Kayunga
Land Rights Research and Resources Institute (LARRRI / HAKIARDHI)	Tanzania	Strengthening of land rights of smallholders in Morogoro and Kilindi
Mamas Hope Organisation for Legal Assistance (MHOLA)	Tanzania	Women's Rights in Muleba
Rulenge Ngara Diocese - The Department of Human Life Defence, Justice and Peace Section (RUDDO)	Tanzania	Civic education in Biharamulo
One World Sustainable Livelihood (OWSL)	Tanzania	Enabling Rural Innovation Mara
Uganda Women's Network (UWONET)	Uganda	Strengthening rights of market women
Caritas Kiyinda Mityana	Uganda	Socio-economic empowerment of orphans and PWD
Caritas - Masaka Diocesan Development Organization (MADDO)	Uganda	Enabling Rural Innovation Masaka
Youth Association for Rural Development (YARD)	Uganda	Enabling Rural Innovation Jinja
Caritas Tororo Archdiocese	Uganda	Enabling Rural Innovation Tororo
AFIRD - Agency For Integrated Rural Development	Uganda	Promoting permaculture for improved livelihoods
HORIZONT3000	Uganda, Tanzania, Kenya	Transparency
HORIZONT3000	Uganda, Tanzania, Kenya	Policy Dialogue
HORIZONT3000	Uganda	ERI Joint
Duration of the Programme	Start	End
	01/01/2019	31/12/2022



II PURPOSE AND OBJECTIVES OF THE EVALUATION

Mandate and purpose

In accordance with the guidelines and rules of the public funder, it is the responsibility of HORIZONT3000, as the organisation responsible for the implementation of the programme, to commission this evaluation. The purpose of this evaluation is to:

- **Learning:** the programme's partner organisations in East Africa, donors and HORIZONT3000 are interested in learning from the implementation of programmes and projects in order to continuously improve their own work and the cooperation with other actors.
- **Programme steering:** This evaluation is taking place in the fourth and final year of the current phase of the East Africa programme. The findings, lessons learned and recommendations will be very useful for the steering of the East Africa Programme in the next four-year phase starting in 2023. As a particular emphasis will be placed on strengthening gender equality in the programme from 2023 onwards, this evaluation also includes questions relating to the gender analyses and its follow up.
- **Accountability and reporting:** The evaluation should also examine the success and quality of the programme's implementation on the basis of the OECD DAC criteria.

Specific objectives :

- Analysis of effectiveness and sustainability at the level of the regional programme and the individual projects of partner organisations
- Analysis of the programme's strengths and potential for improvement in the cross-cutting areas of gender equality as well as environmental and climate protection
- Analysis of the strengths of and the potential for improvement of the programme in the area of knowledge management
- Obtain recommendations for relevant stakeholders from the evaluation to improve the management of the programme in the next funding phase from 2023.

Final beneficiaries and users of the results

- Partner organisations that implement the activities and interact with the programme's target groups through the various projects. They are, especially with regard to the learning objective of evaluation, not only the main beneficiaries, but also an important source of information and thus the main beneficiary of the evaluation
- HORIZONT3000, with regard to learning, programme management, but also accountability and communication
- Donors / funding partners, in particular DKA, WHG, BSIN, KFB and ADA (Austrian Development Cooperation Agency), especially with regard to programme quality and quality of implementation
- Target groups (women, girls, men, boys) and civil society organisations in the five countries - as final beneficiaries of future projects in the next ADA Framework Programme 2023- 2026.
- Other actors working on the same issues and interested in the lessons learned from this evaluation. (NGOs, technical services, local authorities etc.)



III SCOPE

This evaluation covers the East Africa Programme 2019 - 2022 and all its projects implemented by partner organisations and by HORIZONT3000 directly. The results, conclusions and recommendations of the evaluation should also influence the implementation of the next phase of the programme.

The evaluation covers the entire duration of the project's implementation, from its inception to the end of the current funding phase. Geographically it covers Ethiopia, Kenya, Tanzania and Uganda. In South Sudan only one project is part of the programme intervention. This project was evaluated separately, the report will be provided and should be considered in the overall evaluation. One project in Kenya phased out after 2 years and evaluation will be provided.

The evaluation will take place in the last quarter of 2022 and first quarter of 2023.

The OECD/DAC evaluation criteria - specifically effectiveness and sustainability - will guide this evaluation. The focus is on these two criteria to enable learning and application of recommendations in the next phase of the programme. There will also be a focus on the OECD/DAC criteria for gender marker 1.

IV EVALUATION CRITERIA AND QUESTIONS

Key evaluation questions

Effectiveness of the programme and its interventions in terms of the objectives set
<ul style="list-style-type: none">• To what extent have the objectives and results (outcomes and outputs) of the intervention been achieved?• What were the major factors influencing the achievement or non-achievement of the objectives and results (outcomes and outputs)?• Are there any unintended positive and negative outcomes under objective 1?• What changes have been brought about (or achieved) in the lives of the target groups, in particular women and other marginalised groups?• To what extent have the partner organisations taken into account the recommendations of the gender analysis conducted in 2019? Which recommendations were taken up, which could not yet be implemented, and why?• What aspects should be highlighted in the project gender analysis foreseen in for the new phase of the programme 2023? Are there any aspects related to the "Do no harm" approach that need to be considered and better integrated?• To which extent has the awareness about human rights been increased in the programme areas in Tanzania (MHOLA, Rulenge HLDD, Haki Ardhi)?• To what extent did partner organisations in Uganda and Tanzania effectively engage in policy dialogue on local, district and national level?
Sustainability
<ul style="list-style-type: none">• What is the degree of ownership of the projects by the partner organisations and their target groups?



- Which measures and strategies are put in place by the partner organisations and HORIZONT3000 to ensure the sustainability of the results? Which (if any) measures and Strategies by partner organisations and HORIZONT3000 diminish the sustainability of the results?
- To what extent have the partner organisations taken into account the recommendations of the gender analysis conducted in 2019? Which recommendations were taken up, which could not yet be implemented, and why?
- What aspects should be highlighted in the project gender analysis foreseen in for the new phase of the programme 2023? Are there any aspects related to the "Do no harm" approach that need to be considered and better integrated?
- What changes can be detected generated by the programme that are likely to prevail?
- To which extent are the supporting measures during project monitoring of HORIZONT3000 staff ROEA and the consultant in Ethiopia respectively absorbed and applied by the partner organisations?
- Have processes contributed to sustaining these benefits? Have mechanisms been set up to support the achievement of gender equality in the longer term?
- To what extent did the KNOW-HOW3000 programme support the partner organizations in achieving the objectives of their projects and organizations?
- Which tools of the Knowledge management programme KNOW-HOW3000 are used by the partner organisations independently? (ownership)

Cross-cutting issues

- Is the approach that the project partner chose culturally and socially appropriate to the target groups (in particular women and marginalised groups)?
- Did the intervention contribute to gender equality within the programme area? If so, how and to what extent? Did it result in enduring changes to social norms that are harmful to people of all or some genders? If it did not achieve this, why not?
- To what extent and through which activities does the programme contribute to ecological sustainability in the project areas – what could be improved?
- Did the projects contribute to positive behavioural change within the project communities (environment/gender)?

The questions can be refined and restructured in agreement with HORIZONT3000 during the inception phase. Any changes should be explained and should adequately reflect the overall purpose and scope of the evaluation.

V DESIGN AND APPROACH

For this evaluation, an experimental or quasi-experimental study design is not foreseen, as the methodological conditions for this are not met. However, HORIZONT3000 has baseline and monitoring data for most of the indicators in the intervention logic, so a non-experimental study design, including the following elements, should allow conclusions to be drawn on all evaluation questions:

- Desk analysis of programme and project documents, interim reports and previous evaluations.
- Data collection on programme and project indicators for comparison with baseline and monitoring data.



- Field visits / local inspection to verify physical achievements / results
- Individual and group interviews / focus groups with representatives of the target groups (men, women), local partner organisations (men, women), the regional office of HORIZONT3000 East Africa in Kampala, Uganda, the consultant in Ethiopia, HORIZONT3000 Vienna and other cooperation partners for the triangulation of the results of the data analyses as well as for the elaboration of further knowledge and recommendations.

The evaluation team should propose a detailed methodology for the assignment and is invited to explain its respective approaches to evaluate at the level of individual projects/partner organisations, as well as on overall programme level.

However, it should adopt a participatory, consultative and transparent approach involving the stakeholders, namely the head office in Vienna, the regional office in Kampala, the consultant in Ethiopia and the partner organisations throughout the evaluation process. A mixed-methods approach, combining different methods of data collection and analysis, is assumed. The use of participatory methods is recommended in order to better involve partner organisations and target groups. Participatory methods should be chosen in such a way that men and women can effectively share their perspectives and wherever relevant, differences in needs/interest and access of women/men should be addressed.

In designing the methodology, the evaluation team should be guided by the human rights-based approach, cross-cutting ADA issues such as gender and environment, the collection of data disaggregated by sex, age etc., as well as the quality standards applying to the design of ADA programmes and projects.

Methodological rigor will be heavily weighted in the evaluation of proposals. Bidders are therefore invited to question the methodology presented in these ToR and to improve it or to propose an approach deemed more appropriate.

The evaluation must be in accordance with the [ADA Guidelines for the Evaluation of Programmes and Projects](#), the OECD/DAC [Evaluation Criteria](#) and the OECD/DAC [Ethical Principles for the Evaluation of Development Assistance](#).

VI WORK PLAN

Key phases of the evaluation (indicative)

Period / Date	Deliverables	Responsibilities
November 28, 2022	Publication ToR	ToR approved by ADA before advertising them
January 9, 2023	Deadline for offers	
January 20, 2023	Interview, selection of consultant and contract award and signature	HORIZONT3000
Start-up phase		
February 10, 2023	Inception Report Deadline	Evaluation Team (ET)
February 28, 2023	Validation of inception report	HORIZONT3000 with ADA



March 6-10, 2023	Start-up workshops with key stakeholders and detailed planning	ET
Surveys / Fieldwork		
March, April, May, 2023	Fieldwork, Data collection, visit to partner organisations	ET
May 15, 2023	Draft report with first conclusions and recommendations	ET
End of May, 2023	Feedback workshop on the first findings and recommendations with ROEA; HORIZONT3000 Vienna and local partners (hybrid)	ET
Review, adaptation if necessary and approval of the draft report by the technical and financial partners		
June, 15, 2023	Approval of the Draft report	HORIZONT3000 with ADA
Final report		
July, 1, 2023	Final report deadline	ET

Deliverables

Inception Report

The Inception report should follow the following structure:

1. Background, purpose and objectives
2. Evaluation design and approach
 - 2.1 Methodology
 - 2.2 Evaluation matrix
 - 2.3 Data collection tools
 - 2.4 Data analysis
 - 2.5 Limitations, risks and mitigation measures
3. Quality assurance and ethical considerations
4. Work plan
5. Annexes

A Powerpoint presentation (or other)

of the findings and initial recommendations for the feedback workshop.

Draft report

The draft report follows the same structure as the final report.

The draft report will be assessed by HORIZONT3000 and its technical and financial partners for completeness, and the consultants will be asked justify why they do or do not incorporate (partly or fully) the comments into the final report.

The *Results Assessment Form* (RAF - see annex) must be completed and submitted to HORIZONT3000, together with the draft report

Final report

It must be written in English (max. 50 pages, without annexes) including an executive summary (max. 5 pages, also translated into English). The evaluation report must be structured as follows:



1. Executive summary
2. Introduction
3. Background and context analysis
4. Evaluation design and approach
 - 4.1 Methodological approach
 - 4.2 Data collection and analysis tools
 - 4.3 Limitations, risks and mitigation measures
5. Findings
 - 5.1 Programme level
 - 5.2 Project level
6. Conclusions
7. Recommendations
 - 7.1 Recommendations for the Programme
 - 7.2 Specific recommendations for each project / partner
8. Annexes

Estimated working days

Start-up phase	15 days min.
Surveys / Fieldwork	35-45 days
Data analysis, feedback and report submission	20-30 days

Available information sources:

- Programme documents
- Gender analysis of the projects
- Documents of the different projects
- Annual reports of the programme
- Annual project reports

VII EVALUATION MANAGEMENT SYSTEM

For the follow-up of this evaluation, a reference group will be set up on the side of HORIZONT3000 with the following participants:

- Ulrike Bey, Programme Coordinator Kenya, Policy Dialogue
- Katrin Jordan, Programme Coordinator Uganda ERI, Tanzania
- Friedbert Ottacher, Programme Coordinator Uganda, Ethiopia, South Sudan
- Franz Eichinger, Regional Director East Africa
- Solomon Mbubi, Programme Manager East Africa
- Getachew Aberra, HORIZONT3000 consultant Ethiopia
- Daniela Pfeffer, HORIZONT3000 gender focal point
- Thomas Vogel, Head of Programmes

The Evaluation Reference Group is responsible for the management of this evaluation and ensures that technical and ethical standards and guiding principles of the evaluation, including impartiality and independence, are met.

The contact person for the evaluation team is Mrs. Ulrike Bey (ulrike.bey@horizont3000.at).

VIII REQUIREMENTS FOR EVALUATORS

A consultancy company with local expertise and good knowledge of the programme area is preferred. The team must be able to offer the following expertise



- Programming and evaluation of projects with relevant and proven experience in the programmatic approach;
- Agricultural and rural development in the East African region (with experience in rural entrepreneurship, climate change, agroecology)
- Human rights, land rights
- Gender
- Expertise in gender-sensitive, human rights-based approaches and sufficiently equipped in participatory approaches
- Knowledge management / capacity building of institutional actors
- Fluency in English for all team members
- Fluency in Kiswahili is an added value
- The team leader must have minimum 10 years' working experience in qualitative and quantitative data collection and analysis as well as managing of evaluation teams proofed by a track record

Members of the evaluation team should not have been involved in the design and/or implementation of the programme. We propose a minimum of three experts and a maximum of six experts including a gender specialist for this evaluation. The evaluation team should be gender balanced and diverse.

The composition of the team must be detailed and explained in the technical offer, as well as the division of tasks between all team members and the added value of each of them.

IX SPECIFICATIONS FOR THE SUBMISSION OF TENDERS

A technical and financial offer must be submitted (max. 15 pages - without annexes).

Tenders must include:

- The curriculum vitae, experience and references of the consultant(s)
- Suggestions on the methodology, timetable and action plan and, if necessary, suggestions and recommendations to the mandate
- The number of working days planned for the assignment, including daily rates
- A detailed budget, which must be presented in Euros and must include all taxes, travel costs, logistics (including workshop costs etc.) and other expenses. (HORIZONT3000 is not allowed to deduct VAT - the offer must therefore also include VAT)

The maximum budget available for this evaluation is **EUR 80.000,--**

For all tenders within the budgetary framework, the following evaluation grid will be applied:

- Methodological quality of the technical offer: 80%
- Financial offer: 20%.

The offer should be sent to until **January 9, 2023** to ulrike.bey@horizont3000.at and solomon.mbubi@horizont3000.org. HORIZONT3000 reserves the right to extend the deadline if offers received by that date do not meet the requirements.

The payment will be distributed as follows:

- 30% on signing the service contract
- 40% at the end of the feedback session and delivery of the draft report
- 30% after validation of the final report by the coordination team.



X Relevant References

- ADA [Guidelines for Programme and Projects](#) evaluations including ADA Results Assessment Form (RAF) - **Annex 9**
- [Evaluation Policy](#) for Austrian Development Cooperation

