

# Every Voice Counts

Mid-term review

"We participated in the programme and learnt about women's rights and what advocacy is. If women can be educated like men we can have an improved society."

I AM  
A COMMUNITY  
LEADER  
#WEGOTTHIS

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## Abbreviations

ACAT	Advocacy Capacity Assessment Tool
AWRC	Afghan Women Resource Centre
CAFOB	Women Umbrella Association and NGOs of Burundi
CAG	Community Advocacy Groups
CBO	Community Based Organization
CCO	CARE Country Office
CDC	Community Development Councils
CEDAW	Convention on the Elimination of all Forms of Discrimination Against Women
CDF	Childhood Development Foundation
CNL	CARE Netherlands
COCAFEM	Consultative Women Umbrella of Associations in the Great Lakes Region
CSC	Community Score Card
CSO	Civil Society Organization
CWS	Community World Service
DDA	District Development Assemblies
DD	Dialogue and Dissent
DRC	Democratic Republic of Congo
DSH	Directorate of Stability and Humanitarian Aid
DVB	Directorate Security Policy
ED	East Darfur
EVAW	Elimination of Violence Against Women
EVC	Every Voice Counts
FGD	Focus Group Discussion
GBV	Gender Based Violence
GoB	Government of Burundi
GoS	Government of Sudan
HAC	Humanitarian Aid Commission
HH	Household
HIV/AIDS	Human immunodeficiency virus infection and acquired immune deficiency syndrome

HQ	Headquarters
HRRAC	Human Right Research and Advocacy Consortium
IATI	International Aid Transparency Initiative
IC	International Consultants
ICCPR	International Covenant on Civil and Political Rights
ICERD	International Convention on the Elimination of All Forms of Racial Discrimination
IHRD	International Harm Reduction Development program
INGO	International Non-Governmental Organization
IP	Implementing Partner
ISWA	Interim South West Administration
IVS	Integrated Security Policy
KII	Key Informant Interviews
LA	Local authorities
L&A	Lobby and Advocacy
L&L	Linking and Learning
LC	Local Consultants
LOYAL	Lower Shabelle Youth Association League
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
MIGEPROF	Ministry of Gender and Family Promotion
MIPAREC	Ministère Paix et Réconciliation sous la Croix
MOFA	Ministry of Foreign Affairs
MoLYS	Ministry of Youth and Sports
MTR	Midterm Review
NAP	National Action Plan
NGO	Non-Governmental Organization
NoC	No Objection Certificate
NWC	National Women Council
NYC	National Youth Council
OH	Outcome Harvesting
PCDC	Communal Community Development Plan
PDRC	Puntland Development Research Centre

PFTH	Pro-Femme TweseHamwe Organization
PUNSA	Puntland Non-State Actors Association
PYAN	Puntland Youth Association Network
RFP	Réseau Femme et Paix/ Network Woman and Peace
SAP	Strategic Advocacy Workshop
SD	South Darfur
SGBV	Sexual and Gender Based Violence
SPSS	Statistical Package for the Social Sciences
SSI	Semi Structured Interviews
SWA	South West Administration
SWS	South West State
THA	The Hague Academy for Local Governance
TL	Traditional Leaders
ToC	Theory of Change
ToR	Terms of Reference
ToT	Training of Trainers
UN	United Nations
UNDHR	Universal Declaration of Human Rights
UNSCR	United Nations Security Council Resolution
VAW	Violence Against Women
VDC	Village Development Committee
VSLA	Village Saving and Loan Association
WARDO	Wadajir Rural Development Organization
WASH	Water Sanitation and Hygiene
WAWA	We Are Women Activists
WCLRF	Women and Children Legal Research Foundation
WDD	Women Development Department
WRR	Netherlands Scientific Council for Government Policy
Y-PEER	Puntland Youth Peer Education Network
YC	Youth Committee

# Executive summary

## Introduction

This report captures the aggregated findings of the Mid Term Review (MTR) of the Every Voice Counts (EVC) programme (2016-2020) implemented in Afghanistan, Burundi, Pakistan, Rwanda, Somalia and Sudan by CARE Netherlands (CNL), in partnership with Care Country Offices (CCO) and The Hague Academy for Local Governance (THA). EVC is funded by the Netherlands Ministry of Foreign Affairs (MoFA) under the 'Dialogue and Dissent' Strategic Partnership programme. EVC aims to contribute to inclusive and effective governance processes in fragile settings (long-term objective). This is done through a Theory of Change (ToC) consisting of four domains of intervention: Domain 1: empowerment of excluded groups, Domain 2: strengthening CSO advocacy roles, Domain 3: strengthening responsiveness of public authorities, and Domain 4: expanding space for dialogue between stakeholders. In each of the countries, the ToC has been contextualized (e.g. women participation/quota in local development structures, implementation of GBV policy, GBV inclusion in local policy development and economic market access of women, youth policy approval).

The objective of the MTR (33 evaluation questions as per ToR) was to analyse progress made on programme results, considering results on country level and on Headquarters (HQ) level, and to propose ways forward with planning and implementation for the remaining two years of the programme. As EVC indicators were amended following the 2016 baseline studies, findings of the MTR could only be compared with baseline values on some indicators/evaluation questions.

## Methodology

Between May and September 2018 local consultants hired by CCO ensured data collection and analysis in the countries. Two international consultants coordinated the process, provided training and coaching to local consultants, collected data on CNL level, and completed the aggregated analysis. The MTR concerns Afghanistan, Burundi, Rwanda, Somalia and Sudan, as implementation in Pakistan only started around the MTR period because of a lengthy government authorization process. Instead, a baseline study was conducted in Pakistan simultaneously with the MTR.

Data was collected from 35 locations (villages, communes, districts etc.) in 16 provinces, districts, states in Afghanistan, Burundi, Rwanda, Somalia and Sudan. In Pakistan, the baseline study was conducted in 10 villages of 2 districts. Mixed methods were used for data collection. In total, 124 interviews were held in the countries with CCO staff, first and second tier partners, local authorities and powerholders, CSO/CBO and NGO leaders, community advocacy groups' and religious leaders. In addition, 26 interviews were held at CNL/HQ level, including with Embassies and the Ministry of Foreign Affairs. Furthermore, 31 mainly single-sex FGD were organized with the participation of at least 128 women and girls, other community members, youth, and local traditional and religious leaders. In total 330 people took part in FGD. Evaluation questions on perception needed to be answered by means of a survey. In total 1,596 surveys were administered and at least 63% of the respondents were women and 13% were youth. Outcome Harvesting was chosen by CNL as a key method for the MTR, involving training on the method and coaching/review/feedback on outcomes harvested by the local consultants. Outcomes were harvested from documents and through interviews. Writeshops were held in



Burundi, Somalia, Rwanda, Afghanistan and Sudan, and more outcomes were identified during the Linking & Learning (L&L) event in Bangkok (27-28 September 2018). In total, 61 outcomes were harvested and categorized.

Data analysis made use of various tools including SPSS and content analysis. Data was triangulated, and qualitative and quantitative data was integrally analysed against MTR questions linking to the ToC. In each of the 5 MTR countries, preliminary findings were discussed in a validation meeting engaging CCO staff, first tier partners and other invitees (e.g., representatives of the NL Embassies). Each country produced an MTR report that was reviewed; this report consolidated data presented in the country reports. MTR findings were jointly discussed during the L&L event, where also the full set of outcomes was analysed against the EVC ToC. Several outcomes (at least 4 per country) were reviewed for quality checking, but it was not possible to assess the quality and consistency of all the completed outcome descriptions.

The main challenge to this process was the tight timeframe causing variation in the timing of the MTR preparation process (hiring consultants, developing tools), which made complete streamlining difficult and caused delays in delivery of the country reports. Also, quality and ways of presenting data in the different country reports varied widely. This added a significant amount of time and effort to provide feedback, and to the task of compiling, making sense and analysing/interpreting of the data for the L&L event and for this consolidated report.

## Main findings

By means of a summary, key findings are below presented in the form of bullet points for each of the domains and the cross-cutting evaluation questions. A more elaborate concluding narrative can be found in the last paragraph the chapters pertaining to the domains (chapters 1 to 4) and the crosscutting chapter (5).

### Domain 1/Excluded groups

- EVC strengthened political capacities of 955 women and youth; on average, 83% (61.5% in the baseline) of the women and youth surveyed are more aware of their rights and responsibilities.
- 58 outcomes (95%) show change on gender-issues such as social norms (perception and practices), women's voices, and GBV. Although public participation seems to have improved, women's involvement in household decision-making falls behind, in particular on issues linked with sexuality. This is reflective of high levels of domestic violence reported in the EVC countries.
- Survey respondents (90%) feel that decision-making needs to be inclusive of women and youth. Outcomes support this, as 32 of the changes are linked to 'representation and participation' (VDC/CDC, Imihigo and PCDC and women/youth participation in the electoral process) and 36 to 'decision-making and governance' (accountability and transparency, needs-responsive decision-making, and community monitoring).
- 50% of the survey respondents rate accountability as high; transparency is felt to lack in specific government programs and to be negatively affected by corruption.
- EVC supported 737 community advocacy, women, youth and VSLA groups (with more than 8,700 participating members), which are seen as legitimate actors for defending the cause of women and youth rights. Although MTR reports lacked clear examples of concrete advocacy actions initiatives by

such groups, it is possible to say that at least 27 lobby and advocacy initiatives were carried by community advocacy groups, including 16 harvested outcomes categorized as L&A initiative: 5 carried out by community groups, 3 by women/youth groups and 8 by women/youth as individuals (4 of these in Sudan). Several changes influenced among public authorities and powerholders involve the contribution of community advocacy groups.

- The individual voice of women/youth in these initiatives is however not yet strongly felt. It may link to the choice of EVC's target group (marginalized groups, assuming they are in a disadvantaged 'start position'), or that these results – apart from the few outcomes harvested – are challenging to be monitored. EVC staff scored progress on this domain 5 out of 10.

### **Domain 2/CSOs**

- Thirteen organizations are involved with EVC as implementing partners (first tier) in the five countries where the MTR was conducted, and around 219 CSOs as second tier. Both types of CSOs have benefited from capacity support, mostly through trainings and workshops, with the vast majority of trainings focusing on the influencing process relevant to EVC, rather than trainings on content for advocacy (e.g. gender equity).
- The MTR shows proof of at least 49 first and second tier CSOs making use of the gained skills. This is, in particular, observable through 71 L&A initiatives that they initiated (60 initiatives by first tier CSOs, 11 initiatives by second tier CSOs), with media outreach being an interesting window of opportunity. Because of these efforts, legitimacy of CSOs – as perceived by community members - increased as underpinned by 34 outcomes that have influenced change on representation, and 63 outcomes on service delivery. With exception of Rwanda (outcomes RW-2, RW-1), MTR reports provided no data on internal legitimacy improvements (e.g. inclusiveness within CSOs), an area requiring further attention.
- Second tier CSOs influenced change in 18% of the outcomes (11 out of 61). The mapping analysis (L&L event) showed that second tier CSOs contributed to 22 out of 61 outcomes (36%).
- Results achieved by second tier CSOs show that a phased and synergetic approach works. It also shows that EVC influences change beyond the sphere of control, which appoints to sustainability. There are however no EVC/CCO monitoring data on whether (and, if so, how) the vast majority of the 219 second tier CSOs have made use of L&A skills, both within and beyond the programme context; such insight could strengthen the analysis on the added value of working with second tiers. CSOs are, in conclusion, in a better position to influencing policies and practices among public authorities and powerholders. EVC staff rated the progress on this domain 3.9 out of 10.

### **Domain 3/Public authorities and powerholders**

- EVC made significant efforts to build capacities of different levels and types of public authorities and powerholders on inclusive governance principles, concepts and practices (e.g. CSC, social audit, accountability), gender, religious doctrine, advocacy, and human security related subjects. In particular, their participation in CSC particularly shows how they make use of acquired knowledge and skills; other (autonomous) initiatives taken by them to become more responsive, accountable and transparent are still scarce.

- 22 out of 61 outcomes (36%) fall in domain three, and most of the changes are reported on lower government level, except for Somalia. Although reflective of the EVC focus, it also shows that opportunities to link advocacy initiatives on lower and higher levels of governance can be further explored. There is also a need to move from commitment or engagement to concrete actions by public authorities and powerholders. This will help to raise the 50% perception figure of citizens now rating accountability and transparency as insufficient.
- Also, 16 outcomes reported changes among public authorities and 13 among powerholders (including traditional and religious authorities). In particular the latter, mostly conservative, group was assumed to be difficult to change. Results show however that by engaging them change can be realised.
- Findings show that changes in domain three do not always link back to participation from the community or efforts by CSOs, as other stakeholders/factors co-influence change among public authorities and powerholders. EVC staff rate the responsiveness of public authorities and powerholders to the needs of excluded groups 4.5 out of 10.

#### **Domain 4/Spaces for dialogue**

- 146 dialogue processes and spaces for dialogue were organized/created across the five MTR countries on a variety of topics that link with countries' ToCs, mostly by first tier CSOs. The role of second tier CSOs in this is less clear, which can be attributed to limited monitoring of/control over the initiatives of second tiers, in the absence of a clear contractual arrangement.
- 6 outcomes were categorized in domain 4; at the same time, 65% of the harvested outcomes relate to lobby/advocacy and dialogue spaces. Also, 59% are linked to mobilization as core-strategy and for 49 (80%) outcomes the contribution related to influencing.
- Progress on this domain is strongly linked to the CSC process; but while in Sudan, this is an achievement in itself, in other contexts it shows the need to influence other types of space for dialogue, and to further activate autonomous initiatives by authorities to create such spaces. This also requires further clarification among CCO and partners on what constitute spaces for dialogue, as MTR reports predominantly focused on EVC L&A activities and CSC interface meetings as 'space' and less on broader processes of dialogue and negotiation to influence the political and/or public debate.
- 37 outcomes link to policy/law improvement (1 law, 4 policy guidelines and frameworks, 1 social norm, 1 plan), in particular on GBV and gender. Also, 1 law and 4 action plans were implemented. EVC contributed to these results alongside other actors. All of these were noted in Rwanda and Burundi, as the focus in Afghanistan and Sudan was more on legal awareness raising. More results on laws and policies may be expected in coming years, in particular also for Somalia, where the main focus of EVC has been on youth policy influencing, but which process results were not yet captured in outcomes as they are ongoing.
- In Burundi and Afghanistan, progress in domain 4 influenced negative outcomes (increased vulnerability for women chased from polygamous marriage, and for girls going to school); mitigation measures should be negotiated/put in place beforehand.
- Between 61-95% of the survey respondents feel represented by public authorities in the different countries, and approximately 73% of respondents believe that decision-making is inclusive and

responsive. While these figures are relatively high, qualitative data and outcomes are less affirmative (59% of harvested outcomes pertain to inclusive decision-making). Opportunities to strengthen this lie with powerholders, given their proximity to and trust by communities, and greatest gaps are seen with public authorities.

- In conclusion, both excluded groups and CSOs are advancing towards effective interaction in formal and informal spaces of dialogue and negotiation, mostly because of dialogue initiatives organized under EVC. Autonomous spaces are less frequently reported, also meaning that public authorities and other powerholders – although participating in the EVC supported spaces – are still lagging behind on true representation and inclusiveness. The EVC staff scored progress on this domain 4.7 out of 10.

### **Programme context**

- CNL and CCO have a strong track record in service delivery programming. As EVC adopted L&A as a core-strategy, it constitutes a new focus of work. This generated challenges such as adapting core organizational processes and finding staff members with relevant capacities. As L&A as core focus in the context of the strategic partnerships was also new to MoFA, the adjustment process included multiple adaptations made to the results framework (first by MoFa, and then by EVC partners), causing delays and a certain apprehension among staff.
- External challenges were noted with lengthy government authorization procedures for implementation causing delays, high government staff turnover, trust issues between authorities and citizens, and the reduction in civic space in Burundi and Pakistan (e.g. adoption of stricter INGO laws). EVC partners adopted a positive approach, focused on how civil participation benefits the achievement of governance results, which helped to overcome this. Security incidents/treats were noted in Sudan and Afghanistan.
- L&A support offered by CNL was mostly focused on process rather than content and has been useful in refining and focusing national lobby agendas, although more hands-on and context-specific coaching in the follow up of these plans in time to come will be beneficial. Netherlands-focused L&A had particular success with regards to the inclusion of the human security concept in the Dutch Integrated Security Policy but has not yet had a direct value for or spin-off in the countries. Advocacy around specific country topics linking with EVC ToCs could be opportune.
- Collaboration between CNL, CCO, THA and partners is generally perceived as good, although, in particular, the strategic element of collaboration with Embassies, the Ministry and other strategic partnership NGOs could be improved. Harvested outcomes strongly show the contribution of multiple partners, providing proof of the added value of working in synergy.

### **Conclusions & recommendations**

MTR data shows that EVC has, in a relatively short period of time, and in spite of the challenges above reported, managed to advance towards the promotion of inclusive and effective governance processes. This happened in an operating context challenged by insecurity and limited civic space.

Building on CARE's community expertise, EVC succeeded in building knowledge and changing perceptions of community groups/members – and in particular women and youth – on rights of women to participate in decision-making. Progress is most felt with regards to participation in public life and less in the household

domain, where harmful practices persist, which is reflective of the focus of EVC activities on women (and less on conservative men) around public governance/participation topics. EVC innovates in using the CSC methodology as a tool for inclusive decision-making and for L&A agenda setting. Linking the CSC to existing community development policy processes has provided added value (e.g. PCDC, CDC, VDC). A broader focus on other types and spaces of community/authority dialogue would benefit further progress on responsive governance, in particular because concrete change on behalf of authorities is limited against realities of corruption and limited state budgets. The 61 harvested outcomes show in particular results in domains 1 and 3, indicating that certain community advocacy groups are able to directly influence public authorities and powerholders. Even though both first and second tier CSOs strengthened their capacities and outcomes showed their contribution towards change, in many cases the guiding role of CSOs in the overall process of change seems to be smaller than expected; this raises questions on how first tier CSOs represent communities, and on whether and how second tier CSOs are really part of the programme (monitoring). Changes achieved with powerholders (e.g. hill chiefs and Imams) show that close engagement with actors thought to be most reluctant can be an opportunity to address harmful practices.

Current lessons on the EVC programme identified through this MTR are worthwhile to be shared, both among EVC partners, with other strategic partners, and with strategic partners such as the Ministry of Foreign Affairs and Embassies in the EVC countries. Such exchange has so far been limited and mostly of progress monitoring nature, whereas it would allow for a deeper reflection on how observed (pathways of) change(s) link to intervention strategies, the ToC and assumptions.

The **recommendations** of the MTR are organized per stakeholder group (CCO and partners), CNL, THA, Government stakeholders, and Embassies and the Ministry of Foreign Affairs. An extended version of these can be found in chapter 6, and the full list of recommendations consolidated from MTR country reports is available in Annex G.

## To CARE country offices and partners

- **Capacity strengthening:** In conjunction with local advocacy groups and male groups, address harmful practices stemming from existing social norms, as this negatively affects private and public participation in decision-making.
- **Mobilization:** Engage with media (traditional - TV, radio, newspapers- and new -social media, blogs, portals) as an ally in the development of lobby and advocacy strategies, in particular mobilization.
- **Advocacy agenda and follow-up:** Ensure that any review of advocacy agendas build on achieved results, deepening rather than expanding scope and target audiences, and put in place (i) feedback mechanisms, and (ii) follow-up on commitments made by public authorities;
- **Conservative stakeholders:** Strengthen the involvement of conservative (religious) authorities and powerholders in EVC training and outreach, as opportunity for trust building with communities;
- **NL Embassies:** Stronger engage the NL Embassies as an ally through periodic strategic reflection on programme experiences and results, also to see how contextual challenges could benefit from diplomatic address.

- Role of CSOs: Revisit and discuss on how first tier CSOs can strengthen their internal legitimacy and representation function, and stronger engage second tier CSOs with EVC advocacy work.
- Sustainability: Strengthen the sustainability of inclusive governance processes by involving and capacitating local leadership and partners in identifying options (e.g. CSC in regular governance processes, local action plan funding, seek complementary INGO support).
- Mitigate negative change: Explore possible adverse effects before developing strategies and develop mitigating measures for potential negative outcomes of the programme.
- Clarify space for dialogue: Strengthen results in domain 4 by clarifying what consists of spaces for dialogue, paying particular attention to the process and inclusiveness of such spaces.

### To CARE Netherlands

- In setting scope and overall targets, and in evaluating results, allow for flexibility that fits specific country context, offering additional guidance on the current results framework.
- Stimulate internal learning and reflection on L&A as core strategy, and implications for the organizational set-up and processes, also with regards to a CNL-CCO relationship that stronger builds on direct communication and strategic exchange.
- Ensure that further L&A support is facilitated/hands-on, linked to current country advocacy plans, and that it stronger engages POs, also on topics like gender sensitive EVC programming.
- Outcome Harvesting: Integrate OH into the EVC programme cycle, providing additional support to CCO and partners strengthen capacities on how to harvest and analyse outcomes.

### To The Hague Academy for Local Governance

- In conjunction with CCO, seek means to follow up on authority and CSO action plans (e.g. through one-on-one follow up meetings).
- Provide complementary trainings (or coaching through the master trainers) on outstanding needs, particularly targeting individuals that have so far demonstrated active engagement.

### To the Dutch Embassies and the Ministry of Foreign Affairs

- For the Ministry (DSH) to take up a facilitating and convening role in stimulating strategic exchange and learning between members of the different strategic partnerships, in particular on L&A strategies, both within the countries and in the Netherlands;
- For the Ministry to ensure that the different Ministerial departments involved in EVC (and the strategic partnerships in general) align as much as possible on policy perspectives that have relevance for inclusive governance-focused programmes;
- For the Embassies to provide more sustained strategic guidance and political support to CCOs, especially with regards to their lobby and advocacy effort, on areas where EVC advocacy topics intersect with Embassy policies. Also, make use of EVC experiences in defining and prioritizing the implementation of the new Multi-Annual Country Strategies.

## I) Introduction<sup>1</sup>

This report captures the aggregated findings of the Mid Term Review (MTR) of the Every Voice Counts (EVC) programme (2016-2020) that is implemented in Afghanistan, Burundi, Pakistan, Rwanda, Somalia and Sudan by CARE Netherlands (CNL), in partnership with Care Country Offices (CCO) and The Hague Academy for Local Governance (THA). The EVC programme is funded by the Netherlands Ministry of Foreign Affairs (MoFA) under the 'Dialogue and Dissent' programme, which is, in essence, a lobby and advocacy (L&A) programme implemented through strategic partnerships. The report is based on 5 MTR reports prepared by teams of local consultants in each of the countries, in additional data collection on HQ level by two international consultants, and also considers reflections during the Linking and Learning (L&L) event held in September in Bangkok. The report is structured as follows:

- In this introductory chapter (I), a short background to the EVC programme is provided, including the objectives and scope of the MTR. Important key-EVC concepts are defined, to help the interpretation of findings, and section (I.4) lists some (shared) issues in the context of the EVC countries.
- Chapter II clarifies how the MTR was implemented, including the process and timelines, the data collection and analysis methodologies used. It also lists limitations and challenges observed. The chapter ends with a reflection on the experience of using Outcome Harvesting (OH), providing some ways forward for continued use of the methodology in the EVC context.
- Chapters one to five report findings along all MTR evaluation questions included in the Terms of Reference (ToR). Chapter one to four address respectively EVC domains one to four (excluded groups/women/youth, CSOs, public authorities/powerholders, spaces for dialogue). Each of these chapters wraps up with a short conclusion answering the 'umbrella' question for that particular domain. Chapter five presents findings on cross-cutting evaluation questions pertaining the internal and external context, lobby and advocacy (support) by CNL and the added value of strategic partnership. Whenever a change was captured in the form of an outcome (using OH), the number of the outcome as per the database is referred (for example, SU-7 for outcome 7 of Sudan)<sup>2</sup>. The descriptions of the 61 outcomes can be consulted in Annex H.
- Concluding chapter six answers the main evaluation question. It also offers insight into main lessons learned and lists key recommendations. More elaborate lists of lessons and recommendations are included in Annex G.
- The Annexes include a variety of background information, including additional tables presenting key quantitative data on outcomes and survey findings, an overview of all outcomes harvested, a list of key informants interviewed, documentation reviewed, data collection tools used, a bibliography of consulted literature are also included and the full description of the harvested outcomes.

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<sup>1</sup> Part of the text in this chapter is based on the MTR OH guide that was developed for the purpose of this MTR.

<sup>2</sup> The following acronyms are used to number the outcomes in the database and across the report: Rwanda: RW, Sudan: SU, Somalia: SO, Burundi: BU, Afghanistan: AF.

For the purpose of consistent representation of data, whenever a country report did not present a clear answer to a specific MTR question, this is noted, and the information is not integrated in the overall findings, but presented separately in footnotes. Also, as the sources of information for this consolidated report are the MTR country reports, data presented in this report is not always referenced, as the underlying data source references can be found in the country reports.

## I.1) Background EVC programme

Fragile settings are characterized by the existence of imbalanced power structures and non-inclusive governance processes between government, civil society organization (CSOs)/community-based organisations (CBO) and citizens, and in particular disadvantaged groups such as women and youth. In fragile settings, especially disadvantaged groups lack voice in governance processes. Policies and service delivery are often difficult to access for them or fail to respond to their needs, and the accountability of powerholders towards these groups is very limited. The EVC programme seeks to address these realities by contributing to inclusive and effective governance processes in fragile settings through four domains of intervention:

1. Empowering of members of excluded groups, in particular women and youth.
2. Strengthening the advocacy role of civil society organisations from the perspective of influencing policies and practices and holding power holders to account.
3. Strengthening responsiveness of public authorities and other powerholders to the needs of people.
4. Expanding and strengthening the space for dialogue and negotiation between the different stakeholder groups.

Realities, challenges and opportunities around inclusive governance differ per country; the EVC programme focus, thus, has been contextualized as follows:

- EVC Afghanistan aims to increase women's participation in Community Development Councils (CDCs) and to improve the availability, accessibility and quality of education and health services.
- EVC Burundi advocates for application of the 30% quota for women's participation at community level, aims for inclusion of women/girls in community development planning and advocates for the completion and implementation of the Gender Based Violence (GBV) law.
- EVC Pakistan aims to improve the implementation of the GBV law and advocates for the inclusion of women in local governance processes.
- EVC Rwanda focuses on the engagement of grassroots women and girls in Imihigo<sup>3</sup> planning and budgeting processes, to ensure the inclusion of GBV response and prevention in district plans and budgets.

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<sup>3</sup> Imihigo refers to annual planning and budgeting process of central and local government in Rwanda. It includes meetings at every level of government, to give central agencies and district governments a chance to negotiate targets.



- EVC Somalia advocates for the approval and implementation of the Youth Policy in Puntland and ISWA (Interim South West Administration) and aims to increase youth participation during the 2020 general elections.
- EVC Sudan aims to increase the participation of women and youth in Village Development Councils (VDCs) and local-level decision-making bodies; and to increase women and youth's inclusion in financial and market services.

## **I.2) Objectives and scope of the Mid-Term Review**

As the EVC programme is halfway through its life cycle (2016-2020), CNL commissioned a Midterm Review with the specific aim to use Outcome Harvesting (OH) as one of the evaluative methodologies. Baseline studies were carried out in 2016, enabling the assessment of change over time. Full comparison with baseline data was, however, not possible for this MTR, because programme indicators were revised and simplified following the baseline process.<sup>4</sup> In Pakistan, programme implementation started around the same period as the MTR due to delays in government approval. There, a baseline study was conducted simultaneously with the MTR. In Sudan, implementation also falls behind due to the complex security context and multiple staff changes.

The objective of the MTR was to analyse progress made on programme results, as reflected by the EVC ToC and the MoFA Dialogue and Dissent (DD) results framework, also considering results on country level and on HQ level (related to strategic partnership and L&A in the Netherlands). The main question to be answered is: “(How) are EVC partners advancing towards the promotion of inclusive and effective governance processes in Afghanistan, Burundi, Pakistan, Rwanda, Somalia, Sudan?”. The MTR also informs about the contribution of EVC to changes observed, the effectiveness of strategies, the influence of internal and external contexts on the programme, and the added value of operating in synergy/partnership. Based on the analyses, the MTR also lists lessons learned and proposes ways forward for the remaining two years of the programme.

In line with these objectives, CNL developed a set of 33 evaluation questions based on the final set of programme indicators for each of the domains of change (in particular derived from the DD framework), including questions on HQ results and questions for broader learning purposes. The structure of this report follows these evaluation questions, organized under the 4 EVC domains; for each domain, an overall umbrella question calls for a summary of the advances and challenges. The questions are referenced in the relevant sections and a full overview of the questions is included in Annex B.

## **I.3) Defining key concepts**

To understand findings and analyses, a few key concepts used in the ToC need to be defined. These definitions are derived from M&E reference documents such as the International Aid Transparency Initiative (IATI), which is the EVC reporting standard towards the Ministry. During the L&L event, these concepts were further clarified

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<sup>4</sup> Revision of programme indicators was motivated by creating greater manageability of indicators (as the initial set was very extensive), as well as by the fact that a final set of Dialogue and Dissent indicators (relevant for all SPs) were developed and shared by MoFA when the programme had already started.

and contextualized, since country MTR reports showed discrepancies in their use and in their allocation to the programme domains.

Pertaining to **domain 1**, community/local advocacy groups are pre-existing advocacy groups such as peace committees, peace clubs, Village Saving and Loan Associations (VSLA), either active or re-activated by EVC implementing partners (IPs). Such groups have predominantly an informal character. Youth and women advocacy groups created by EVC for the purpose of advocacy also fall under this concept, as well as men groups. For example, in Sudan, Hakeema (influential wise women's groups) are considered as community/local advocacy groups.

An advocacy initiative in the context of EVC is an advocacy action by a community/local advocacy group or first/second tier CSOs aimed at *influencing change* through advising, pressuring and persuading state/government officials, private sector representatives, societal actors, multi-stakeholder platforms and the wider public to address the issues / claims of excluded or marginalized groups. It also includes activities aimed at creating networks and collaboration to *mobilize* support necessary for collective advocacy, and *awareness raising* by means of activities aimed at informing/educating citizens, interest groups and other CSOs on issues/claims of excluded or marginalized groups. Finally, it includes actions taken by community members in groups or individually, to influence change in the life of a specific person or group (e.g. girls advocating against forced marriage).

Under **domain 2**, first tier CSOs are formalized structures that are subcontracted by CCO. They have a clear mandate and EVC budget to implement programme activities and are the main beneficiaries of training given by CNL, CCO or THA. Second tier CSOs are formalized structures that do not have an EVC partnership agreement but are included in the programme through capacity strengthening and (joint) advocacy initiatives. They do not involve governance structures (e.g. VDC) or CSOs/CBOs involved in governance, or community groups (such as VSLAs). Second tier CSOs can be alliance or network members, regional platforms or forums, multi-stakeholder groups/platforms (at district, provincial, national levels). Some of the second tier CSOs have informal members, but they are seen as part of the second tier umbrella.

Under **domain 3**, formal and informal political and administrative structures organize and regulate citizens' lives, and provide services for the population. Public authorities are formally created, communicated and enforced by entities such as the government and public services through channels of generally accepted official organizations (courts, legislatures, bureaucracies) and state-enforced rules (constitutions, laws, regulations). For EVC, these are mainly government authorities such as Parliamentarians, Ministries and political parties at national level (e.g. ruling party), as well as public service providers (e.g. police, education, health care). Public authorities include locally enforced structures that have a clear governance mandate such as Community Development Councils (CDC) in Afghanistan.

Powerholders are informal political and decision-making structures at the local level. These are groups of people who follow socially shared (unwritten) rules; they mostly exist without a formal mandate of the state, but are an integral part of it, as they broaden the scope of the role of the state. They may include participation of CSOs or direct participation of citizens, as well as local chapters of political parties. Some examples are: “Abashingatahe” Council and “Imboneza” leaders in Burundi; clan elders, in Somalia, and traditional leaders in Sudan; individual Religious leaders (Imams) in Sudan and Afghanistan; Village Development Councils (VDCs) and Popular Committees in Sudan. Some overlap exists between powerholders and community structures (domain 1).

Finally, spaces of dialogue (domain 4) include interface meetings of Community Score Card (CSC), Community Advocacy Groups (CAGs), Provincial Clusters and District Advocacy networks. Specific emphasis lies on spaces/initiatives that unite groups that previously did not interact or dialogue with one another. Spaces of dialogue include agenda setting (targeted stakeholders place CSO issues on the agenda), influencing debate (targeted actors adopt CSO terminology, rhetoric and framing) and creating (physical) space to engage (platforms or other events organized in which different stakeholders interact. There is hence some overlap with advocacy efforts.

#### **I.4) Current context in target areas**

EVC is implemented in a total of 17 locations (at Province, State or District level), in 6 countries. The focus of the EVC programme lies on community level and lower administration because this closely matches CAREs’ mandate and historic expertise. In total, EVC is implemented in at least 45 communities. Depending on the administrative set up in each of the countries, these are villages in Sudan and Rwanda, *collines* in Burundi, etc. In most of the EVC locations CNL and CCO has implemented earlier programmes, offering an opportunity to build on existing knowledge and contacts, as well as to complement earlier service-delivery efforts. In Sudan, by the end of 2017, two locations that were very remote and difficult to access by EVC staff were replaced.

The EVC target areas vary a lot in terms of population, economic activities, income, educational level of citizens, access to services, and, of course, the level of inclusion of women, youth and other groups in the decisions about their lives, communities and countries. In most countries, the focus lies on rural and semi-rural areas, with predominantly agriculture-based economies. The exception to this is Afghanistan, where EVC is also implemented in Kabul, a metropolis with 4 million inhabitants. A specific characteristic in Sudan is the fact that about 30% of the population of South Darfur (SD) lives in internally-displaced person’s camps and hard-to-reach areas, and that over 110,000 South Sudanese refugees are hosted in East Darfur (ED).<sup>5</sup>

The latter links to an insecure context. In particular in Afghanistan, Pakistan and Sudan, armed violence affects communities on a daily basis and restricts accessibility for EVC staff from time to time. In Somalia, security threats predominantly come from militant groups like Al-Shabaab, whereas security services are, in Burundi, linked to intimidation and extrajudicial killings. Although Rwanda can now be considered a very safe country, it

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<sup>5</sup> <https://reliefweb.int/report/south-sudan/110000-south-sudanese-refugees-east-darfur-number-expected-grow>

still grapples with strengthening social fabric following the 1994 genocide. Tied with security concerns, the space for civil society is limited in all countries. This will be further addressed in section 5.1.

Also, the presence and effectiveness of public authorities varies. In Darfur, the physical presence of state authorities is obstructed by the geographical vastness of the area. This contrasts with small countries like Rwanda and Burundi where state structures are present at the lowest levels. However, in all countries, government actors generally lack means to ensure adequate service delivery. Political will is problematic, in particular in face of high levels of corruption, and policy implementation is hampered by the lack of understanding of the policy framework by civil servants and political actors. Due to the limited responsiveness of public authorities and powerholders to the needs of citizens, levels of trust are low. In Somalia (Afgoye), arbitrary imprisonment of youth by government forces, and differences in access to legal services based on financial resources or origin (clan/family), seem to be related with a tendency of communities to sympathize with Al-Shabaab.

*“If the community sends their complaints to the government and the government doesn’t respond, the community will go and complain to Al-Shabaab and Al-Shabaab will help them.”*

Lower Shabelle Youth Association League, Afgoye (Somalia MTR report)

Furthermore, socio-cultural norms attached to a patriarchal and patrilineal nature of society results in the domination by men in decision-making processes in both the private and public spheres in all EVC countries. In particular in Afghanistan, Pakistan, Somalia and Sudan, religious (Islamic) norms intertwine with this reality. Most EVC countries commit to women’s rights and have ratified international conventions such as the Convention on the Elimination of Discrimination against Women (CEDAW), International Harm Reduction Development program (IHRD), UN Security Council Resolutions 1325 and 1820 on women, peace and security. However, when it comes to practice, the rights of women to speak in public, the right to property and succession for women and girls, and the equal right to education for boys and girls are not guaranteed. For some sub-categories of women, the situation is worse, such as the Batwa minority ethnic group in Rwanda<sup>6</sup> and Burundi, widows, women in polygamous relationships, divorced women, and unmarried women in marital relationships, female ex-combatants and women infected/affected by HIV/ AIDS or victims/survivors of GBV. Low levels of education and discriminating religious and cultural beliefs and practices also hamper women from participating in governance and decision-making bodies. Although some countries have legal quota for women in decision-making (30% in Rwanda and Burundi), full and quality participation of women in social, economic and leisure activities is still prevented by overburdening them with domestic chores, affecting their capacity to play leadership roles in their communities and in higher decision-making levels.

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<sup>6</sup> In Rwanda official no reference is made to the Twa as ethnic group, but they part of what is called ‘Historically Marginalized People, HPM’.

The subordinate position of women is closely linked to a high prevalence of sexual and gender-based violence (SGBV) in all EVC countries. Women often lack the freedom to leave the house or to participate on the decision of getting married. Depending on the country and specific context, such inequalities can scale to much worse forms of violence of the SGBV spectrum, including early forced marriage, domestic violence (e.g. beatings for reasons like refusing sex with the husband or spoiling the food), rape, acid attacks against women and girls, and honour killings. The latter are predominantly reported in Pakistan, where in 2018 1,000 women were killed.<sup>7</sup> The consequences of SGBV crimes are often aggravated by poverty and limited awareness of and access to health services, law enforcement agencies and the justice system.

## II) Methodology

### II.1) MTR process and timeline

The MTR took place from May to October 2018. The CCOs in Afghanistan, Burundi, Rwanda, Somalia and Sudan (and Pakistan, for the baseline study) hired a local consultant (firm) for the in-country MTR process of data collection, analysis and reporting. The MTR country reports rely on data collected from 35 EVC locations (villages, communes, districts etc.) in 16 Provinces, Districts or States in Afghanistan, Burundi, Rwanda, Somalia and Sudan. In Pakistan, the baseline study was conducted in 10 villages of 2 districts. Two international consultants, hired by CNL, coordinated the process, ensured training and coaching of local consultants, engaged in data collection HQ level, and were responsible for the aggregated analysis presented in this report. For this, unless noted differently, the country MTR reports are the key-sources of information.

The MTR process for the overall programme (NL) and in the 5 above mentioned countries included:

- Categorization of the MTR questions against the ToC and against data collection methods by means of a reflection session held with CNL staff;
- In each country, the local consultant(s), supported by CCO, designed an MTR approach paper and data-collection tools. To seek alignment, all MTR approach papers and tools (with exception of Sudan)<sup>8</sup> were reviewed by the international consultants and CNL before data-collection started. Most benefited from two rounds of feedback (June-July 2018);
- A hands-on training of CNL and CCO staff and local consultants in Outcome Harvesting was provided (The Hague, June, 2018), during which some country-level data were collected. A detailed guide on the MTR and OH was written for the local consultants/CCOs;
- Data collection in the countries and in the NL took place in July and August 2018, during which Skype sessions were held with the local consultants and/or CCO staff for troubleshooting;
- Between August and September, country level analysis and reporting took place. All reports were subject to two or three rounds of feedback by the international consultants/CNL, seeking to reach uniformity in terms of presentation of data and, most importantly, data analysis;

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<sup>7</sup> World Bank.

<sup>8</sup> The Sudan consultant omitted to share the MTR plan prior to going to the field.

- A preliminary analysis document with aggregated data from the country reports and data collected directly by the international consultants was prepared in September 2018, as input for discussions during the L&L event;<sup>9</sup>
- Preparation, presentation and validation of results, and participatory OH analysis during a linking and learning (L&L) event (Bangkok, September 25-27, 2018);
- Substantiation of a selected number of outcomes and final review of country reports after L&L event (October 2018);
- Synthesis and analysis of country reports and of data collected directly by the international consultants in order to answer the MTR evaluation questions, and delivery of a draft report on aggregated findings (October 2018);
- Presentation and discussion of the aggregated report during meetings at CNL and at the Ministry (October, November 2018).

## II.2) Data collection and analysis methodologies

A ‘multi-tiered’ approach was developed for this MTR. Data-collection was done through documentation review, OH writeshops, surveys, key-informant interviews (KII) and focus-group discussions (FGD). Tables summarizing samples of survey respondents, and FGD/KII participants can be consulted in Annex E of this document. Complete lists of (and demographics of) survey and FGD participants and interview respondents, and other methodological details, can be consulted in the specific country reports.

### Documentation review

For this consolidated report, documentation review included EVC’s programme document and overall Theory of Change, year 1 (2016) and 2 (2017) reports and learning documents, after-action reviews, baseline studies, documentation provided by THA, country specific ToCs, MoFA documents, such as the Dialogue and Dissent policy, and M&E plans and indicators. A list with all reviewed documents by the international consultants is provided in Annex A. For the country reports, the local consultant teams reviewed CCO internal reporting documentation, EVC annual and quarterly reports, position papers, outcome tracking report, and the MEL plan. These bibliographies can be consulted in the respective country reports.

### Interviews and Focus-group Discussions

In the five countries where the MTR was conducted, local consultants conducted a total of 124 KII with staff from CCO, first and second tier partners, local authorities and powerholders (e.g., Ministries’ officials, presidents of local development committees and councils, representatives of women and youth councils in various levels, justice system representatives etc.); CSO/CBO and NGO leaders; community advocacy groups’ and religious leaders. Interview questions differed per country but aligned with the MTR evaluation questions and the EVC four domains.

To obtain perspectives on the EVC implementation progress and challenges, context information, (strategic) partnership dynamics and added value, lessons, as well as to gather recommendations, the international consultants conducted 25 KII with CNL staff (7), CCO staff involved in EVC (10), 1 first tier CSO, 2 THA programme managers, the MoFA Policy advisor in the Rule of Law & Peacebuilding division, Stabilization and Humanitarian

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<sup>9</sup> Note that this was not an official deliverable, but because of delays in the delivery of country reports the full aggregated report could not be finalized prior to the L&L event.

Aid Department (DSH)/EVC manager, and 4 representatives from the Dutch Embassies in Afghanistan, Pakistan, Rwanda and Burundi (through Skype/telephone).<sup>10</sup>

The aim of the FGDs was to get in depth perspective from, particularly, women and girls living in the EVC communities. A series of topics was discussed, including awareness of rights, inclusion in governance processes and perceptions of transparency/ representativeness of local authorities. Approximately 330 participants engaged in approximately 31 Focus Group discussions (FGD)<sup>11</sup> composed of mostly women and girls, other community members, youth, and local traditional and religious leaders. In some locations, Community Score Card (CSC) facilitators and local authorities (at village level) also participated. The size of each FGD varied from 7-12 participants.

### Survey and demographics

A survey was required for answering a number of MTR questions on perception, although all country consultants included other types of questions in the survey as well. The survey was administered to young and adult women and men, except for Burundi where only women were interviewed. Afghanistan included a control group. Different questionnaires were developed according to the target groups. With the exception of Somalia and Sudan, random sampling was used to select respondents in locations where EVC is implemented (not all EVC locations were surveyed). In Burundi, survey data was collected using smartphones with the Kobo application. The table below shows the total number of respondents per country. Disaggregated data of respondents per gender and age was not available (or clear) in all reports. At least 65% of the respondents were women (1,040 respondents), and 14% were youth.

### Survey locations and respondents:

Country	# of districts*	# of locations**	total # of respondents
Burundi	3	5	314
Rwanda	5	10	384
Afghanistan	4	8	625
Sudan	2	8	112
Somalia	2	4	161
<b>Total</b>	<b>16</b>	<b>35</b>	<b>1,596</b>

Table 1: MTR survey locations and respondents

\* also named as provinces/states, depending on the country

\*\* communes/sector/ localities/districts/villages, depending on the country

### Outcome Harvesting

Outcome Harvesting was chosen by CNL as a key method for the MTR. As it was a new method to CNL, CCOs and local consultants, hands-on training was organized in The Hague late June 2018. Outcomes harvested during the

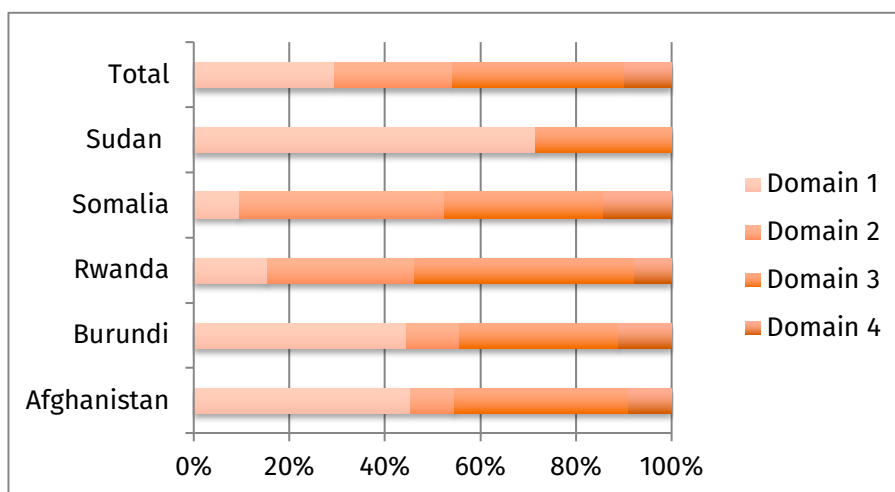
<sup>10</sup> The complete list of informants interviewed for the global report is in Annex D.

<sup>11</sup> The Sudan report does not clearly inform how many FGD were conducted and the number of participants.

training were reviewed by the international consultants and improved by the local consultants. During the training, categories to analyse outcomes were reviewed and discussed by the participants.

In-country data collection included OH, which was done through documentation review and writeshops, mostly with CCO and first tier (implementing) partners. In **Afghanistan**, this activity involved only 3 professionals; in **Sudan**, informal reports account that the writeshop was poorly conducted; in both cases there is no clarity on the profile of the participants (e.g. whether first tier partners were involved). It is not clear whether any of the writeshops involved second tier CSOs. Other methods to harvest outcomes included interviews and FGD (harvesting questions were inserted in the interview scripts). In **Somalia**, respondents within the sample were selected to verify or substantiate each of the outcomes. If a designated respondent did not organically verify an outcome during the course of an interview, the interview facilitator explicitly inquired about the outcome at the end of the conversation. CCOs and local consultants selected a sample of these outcomes for review by the international consultants for quality control and learning, identifying gaps and asking questions, seeking for accurate and evidence-based outcome descriptions. The quality of the outcome descriptions, as well as the robustness of the evidence of change and contribution of all the outcomes, however, was not assessed by the international consultants, due to time and contractual limitations. However, in the country reports, claims not clearly accompanied by plausible evidence that EVC had contributed to the change were questioned and highlighted in the many rounds of reviews.

In total, **61 outcomes** were harvested and uploaded by the local consultants or CCO staff to a simple online excel database. Each outcome was categorized (by selecting predefined categories and subcategories in boxes) by the country teams. Local consultants and CCO staff did not organize an in-country analysis session/workshop to give meaning to the harvested outcomes against their ToC, because in some countries only a limited number of outcomes could be harvested, and the method to do analysis was not fully mastered. Instead, aggregated analysis of the outcomes was done during the L&L event. During the event, CCO and partners from Afghanistan, Sudan and Burundi identified some new outcomes, which were integrated in the respective reports and database.



Graphic 1. Distribution of Outcomes per Country / Domain. Source: OH database.



## Analysis process

Local consultants analysed data using various tools and methods, including SPSS software (for the survey data) and content analysis. Data was triangulated to ensure consistent analyses. The MTR questions, which are organized per EVC domain and grouped under key-umbrella questions, guided the analytical process and provided a reporting “pathway” from outputs (related to EVC activities), survey results, to outcomes that had been (in)directly influenced by the program, thus integrating quantitative and qualitative data. Where possible, local consultants were encouraged to disaggregate data per gender and examine differences in responses, as well as to question dissonant or contradictory data. In each of the 5 MTR countries, a validation meeting engaged CCO staff, first tier partners and other invitees (e.g., representatives of the NL Embassies) in the discussion of the MTR preliminary findings. This improved the analysis and reporting in country level.<sup>12</sup>

Each country report was reviewed by the international consultants and CNL staff and quantitative and qualitative data was compiled as reported by the countries (underlying raw data from country reports was not reviewed) and integrated with qualitative data collected by the international consultants, harmonizing categories to achieve uniform results. Content analysis was used to make sense and interpret the data, seeking to compare the pathways of change in each of the domains with the overall EVC ToC, to answer the overall MTR question. The final step in the analysis was the L&L event held in Bangkok late September 2018, during which CNL and CCO staff analysed outcomes and reflected on other MTR data. Reflections from this event were integrated to this report.

### II.3) Ethical considerations and challenges

To protect respondents and guarantee free participation several measures were taken:

- local teams were instructed to obtain informed consent from all respondents;
- separate male and female in FGDs were held to guarantee freedom of speech and to protect female participants.
- to protect women from potential negative repercussions of participation in the survey, questions regarding SGBV incidents inside the respondents' households were excluded from one questionnaire. Local consultants were instructed to frame such questions in the context of the larger community;
- identities of respondents were preserved, and specifically for the outcomes harvested the person narrating the change was asked whether his/her identity could be disclosed or not.

As for the challenges observed in the MTR process, the timeframe of the overall MTR process was tight. Some of the countries had started the development of data collection tools prior to the OH training and were in a difficult position to redevelop some questionnaires given time pressure. Streamlining approaches prior to the fieldwork was also complicated by the different thematic foci inherent in the programme, as well as difficulties in how to deal with baseline indicators due to the revision of EVC indicators. Limited time and budget resulted in limited

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<sup>12</sup> No notes of these meetings were shared with the international consultants.

outcome harvesting in some countries (added to limited capacities on the methodology<sup>13</sup>) and the impossibility to conduct follow-up interviews. A lack of locally available documentation on EVC was also reported as a challenge in some countries.

Furthermore, the different timing of the 5 countries to identify and hire local consultants impacted the timing of delivery of country reports. The first three draft reports arrived at least 2 weeks late. One report arrived just before the L&L event and one country report had to be entirely rewritten by a new local consultant, involving re-analysis of data and additional interviews to complete the data-collection. The first draft of this report was delivered to the consultants 2 weeks after the L&L event and a reviewed version after international consultants' feedback was not delivered until this report delivery date. Results from this country were therefore only partially examined during the L&L.

Another challenge relates to the consistency in presentation of data in the various reports. While detailed guidance and examples were provided in the EVC MTR guide for integrated analysis and reporting of qualitative and quantitative data (in particular OH), each country report followed a different logic in presenting the MTR results and analyses. Connected to the time challenge, quality of the country reports was diverse and required three rounds of review to achieve desired standards. In one case, despite several requests, data was presented inconsistently even after three or four rounds of feedback and reviews. Many times, country reports do not present clear answers to MTR questions, in particular to questions such "how many advocacy initiatives were carried out by community advocacy groups?" (MTR question 12), which resulted in challenges to not double count and to arrive into (as) precise (as possible) numbers.

The challenges also impacted the aggregated analysis process. As findings came in a progressive manner, it added a significant amount of time and effort to the task of compiling, making sense and analysing/interpreting of the data for this report and for the L&L event. As a consequence, for the L&L an aggregated document with very preliminary analysis was prepared, which was an unforeseen deliverable. The delivery of the first draft of the consolidated report was hence also delayed.

**Aiming to guarantee consistent representation of data, whenever a country report did not present a clear answer to a specific MTR question, this is noted. In such cases, the information is not integrated in the overall findings, but presented separately.**

Finally, there are three MTR questions on which all country report failed to provide data:

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<sup>13</sup> In one country, the consultant who took part in the OH training was, it turned out, unavailable for the fieldwork and analysis and replaced by untrained consultants.

**MTR question 25**

To what extent were the partners' inputs of quality and provided in a timely manner? How can this be improved?  
MTR question (unnumbered)

When CARE COs/CSO partners did not work with local CSOs and/or community/local advocacy groups, how this did affect results, and what does it imply for the remainder of the programme

**MTR question (unnumbered)**

When programme activities did not result in the desired change, what implications does this have for the remainder of the programme?

Question 25 appeared not to be part of the country ToR, whereas raw data on the quality of activities would normally be best retrieved on country/partner level and through partner reports. These reports were not reviewed by the international consultants, and the HQ-level interviews conducted by the international consultants neither provided detailed insight on these matters. The other two questions were part of the country ToR and even though the country teams were in the different feedback rounds requested to report on these questions, none eventually did and some stated it went beyond their scope of work.

## II.4) Further use of Outcome Harvesting

In addition to the brief description above, on how OH methodology was used for data collection, this paragraph addresses more analytically the experience of using OH in the MTR process, and in particular what it implies for further use of OH in the EVC programme and beyond (MTR question).

Since OH was a new tool, EVC staff reported it was challenging to use it, in particular within the short timeframe allocated to the MTR process. Also, it was challenging for consultants to formulate the OH questions in such a way that stakeholders and communities correctly understood the concept of 'change'. During the L&L, in two opportunities a question on whether OH could be used for planned outcomes (which, as per the methodology, cannot be done) was asked, which also indicates that further capacity strengthening can increase understanding of the approach and its limitations.

The reports also demonstrate a difference in comprehension of the process and how outcomes can be analysed along with other qualitative and quantitative data. Both the Afghanistan and Sudan reports (final versions were produced by the same consultancy firm) have presented the outcomes as "stories of change", and data from the outcomes could be stronger integrated with other results. The first consultant that was involved in the Sudan MTR had presented the outcomes in the same way.

The outcome descriptions also could benefit from review. Many times, as it can be seen in Annex H, content is still not properly allocated in the outcome description fields (e.g. content that should be inserted in significance is included in the description of change). The categorization of the outcomes done directly by the teams, also would benefit from review, since differences in the understanding of the categories, despite attempts to design as clear categories as possible, may have occurred.

The MTR reports from Rwanda, Burundi and Somalia integrated the outcomes in the overall analysis and narrative in a stronger manner. The limited integrated analysis of outcomes also links back to the fact that no in-country analysis (e.g. categorization and mapping) was done. It was therefore only during the L&L event that

the full potential of OH analysis for a process such as the MTR and for analysis against ToC progress became clear to the CCO staff. Along this document, footnotes inform whenever a change that is likely an outcome was not properly described as such and inserted in the database, which means that EVC may have influenced more changes that were not captured in this MTR process. Often, non-described outcomes (change) can be found “hiding” in the contribution field. This means that other actors had also changed in order to contribute to one particular outcome. Formulating these changes as outcome descriptions could strengthen the understanding of the steps of the process, such as done by the Somalia team (which resulted in more outcomes than other countries, and in an increased understanding of the diverse actors that contribute to important changes).

Overall, there seems to be interest in further developing OH knowledge and skills, and to continue using the methodology for the remainder of the EVC implementation phase. In Burundi, the CCO reported that OH is already being used in other programmes after a follow up training for staff was organized locally. The interest is also reflected by discussions held during the L&L event, in which participants identified issues that they wanted to learn or improve:



*Outcomes harvesting workshop, Bangkok, Thailand, 25 September 2018.*

- How do the outcomes connect with advocacy work in a fragile context (tools, techniques), and how can a story on context specificity be told? (Pakistan, Afghanistan, Burundi)
- How to use appropriate terms for OH, contextualizing it and simplifying so that communities can better participate in the harvesting?
- How to integrate different tools/techniques into analysis? (Burundi)
- What are the best ways to monitor effectiveness of (second tier) CSOs who received capacity strengthening support? (Rwanda, Afghanistan, Burundi, Sudan)

Among other actions, these learning interests can be addressed as follows:

- Incorporating guidance on OH for Training of Trainers, so that EVC team can share knowledge and skills with other partners, build their capacity and coach them;
- Engaging EVC OH “champions” in strengthening capacity of other countries;
- Further harmonizing data-collection tools;
- Integrating OH in the EVC MEL framework, making it part of the annual reporting cycle whereby there will be specific times for the analysis of (progressively) harvested outcomes and encouraging the teams to document outcomes that are steps towards deeper changes;
- Inserting OH reflection questions/field on regular reporting templates (Quarterly Reports /After Action Reviews);
- Planning sufficient time for evaluation exercises (like MTR), also considering that it takes time to reflect on harvested outcomes.

## MAIN FINDINGS

### 1 Domain 1/Excluded groups

Domain one focuses on the empowerment of women, youth and excluded groups so that they can participate in a meaningful manner in decision-making processes. This links to the **ToC assumptions** that, while empowered excluded groups are essential to inclusive governance processes, most members of these groups are affected by discriminatory social structures, lack awareness of their rights and responsibilities and have limited capacities to articulate and act on their needs. This chapter answers the question “how are excluded groups advancing towards empowering themselves and actively influencing decisions that affect their lives?” The chapter is divided into three sections:

Rights awareness of women/youth: Questions 5 and 6 report on the participation of women, youth and community members, as individuals, in trainings, and on the knowledge/awareness they have acquired on their rights;

Perceptions and beliefs: questions 14 and 19 relate to perceptions and beliefs, by women and girls, on accountability/transparency and on inclusive governance;

Community/local advocacy groups: questions 7, 8 and 12 report on the types of groups supported, capacities and skills built and the use of such skills by members of advocacy groups.

#### 1.1 Rights awareness of women and youth

##### MTR question 5

How many women and/or youth participated in training activities for political participation.

##### MTR question 6

How many women and/or youth are more aware of their rights and responsibilities, and has this changed acceptance of harmful practices?

In the 5 EVC MTR countries at least **955 women and youth** have participated in training activities for political participation<sup>1415</sup>.

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<sup>14</sup> This corresponds with DSH indicator 3.2.2: number of people who participated in training activities for political participation (disaggregated for women and youth).

<sup>15</sup> Afghanistan informed the number of women and youth trained based on how many surveyed respondents confirmed they had participated, and not on evidence from overall EVC documentation. The 143 respondents that affirmed they had participated are included in the final count of 955. The report informs that none of the members of the control group had participated in such training activities. The report also listed the following activities and « tagged » them as to answer question 6 (not 5), but due to lack of clarity on the nature of these activities (which persisted after many requests for clarification), and the risk of double counting, these number are not considered in the final count:

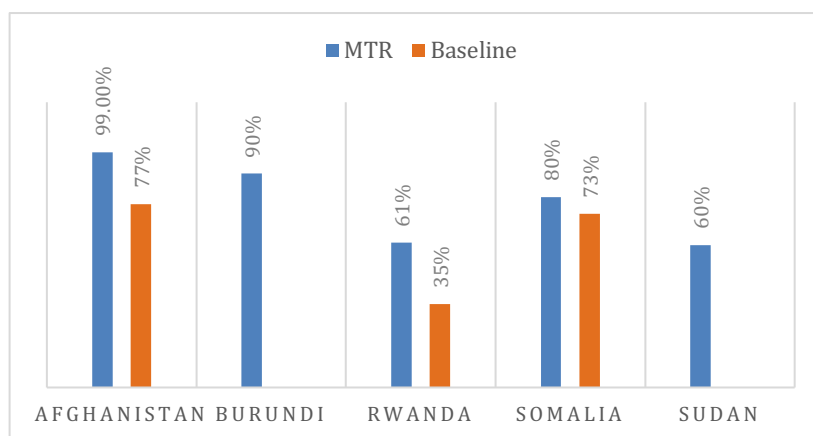
- WCLRF conducted 37 mobilization meetings with participation of 1064 people (568 male and 496 female);
- WCLRF conducted 4 provincial cluster meetings with participation of 88 people (40 male and 48 female);
- WCLRF conducted 91 coordination and consultation meetings with 1,012 participants (792 male, 220 female);
- WCLRF conducted 2 role model events on girl education with participation of 97 people (32 male and 65 female);
- WCLRF conducted 2 provincial level conferences on women access to education and health services with Participation of 65 people (41 male and 24 female);
- CARE Balkh conducted a ToT workshop on Human and Women’s rights from the Islamic perspective for 4 participants (2 male and 2 female) on 10th–11th May 2017 in CARE Balkh sub-office;

The trainings included topics such as women and youth participation in decision-making and spaces for participation; CSC and social audit methodologies, leadership skills and public speaking; the national electoral system; GBV and family laws, legal rights and responsibilities of women and youth, including specific trainings from Islamic perspective (in the case of Afghanistan). These contents were delivered through activities such as trainings, CSC meetings, awareness sessions, and discussion and consultation fora. Some of these activities engaged powerholders and public authorities.

Although the survey questions emphasized slightly different aspects of awareness in each country, an average of **83%**<sup>16</sup> of the women and youth surveyed (corresponding to approximately **1,123 women and youth** out of an approximate total of 1,342 women and youth respondents) are more **aware of their rights and responsibilities**<sup>17</sup>, with a range between 60% in Sudan to 99.5% in Afghanistan.

*“I think women’s participation in EVC Programme helped themselves, the society, their province and even their country. In some villages there were different workshops for women that developed the women’s life a lot. Women’s participation is beneficial a lot but they are always limited”*  
 Woman from the community in Parwan (MTR report Afghanistan)

When compared to the baseline studies, the results show clear progress regarding the awareness of rights in all countries, and these results are attributed to EVC activities that took place.



Graphic 2. Comparison of rights awareness per country (MTR x baseline). Source: MTR reports

- EVC conducted 137 sessions on awareness raising and training on human and women’s rights for 2,288 participants;
- Fifty-one training sessions on human and women rights from Islamic perspective have been conducted and total 739 participants (280 women and 459 men and boys) attended.

<sup>16</sup>This percentage was retrieved by seeking out answers to survey questions in the MTR reports that had most clarity on the quantitative implication of the answer, as most reports did not provide disaggregated data for questions.

<sup>17</sup> This corresponds with DSH indicator 2.3: number of beneficiaries (f/m) who have improved awareness of their rights.

Country	Measurement	MTR survey	Baseline value
Afghanistan	“Gained a lot or some knowledge of rights and responsibilities”	99.5%	77%
Somalia	“better able to make their voices heard if they disagreed with the action of an authority”	80%	73%
	“women should hold a legal right to take up political office”	90%	Not informed in report
Rwanda	“knowing their rights and responsibilities with regards to participating in governance and decision-making”	61.6%	34.6%
	women’s rights to inherit, speaking in public and participating in management of household	100%	Not informed in report
Burundi	“equal rights to be elected or to vote in whomever they choose to”	87-96%	Not informed in report
Sudan <sup>18</sup>	“aware of their rights and responsibilities”	Approx. 60%	Not informed in report
	<b>Average</b>	<b>83%</b>	<b>61.5%</b>

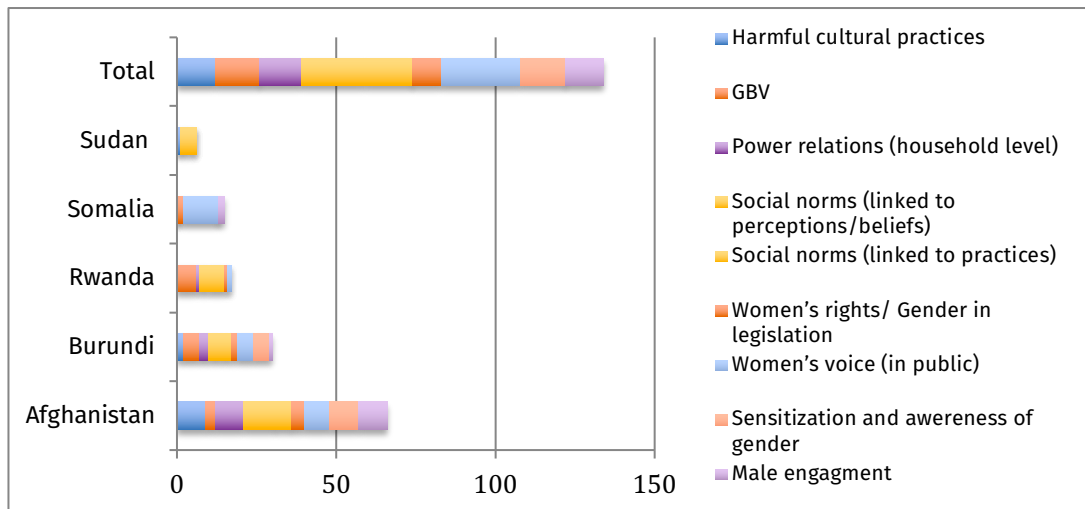
Table 2: Survey findings on rights awareness

Furthermore, harvested outcomes demonstrate that EVC is contributing to **changes on gender aspects**. Overall, only 3 out of 61 outcomes did not contribute to gender issues. The outcomes were categorized according to whether they were contributing to, e.g., women's rights, male engagement or gender policies. One outcome can contribute to more than one subcategory. The graphic below<sup>19</sup> shows the gender sub-categories directly related with awareness of rights and harmful practices:

<sup>18</sup> 60% of the women surveyed (66.7% in East Darfur and 62. 5% in South Darfur) were aware of their rights and responsibilities in Sudan, and similar numbers were found regarding youth (66.7% in East Darfur and 53.1% in South Darfur)

<sup>19</sup> The detailed numbers displayed in this graphic can be consulted in the OH database as well as in Annex F of this report.





Graphic 3: Outcome database, gender categories

Survey findings show that most respondents believe that **harmful practices** are, in principle, wrong, and that EVC contributed to perception changes. But this is not necessarily followed by changed practices, as underlined by other survey findings and qualitative data. For example, in both **Burundi** and **Somalia**, 40% of the surveyed people claim there is a difference in the equal opportunity to be elected/ the possibilities for political participation. FGDs informants in Burundi state that women are not willing to vote for female candidates. At the same time, in **Somalia**, around 56.3% of youth stated there is no difference between young men and women, while 39.7% did claim a difference. While this finding challenges the traditional mentality of perceiving men as most suitable for political positions, perhaps it is also indicative of a perception shift among youth following advocacy efforts to bring young women into the political decision-making process.

When looking at harmful social practices in the family sphere, in **Rwanda**, 13% of men and women surveyed believe that women have no say in the intimate relations with their partners. In **Burundi**, the MTR data shows significant results when compared to baseline data. For example, 73.9% (vs. 36 % in the baseline) reject that women should tolerate violence in order to keep the family united and around 80% of women believe they have the right to refuse abusive sexual actions. While a degree of progress is made in women participation in the public domain, full participation in family decision-making seems to lag behind, as also observed and discussed during the L&L event. This directly links to the very high prevalence of domestic violence cases observed in all EVC countries. Such discrepancy can be attributed to gaps between perceptions and gender equality legal provisions on the one hand, and practices on the other hand.

Some of the harvested outcomes do note changes in harmful practices, as follows:

In Huye district in Rwanda, 2018, community and family members reported a GBV case to the local authorities, which led to the perpetrator's arrest. (RW-3)

In the Muyinga province, in Burundi, a women and girls' rights-sensitive movement of more than 100 women members and non-members of CSOs peacefully protested against the illegal release of a man accused of raping of student girls in November 2017 (BU-8–**confidential outcome**)<sup>20</sup>. This outcome was substantiated by Hakizimana Mariam, business woman in Muyinga market. *“She confirmed that the demonstration lead by a movement of women has really happened in MUYINGA City. She also recognizes the added value of EVC program and its sensitizations sessions organized by MIPAREC staff. She added that other programs (Prodema) and other local organizations (Reseau 2000+, other CARE implementing Partner) have been contributing by different training.”* (Burundi MTR report)

In early 2018, in Khost province, Afghanistan, the community advocacy group prevented a girl from being sold by her family to meet their economic needs (AF-3).

In Afghanistan, women interviewed state they can now participate in seminars because they know their rights. One female informant states that she has been speaking with community members about importance of girl's education, prevention of early marriages and equal rights for men and women, and that she helped a woman to get her divorce because of mistreatment<sup>21</sup>.

## 1.2 Perception on accountability, transparency and inclusive decision-making<sup>22</sup>

### MTR question 14

What is the perception on accountability/transparency of public authorities and other powerholders among women and/or youth?

### MTR question 19

To what extent do community members believe that decision-making *should be* inclusive and responsive?

Overall, the perceptions of the surveyed respondents regarding the **practice of accountability** of public authorities and powerholders is moderate to high: across countries, roughly 50% of respondents acknowledged accountability as “high”, a “lot” or “appreciable”, with some country figures as follows:

In **Rwanda**, around 12% of women and girls rate accountability of public authorities as ‘highly accountable’ 53% of women and girls rate as ‘somewhat accountable’ (with 27% rating it insufficient); and similar percentages were found regarding perception on transparency.

In **Burundi**, 41.1 % of the respondents (women and girls) rated the level of accountability and transparency ‘appreciable’, and 85.7% of respondents are satisfied with the level of information sharing with citizens on the planning and execution of public activities by public authorities and other powerholders.

<sup>20</sup> **IMPORTANT: This outcome is considered confidential and should not be included in reports external to EVC partners**

<sup>21</sup> This story was not formulated as an outcome according to the OH database.

<sup>22</sup> This links with DSH indicator 3.2.2: perception on accountability/transparency of governance structures.

In **Sudan**, in South Darfur, over 40% of women and youth see popular committees as being accountable, around 50% see traditional or formal powerholders as accountable, and 33% of formal powerholders are seen as accountable.

Interviewees report, however, a lack of **transparency** of public authorities. In **Rwanda**, the citizen profiling processes ('Ubudehe') and the 'one cow per poor family' programme (Girinka) are felt to lack transparency. Interviews with public officials in **Afghanistan** show that people feel they are more occupied with security concerns than with women issues, and that religious leaders are seen as more present and reliable as compared to government authorities (which does not necessarily translate into being more accountable). In **Sudan** and **Rwanda**, the perceptions of youth/women on transparency of public authorities and powerholders are lower than the above figures on accountability. In **Burundi**, 27% believe that public authorities are corrupt as they request money for services offered. Corruption was also mentioned in other countries as an important limiting factor for transparency.

There is overall agreement (**around 81% of respondents in all countries**, corresponding to approximately 1,100 community members) that **decision-making should be inclusive and responsive**, particularly with regards to women and youth.

- In **Somalia**, baseline data showed that 63% of survey respondents thought that young men have limited space to engage with traditional leaders. In the MTR, this raised to 72.3%<sup>23</sup>, showing that public authorities are more open to listen to youth than two years ago, and over 80% of youth respondents feel they can make their voices heard if they disagreed with the action of an authority. Regarding representativeness, in comparison to baseline values, there is a 12.6% increase of respondents showing support for women in political positions. 90% of respondents support female youth involvement in decision-making, and the results suggest that young women are preferred among youth for political decision-making.
- In Afghanistan, around 57% of respondents stated that men support women and girls to enable them to actively participate in community and higher-level decision-making and problem-solving processes, while also a high percentage feel that men do not support women and 40% of the men interviewed do not agree with women playing a relevant role in decision-making and problem solving.
- In Burundi, respondents strongly believe that women should be represented in all decision-making bodies, and 93.6 % of the respondents believe that decision-making should be inclusive.
- In Sudan, around 86% of women respondents believe that decision-making should be inclusive and responsive in East Darfur and South Darfur; these numbers are a little bit higher on youth. Qualitative data indicate both women and youth acknowledged that decision-making structures in villages was now more inclusive and responsive as a result of EVC activities.
- In Rwanda 95.3% of the surveyed community members (men and women included), feel the proportion of women in decision-making and governance processes should be more than 30% (40.2% feel it should

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<sup>23</sup> These percentages reflect the perception of all respondents; Somalia reported that, overall, no significant differences were found regarding female and male respondents (otherwise noted in the report).

be more than 50% of all positions). Compared to baseline, the MTR shows an increase of 12 percentage points in the confidence on women to represent the respondents.

The table below shows the number of outcomes that have contributed to changes in representation and participation and decision-making and governance (multiple categories per outcome possible).

Country/Type of change	Representation and participation	Decision-making and governance
Afghanistan	2	6
Burundi	4	2
Rwanda	1	4
Somalia	21	21
Sudan	4	3
<b>Total</b>	<b>32</b>	<b>36</b>

Table 4: Outcome database, type of change

Under the category of decision-making and governance, 13 outcomes contributed to accountability and transparency of governance (by powerholders and authorities), 29 to needs-responsive decision-making (by powerholders and authorities) and 7 to community monitoring of governance. 32 outcomes have contributed to representation and participation of women and youth in governance and decision-making structures/processes (VDC, CDC, Imihigo/district/communal planning process, and 4 to Women/youth participation in electoral process (women quota).

Many outcomes from **Somalia** speak to these concepts, such as the signing of a commitment letter by South West Administration Parliamentary committee members agreeing to give more space to CSOs in policy formulation, budgeting and financial planning In August 2017 (SO-6) and the creation of an alliance by 16 Youth-led CSOs to influence decision makers or powerholders to include youth in decision-making processes in Puntland and South West State, March/June 2017 (SO-3). In **Burundi**, administrative authorities of Gitega commune are more and more receptive and applying the law governing SGBVs, having arrested the chief of the hill who had sexually assaulted and beaten a local woman in May 2018 (BU-6); whereas in **Afghanistan**, in the district of Parwan, Mullah Imams and other community members agreed with the construction of the classroom to be used for girls to continue their education thanks to AWRC advocacy group efforts in March 2018 (AF-4).

Taking the above findings into consideration, EVC is advancing towards more accountability and transparency as well as to improve inclusiveness. Progress is most linked to changes in perception, and the underlying actions initiated by public authorities were not very evident in the reports, pointing to an area where closer follow-up and monitoring could be beneficial.

### 1.3 Community/local advocacy groups advocacy

#### MTR question 7

How many and what type of community/local advocacy groups have been supported?

#### MTR question 8

Which capacities and what expertise have been developed among community/local advocacy groups for performing political roles and implementing advocacy initiatives?

#### MTR question 12

How many and what types of advocacy initiatives (political participation, mobilization, activation) were carried out by the community/local advocacy groups?

**737** community advocacy groups have been supported to date in the five countries where the MTR was conducted. These include women groups in **Rwanda**, peer groups in **Somalia**, reactivated advocacy network groups as well as VSLA's in **Burundi**, community advocacy groups in **Afghanistan**, and women and youth groups, VSLA and women economic empowerment groups in **Sudan**. These groups have (estimated<sup>24</sup>) **more than 8,700 participants** as members.

Country	# groups	Profile of participants
Rwanda	100	Health workers, grassroots activists, and national women council members (women groups); national women council members, national Youth Council members, members of the National Council of People with Disabilities and CSC grassroots women facilitators (advocacy groups) ; youth groups
Burundi	289	Vulnerable adult women and girls (VSLA members); 16 to 24 years old girls from rural areas, many illiterate (youth groups), women and men (reactivated community advocacy networks)
Somalia	4	Youth (Peer to peer groups)
Afghanistan	80	Women and youth (advocacy groups in 80 communities).
Sudan	264	VSLA members, Women and youth (Youth Network Initiative committee and Culture & Sport Committee); Women's associations business groups
<b>Total</b>	<b>737</b>	

Table 5: Overview of community advocacy groups

Overall **capacity support** provided to L&A groups consisted of periodic (monthly) meetings and gatherings, trainings, CSC meetings, social audit trainings, awareness raising sessions, workshops and discussion and consultation fora. The capacity strengthening approach for the community, women and/or youth advocacy groups included<sup>25</sup> unlocking women leadership skills in **Rwanda**, awareness raising of men and boys on harmful

<sup>24</sup> When a report did not inform the number of components of a group, the size of the group was estimated conservatively as having 10 participants.

<sup>25</sup> The Sudan report did not specify the type of support offered to community advocacy groups. In answer to question 8, the report informs of support offered to CSOs.

practices (**Afghanistan**), training on local governance and GBV (in **Burundi**), and training on negotiation, peace building, and participatory budgeting in **Somalia**.<sup>26</sup>

The advocacy groups and its members are acknowledged by the communities and local authorities as **legitimate actors**. In **Afghanistan**, 80% of survey women respondents affirmed that the women's groups were able to represent the needs of women and influence the debate around women's rights, and 90,5% of reported an increase in women and girls' capacity to advocate for their rights (vs. 37% of positive response in control group). And in **Burundi**, L&A group members are supporting vulnerable women and the victims of GBV; a member of the L&A network in Vumbi has gained legitimacy as a communal monitor of GBV issues, and authorities respond seriously and adequately when she reports cases.<sup>27</sup>

**At least 27 lobby and advocacy initiatives** were carried by community advocacy groups, but this number may be underestimated due to lack of clarity in the reports.

Regarding the **L&A initiatives** carried out by community advocacy groups<sup>28</sup>, there is clear evidence of such in **Burundi** and **Somalia**, where groups have successfully influenced authorities and powerholders and mobilized communities, including youth (outcomes BU-9 and SO 16-17). In **Rwanda**, outcomes were influenced by community members through the CSC process (not as community advocacy groups), which have obtained improved law enforcement and health services for GBV victims (RW-4, RW-6 and RW-10). This links to the fact that advocacy groups were only recently formed and is reflective of the relatively limited space for advocacy in structures that do not have a clear government-related mandate. In **Afghanistan** and **Sudan**, some advocacy initiatives were carried out by individual member of groups rather than by groups per se (for example, outcomes AF-2 and SU-1).

The analysis of the outcome harvesting database shows consistency with the reports: in total, 16 outcomes were categorized as L&A initiatives: 5 carried out by community groups, 3 by women/youth groups and 8 by women/youth as individuals (4 of these in Sudan). The collective analysis done during the L&L, informed that community groups have contributed to 20 out of 61 outcomes, in most cases in partnership with other actors. A more detailed analysis would be necessary to establish whether these 20 outcomes mapped in the L&L correspond to the total 16 outcomes which have been carried by community and women groups and individuals, or if the initiatives organized by the community advocacy groups that have contributed to these 20 outcomes have not all been described as outcomes themselves (which would allow for a better comprehension of the pathway of change). Examples of these outcomes are given below:

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<sup>26</sup> Some of these topics are also reported under section 1.1 (question 6) as capacity strengthening of women sometimes overlapped with capacity strengthening of community advocacy groups because women are part of these.

<sup>27</sup> This story was not formulated as an outcome.

<sup>28</sup> In answer to question 12, the report from Sudan informed about dialogue spaces established in Umlabania, Elgalabi and Sheriya villages; and a meeting with the Ministry of Social Welfare to discuss the possibility of creating forums involving VDCs and LAs. It is not clear whether these activities were carried out by community advocacy groups. The context in the report suggests otherwise (possibly CSOs).

In **Burundi**, the groups influenced government authorities and powerholders and women and girls to ensure the latter could effectively participate in the community development planning process (PCDC). Through meetings workshops, community meetings and sensitization sessions with community members, and separate meetings with hills administration officials, the consideration of gender sensitivity in the process was enhanced and it better ensured that the needs and inputs of women are considered in the PCDC (outcome BU-9).

In **Somalia**, two L&A activities were organized by youth groups. The first, a “Tea and Conversation” event, engaging Galkacyo clan members from the North and South to i) discuss matters relating to the city, ii) aiming to build unity and iii) providing a discussion venue on community development and peace building.<sup>29</sup> Second, the Puntland Youth Peer Education Network (Y-PEER) mobilized youth and local authorities in Garowe to participate in a campaign on trash collection, sanitation activities, and street art (“Yes We Can”). The local government participated by providing cleaning materials (SO-16 and SO-17 outcomes), and the EVC contribution to the outcome was acknowledged by the Ministry of Labor, Youth, and Sports when interviewed.

In **Rwanda** the communities have successfully advocated for access to quality services for GBV victims through the CSC meetings, influencing changes such as a private room for accommodating GBV victims in the health centre (RW-4), deployment of a male police officer to the Isange One Stop centre in Busasamana in Nyanza district, in addition to the female police officer already in place, to better attend both male and female GBV victims (RW-6), and the installation of an ambulance service for Kibangu health centre to help transportation of patients, including GBV victims, to specialized health facilities (RW-10).

There is no specific evidence of organized L&A activities by the community advocacy groups in the report submitted by **Afghanistan**. But members of the groups have acted using the knowledge and skills acquired. For example, two members of an advocacy group, sisters of a girl about to be forced into marriage, advocated for the right of their sister and were able to influence their parents and avoid the forced marriage (AF-2). HQ interviews held do however point out that in areas where VSLAs are active (supported by other projects), the advocacy involvement of the groups is greater.

“I helped a woman to get her divorce because of mistreatment. I was able to convince families to let their daughters go to school. I told to the community to prevent early marriages and I tried to convince people that women have rights as men and so should be considered.”

Woman from a FGD in Parwan (MTR report Afghanistan)

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<sup>29</sup> It was not possible to identify for sure whether this example was formulated as an outcome.

The Sudan report informs that CCO and partners were able to implement advocacy initiatives, but there is no information about the number and nature of these. Individual advocacy initiatives were reported, such as the resolution of a conflict by women members of the village Peace Committee (Jodia) In March 2018 in East Darfur, which previously did not allow women to be members. Since then, there has been increased confidence among the women to get involved in decision-making and conflict resolution (SU-1). At al Hila Algadida village, Belail locality, in an FGD with all the village attendants, one of the women stood up confidently and raised the issue of the high illiteracy rate among women in the village, requesting a literacy class instructor:

“All what we have learned we understood very well but we don’t have the skills to speak- out what we have learned fluently and coherently, we already started with what we have but we need a professional instructor to teach how to read and write by ourselves”.

(MTR report Sudan)

#### 1.4 In conclusion: Advancing towards influencing decisions

##### MTR umbrella question 1.A

How are excluded groups advancing towards empowering themselves and actively influencing decisions that affect their lives?

In summary, **955** women and youth participated in activities for political participation (training, CSC meetings, discussions and fora) and on average **83%** of the women and youth surveyed are more aware of their rights and responsibilities. As this is an increase as compared to the baseline studies (61.5%), EVC has made progress on rights awareness, in line with DH output and outcome indicators 3.2.2 and 2.3. It has also been acknowledged in MTR findings that such awareness is indeed an important prerequisite for participating in decision-making (as per the ToC assumptions). This is underpinned by the fact that 58 outcomes (95%) show change on gender-issues such as social norms (perception and practices), women’s voice, and GBV. On the gender sub-categories, the least outcomes linked to harmful practices, household power relations and male engagement. Although most respondents believe that harmful practices are wrong, concrete change on social norms and harmful practices lags behind, in particular pertaining observed differences in opportunities for men and women when it comes to political participation and decision-making in the family sphere. In particular, it stands out the fact that over a quarter of respondents feel that women should tolerate violence to keep the family united, 20% believe women cannot refuse sexual action demanded by their husbands (both for **Burundi**), and 13% believe women have no say in intimate sexual relations (**Rwanda**). These results directly link to the very high prevalence of domestic violence cases observed in all EVC countries. Persisting discrimination through social and family structures presents an obstacle for furthering the observed progress in participation in the public domain influenced by EVC.





*A women member of the community advocacy group in Khost province sharing the problems and issues women and girls faced to provincial and national authorities during the National Advocacy Conference in Kabul, 19 December 2017.*

Second, EVC is also advancing towards more accountability and transparency, as well as to improve inclusiveness. Progress reported is most linked to perception change, in line with DSH indicator 3.2.2, and the underlying actions initiated by public authorities were not very evident in the reports, pointing to an area where closer follow-up and monitoring could be beneficial. Overall, the perceptions of the surveyed respondents regarding the practice of accountability of public authorities and powerholders is moderate to high: across countries, roughly 50% of respondents acknowledged accountability as “high” or a “lot” or “appreciable”. Interviewees, however, report a lack of transparency, in particular around specific government programmes, or because authorities are more preoccupied by the security situation. Corruption was several times mentioned as an important limiting factor for transparency.

Third, there is overall agreement (**around 81% of respondents in all countries, corresponding to approximately 1,100 community members**) that decision-making should be inclusive and responsive, particularly with regards to women and youth. Outcomes support this, as 32 of the changes linked to ‘representation and participation’ (VDC/CDC, Imihigo and PCDC and women/youth participation in the electoral process) and 36 to ‘decision-making and governance’ (accountability and transparency, needs-responsive decision-making, community monitoring).

Fourth, EVC supported **737 community advocacy groups (8,700 participating members)** with capacity strengthening on, for example, women leadership, harmful practices, GBV, negotiation, peace building, and participatory budgeting. They are seen as legitimate actors for defending the cause of women and youth rights. Although MTR reports generally did not include very clear examples of the concrete advocacy actions initiative by such groups, 16 harvested outcomes were categorized as L&A initiatives: 5 carried out by community groups, 3 by women/youth groups and 8 by women/youth as individuals (4 of these in Sudan).

Data show that rights awareness has increased, and although survey respondents are highly aware of the need for decision-making to be inclusive, transparent and accountable, the practice on this still needs work. With regards to that, there are examples of community advocacy groups initiating activities to defend or claim rights to decision-making. In conclusion, excluded groups are advancing on empowerment and decision-making. Considering the large number of women/youth targeted by EVC, only a limited number of outcomes show change influenced by individuals, and individual women and youth voices are neither (yet) easily identifiable in decision-making. There is a need to find out why this is the case and how to deal with it. It may link to the choice of EVC’s target group (marginalized groups, assuming they are in a disadvantaged ‘start position’), or that these results – apart from the few outcomes harvested – are challenging to be captured in monitoring. The EVC staff scored progress on domain one 5 out of 10.

## 2 Domain 2/CSOs

Efforts falling under domain 2 in the EVC ToC aim at strengthening the advocacy role of civil society organisations from the perspective of influencing policies and practices and holding power holders to account. The MTR informs how civil society organisations make progress on this. This domain is built around the ToC assumption that CSOs are instrumental for excluded groups to influence policies on their behalf. Also, i) CSOs will be unable to fulfil their duties if they lack the institutional capacities to do so; ii) accountability leads to legitimacy among excluded groups being represented; and iii) collaboration among CSOs will increase the effectiveness of advocacy attempts and expands negotiation space. Main target beneficiaries of domain 2 are first and second tier CSOs, and the MTR questions are, in this chapter, presented in three sub-sections:

- Capacities: capacity strengthening offered to first and second tier partners for performing political roles and implementing advocacy strategies (MTR questions 1 and 3);
- Advocacy: advocacy initiatives carried out by first and second tier CSOs making use of strengthened capacities (questions 2 and 11);
- CSO Legitimacy: CSO legitimacy to advocate for women, youth and other vulnerable groups; and covers also the MTR question inquiring about the effect of not working with CSOs (question 4).

### 2.1 CSOs and capacity strengthening for advocacy

#### MTR question 1

How many first and second tier partner CSOs are included in EVC?

**Thirteen** organizations are involved with EVC as implementing partners (**first tier**) in the five countries where the MTR was conducted, and around **219 as second tier**. The table below consolidates this response and briefly describes the profile of these organizations<sup>30</sup>. As previously mentioned, the profile of second tier organizations is diverse yet characterized by formalized structures that are non-governance structures that do not have an EVC partnership agreement but are included in the programme through capacity strengthening and (joint) advocacy initiatives.

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<sup>30</sup> Some country reports do not provide further details in terms of the profile of second tier organizations.

Country	1st tier #	2nd tier #	Description <sup>31</sup>
Rwanda	1	46	Pro Femme TweseHamwe (PFTH) is the first -tier CSO, and 46 of its members are the second -tier CSOs involved in EVC. They include organizations advocating for the rights of women and youth survivors of the 1994 genocide like DUHOZANYE and SEVOTA, Association of Women in Sports, and organizations working with grassroots women like SERUKA and BENGERANA.
Burundi	2	131	COCAFEM-GL (Concertation des Collectifs des Associations Féminines de la Région des Grands Lacs) is the Consultative Women Umbrella of Associations in the Great Lakes Region, and it comprises 11 umbrella women-led organizations: three of these are located in Burundi (CAFOB, RFP and DUSHIREHAMWE), and consist of 131 community-based organizations. COCAFEM-GL implements activities at local, provincial, national and regional levels (at the Great Lakes Region level). Their activities include community based direct programming, capacity strengthening to promote women's rights, and undertake research to collect evidence for advocacy. They reach communities easily through community sensitization activities, influencing and engaging with different stakeholders (powerholders, decision makers including media)
Afghanistan	3	16	The Human Right Research and Advocacy Consortium (HRRAC), Women and Children Legal Research Foundation (WCLRF) and the Afghan Women Resource Center (AWRC) are the first tier partners.
Somalia	2	23	WARDI (acting in the South West State) and MUDAN (active in Puntland), are the first tier partners. WARDI runs livelihoods, protection, Health, WASH, Education and Peace Building programs. MUDAN is an umbrella network with 9 active NGOs that focus on youth programs, focusing on peace building, livelihoods and youth empowerment. 23 second-tier CSOs have received EVC training, comprising organizations under the Puntland Youth Association Network, MUDAN, and WARDI.
Sudan	5	3	First tier partners of EVC are: Amal Darfur for Community Development, Great Family organization, Al Salam organization, Alswaed Alkhdra and Global Aid Hands; Second tier partners are Mubadiroon – East Darfur; Mubadiroon – South Darfur and Childhood Development Foundation (CDF)
<b>TOTAL</b>	<b>13</b>	<b>219</b>	

Table 6: Overview of first and second tier CSOs

<sup>31</sup> Afghanistan and Sudan did not inform the profile of the first or second tier organizations.

**MTR question 3**

Which capacities and what expertise have been developed among first and second tier CSOs for performing political roles and implementing advocacy strategies?

EVC first and second tier partners have been supported to increase their capacities mostly through trainings and workshops organized by THA, CCO and partners, and CNL. Progress was thus made on DD indicator 5 (# of CSOs with increased L&A capacities), especially because the majority training focused on L&A related themes.

Following a needs assessment, **The Hague Academy** for Local Governance provided training for first tier partners from 5 EVC countries on inclusive governance. Topics addressed include citizen participation, planning for inclusion, engaging marginalized groups, change management and action planning, understanding dimensions of social exclusion and introduction to social accountability. THA uses a training of trainers (ToT) approach, whereby trained trainers have been responsible to build capacity within their own organization and of second tier partners and other actors engaged in EVC. Local trainers' selection criteria include legitimacy (knowledge of country context, understanding of norms and values, relationship with authorities), specific knowledge (e.g. GBV) and previous experience as trainers (when possible). The trainings are tailored to each country context and include the development of action plans linked with annual planning of local development which authorities commit (in writing) to implement.

With **support from CCO**, first and second tier partners in all countries also received training on topics relating to CSC and social auditing, advocacy (with policy analysis as a means to feed agenda setting), alliance building, communication and budgeting. **CNL** provides training and guidance on gender equity and diversity and lobby and advocacy (also see section 5.2). The latter included Advocacy Capacity Assessment Training (ACAT) and Advocacy Planning Cycle (e.g. the development and review of advocacy strategies, organizational key processes and staff, context analysis for advocacy as well as integrating advocacy in organizational strategies and policies). Training on MEL was also offered, mostly in light of the results framework revision process. In addition, training on a variety of related topics were reported for the countries individually, including participatory budgeting in Somalia, harmful practices and advocacy in Afghanistan, and awareness raising about GBV Law in Burundi. The vast majority of CCO/CNL trainings mostly pertain to the influencing process relevant to EVC, while trainings on content for advocacy (e.g. gender equity) were fewer in number.

## 2.2 Advocacy initiatives carried out making use of strengthened capacities

### MTR question 2

How many first and second tier CSOs have demonstrated increased lobbying and advocacy skills?

### MTR question 11 a and b

How many and what types of advocacy initiatives (political participation, mobilization, activation) were carried out by first and second tier CSOs?

The answer to questions 2 and 11 is merged because carrying out advocacy initiatives are almost always connected with increased lobbying and advocacy skills.

In total, at **least 71 advocacy initiatives were carried out by first (60 initiatives) and second (11 initiatives) tier CSOs<sup>32</sup>**, and at least **49 first and second tier CSOs have demonstrated increased L&A skills**. This once more shows progress on DD indicator 5 (# of CSOs with increased L&A capacities), as well as DD indicator 4 (# of advocacy initiatives carried out by CSOs for, by or with their membership constituencies). MTR data does not inform in how many or how exactly constituencies were involved in these initiatives.

Looking at the outcomes database, second tier CSOs have changed 11 times (11 outcomes, 18% of the total) and first tier CSOs, twice. EVC has contributed to all second tier CSOs changes through capacity strengthening, mobilization and influencing. Also, out of these 11 outcomes, 8 relate to creating L&A and dialogue spaces. And during the mapping analysis done in the L&L event, EVC partners also identified that second tier CSOs contributed to around 22 out of 61 outcomes<sup>33</sup> (36%), mostly in partnership with first tiers.

The fact that more outcomes are being protagonised by second tier CSOs (and other actors, such as community advocacy groups, women and youth, and powerholders and public authorities), rather than first tier CSOs, and

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<sup>32</sup> This number may be underestimated due to lack of precision in most country reports. In such case it is not possible to include the activities in the final count. E.g., Somalia report informs “various mobilization events” of which no detail or precise numbers are informed, and the report did not clearly reference the MTR questions along the text, which makes it difficult to have clarity about the nature of some of activities. Afghanistan apparently reported trainings done by first and second tiers but there is no clarity whether these activities can be classified as L&A. The following were reported by Afghanistan in a bulleted point list linked to question 11 (some of these were repeated referencing other questions as well, which makes it challenging not to double count):

- Sixteen (16) 2nd tier CSOs were mapped in Kabul in Khost, Parwan and Balkh provinces in 2016;
- WCRLF conducted Advocacy and training 209 female members of advocacy group.
- In 2017, totally 38 participants (25 female and 13 male) from 2nd tier CSOs attended harmful practices training;
- In 2017, a total of 66 participants (33 male and 33female) from 2nd tier CSOs of Kabul and Khost participated in advocacy trainings;
- In 2018, a total of 178 participants (178 female members) of advocacy group participated in advocacy trainings which is conducted by WCRLF;
- AWRC conducted harmful practices trainings for 2nd tier CSO members and total of 20 persons (11 female and 9 male) participated.
- At least 1 advocacy training workshop were held by EVC partners at the community level for 2nd tier CSOs in respective provinces, that is, AWRC in Parwan, WCLRF in Balkh, HRRAC in Khost and Kabul. A total of 59 participants were trained of which 30 were male and 29 were female;

<sup>33</sup> This number is not extracted from the outcome harvesting database, but from the participatory analytical exercise done in the L&L event, using a mapping of outcomes.

that second tiers are also contributing to outcomes performed by other actors, provides proof that the 'phased approach' of working in synergy with first and second tier CSOs leads to results. It also indicates that EVC seems to be influencing change beyond its sphere of control, which appoints to sustainability. Second tiers do not receive funding from EVC, so initiatives they take are most likely being influenced, and not controlled, by CCO and first tier partners (which have in their mandate the implementation of EVC, and receive funding for it).

EVC first and second tier partners are demonstrating increased L&A skills by:

**(i) organizing public events to raise awareness**, such as international Women Day (8th March) (Rwanda and Burundi), the 16 days of activism (25th November to 10th December), and the 'Walk in her shoes' advocacy campaign (Rwanda); mobilization initiatives in partnership with celebrities and journalists to raise community awareness on GBV (Burundi);

**(ii) providing technical assistance and publishing evidence-based documents** to influence change in laws and public policies, and to influence implementation of existing instruments and frameworks, as shown by a number of outcomes influenced by EVC partners. In **Rwanda**, PFTH and 46 of its members issued a position paper about the inclusion of GBV issues in Imihigo performance contracts, providing specific recommendations to high level officers (RW-7); in collaboration with the Ministry of Gender and Family Promotion (MIGEPROF) and Women for Women, Care Rwanda and PFTH provided technical and financial assistance to the process leading to the adoption of the UNSCR 1325 National Action Plan (Outcome RW-12). In **Somalia**, MUDAN held late 2016 a meeting to review the Puntland Youth Policy with the Director General of the Ministry of Labour, Youth, and Sports, the Deputy Chairman of PUNSAA, and the Deputy Minister of Women Development and Family Affairs, to ensure the draft includes specific gender component favouring women participation and leadership. The amendments were added and are currently in line for approval (SO-01 and SO-12);

**(iii) organizing meetings with authorities** to discuss topics such as women and youth participation. E.g., We Are Women Activists' (WAWA), a second tier partner in **Somalia**, met directly with current President Abdiweli Mohamed Ali, which led to leverage the voting power of the 46 women's groups included under the WAWA collective to advance women's involvement in decision-making at the state level<sup>34</sup>. Also in **Somalia**, WARDI organized four dialogue events linking CSOs with local authorities in SWS to discuss topics such as involvement and participation in the planned local and district elections and inclusion of excluded groups in different levels of government;

**(iv) connecting citizens with government authorities and powerholders**, through CSC meetings in various levels, engagement with media, and engaging community members, local authorities and powerholders in discussions about citizens' rights and in decisions on concrete measures to implement such rights (**Afghanistan, Burundi, Rwanda**). In **Sudan**, Global Aid Hands (GAH) facilitated a connection with MoANR<sup>35</sup> for a

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<sup>34</sup> This change was not formulated as an outcome.

<sup>35</sup> Acronym meaning not provided in country report.

group of women from Um Labanaia village in SD to obtain seeds. In **Somalia**, WARDI organized dialogue events with local authorities and local CSOs to discuss the involvement and participation of youth in the elections, the provision of public services to youth, and inclusion of this group in government (2017). In **Burundi**, CARE and partners created alliances with journalists, one famous theatre group and women rights focused CSOs, organized a press conference targeting decision-makers, and a policy debate with elected women, women in leadership positions and government officials. In addition, a number of advocacy initiatives were directed to Primary Courts, particularly addressing shortcomings in the legal follow-up of GBV cases.

(v) mobilizing citizens through awareness raising activities, trainings, demonstrations and meetings with community advocacy groups such as in **Sudan**, where partner GAH, conducted training courses on community-level accountability framework /feedback mechanisms for VDCs and Village councils, and in **Afghanistan**, where second tier CSOs also partnered with religious institutes and community Shuras to increase the understanding of women and girls' rights as well as the dangers of harmful traditions among local and traditional leaders. In **Burundi**, together with vulnerable women and girls, CSOs carried out peaceful demonstration to support GBV victims, and organized public meeting to for the early identification of inputs for new PCDC; AWRC (first tier) and CCO organized in **Afghanistan** a ToT on women human rights for two other first tier partners, who then subsequently organized similar sessions for women advocacy groups, community men and religious leaders.

(vi) establishing CSOs alliances and networks of CSOs, in **Afghanistan**, where HRRAC facilitated linkage and coordination meeting among various stakeholders and in **Somalia**, where WARDI organized meetings to help CSOs establish networks and build a stronger youth alliance in SWS. As a result of these meetings, in 2018 WARDI succeeded in creating the Lower Shabelle Youth Association League, a platform designed to unite youth-focused CSOs from different geographic locations, identify similar objectives, and to organize collective advocacy efforts (Outcomes SO-3 and SO-4).

## 2.3 CSO Legitimacy

### MTR question 4

How are supported CSOs improving their legitimacy to lobby and advocate for the claims of civil society groups?

The MTR reports provided evidence that the reputation of CSOs has improved since the beginning of the EVC programme. In EVC, CSO legitimacy can be assessed based on i) whether people know CSOs that defend their rights, ii) EVC partners influencing authority responsiveness, and iii) by a focus on involving community members in their activities.

i) Overall, respondents acknowledge that CSOs represent them and to advocate for their rights. In **Rwanda**, this percentage is as high as 98.4% for grassroots women, in **Somalia** 75% of respondents indicated they can participate in political decision-making because they were a member of a youth organization, and around 85% of women and youth in **Sudan** agree that activities conducted by CSOs have improved women and youth ability to stand up to claim for their rights;



*“Before, communities used to believe that CSOs acted out of self-interest and that they only cared about themselves. When CARE started the EVC Program, the perception of the community changed and the community began to understand the role of a CSO.”*

Women’s group representative, Afgoye (Somalia MTR report)

**(ii)** The responsiveness of government authorities and elders is also an indicator of legitimacy of CSOs engaged in EVC. In **Burundi**, public authorities take women and girls’ needs and interests into account (through CSC), such as mobilization of women and girls to participate in the upcoming PCDC 2018-2023, and in **Somalia**, clan elders in Baidoa increased the number of youth and women to run for positions within SWS Parliament as a result of advocacy initiatives by CSOs. This indicates a solid perception shift among clan elders (Outcome SO-2).

**(iii)** By involving community members in their activities, CSOs also increase their legitimacy. This is reflected, e.g., in the description of contribution to **Rwanda’s** outcome RW-1: in September 2017, SEVOTA, a CSO member of PFTH, engaged female victims of rape and forced marriages in areas where EVC and SEVOTA operate, to fully participate in community dialogue spaces, i.e Umuganda, parents’ evening forums. As a result, in August 2018, those women groups organized a harvest day (Umuganura) and invited other community members and local authorities to testify how they are no longer excluded. Also in Rwanda, the restructuring of the PFTH network strengthened joint deliberation on advocacy messages and strategies (Outcome RW-8).

The training effort of THA furthermore aimed to strengthen internal legitimacy, as CSOs were encouraged to develop action plans on how they can improve inclusiveness within their own structure. Greater inclusiveness, accountability and transparency exercised by CSOs, it is assumed, will strengthen their legitimacy. The exact status and follow up of these plans however needs further attention, also in order to be able to further test the aforementioned assumption. At least three of the harvested outcomes point to some progress on CSO legitimacy: the above-mentioned outcomes on SEVOTA (RW-1) and PFTH (RW-8), as well as outcome RW-2: the CSO Duhozanye (member of P PFTH), introduced in September 2017 a new form of capacity building for illiterate women among their target group, as they had realized that this group was mostly excluded from the services Duhozanye offers. It resulted in an increase of 6,000 people among its target group. This decision followed the THA training in which Duhozanye participated in August 2017 (described in the outcome contribution). It is possible that other changes, described as outcomes or not, have been influenced by the action plans developed as part of the THA trainings; since this was not explicitly required from countries to report on, it was either not captured in the MTR reports, or is not easily identifiable either in the database or in reports.

The tables below, extracted from the OH database, show the number of outcomes that have influenced change in representation and participation (34) and in services and rights (63). This feeds into the assessment of the legitimacy of CSOs, since an indicator of sustainability is the capacity of beneficiaries to “own” the outcomes of initiatives and to be less dependent on CSOs. As women and youth increase their representativeness and/or have more access to services as a consequence of L&A initiatives by CSOs, this increases legitimacy of such organizations to represent them.

Representation and participation	# outcomes
Representation and participation of women and youth in governance and decision-making structures/processes (VDC, Community Development Councils (CDC), Imihigo/district/communal planning process)	30
Women/youth participation in electoral process (women quota)	4
Services and rights	# outcomes
Access to rights (e.g. access to justice)	29
Access to services (e.g. GBV services, financial and market services, legal services, health, education)	15
Quality of services (e.g. GBV services, financial and market services, legal services, health, education)	8
Availability of services (e.g. GBV services, financial and market services, legal services, health, education)	11

Table 7: Outcome database, type of change

Apart from the examples already cited, outcomes such as SO-16 and 17 from **Somalia**, which report youth YPEER's advocacy towards local authorities to participate in the "Yes We Can" campaign, and the local government's support for the event, indicate the responsiveness of government authorities to youth issues and recognition of the value of collaborating with youth in projects.

Also, in **Rwanda**, PFTH gained legitimacy by advocacy done around the policy paper on performance contracting, based a study on the inclusion of GBV issues in the Imihigo process funded by EVC (Outcome RW-7). Another example of access to services in the local level is the commitment to deploy of a male officer to Isange One Stop centre, alongside the existing female officer, in Nyanza district, Rwanda, 2017, as a result of CSC interface meetings (RW-6). This is a promising outcome, but according to a public servant who requested to remain anonymous and that substantiated the outcomes, the officer has not been deployed yet, and one of the major reasons she appoints as possible for this is that most cases of GBV are reported by women. Another possible reason is that the officer who had initially made a commitment was deployed to another police station, contributing to delays in implementing the measure.

The **Afghanistan** report informs that EVC contributed to greater confidence of women, because they believe in their capacities to play a public role, just as men, and that CSOs are representing their needs. While the surveyed women state that EVC is making a difference, further evidence and more time is needed to make sure that these perceptions are being reflected by changes in reality.

In **Sudan**, about 75% of women and youth are aware of the EVC activities in East and South Darfur; the report informs that the project has helped increasing female representation in community structures, but evidence of this claim is not provided.

## 2.4 In conclusion: Advancing towards influencing policies and practices

### MTR umbrella question 1.B

How are civil society organisations advancing towards effectively influencing policies and practices on behalf of excluded groups, and towards holding authorities and other powerholders to account?

According to the EVC ToC, capacity strengthening of first and second tier CSOs is assumed to help trigger change in inclusive decision-making among communities and public authorities and powerholders as well, as these CSOs have an accompanying role.

Thirteen organizations are involved with EVC as implementing partners (first tier) in the five countries where the MTR was conducted, and around 219 as second tier. Both types of CSOs have benefited from capacity support, mostly through trainings and workshops. THA thematically focused on citizen participation, planning for inclusion, engaging marginalized groups, change management and action planning, understanding dimensions of social exclusion and introduction to social accountability. CNL and CCO organized trainings on topics relating to CSC and social auditing, L&A, alliance building, communication, budgeting gender and MEL. It was found that the vast majority of trainings pertain to the influencing process relevant to EVC, while trainings on content for advocacy (e.g. gender equity) were fewer in number. EVC has, thus, progressed on DD indicators 4 and 5.

Capacity strengthening did indeed, as per the ToC assumptions, strengthen the CSO ability to influence policies and practices. This is supported by MTR proof of at least 49 first and second tier CSOs making use of the gained skills. This is in particular observable through 71 L&A initiatives that they initiated (60 initiated by first tier CSOs, 11 initiated by second tier CSOs). These can be grouped into six categories of action: (i) organizing public events for awareness raising, (ii) providing technical assistance on legal/policy processes and the publication of evidence-based documents, (iii) organizing meetings with authorities to discuss women and youth participation, (iv) connecting citizens with government authorities and powerholders, through CSC meetings, dialogues and media engagement, (v) mobilizing citizens through awareness raising activities through trainings, demonstrations and meetings with community advocacy groups, and (vi) establishing CSOs alliances and networks of CSOs.

Because of these efforts, survey data show that CSOs have gained legitimacy, which is triangulated with findings from the outcomes database showing that 34 outcomes have influenced change on representation and 63 on service delivery. This feeds into the assessment of the legitimacy of CSOs, since an indicator of sustainability is the capacity of beneficiaries to “own” the outcomes of initiatives and to be less dependent on CSOs. Internal legitimacy of CSOs is however an area that needs further attention through the follow up of CSO action plans developed with support from THA, also to further test whether inclusiveness, accountability and transparency practiced by CSOs positively influences their legitimacy among excluded groups. On another note, it may be interesting to look into how CSOs evaluate the accountability and legitimacy of authorities, as this was not measured under this MTR.

Changes influenced by second tier CSOs represent 18% of the total number of outcomes (11 out of 61). The mapping analysis (L&L event) showed that second tier CSOs contributed to 22 out of 61 outcomes<sup>36</sup> (36%) (in most cases in partnership with first tiers). On the one hand, results achieved by second tier CSOs show that a phased and synergetic approach works. It also shows that EVC seems to be influencing change beyond the sphere of control, which appoints to sustainability. There are however no EVC/CCO monitoring data on what exactly the vast majority of the 219 second tier CSOs have done on L&A within and beyond the programme context, in part because some of such monitoring goes beyond the EVC scope. It may also be the case that first tier partners did not always associate second tier CSOs, sometimes because the lobby topics pursued relied on first tiers (such as in Rwanda), but in most cases it reflects the aforementioned legitimacy flaw. Generating more insight into how partners involve their members and into how second tiers make use of EVC gains could strengthen the analysis on the added value of working with second tiers. Progress on domain 2 was during the L&L rated a 3.9 out of 10.

In conclusion, the MTR data under domain 2 shows that CSOs are in a better position to influencing policies and practices among public authorities and powerholders. The measurement on real changes in law/policies and practices and accountability of authorities is dealt with in the following chapters.

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<sup>36</sup> This number is not extracted from the outcome harvesting database, but from the participatory analytical exercise done in the L&L event, using a mapping of outcomes.

### 3 Domain 3/Public authorities and powerholders

Under domain 3 in the EVC ToC, the programme aims to strengthen responsiveness of public authorities and other powerholders to the needs of people. It also encompasses how they are acting upon the needs and interests of excluded groups in particular. This chapter notes progress made on this, addressing in three different sections which authorities have been capacitated and what capacities they predominantly developed, how they act responsively making use of the capacities, and how they succeed in increasing transparency and accountability. The latter question is in part answered making use of the perception survey, where communities were asked their opinion about how transparent and accountable their leaders are. The **ToC assumptions** mention that a responsive approach of power holders leads to more inclusive and effective planning and policy design and resource allocation, that accountability interventions shift power relations in favour of excluded groups, and that responsiveness increases when public authorities and other powerholders have stronger capabilities and incentives.

#### 3.1 Public authorities and powerholders capacitated

##### MTR question 10

How many public authorities and other powerholders, from which institutions, have been trained and which capacities and what expertise have been developed among them?

In total, **365** individual local authorities and powerholders have reportedly been trained in **Rwanda** and **Burundi and Sudan** (DSH indicator 1.1-1.2). In **Rwanda**, local authorities interview report shows that 44 (95.7%) out of the 46 interviewees have participated in capacity strengthening activities related to responsive governance organized by EVC programme. These figures, however, may not represent the correct number of authorities trained, since they are not reported from documentation review. In **Burundi**, in 2017, a total number of **109 institutions** were strengthened through the CSC process (162 service providers and 99 local administration officials). In **Sudan**, 60 community leaders, in 6 rural areas participated in awareness sessions on women's rights, their entitlements, local decision-making processes and harmful practices in ED.

There is no information on the number and type of authorities and powerholders trained in the **Somalia** and **Afghanistan** reports. The latter does list examples of training and awareness raising sessions that were organized, and CSC meetings that were held with the participation of local authorities/powerholders (most of them were reported as pertaining to MTR question 9). However, it is not possible to isolate how many of the participants are local authorities/powerholders. The report informs that training on inclusive governance has not been delivered yet<sup>37</sup>.

<sup>37</sup> These are :

- In 2018, capacity strengthening programmes to enhance public authorities' governance were conducted about harmful practices such as denial of women to inherit property of their beloved ones.
- 2 CSC trainings session at district level for CBOs, LAs, 2nd tier CSOs by participation 90 (40 female, 50 male).
- 2 social audit trainings at district level for CBOs, LAs , 2nd tier CSOs and total of 78 (38 female and 40 male) persons.
- 137 sessions on awareness raising and training on human and women's rights for total 2,288 participants (1,045men and 1,243 women), including community advocacy groups, religious and community leaders and members During the reporting period (April –June 2017), for 80 communities in 8 districts
- 24 meetings with CDC, DDA, powerholders and government departments to orient them on the EVC program and as well as mobilize to involve them in various stages of the program implementation.

At both lower and higher administrative levels (sectors/cells, communes/collines, villages, sub-districts versus districts/regions/provinces) <sup>38</sup>, EVC capacity strengthening targeted officers holding similar positions, thematically linked to:

- Development planning: such as social/communal development officers, communal development council members in and cell executive secretaries (local), and district planning officers and DDAs (higher);
- Gender: such as gender focal points and local representatives of the department of women affairs (local), and Provincial Ministers of Gender and gender focal persons at higher level;
- Social services: such as representatives of lower legal institutions (primary court officers and the judicial police, education officers (lower), and higher-level court judges, the Provincial service of agriculture and livestock, and health centres (higher).
- Government members at higher level: such as vice-Mayors in charge of social affairs in Rwanda, the Minister of Youth and Sports of SWS / Constitution and Reconciliation in Afghanistan.

In addition to meetings held with authorities, the content of training is diverse, but overall addressed knowledge and skills on inclusive governance principles and concepts (including leadership, partnerships and citizen participation), governance practices (including the CSC methodology and performance evaluation, social audit and accountability), gender (girls and women's rights and participation, leadership, family and succession laws, gender equality, GBV) religious doctrine (and women's rights and girls' education), advocacy, and human security related subjects.

In particular, THA provided inclusive governance training for local authorities and powerholders. The trainings are tailored to each country context and include the development of action plans which authorities commit (in writing) to implement. THA ensures that these plans link up with annual planning of local development. Monitoring the implementation of the action plans, however, is still a challenge: trainers trained are responsible for following up, and the monitoring needs to be integrated into the monitoring process of EVC.

According to the country reports, the capacity strengthening on CSC methodology, as well as the trainings offered by THA, have strengthened government responsiveness. The process of identifying and discussing community needs in a participatory manner, adopting these into jointly accepted action plans, and adding performance assessment measures are important in this respect. Public authorities interviewed in particular cite the following capacities to be of value to them in this respect, as offered by EVC: the value of responsive

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▪ 21 quarterly meetings were facilitated in provincial, district and community levels with focusing on gaining people and local authorities support in promoting women roles in local decision-making processes. , 2 participants from the Independent Directorate of Local Governance (IDLG) attended a training on Community Score Card (CSC)

▪ training on Social Audit (SA) and Community Score Card (CSC) to build the capacity of powerholders on these processes.

▪ 122 meetings/gatherings in 2016 with participation of CDC, DDA, and powerholders at community and district level

<sup>38</sup>In each of the countries lower and higher administrative levels have different names.

governance, how to be mindful about transparency and accountability, gender equality sensitivity, being attentive to needs of women and girls, planning skills, community mobilization skills and conflict resolution skills.

## 3.2 Responsiveness to needs and rights

### MTR question 9

How are public authorities and other powerholders responding to the needs and rights of the population, making use of the strengthened capacities?

Looking at concrete actions that public authorities and powerholders initiated making use of their strengthened capacities, the action plans developed under the CSC approach are easily identifiable. In 2017, **91 action plans** were developed to improve the implementation of policies and services related to GBV (Rwanda and Burundi), education (Afghanistan) and health (Afghanistan and Sudan).

Of the major actions agreed between community members and public authorities/service providers **27 actions were implemented**, including improvements in health services and reception services of primary courts and judicial police, community awareness raising on the functioning of primary courts and procedures to file GBV cases, and initiating advocacy to follow-up on commitments of public authorities (e.g. advocacy to ensure sustainability of special committees that assist GBV survivors in Burundi, and advocacy towards the Ministry of Health for allocation of funds to cover service costs for GBV victims in Rwanda).

In addition to this, the analysis of outcomes also translates actions by public authorities and powerholders. In total, **29 out of 61 harvested outcomes (47%)** inform that the actors that changed are **powerholders (13) and public authorities/institutions (16)**. In **Afghanistan**, powerholders are actors of 4 outcomes (x 1 on public authorities) which is consistent with the FGD reports that show that local powerholders are considered more accessible and reliable than public authorities. The opposite happened in **Burundi** and **Sudan** where respectively 3 and 2 outcomes refer to local authorities that have changed, whereas no powerholders were reported to have changed. In **Rwanda** and **Somalia**, the changes are more balanced between powerholders (4 for Rwanda, 5 for Somalia) and LAs (3 for Rwanda, 7 for Somalia).

When looking at the geographical level of change reflected by the outcomes, most outcomes pertain to the local level. For **Rwanda** (6 out of 13) and **Burundi** (3 out of 9) also some outcomes are noted on Provincial and National level. For **Afghanistan** (8 out of 11) and **Sudan** (5 out of 7) all outcomes are noted on the local level, which is reflective of the predominant community-based focus of EVC in these countries, targeting change in social norms around education and gender. The opposite is **Somalia** where the majority of outcomes were noted on the national and provincial level (20 out of 22, relating to the youth policy process). Although these figures represent the full set of outcomes, and not only the outcomes in which authorities and powerholders changes, it is somewhat reflective of the levels and type of authorities that are influenced. Some examples of outcomes are as follows:

**Afghanistan:** For the first time a woman has been appointed as chairperson of a district in Mazar-e-Sharif in Balkh province in September 2018 (Afghanistan). Also, in March 2018, in Parwan, Mullah Imams and other

community members agreed with the construction of the classroom to be used for girls to continue their education, although initially the Mullahs wanted the classrooms to be built for the boys (Afghanistan) (AF-4). Furthermore, the Mullah Imam and District Governor of Khulm ruled in favour of a women to equally benefit from inheriting the property of her late father (AF-5).

Following meetings held with religious leaders (Mullah Imams) in Balkh and Parwan on the interpretation of the Holy Qur'an with regards to the position and rights of women, a number of Imam's had incorporated messages on women's rights and girl education in their Friday prayers. (AF-1). This can be labelled as a major achievement, given the fact that religious leaders were thought to be a stakeholder group that would resist the topic-matters of EVC. This outcome was submitted to the appreciation of an independent third party (substantiation):

**“The Mullah Imams are now talking about the rights of women and violence against women in big gatherings and Juma prayer speeches. This has increased community awareness about the plight of women right issues from Islamic and Sharia perspective.”**

Employee of Parwan Haj & Owqaf Department (MTR report, Afghanistan)

In **Somalia**: The Minister of Youth and Sports held a speech during the Somali National Youth day (May 15 2016) about the importance of youth to take part in the federal elections. During this event, 150 youth from different youth-led CSOs across South West State for the first time interacted with high-level public authorities and powerholders. Public authorities and powerholders present endorsed this message, which was also transmitted by the national and international media during primetime hours (SO-13). Also, clan elders committed and supported the election of youth and women in the electoral college in South West State (SO-1) and for Member of Parliament positions (SO-20). This outcome was substantiated by Sayid Ali Sharif, an officer from the United Nations Industrial Development Organization:

**“I witnessed the clan elder's declaration in Baidoa to include more youth and women in South West State Parliament in 2016. Since then, there have been many more educated youth involving themselves in the political process and running for political office. I think the elder's declaration motivated youth within the region to seek political positions. I personally know more than 10 youth who currently hold political positions or work within the government ministry offices in Baidoa.”**

(Somalia MTR report)

In 2017, South West Administration (SWA) Parliamentary members held quarterly accountability forums and invited youth-led CSOs to attend for the first time (SO-5), followed by a signing of an official commitment letter agreeing to include CSOs from SWA in public financial planning and policy making processes in the future (SO-6). Advocacy efforts by the local partner (WARDI) account for this. Similarly, YPEER's “Yes We Can” campaign and



the local government's participation in it indicate the responsiveness of government authorities to youth issues and recognition of the value of collaborating with youth in projects (SO-17).

**In Burundi**, legal authorities (e.g. Primary Courts of Giteranyi and Bukirasazi) adopted a strategy for accelerating SGBV cases involving vulnerable women and girls, planned and implemented a campaign of execution of judgements, ensuring greater involvement of stakeholders like health centres during case investigations to improve services for GBV survivors, and a decision was made to distribute numbered tokens to service seekers to ensure that those who arrived first are serviced accordingly (Primary Court of Bukirasazi). CSC participants confirm these efforts of the Courts<sup>39</sup>.

### 3.3 Increased accountability and transparency

#### MTR question 13

How are targeted public authorities and other powerholders increasing their accountability and transparency?

Examples of improvement of accountability and transparency of public authorities and powerholders, as presented in the MTR reports, can be categorized along three main issues:

- Link with existing policies: There are several examples of perceived accountability and transparency of public authorities that interrelate with already existing or nation-wide new policies and procedures for local governance, meaning such changes cannot be clearly attributed to EVC. For example, in **Burundi**, a decentralized system of communal performance assessment was installed, including indicators on transparency and accountability; there is also mention of a new regulation obliging communes since 2017 to make the budget public.
- CSO mobilization: Mobilization of community members to take part in public meetings organized by authorities also raises accountability and transparency. In **Burundi**, communal authorities, in collaboration with the CDC, have organized two public sessions in all EVC target communes, aimed at explaining and discussing progress and results on development activities in the commune, for which CSOs and EVC L&A networks mobilized the women and girls to participate in these sessions (60% participation).
- CSC methodology: Participation of community members and women in the CSC process increases the likelihood for them to be received by authorities and their points are listened to. In **Sudan**, the participation of four staff from the Ministry of Social Welfare and the Ministry of Youth and Sports in East Darfur in CSC training is reported as a sign of increased accountability. In **Burundi**, there is a significant difference as compared to prior to the CSC being introduced (e.g. Giteranyi commune). A remarkable outcome noted in **Rwanda** relates to Kamonyi District, where the authorities have, since March 2018, formally integrated the CSC in its five-year District Development Strategy (2018 -2022) as a tool for social accountability, and budget has been earmarked for its implementation (RW-5). Samson Rubaduka, the District planner and M&E officer, substantiated this outcome, acknowledging that the change happened as described, that it contributes to accountability, and that EVC contributed to the outcome:

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<sup>39</sup> These findings have not been inserted in the database as outcomes.

*“(…) The community scorecard is included as one of means to hold public authorities accountable. Since this was recoded as a priority, it is obvious that the district recognizes the existing gap”. (….) “The Ministry of finance requires all districts to actively engage citizen in different budgeting processes. The community score card approach came is as a complement and contribution to the government will on citizen participation. Through capacity strengthening we have received at district level and other local level, we acknowledge the support and contribution of Every voice count toward this achievement.”*

MTR report, Rwanda

The above examples must be ‘read’ within the context of data presented from the surveys on community members’ perception on accountability and transparency (question 14, Domain 1). While over 95% of respondents recognize the importance of these governance principles across countries, practice differs: in **Rwanda** 31,6% of the respondents rate the actual level of accountability insufficient/not at all, and 52.7% believe authorities are ‘somewhat accountable’ and ‘somewhat transparent’ (58%). FGD participants report lack of transparency by local authorities in citizen profiling processes (‘Ubudehe’) and the ‘one cow per poor family’ programme (‘Girinka’). In Afghanistan, 20.5% feel that authorities are not much/not at all accountable. Interviews add that people feel public officials are more occupied with security concerns in the provinces than with women issues. In **Somalia**, baseline data showed that 63% of community members that participated in the survey think that young men have limited space to engage with traditional leaders. In the MTR, this raised to 72.3%, showing that public authorities have become more open to listening to youth than two years ago.

### **3.4 In conclusion: Acting upon the needs and interests of exclusive groups**

#### **MTR umbrella question 1.C**

How are public authorities and other powerholders becoming more responsive and acting upon the needs and interests of excluded groups?

In conclusion, the MTR shows that EVC has made significant efforts to engage with different levels and types of public authorities and powerholders, offering capacity strengthening on the governance process as well on themes that are of relevance to country-ToCs (such as gender). Local authorities interviewed for the MTR affirm that these capacities have helped to raise their responsiveness, accountability and transparency, which links with the ToC assumptions, although the incentive part (motivation) came less clearly out of the MTR findings.

The data presented in the country reports provide a clear link between the CSC methodology as a tool to allow in particular women to contribute their needs and ideas, as they constitute a group that previously was hardly heard. At the same time, CSC provides an opportunity to boost transparency and accountability because the

interface meetings facilitate face-to-face discussions between citizens and public authorities, with hence a possibility for citizens to raise questions or put forward pressing demands. Aside from the CSC, there are also signs – albeit still limited in number - of public authorities autonomously initiating other measures to respond to needs, for example around sensitization on women’s rights and GBV follow up, that responds to specific needs of women. Some of these initiatives stem from growing engagement of these actors, and in particular religious authorities in Afghanistan are worth mentioning in this respect.



*CSC interface meeting in Rwanda.*

Harvested outcomes also provide an element of proof of changes in responsiveness, as 22 out of 61 outcomes (36%) of all outcomes fall in domain three, and most of the changes are reported on lower government level, except for Somalia. In particular, it could be beneficial for the countries to link advocacy initiatives on lower and higher levels of governance. Limitations to the extent of change were also noted as a lot of the outcomes talk about commitment or engagement of authorities and less about concrete follow-up action. A major challenge in this respect is the fact that in particular lower level governance structures generally lack public means necessary for action. Linked to limitation action noted, the data on the perception of surveyed citizens on accountability and transparency show that at least 50% rates this as not so much/somewhat or insufficient. This finding, added to limited concrete examples noted on how authorities put accountability to practice, has not (yet) materialised a power shift towards excluded groups (as per the ToC assumptions). This may be something to emphasise in the coming EVC years.

Initially, the assumption was that changes in domain three would be influenced by/follow increased participation of community groups in domain one, and increased capacities and representation of CSOs in domain two. During the L&L event, the validity of this assumption was questioned, as entry points for lobby/advocacy focusing on changes in domain three do not always link to the community. This also relates to the fact that other factors influence changes among authorities (e.g. other INGO programs, general public policy,

national legislative and governance processes). Hence, changes noted in domain three cannot be fully attributed to EVC. Alternatively, change in domain 3 is hampered by broader governance challenges, such as corruption and low state budgets, something that is difficult for EVC to influence. EVC staff rate progress made on the responsiveness of public authorities and powerholders to the needs of excluded groups 4.5 out of 10.

## 4 Domain 4/Spaces for dialogue

Domain 4 in the EVC ToC is where efforts from the other three domains come together, aiming at expanding and strengthening the space for dialogue and negotiation between the different stakeholder groups. The MTR particularly looked at how excluded groups, CSOs public authorities and other powerholders advance towards effective interaction in formal and informal spaces of dialogue and negotiation. The **ToC assumptions** state that increased engagement and interaction between all actors in spaces for negotiation leads to policies and practices that better consider the interests of excluded groups, and that spaces for dialogue and negotiation are effective in pushing for reform agenda's or achieving political settlements. Sub-sections deal with three issues:

- Space: Questions 16 and 17 report on the dialogue processes carried out and CSO space generated;
- Laws: questions 20 and 18 report on the improvement/adoption and implementation of laws;
- Inclusive decision-making: questions 15, 22 and 21 inform about the perceptions and practice of representation and inclusive-decision-making, mainly from the perspective of women.

### 4.1 Dialogue processes and creation of spaces for CSO demands

#### MTR question 16

How many and what type of dialogue processes have been organised by CSOs and/or community local advocacy groups to influence the political and/or public debate?

#### MTR question 17

How often have CSOs and/or community/local groups succeeded in creating space for CSO demands and positions?

The concepts of 'dialogue' and 'space' are very much related, and link with DD indicator 3 (creating space for CSO demands) and DSH process indicator 3.2.1 (on dialogue processes). In short, 'dialogues' reported in MTR reports mostly link to an activity, whereas space refers more to the process, which may include dialogue and other type of activities aimed at discussion and exchange.

In EVC, **dialogues** strengthen the political/public debate (organized as such) are community dialogues and dialogues with traditional and religious leaders. Dialogue processes also include CSC interface meetings at local, municipality/district (dialogue meetings) and provincial level (provincial dialogues) where local communities and local authorities can exchange, debate and seek solutions to the issues and problems identified in the CSC sessions.

In a related, but different process, the **creation of space** for CSO demands and positions results in dialogues, such as when poor and marginalized people engage with powerholders in formal spaces (e.g. local participatory development planning and budgeting) and informal spaces (e.g. score card and other accountability processes, campaigns, demonstrations, etc.). These spaces are created to influence the debate, agenda setting or to physically engage participants in the debates. In particular, when CSC interface meetings produce action plans, they are considered spaces for CSO demands. Other spaces for CSOs demands and positions were created when EVC partners organized dialogues and negotiations, technical meetings, dinner debates, radio programmes and community sessions, or used traditional spaces “Aldara” in rural areas of Sudan, aiming to raise awareness on women and youth rights, discuss implementation of laws and inclusive governance, budget, among other important issues.

The majority of dialogue sessions and spaces have been initiated by first (and to a lesser extent second) tier CSOs. In some cases, such as Burundi, local groups, especially VSLAs, are increasingly seen as key -actors that have a role in local governance development. They are integrated in local development initiatives such community awareness on the local planning, involvement in public sessions, which increases their opportunities to bring women and youth demands and positions, and hence are also key actors in initiating dialogue and space for community demands.

Looking at the number and types of dialogue and spaces reported in the MTR reports, in total, around **100 CSC interface meetings and CSC related dialogue processes** (such as district and provincial legal dialogues) were organized by EVC partners since the beginning of implementation.

In total, **EVC partners created spaces for CSO demands and positions at least 46 times**. The table below summarizes the specific results per country. For Afghanistan and Sudan the difference between dialogues and spaces for dialogues was not clarified in the reports, hence these are merged in the table. The MTR reports also did not provide specific information on the inclusiveness of the dialogues and spaces initiated/supported, and future monitoring on this is to be considered.

	Dialogues	Spaces
Burundi	In 2018 CSOs created 4 types of dialogue and 386 people participated in total. These are (i) Radio programme about political participation of women and the fight against GBV, (ii) Debates at communal level on advocacy to implement the GBV Law, (iii) National Event to influence design of gender sensitive PCDCs and Annual Investment Plans, (iv) Evaluation of CSC plans.	CSOs succeeded 43 times in creating space: 10 interface meetings with the participation of 289 women and girls and 120 powerholders; 6 meetings with the Primary court and the judicial police on the prevention and fight against GBV; 24 community sessions to discussed social norms and harmful practices; 5 dialogues and negotiations with authorities during special celebrations (International Women’s Day, 16 Days of Activism).
Rwanda	20 CSC interface meetings engaged between 4,000 and 6,000 social actors from public institutions, the private sector and CSOs. Also, 5 district level dialogues (2017) and 1 annual Provincial dialogue brought together District and provincial authorities to discuss service delivery in public administration and health facilities, budgeting, and the participation of women in Imihigo performance contracts.	Spaces for dialogue were created through 1 meeting between CSOs and parliamentarians, 1 round table discussion L&A need assessment, 1 high level meeting in the preparation of UNSCR 1325 NAP, 3 technical meetings in the preparation of UNSCR 1325 NAP, 1 participation in NST and 1 national advocacy meeting.

Somalia	<p>The report informs that no specific program efforts aimed to reach objectives under the fourth domain of the CARE EVC program theory of change were realized by the time of the midterm.</p>	<p>Effective spaces for dialogue between public authorities and youth and women have been created through, e.g., CARE EVC mobilization events to introduce the program to relevant stakeholders, bringing together public authorities including the Governor of Lower Shabelle and the District Commissioner of Afgoye with members of target communities and CSOs. Efforts to empower youth and women, and to increase the capacity of CSOs also resulted in the creation of 4 effective spaces for dialogue and negotiation:</p> <p>Consultation forums gathering youth, women and clan elders to discuss the national electoral system and the lack of space for youth involvement (2016);</p> <p>Dialogue events between the Ministry of Labour, Youth, and Sports and young women and men in Garowe (2017) to develop an implementation framework for the Puntland Youth Policy;</p> <p>Dialogue sessions in Bossaso and Baidoa districts to discuss the local application of high-level development governmental plans and priorities, attended by local authorities and 30 CSOs;</p> <p>Dialogue events in 4 locations to discuss youth involvement in local and district elections (August 2017).</p>
Afghanistan	<p>WCLRF, HRRAC and AWRC conducted 48 events, including interface meetings and Advocacy conferences in 2017 and 2018 with the participation of CAG members, community members, religious leaders, 2<sup>nd</sup> tier CSOs, Partners and local authorities/service providers. The events provided a platform for CAG members and 2<sup>nd</sup> tier CSOs to influence authorities and advocate on behalf of excluded women and girls in regard to access to health and education services and their active participation in decision - making processes. On average, each 2nd tier CSO has created a space for dialogue once (16 times). These include interface meeting, public gathering, event celebrations, dialogue and Awareness session on ERAW LAW.</p>	
Sudan	<p>In Sudan, traditionally, in rural areas there have been spaces for dialogue that are called “Aldara”. EVC used these spaces as platforms and managed to develop them into regular meeting spaces, where young males, female youth, women, traditional leaders and CSOs get together and discuss their concerns.”</p>	

Table 8: Overview of dialogues and spaces for dialogue

The database shows that 36 harvested outcomes (65%) report changes in lobby/advocacy and dialogue spaces. Among these, 15 outcomes point to the creation of (physical) space to engage (e.g. platforms or other events organized in which different stakeholders interact), 7 outcomes note agenda setting on EVC topics (by stakeholders), and 14 outcomes pertain to the organization/implementation of lobby and advocacy activities. Also, when looking at the EVC contribution to the outcomes, 31 (56%) are linked to mobilization as core-strategy

and for 43 (78%) outcomes the contribution related to influencing.<sup>40</sup> As both mobilization and influencing strategies are very much linked to creating dialogue and space, it underlines results reported under this evaluation question.

Outcomes that show results achieved through dialogue and the creation of space for positions and demands are:

In **Rwanda**, 5 out of 13 outcomes are direct results of these dialogue processes:

- the adoption of the UNSCR 1325 NAP (outcome RW-12),
- provision of better health services and specific services and structures for GBV victims (outcomes RW-10, RW-4, and RW-6), and
- public commitment by a Governor to enforce the GBV roadmap (outcome RW-11).

In **Burundi**, during a dinner debate on women political participation (December 2017) CSOs met and discussed research findings with Electoral Commission members, members of the Ministry of Justice and the Minister of Gender himself. The government representatives expressed to support COCAFEM in the promotion of women and girls' participation in governance processes (such as the implementation of the 30% quota down to the hill level).

In **Somalia**, the ministry of Labour Youth and Sports in Puntland incorporated gender components into the Puntland state youth policy in May 2017. CARE and MUDAN influenced this outcome by promoting dialogue events between the Ministry of Labour, Youth, and Sports and young women and men in Garowe (2017) to develop an implementation framework for the Youth Policy (SO-12).

*After we had received the training<sup>41</sup>, the Ministry started planning for youth such as a Youth Development Fund [with the aim to allocate] a budget for youth. We talked with the government about it and we are awaiting their approval. We also started to have consultations for plans for the youth."*

Ministry of Labour, Youth, and Sports, Garowe (MTR report Somalia)

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<sup>40</sup> Note that for these categories each outcome could be attributed to multiple types of contribution, if applicable.

<sup>41</sup> Reference in the report, regarding this quote, is made generically to "EVC trainings".



## 4.2 Improvement and implementation of laws and policies

### MTR question 20

How are lobbying and advocacy activities of supported CSOs contributing to the implementation of laws and/or policies and societal norms? Which strategies were most effective?

### MTR question 18

Are laws, policies and policy guidelines being successfully improved/adopted as a result of lobbying and advocacy by CSOs and/or community/local groups, and how many?

This section links to DD indicators 1 and 2 on the number of laws, policies and norms blocked, adopted, improved and/or implemented for sustainable and inclusive development. Country MTR reports from **Rwanda** and **Burundi** inform that EVC improved laws/policies through offering technical support for their review, and through dialogues and consultation meetings, and contributed towards their implementation. In **Sudan** and **Afghanistan** reports do not clearly inform about these questions and it seems efforts were predominantly focused on an earlier step in the process, notably legal awareness raising.<sup>42,43</sup> The **Somalia** report does not inform about progress made on legal reform/implementation, although the significant focus of the EVC country programme on the revision of the national youth policy noted in outcomes is worth mentioning.

In total, 34 outcomes harvested have been categorized as **influencing laws and policies** (MTR question 18) in 5 MTR countries<sup>44</sup>. 21 of these are from Somalia, 3 in Rwanda, Afghanistan and Sudan, and 4 in Burundi. The narrative reports show that:

- **1 law is improved:** PFTH and its members presented common positions to the **Rwanda** Law Reform Commission (RLRC) to be considered for the piloting phase of the revised penal code, focused on promotion of gender equality and avoidance of gender discriminatory provisions.
- **4 policy guidelines and frameworks were improved (Burundi,** with the Ministry of Gender): (i) The validation of the implementation plan of the Kampala Declaration<sup>45</sup> on GBV, including the set up a Commission responsible for implementation and follow-up; (ii) the National action plan for the implementation of the new NAP UNSCR 1325 for 2017-2025 (BU-2); (iii) the National Strategy to fight against GBV was harmonized with GBV law provisions, (iv) the National Gender policy.
- **1 social norm was adopted:** 1 social norm was adopted in **Burundi** by the heads of hill's administration in the 80 communities where EVC is operating (participation of women and girls in the community conflict management realized by Abashingantahe (BU-6).

<sup>42</sup> **Sudan** informed that consulted documents do not have data to answer question 18, and it was not possible to identify an answer to question 18 in the **Afghanistan** report<sup>42</sup>.

<sup>43</sup> The Afghanistan report references MTR Question 18 as a footnote on table 25, page 59: "Participation in any of the 2nd tier CSO and or community/local advocacy groups organized by EVC programme as indicated by women and girl beneficiaries (MTR question 18– Domain 4)".

<sup>44</sup> This number contradicts the report, which has not clearly informed progress on improvement of law/ policies on its Domain 4 section.

<sup>45</sup> Kampala Declaration is the resolution made by the Heads of States of the International Conference on the Great Lakes Region. The content focuses on fight against impunity, assistance to survivors of GBV and prevention of GBV.

- **1 plan was reviewed (Rwanda):** In December 2017, as previously reported, the Ministry of Gender and Family Promotion (MIGEPROF) adopted the National Action Plan (NAP) 1325, an instrument which supports the implementation of the Gender and GBV policies. Care **Rwanda** and PFTH technically supported this process, which included work in the document along with the Ministry (RW-12) and financial support by Care.

There is also reported progress towards the **implementation/enforcement of laws and societal norms**, in the form of public commitments (**Rwanda**), actual implementation measures (**Burundi**) and (to a lesser extent) increased perception of reduction of VAW in **Afghanistan**. This progress is being achieved through CSC meetings, dialogue and negotiation sessions with the presence of local authorities and powerholders (question 20).

- **1 law was implemented:** Supported by EVC activities, the central Government of **Burundi** took measures to revise and implement matrimonial law to end multiple marriages, and EVC partners and local advocacy groups such as VSLA have actively campaigned for its implementation, which resulted in official registering of married couples.
- **4 action plans were implemented** Furthermore, CSC sessions organized around the PCDC and primary court services have influenced the design and implementation of 4 action plans to improving GBV case treatment of primary court and judiciary police services (**Burundi**).
- **1 guideline will be enforced:** In December 2017, the Governor of South Province in **Rwanda** publicly committed to enforce the national GBV roadmap and standards in South province, during a national dialogue held in Muhanga district and organized by PFTH. The enforcement may be able to comply service providers to implement the document (RW-11).

Regarding **rights-focused awareness raising**, as a prerequisite for legal reform and implementation, in **Afghanistan**, EVC partners in 4 provinces conducted nine negotiation sessions attended by 363 community members, local authorities, government, religious leaders, community advocacy group members, CDCs and CSO members, to increase the participants' knowledge about the Elimination of Violence against Women (EVAW) law and their role in the implementation of mentioned document (in particular from the perspective of girls' access to education). This seems to have enhanced changes in norms, attitudes and practices, as an estimated 68% of the women and girls surveyed reported a reduction in violence against women<sup>46</sup>.

In **Sudan**, CSOs supported by EVC<sup>47</sup> organized awareness sessions on ratified treaties such as the International Covenant on Civil and Political Rights (ICCPR) and the International Convention on the Elimination of All Forms of Racial Discrimination (ICERD), but there is no information about who attended the sessions and whether these activities influenced implementation of such instruments.

Two negative outcomes were reported as being influenced by these legal/rights change processes. A negative outcome in **Burundi** is that women that were informally married in a polygamous setting are now actively chased away from their household, making them increasingly vulnerable in the community<sup>48</sup>. In **Afghanistan**, interviews point out that awareness raising increased the number of girls going to school, although no figures were given.

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<sup>46</sup> The source of this figure is yet to be confirmed with the Afghanistan team as it was not referenced in the report.

<sup>47</sup> The report does not inform which CSOs

<sup>48</sup> This change was not formulated as an outcome description using OH.

The negative outcome<sup>49</sup> here, as noted in one of the interviews, is that unless they are accompanied by preferably a male family member, their journey from home to school exposes them to security risks (e.g. attacks, sexual violence). Both examples suggest the need to explore potential negative consequences of strategies beforehand and ensure that mitigation measures are negotiated/put in place.<sup>50</sup>

### 4.3 Representativeness and the practice of inclusive decision-making

#### MTR question 15

How many women and/or youth feel represented by local authorities and other powerholders?

#### MTR question 22

To what extent do community members believe that decision-making is inclusive and responsive to their needs?

#### MTR question 21

How is decision-making as a result from EVC program activities becoming more inclusive of women and youth?

As there are three MTR questions that address representative and inclusive decision-making, they have been merged to avoid repetition. All three questions were included in the perception surveys, and they all relate to DSH outcome indicators 3.2.2 (on inclusive and responsive decision-making), 3.2.1 (on participation and representation in governance processes) and 3.2.3 (on feeling represented). As each country formulated different types of questions around these three MTR questions, quantitative data presented below cannot necessarily be added up nor is one-on-one comparable. That is why this paragraph mostly refers to country-specific survey findings. Also, question 21 closely links with the main evaluation question (progress made on inclusive decision-making), which will be dealt with in a more analytical manner in the conclusion of this report.

Overall, approximately **73%** of respondents in all five countries where the MTR was conducted **believe that decision-making is inclusive and responsive** (ranging from 61% to 95% of respondents in each country). And **overall 64% feel represented** by local authorities and powerholders, corresponding to **approximately 513 respondents**.

In **Afghanistan**, 54.5% of the women and girl beneficiaries surveyed feel represented by local authorities, and around 94% of surveyed respondents agreed that women's issues were important or somewhat important priority for local authorities. Also, over half of the women and girls surveyed indicated that there has been considerable progress in enhancing their inclusiveness and responsiveness in decision-making processes in communities. The community perception on responsiveness is predominantly attributed to local powerholders, in particular religious leaders, as these have a stronger influence on community life than public authorities. At the same time, there is an overall feeling, in particular among women, that customary laws and practices are the true limitation for inclusion of women, which relates to misinterpretation of religion by religious leaders.

*“Power holders never think about us. Public authorities and other power holders must never say that women cannot do things the way men do. A*

<sup>49</sup> This was not captured by an outcome description.

<sup>50</sup> These outcomes were not formulated as outcome descriptions.

*woman can do anything a man can do. They should support women to participate to election as voters or to be elected. They should pave the ground for women to vote especially in village. They should educate men about human rights and specifically women rights.”*

Woman from the community (MTR report Afghanistan)

Some women indicated that they are given the chance to take part in community development councils, where half the seats are allocated to women under the National Solidarity Programme (NSP)<sup>51</sup>. Also, in September 2018, for the first time a woman has been appointed as chairperson of a district<sup>52</sup>. This appears to have positively reflected on public opinion.

In **Rwanda**, 95.3% of male and female surveyed respondents agreed that women have more access to public authorities and decision makers now than two years ago. One expression of their inclusiveness in decision-making process was the successful participation of local advocacy groups in Nyanza district in the draft of the Imihigo performance contracts for 2018/2019. As a result of a preparatory exercise of analysis done with advocacy groups, they suggested minor changes in order to make the GBV interventions more visible by disaggregating them from other activities<sup>53</sup>.

*“I am very much surprised to learn that I have the right to participate in the planning process of my district. Now I know where to start from in order to collect my ideas and those of my peers and transmit them through the different levels from the village up to the national level and thereby take part in the national planning process”*

Marthe Byazamani, NWC in Rwoga cell, district of Muhanga

Rwanda MTR report, interview on Care Rwanda EVC documentary, 2018

In **Burundi**, around 77.5% of surveyed respondents declared that they believe that local authorities represent and take into account their interests and needs in decision-making, and 86% believe that administrative authorities and powerholders address their needs and interests in terms of GBV and women participation in decision-making process. The CDC and CCDC (voluntary organs and elected directly by the community, which play a key role in local planning and development), are considered more inclusive and responsive compared to local authorities and public powerholders.

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<sup>51</sup> FGD.

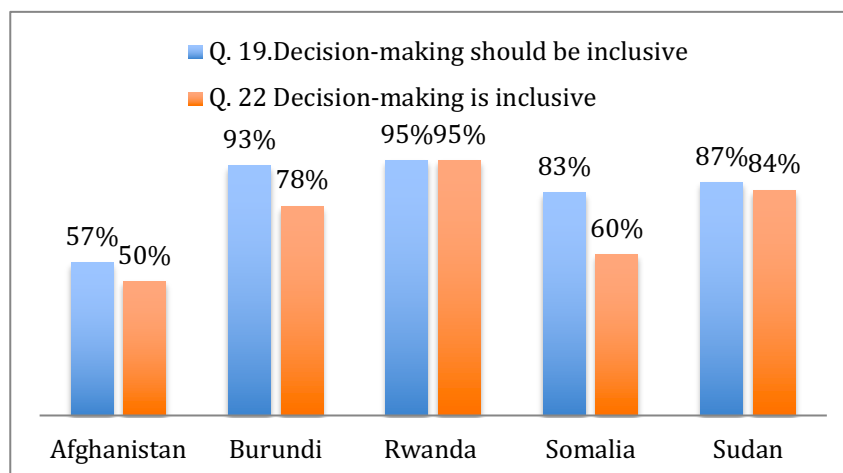
<sup>52</sup> This was not captured by an outcome description

<sup>53</sup> This was not captured by an outcome description

The administrative authorities and the communal council of Gitega commune, as well as the members of the judicial organs, are reported as being increasingly receptive and applying the law governing SGBV. As an example, the police first imprisoned the chief of a colline who had committed sexual abuse against a woman (BU-2).

Roughly 71.4% of all respondents across all sites in **Somalia** indicated that male youth participate in decision-making in their district, and 60.9% of youth agreed that they have ways to make their voices heard if government officials “do something [they] disagree with.” Respondents who were members of a youth organization were more likely to cite increased ability to speak out than respondents who were not members, suggesting a correlation between membership to a youth organization and increased empowerment.

In **Sudan**, while in East Darfur 75% women/and or youth felt represented by local authorities and other powerholders, in South Darfur only 28.1% of women and 46.9% of the youth shared this perception. The reasons for this difference were not explored in the report, but less mobilization of public authorities/powerholders could be a possible factor. Roughly **85% of community members surveyed think decision-making is inclusive and responsive**. The Youth Committee in Abu Odam, informed that most youth had at least once been involved in the decisions-making process in their villages. In some villages such as Alhila Aljadeeda, Khirwa, Hashaba, the youth had participated more than five times. However, the nature of this decision-making is not explained in the Sudan report.



*Graphic 4: Comparison of country answers to MTR questions 19 and 22 (decision-making should X is inclusive and responsive). Source: MTR reports.*

As for the outcome analysis, in total, 36 out of 61 harvested outcomes (59%) outcomes were categorized as contributing to inclusive decision-making, 21 from Somalia. Afghanistan reported 6, Sudan reported 3 outcomes in this topic, Burundi 2 and Rwanda 4. When the outcomes are subcategorized according to what types of inclusiveness (with a multiple-choice option), 29 described changes in “needs-responsive decision-making (by powerholders and authorities)”, 13 in “accountability and transparency of governance (by powerholders and authorities)” and 7 in “community monitoring of governance”.

These outcomes include (but are not limited to) the acceptance of youth and women to be elected and nominated for political positions (Somalia), involvement of women and girls in dispute mediation (Sudan), the ability of women to publicly speak about their needs and rights (Sudan, Rwanda), the inclusion of CSC as a tool for social accountability and earmarking budget for its implementation (Rwanda), and the adoption of action plans, gender mainstreaming and measures to guarantee participation by Ministries in Somalia and Rwanda.

*“The current female Members of Parliament in the Federal Government represent candidates who we advocated for. During Abduwali’s election, we met directly with the President to discuss giving women the right [to participate] in policy-making.”*

We are Women activists, Garowe (MTR report Somalia)

So, overall, while there is a relatively high level of perception of inclusiveness and representativeness across the countries, both the qualitative data (from FGD and KII) and the outcomes indicate that at the local level the actual progress regarding inclusiveness and representativeness is still timid, in particular by local authorities. The qualitative data also indicates that powerholders are seen as more reliable than local authorities (such as CDC and CCDC in Burundi and religious leaders in Afghanistan), confirming the need to work with broad spectrum local authorities.

#### 4.4 In conclusion: Effective interaction on dialogue and negotiation

##### MTR umbrella question A.4

How are excluded groups, CSOs, public authorities and other powerholders advancing towards effective interaction in formal and informal spaces of dialogue and negotiation?

Based on these findings for the evaluation questions falling under domain 4, it can be concluded that excluded groups, CSOs and public authorities/powerholders are advancing towards effective interaction in formal and informal spaces of dialogue and negotiation. The EVC staff scored progress on this domain 4.7 out of 10.

This is mostly attributable to dialogue happening in around **100 initiatives** organized under EVC, which are spaces for dialogue in itself (e.g. CSC interface meetings, community discussions), aiming at influencing the debate, agenda setting or to physically engage participants in the debates. And in total, **46 spaces for dialogue** were organized/created across the five MTR countries on a variety of topics that link with country-ToCs, mostly by first tier CSOs.

During the L&L event, it was observed that progress on this domain is strongly linked to the CSC process. In some countries, like Sudan, this is an achievement in itself, given the sensitivity of public authorities regarding inclusive governance. In other contexts, CSC can be an entry point, but there is a need to also influence other types of existing spaces of dialogue, and lobby much more for autonomous initiative by authorities to invite citizens to participate. The limited number of autonomous spaces reported also means that public authorities and other powerholders – although participating in the EVC supported spaces – are still lagging behind on true representation and inclusiveness.

The role of second tier CSOs in this is less clear, which can be attributed to limited monitoring of/control over the initiatives of second tiers in the absence of a clear contractual arrangement. While only 6 outcomes were

categorized in domain 4, 65% of the harvested outcomes relate to lobby/advocacy and dialogue spaces. Also, 59% are linked to mobilization as core-strategy and for 49 (80%) outcomes the contribution related to influencing, confirming that certain key programme strategies show effectiveness.<sup>54</sup>

The focus of domain four, hence, strongly relies on 'activities' that can qualify as spaces for dialogue, rather than the process involved around dialogues happening in such spaces. More attention to the process might benefit learning in the remainder of EVC, focused on what the results of dialogue spaces are, and on which types of spaces are most effective in that respect. More insight on the inclusiveness of these spaces and on the level of satisfaction of women and youth would be welcome (as per DSH indicator 3.2.1).

In line with the DD framework (indicators 1 and 2), EVC also managed to influence laws, policies and norms – although that has not been the core focus of the program. This shows that legal results can occur alongside a core focus on community governance. Outcomes (37 in total) show that EVC partners have also succeed to influence the improvement of a number of policies/laws (1 law, 4 policy guidelines and frameworks, 1 social norm, 1 plan, all in Rwanda and Burundi), in particular on GBV and gender. In Somalia, partners worked on the revision of the youth policy. Also, 1 law and 4 action plans were implemented (all Burundi). Although EVC contributed to these results, it has been a joint lobby and advocacy effort with other actors and programmes. Having said this, with regards to GVB procedures in Rwanda and the youth policy in Somalia, EVC is clearly in the lead. No results in laws/policies were reported for Afghanistan and Sudan because EVC efforts were so far mostly concentrated on rights-focused awareness raising (including on international treaties), as a prerequisite for legal reform and implementation. More results on laws and policies may be expected in coming years given the lengthy process of such influencing. As work in the legal domain have in Burundi and Afghanistan influenced negative outcomes, mitigation measures should be considered/negotiated/put in place beforehand.

Qualitative data confirms that dialogue spaces offer opportunity for community members, public authorities, powerholders and other stakeholders to share and consider each other's points. This increases the likelihood of interests and needs of marginalized groups being considered, but no solid data qualified this as a result of dialogue happening in domain 4 spaces (as per the ToC assumption formulated). It also links to the result of communities increasingly feeling represented by public authorities (DSH indicator 3.2.3), with figures ranging around 61-95% (and overall 73%). In Rwanda figures are consistently higher, whereas they are lower in Sudan (particularly South Darfur) and Afghanistan. This links, for Sudan to the fact that public authorities are physically less present. In Afghanistan, religious leaders (powerholders) are given greater credits than government officials, not because of their actions but because of their moral authority and proximity to the communities. This is evidence for the observed importance to engage with religious leaders to forge the change of norms and harmful practices in particular. As for the outcome analysis, in total, 36 out of 61 harvested outcomes (57%) outcomes were categorized as contributing to inclusive decision-making. So, while the surveyed perception on inclusiveness and representativeness is relatively high, qualitative data and outcomes are less affirmative. Opportunities to strengthen this lie with powerholders, and greatest gaps are seen with public authorities.

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<sup>54</sup> Note that for these categories each outcome could be attributed to multiple types of contribution, if applicable.



## 5 Programme context

The MTR ToR listed a number of questions that are overarching or cross-cutting. These all relate to the broader programme context and are addressed in the three sub-sections listed below. The cross-cutting questions were mainly part of the ToR of the international consultants (HQ data collection and aggregated analysis), although some country reports provided some data on these too.

- Context: Questions 23 and 29 on internal/external context and civil society space;
- Lobby and advocacy: questions pertaining lobby and advocacy support by CNL;
- Strategic partnership: questions addressing the collaboration between partners, and the added value of work in synergy for achieving results.

### 5.1 Changing internal and external context and civil society space

#### MTR question 23

How have changing internal and external contexts affected the EVC programme? What are the implications of this change in context for the remainder of the EVC programme?

#### MTR question 29

To what extent has the shrinking/shifting space for civil society affected the EVC programme? How can it be dealt with?

Regarding **internal contexts**, the main challenges link to lobby and advocacy being a new domain of work for CNL and CCOs, and Human Resource turnover.

Lobby and advocacy as the core focus of the Dialogue and Dissent strategic partnership was new to CARE and its existing partners. This meant redefining CSC methodology (one of the key programme strategies); traditionally a tool to assess service delivery, it now needed to be framed as a tool for L&A agenda setting. It also implied a shift in mindset for CNL, CCO and first-tier partners, who predominantly worked on service delivery programs before.

As a consequence, the EVC indicator framework was reviewed several times well into the programme implementation phase. This is both related to the fact that the Ministry of Foreign Affairs refined the Dialogue and Dissent indicators about one year into the Strategic Partnerships, as well as due to the M&E position for CNL being filled when the program had started. Multiple revisions of the indicator framework made the project hard to follow and delayed implementation and buy-in.

“If you look at the objectives in early 2016 they are so different than now. And from last year to now [2018] it has changed again”. « It’s difficult to report because even the activities do not match the indicators (...) you never know, here comes another template, with other indicators”

EVC staff, IC interviews

Multiple revisions of programme goals and expected results also translated into challenges on the selection and contracting of implementing (first tier) partners. In Sudan, Rwanda and Somalia, a lack of contractual clarity was reported, as well as the increase of contractual obligations for partners (following ToC revisions) with no corresponding increase of funds to implement.

More generally, the overall lack of implementation capacity on behalf of partners and CCOs proved challenging. As specific staff profiles were difficult to find in all countries, programme delays occurred. Staff turnover has also been high, including management positions (in **Sudan** six staff members left CCO since the start of EVC). The leadership profile in **Pakistan** contributed to the lengthily process of NoC obtention. In CCO and partner organizations, trainers that were trained by THA left in **Rwanda** (some trainers remained), **Burundi** and **Sudan** (only the master trainer remained). Interviewees attributed these losses to these professionals’ temporary positions (within CCO or partner organizations), pushing them to seek more stable job opportunities.

Finally, the CNL and CCO relationship is reported as being strongly based on reporting and reviewing of documents, plans, strategies etc. All CCO value this, but some also feel the need to be able to reach CNL staff more directly. Meetings and quality checks were suggested to increase access of CCO to CNL, and for both to identify support needs.

**External context challenges** closely intertwine with **civil society space**. Therefore, these aspects of the aforementioned MTR questions are dealt with in an integrated manner.

- Security: The programme focus on fragile settings implies a context that is less stable and secure, perhaps with the exception of **Rwanda**. Staff safety threats were reported in Gerieda (South Darfur) in **Sudan**. It delayed implementation until July 2017 and caused relocation of CCO to Bilel. In **Somalia** (Afgoye province) incidents were also reported, but CCO good reputation built along the years with communities helped to mitigating some of these risks. General security risks in **Afghanistan** affects civil society in general, and EVC in particular. In particular field access for CARE and THA staff was limited. For THA training offered to the Afghanistan and Pakistan teams were delivered in other countries, in particular affecting coaching and follow up.
- Government scrutiny: In all countries there is a degree of government scrutiny of (I)NGO activities. In particular lengthy and complex authorization processes have delayed implementation in **Pakistan** (No Objection Certificate, NOC) and **Sudan**, where the Humanitarian Aid Commission (HAC) took around a

year to finalize the technical agreement approval<sup>55</sup>. Sensitivity of HAC towards EVC and their concern regarding issues of rights, accountability, decision-making and advocacy further complicated HAC approval. In **Rwanda**, interviewees mentioned that the space for local CSOs being largely limited to service delivery as ‘implementer’ of government policy, and the state thus has a strong directive role in orientating projects like EVC. Although this reality did not necessarily change since the start of EVC and some other NGOs have been shut down, it has not obstructed the space of partner to implement EVC and engage local and public authorities.

- In **Burundi**, the space for CSOs is shrinking since the contested third political term of President Nkurunziza and the related attempted coup of 2015. Civil society has become polarized and many prominent CSO leaders fled the country. Also, in early 2017, the Burundi parliament adopted a law regulating and much more scrutinizing INGOs. By the time this MTR was being finalized, the Government of Burundi had suspended the operations of INGOs for a period of three months as of October first as part of the implementation of the new INGO law. For the ban to be lifted, organizations are required to submit a set of documents that, amongst others, require insight into the ethnical composition of local staff members. It still uncertain how CARE will deal with this and how it affects EVC.
- Distrust: Linked to the above, levels of trust between government actors and community member is relatively low. In **Burundi**, post-election violence led to international funding being withdrawn and, as also reported by many media, negatively affected the diplomatic relations between **Burundi** and **Rwanda**.<sup>56</sup> In **Somalia**, distrust between youth and government in Afgoye province is reported, mostly because of arbitrary imprisonment of youth and clan-based allocation of government resources. It extends to the local communities and their perceptions of the effectiveness of the government, growing pro-Al-Shabaab sentiments in some communities. Issues of trust around authorities are a major impediment towards the aims of the EVC program.
- Rapid turnover of government staff was reported in **Rwanda**, in particular at the local level, and in **Pakistan**. If affected programme start up, with EVC staff having to invest significant time in establishing new relationships and explain the programme aim anew.

Except for **Pakistan**, none the external challenges has significantly hampered programme implementation. First of all, the community-focus of EVC helps to mitigate some challenges, as government scrutiny on local level is usually less pronounced and the CSC closely links with local priorities. MTR reports also show that engagement with (likely) adverse authorities is important. A positive approach based on how civil participation in governance can benefit and add value for government results helps to counter persisting perceptions of civil society as a watchdog and therefore often considered as a government-adverse actor. This, therefore, consists of a means to open up space for civil society as well. Also, using the rights words is important. For example, in **Sudan** the programme has been introduced as a community-development program, to avoid sensitivities with the HAC. Furthermore, although CSO operations have become extremely challenging on national level, on local level EVC seem not to have been affected a lot as the thematic choice of EVC **Burundi** aligns with national policies. To

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<sup>55</sup> In Sudan, technical agreements (to approve projects’ implementation) need to be signed every year, taking up to two months each year. In the first year, this process took eight months. Technical agreements are hard to approve due to the soft nature of the project.

<sup>56</sup> For example, Voice of America, RFI, as well as multiple local media sources.

mitigate security challenges, THA appointed a master trainer with a mandate to supervise and coach the other trainers (including new ones), and CCO stepped in to ensure continuity in training (CCO Pakistan) and to work closely with implementing partners who have a strong pool of trainers (CSWA Pakistan). In the case of Burundi, one of the trainees assumed as the EVC manager.

## 5.2 CNL lobby and advocacy support and direct L&A activities

### MTR question (unnumbered)

To what extent has CNL's lobby and advocacy support to EVC countries contributed to an increased capacity of CARE CSOs and CSO partners in the EVC countries?

### MTR question (unnumbered)

To what extent have CARE's lobbying and advocacy and public engagement activities in the Netherlands had the desired effect? How can these activities be improved?

Advocacy support offered by CNL focused in the first year of EVC on understanding the ToC and the role of advocacy within influencing change (training during inception workshops). ACAT training was also offered, helping CCO and first tier partners to assess their own advocacy capacities/skills. These efforts had a deliberate focus on building understanding on the centrality of advocacy work to the EVC programme, and on engaging partners' staff in strategically planning their advocacy agenda (using SAP methodology). The African countries, it seems, have benefited more than Pakistan and Afghanistan from the L&A trainings because the latter already had advance L&A experience.

Against the background of the revision process of the results framework, along with time required for the EVC focus to sink in with staff and partners, advocacy agendas became mostly more focused around mid-2017, particularly when first experiences with putting to practice CSC methodology generated understanding on how findings could inform the advocacy agenda. There now is a need for the countries to continue focusing their advocacy work, on the one hand by narrowing down/choosing specific topics (such as in **Sudan**), on the other hand by repeating already defined messages to consolidate the beginning of change observed in specific stakeholder groups such as religious leaders (**Afghanistan**).

There are a few NL-based L&A initiatives of CARE that linked with EVC. As the 2017 annual report informs, CARE participated in the CIVICUS World Alliances for Citizen Participation **SPEAK! Campaign**. The campaign called for citizen solidarity concerns over a growing culture of division following attacks on basic freedoms. CNL participated through a Facebook page including discussions between youth from CARE focus countries on freedom, generating 2144 views, 8700 unique visits in the Netherlands, 17 comments, 110 likes and 9 shares. Visitors from Somalia, Rwanda (21%), Nepal, Malaysia, Burundi (17,7%) and Afghanistan were also reported. The SPEAK! advertisement in NRC newspaper against shrinking civic space - which was put together with different strategic partners, including CARE - has reached around 160,000 Dutch readers. No data gathered spoke of an added value of this campaign to the partners or goals of EVC.

Furthermore, thematically, the annual **Walk in her shoes campaign**, also implemented by (some) CCO, fits – as an advocacy theme – particularly well with the focus on GBV related issues in for example Rwanda and Burundi. In herewith consisted of an additional outreach and advocacy event in support of the EVC advocacy agenda, but it is not clear whether the topics and messages communicated by the campaign are one on one ‘inspired’ on EVC.

Also, in March 2018 the new **Integrated Security Policy (IVS)** of the Dutch Ministries of Trade and Development Cooperation, Defence, Justice and Security, Economic Affairs and Climate, and Internal Affairs was adopted. As Strategic Partner to the Ministry of Foreign Affairs, in May 2017 CNL took the lead (in collaboration with other Dutch strategic partner NGOs) to lobby the Ministry’s Directorate of Stability and Humanitarian Aid (DSH) and the Directorate Security Policy (DVB) for the inclusion of a broad interpretation of the security concept, in line with advise from the Netherlands Scientific Council for Government Policy (WRR), who called for a definition combining national security, flow security (relating to trade and information), and human security. An initial version of the IVS in particular addressed the first two elements. Through several lobby meetings and joint presentations, the final IVS reiterates the point made by CNL and other NGOs, notably that human security should be the lens to be used for looking at other aspects of security. As the IVS provides the frame for future engagement of the Ministry of Foreign Affairs, it at the same time reflects EVC country contexts, as well as provides space for EVC-alike programming in time to come.

None of the Netherlands-focused L&A initiatives had immediate added value to the EVC country programs during the period this MTR is studying. So far country-based L&A findings have not yet been used by CNL for, for example, lobby towards the Dutch government, the EU or other international stakeholders on specific topics related to EVC. Some CCO staff also stressed there is an interest to see CNL support lobby agendas that reflect general political and security concerns linked to current affairs in the countries.

### 5.3 Strategic partnership

#### MTR question 26

What was the relationship between the partners like during the contract period? How can this be improved?

#### MTR question

To what extent has the partnership led to synergy in the delivery of the EVC programme? In what way have partners been able to show their added value? How could this be improved?

Question 26 on the **relationships between partners** is addressed from the perspective of THA-CARE relations, some examples of local partner relations, as well as relations between CARE and Embassy staff and the Ministry as strategic partners under the D&D framework.

The relationship between CARE and THA is judged to be good, with regular practical and strategic change on how next training efforts can be improved, as well as how these feed into the advocacy work of CARE and its partners. Also, alignment on the use of concepts between THA and CARE is sought (such as governance). With regards to its relationship with the Ministry, CARE is naturally in the lead, but occasional involvement of THA in

meetings at the Ministry would be welcome, in particular to strengthen joint strategic reflection. This has so far not yet happened.

As for the relationship between CNL/CCO and local partners, the 2016 report states that the extent to which local partners are included in the design and planning of the programme is diverse, considered high in Burundi/Rwanda/Somalia and low in Sudan. Other reported challenges of the relationship between CNL and the CCO were coordination, communication and sharing of information, M&E and reporting instructions. Furthermore, some examples noted in some of the interviews might be worth mentioning: (i) linked to limited capacities, in **Sudan** some first tier CSOs were 'degraded' to second tier and replaced, causing some tensions; (ii) in **Afghanistan**, an issue with (a relatively small) financial transparency on behalf of two of the partners was reported. In an effort to rebuild trust and credibility, CCO has increased financial monitoring of this particular partner; (iii) as CARE is the 'donor', it inevitably creates an equality challenge, and raises questions on how to support partners fully in their ambition and role as an organization. This is, however, a sector-wide challenge, and not distinct for EVC. According to the new CARE policy on partnership CCOs and CNL increasingly take up a technical support role, empowering local organizations, strengthening relationships and aiming for sustainability.

As for the relationship between CNL/CCO and the Ministry/Embassies, collaboration in **Rwanda, Pakistan and Burundi** is visible, with the Embassy calling for bi-monthly meetings, brokering for obtaining NOC, creating links with other INGOs and relevant Ministries, and discussing implications for reduced civic space. Collaboration in **Somalia and Afghanistan** is limited due to small numbers of Embassy staff, the location of Somalia's Embassy in Nairobi, and frequent staff changes in the Embassy, as well as the lack of initiative from CCO to approach policy officers.

Interviewees point to the importance of further developing collaboration along strategic elements of the programme (e.g. advocacy agendas, addressing context challenges, sharing learning with other strategic partners), stepping away from a predominant monitoring focus.<sup>57</sup> Here lies a guiding role for the Ministry, given the fact that EVC is funded through a Ministry-managed fund.

In terms of **synergy and added value**, the partnership between THA, CNL and CCO is valued, in particular since THA trainings involve CSOs and local authorities, Embassy staff and organizations working on women participation. In particular in **Burundi**, this added importance to EVC relationship building and conveying the message that participatory governance is needed and of benefit to all. The public authority action plans drafted in the THA trainings feed into CCO/partner advocacy plans.

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<sup>57</sup> This is underlined by a baseline study implemented by the Netherlands Scientific Research Council (NWO) on the perspective of Embassies, NGOs and local partners on the Ministry's Strategic Partnership approach. It shows that a many people are still not convinced that the 'SP way of working is new' as it still heavily relies on administrative follow up.

Some country examples also show added value of work in synergy. In **Rwanda**, in particular outcomes on policy-related processes (e.g. position paper on GBV in Imihigo performance contracts/RW-7; national GBV roadmap enforcement by the Governor of the South Province/RW-11; the adoption of UNSCR 1325 National Action Plan/RW-12) showed the joined contribution of CCO, PFTH (first tier partner) and its 46 members. In **Somalia** (i) MUDAN and PYAN (formed by 10 organizations), mobilized and increased the attendance of youth organizations in a community consultation forum hosted by MUDAN and CARE<sup>58</sup>; (ii) MUDAN and Puntland Development Research Centre (PDRC) in Garowe brought together various youth representatives, 55 clan elders from Puntland as well as a coordinator from the United Nations Political Office, and signaled to clan elders stressing the importance of youth political involvement; and (iii) a WARDI-led forum in Baidoa brought youth, high-level government officials and 45 clan elders together to discuss youth involvement in politics.

In the L&L, the full set of harvested outcomes was analysed regarding how many EVC partners and other institutions, groups or individuals had contributed to each. The analysis highlighted the added value of working in partnership, as **almost 90% of the 61 outcomes had more than one contributor**, and 34 outcomes (approximately 55%) were the result of joint CCO and first tier partners' efforts<sup>59</sup>.

Community advocacy groups contributed to outcomes mostly in domain 1 (12 outcomes), which relates to their close link with and influence over communities. They also contributed to 5 outcomes in domain 3 and 4 outcomes in domain 4, which confirms the pathways of change of the ToC (through local advocacy, changes in the practices of public authorities/powerholders can be achieved, and space for dialogue can be opened up). This influence seems to be direct, in particular as their contribution is not visible in domain 2.

Similarly, CSOs were less identified as contributing to the changes reported under domains 3 and 4. This raises questions about the relationship between EVC first and second tier partners and the communities they are aiming to engage and influence, and about whether they are able to represent these groups. It also means that the ToC assumption that CSOs capacity strengthening is a prerequisite for local advocacy group action might not necessarily be fully applicable. Having said this, and while this did not appear clearly in country reports, during the L&L event, EVC partners identified that second tier CSOs contributed to around 22 out of 61 outcomes (36%), providing some proof that the 'phased approach' of working in synergy with first and second tier CSOs leads to results. The database shows that second tiers have been actors of 11 (18%) outcomes. This difference is explained by the fact that in the database, we are looking at changes in the second tiers (they are doing things differently), while in the L&L, the analysis was done regarding whether they had contributed to changes in other actors. In order to contribute to change, second tiers would have to change first, suggesting they may have changed more than what was captured in outcomes.

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<sup>58</sup> This community consultation was part of CARE's SCOPES program. Strengthening CSOs and Public Sector Engagements in Somalia (SCOPES) project is a 26 months' intervention implemented by CARE in partnership with WARDI and MUDAN. The project aims to contribute to the development of an effective civil society engagement towards achievement of the strategic objectives of Peace building and State-building Goal (PSG) 1 of the Somali Compact.

<sup>59</sup> This count is not derived from the OH database, but from a mapping exercise done during the L&L event.

## 5.4 In conclusion

As for the crosscutting questions, repeated changes made to the results framework have delayed the start of implementation due to the fact that EVC overall focus and in country level was progressively evolving. The need to identify capable staff, change working processes and shift minds towards advocacy work has also added to this. There are no other significant internal challenges that have hampered programme implementation. As for external challenges, these predominantly relate to authorization procedures for implementation and trust issues between authorities and citizens. Although greater inclusion in decision-making will inevitably positively influence trust, it is not guaranteed. Government staff turnover also affects the collaborative process with authorities, and is counterproductive, considering that influencing toward changing governance practices take time.

Civic space is particular reduced in **Burundi** and **Pakistan** (government control of civil society/INGOs) and **Afghanistan, Sudan** and **Somalia** due to security incidents. EVC has adopted mitigation measures by changing project/activity locations to secure areas, as well as by network development with government authorities to build a good rapport. Also, a positive approach based on how civil participation in governance can benefit and add value for government results helps to counter persisting perceptions of CSOs as watchdogs, often considered as government-adverse actors. This strategy is a means to open up space for civil society as well.

Furthermore, L&A support offered by CNL has been useful in refining and focusing national lobby agendas, although more hands-on and context-specific coaching in the follow up of these plans in time to come will be beneficial. Netherlands-focus L&A has been done within the broader policy framework of EVC, CARE and the Dutch government, and has had particular success with regards to the inclusion of the human security concept in the Dutch Integrated Security Policy. However, this has not had a direct value for or spin-off in the countries.

As for the collaborative relations, these are generally perceived as good, although in particular the strategic element of collaboration with Embassies, the Ministry and other strategic partnership NGOs could be improved to really address strategic questions and issues for learning. However, the fact that EVC is implemented in partnership adds to the generation of results, as there are outcomes that particular reference the joint effort.



## 6 Conclusions and recommendations

### 6.1 Answering the main evaluation question (conclusion)

#### Main evaluation question

How are EVC partners advancing towards the promotion of inclusive and effective governance processes in Afghanistan, Burundi, Pakistan, Rwanda, Somalia and Sudan?

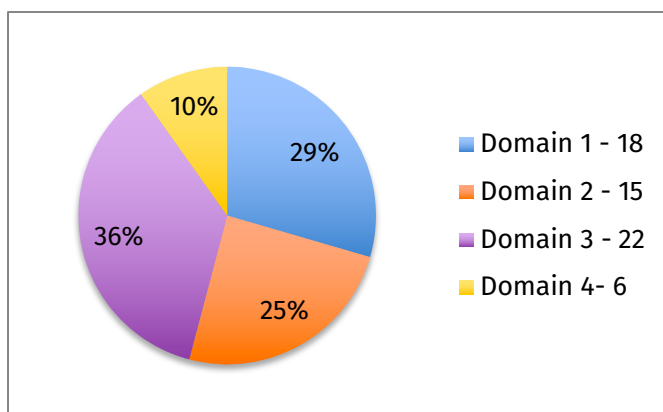
At the start of the EVC programme, under focused Dialogue and Dissent strategic partnership, CNL, CCO and partners in Afghanistan, Burundi, Pakistan, Rwanda, Somalia and Sudan entered uncharted territory as lobby and advocacy was a new topic of work. Moreover, EVC focuses on complex and fragile settings where the term ‘inclusive governance’ often has little meaning in the day-to-day lives of marginalized groups. EVC was hence more than once met with a degree of suspicion by public authorities, which perceived CSO advocacy work as challenging their power.

CNL and CCO chose to build on their expertise in community work, with EVC strongly focusing on bottom-up capacity strengthening of (formed and existing) community members and advocacy groups on rights and L&A skills, capacity strengthening of first and second tier CSOs, and on capacity strengthening of (predominantly) local authorities; which aligns with Dialogue and Dissent and DSH output indicators (DD5; DSH PI 1.1-1.2 and 3.2.2). Findings presented in the country reports show that EVC succeeded in building knowledge and in changing perceptions of community groups/members –in particular women and youth – on rights of women to participate in decision-making. Progress is most felt with regards to participation in public life (e.g. standing as a candidate, public speaking) and less in the household domain, where harmful practices – in particular around decisions on sexuality – persist. This is reflective of the focus of EVC in training, discussions and dialogues, which were mostly focused on the public governance domain. It is also reflective of a strong focus on women, whereas it is worth exploring the involvement of men (either as adversary or as role model) in dialogue initiatives addressing social practices that restrain inclusiveness.

Since CSC is predominantly a tool to measure progress and satisfaction in service delivery, EVC innovates in using it to bring community members and public authorities together to discuss on community needs, as well as to use interface meetings to strengthen perceptions and practices on accountability and transparency, and, moreover, to use findings as inputs for advocacy work. Interface meetings are seen at local level as important spaces for dialogue and indeed to raise perceptions of community members, measured through the survey, on accountability, transparency and responsiveness of governance structures (DSH short-term outcome indicators DSHI OI 3.2.3, 3.2.2 and 2.3). Linking the CSC to existing community development policy processes has provided added value (e.g. PCDC, CDC, VDC). However, a broader focus on other types and spaces of community/authority dialogue would benefit further progress on responsive governance, in particular through autonomous actions initiated by powerholders. Other limitations to responsive and effective governance were found with regards to ‘inherent’ challenges of state institutions in all EVC countries: high levels of corruption and very limited budgets to implement development policy.

Two and half years into programme implementation, and considering that multiple revisions of the result framework and lengthy implementation authorization processes in some countries delayed implementation (e.g. Pakistan, Sudan), the quantitative and qualitative data of this MTR show that EVC has, in a relatively short period of time, managed to advance towards the promotion of inclusive and effective governance processes.

The 61 outcomes that were harvested show in particular results in domains 1 and 3. Reflection on this during the L&L event, added to country findings and preliminary aggregated analysis, led to interesting insights. It seems that certain community advocacy groups are able to directly influence on public authorities and powerholders through direct and indirect EVC advocacy events. Although CSOs also organized a number of advocacy initiatives and dialogues, the guiding role of CSOs in support of advocacy groups initiating advocacy appears to be in many cases smaller than expected. This raises both questions on how first tier CSOs represent communities and on whether and how second tier CSOs are really part of the programme, challenging one of the assumptions of the EVC ToC and somewhat affecting progress on DD indicator 4 (“# advocacy initiatives carried out by CSOs for, by or with their membership/constituency”). At the same time, outcomes harvested show that second tier partners have influenced change, which can be also interpreted as positive sign towards sustainability (considering they are not subcontracted and that advocacy efforts they initiate are not always closely monitored by, nor easily/directly attributable to EVC).



*Graphic 5: Distribution of outcomes per Domain*

Another key finding pertains to the fact that several outcomes were noted with regards to changes achieved with powerholders (e.g. hill chiefs), and in particular with religious leaders (e.g. Imams) operating in conservative settings. At the onset of the programme, these powerholders were seen as difficult to influence, but the MTR showed that close engagement with and involvement of such actors does pay off, more over because they are gatekeepers of a scale of persisting harmful practices too. Furthermore, under domain 3 also a number of changes relating to the adoption/improvement and implementation of laws, policies and norms were noted (linking to DD indicators 1 and 2). Given the fact that policy influencing is not the core-focus of EVC, these results are remarkable and show that policy influencing can be achieved alongside a core focus on community governance.

A final important conclusion pertains to the need to further clarify what is to be measured under indicators DD 3 and DSH PI 3.2.1 pertaining space for dialogue and dialogue processes beyond the quantitative aspect (e.g. number of times, number of dialogues), as this creates emphasis on the activity itself rather than the process. This would also help to further strengthen results on DSH indicators (3.2.2 and 3.2.1) on inclusiveness of decision-making and participation in governance, also from the perspective of CSO internal legitimacy/inclusiveness/representativeness.

Current lessons on the EVC programme are worthwhile to be shared, to allow for a deeper reflection on how observed (pathways of) change(s) link to intervention strategies, the ToC and assumptions formulated. Among EVC partners, this will help to build on successes. Within the strategic partnership, however, exchange with the Ministry of Foreign Affairs as well as the Netherlands Embassies in the EVC countries has been limited and mostly of progress monitoring nature. Exchange with other (Dutch) strategic partnerships also working on L&A did so far not really take place. This MTR offers in that respect a good opportunity.

## 6.2 Lessons learned

The MTR findings generated a number of lessons learned, mainly revolving around what works or does not work (e.g. a strategy, an approach, a type of collaboration) or something that was learned in the effort of applying/implementation strategies and activities or collaborating with specific stakeholders. For the sake of brevity, a condensed overview of the main lessons is provided below. For a full list of all the lessons learned, please refer to Annex G.

- Capacity strengthening on a combination of topics like inclusive governance, engagement of excluded groups, public speaking, GBV knowledge, policy analysis, lobby and advocacy skills, improves the breadth and depth of advocacy initiatives. It builds skills of first and second tier CSOs and has a direct effect (through transfer of skills) on the contribution that local advocacy/community groups make toward influencing public authorities and powerholders.
- CSC methodology is an effective tool for the participation of communities in decision-making processes and has shown its potential for lobby and advocacy agenda setting, as well as for incorporation into official local governance processes.
- Changes observed in domains one and three do not all link with a contribution by domain two actors (first and second tier CSOs). The lessons learned is that, on the one hand, community actors can succeed independently in (creating space for) influencing powerholders and authorities. On the other hand, CSOs may not in all cases be the best or strongest 'representatives' of community needs and interests, requiring perhaps a change in approach.
- Harvested outcomes pertaining to domain three show that public authorities and powerholders - even the more conservative ones such as Imams and Mullah's - are prone to change if engaging them in the right way. This was not necessarily assumed to be the case at the start of EVC. The lesson hence is that it pays off to link up with such actors in a direct manner.
- The use of Outcome Harvesting as a specific M&E tool is valued by EVC staff as it provides interesting opportunities for analysis and learning about how EVC contributes to specific types of changes, as well as how these relate to the ToC initially defined.

## 6.3 Recommendations

This section presents generic recommendations as derived from country reports as well as the aggregated analysis presented in this report. A complete list of recommendations can be consulted in Annex G, which also includes recommendations that are more specific to country programmes. The recommendations are organized per stakeholder group (CCO and partners), CNL, THA, Government stakeholders, and Embassies and the Ministry of Foreign Affairs.

### To CARE country offices and partners

The recommendations to CCO and partners are grouped in three categories: programme strategies (capacity strengthening, mobilization, influencing), stakeholders/partnerships, and programme management.

Capacity strengthening: In conjunction with local advocacy groups, continue efforts on community awareness raising, in particular addressing harmful practices stemming from existing social norms around early marriages, extrajudicial marriages, divorce, inheritance, emphasizing the link with limited participation opportunities for women, as well as addressing how to seek assistance when these rights are violated. This would require attention for masculinities, involving both male role models as well as protagonists of harmful practices.

Mobilization: In countries where it is not being done, consider and explore whether media (traditional - TV, radio, newspapers- and new -social media, blogs, portals) could be ally in the development of lobby and advocacy strategies, in particular mobilization.

Advocacy agenda: Ensure that any review of advocacy agendas build on achieved results, deepening rather than expanding scope and target audiences, while aligning with key opportunities in the country contexts.

Advocacy follow-up: Strengthen capacities and put in place a solid narrative and mechanisms on (i) how to provide timely feedback on advocacy efforts so as to further motivate participation, and (ii) on following up on commitments made by public authorities following advocacy initiatives and dialogue processes;

Conservative stakeholders: Strengthen the involvement of conservative (religious) authorities and powerholders in EVC training and outreach, by strengthening their capacities on how they can increase their support the advancement of women's rights in decision-making and build trust with communities (in particular youth and women), while – where necessary - aligning with dogmatic beliefs or procedures that have been identified as crucial for their engagement;

NL Embassies: Stronger engage the NL Embassies as allies by sharing with them experiences and results of the program, and involving them in strategic reflection on advocacy work and ways forward (in particular pertaining contextual challenges that could benefit from diplomatic address). For this to be materialized, communication through periodic meetings is advisable.

Role of CSOs: Revisit and discuss on the roles of first tier partners on how to strengthen their representation function, how to stronger link with authorities (e.g. for advocacy follow up), as well as on how second tier members can stronger engage with EVC advocacy work.

Sustainability: Strengthen the sustainability of inclusive governance processes by involving and capacitating local leadership and partners in identifying options (e.g. incorporation of CSC in regular governance

processes, broadening the local leadership role of key authorities and partners, think out a funding mechanism for local actions plans and partner's financial base, and pro-actively connect with (INGO) programs offering complementary support in the target areas.

Mitigate negative change: Explore possible adverse effects before developing strategies and develop mitigating measures for potential negative outcomes of the programme.

Clarify space for dialogue: Engage CNL, CCO and partners in a reflection to clarify what consists of spaces for dialogue beyond pointing to EVC L&A and dialogue activities, paying particular attention to the process and inclusiveness of such spaces. This will help to generate more focused results in domain 4 for the remaining part of the EVC programme.

## To CARE Netherlands

Recommendations to CARE Netherlands, in line with its role in the programme, mostly reflect (strategic) support.

- In setting scope and overall targets, constantly analyse how such targets fit the specific country context, in particular allowing flexibility to work on processes of change that need time in fragile/conservative settings. Likewise, acknowledge different contexts and enabling environments when evaluating implementation outcomes, and offer additional guidance on the current results framework.
- Stimulate internal learning and reflection on best practices pertaining the shifting/broadening of the organization's scope towards L&A related work, and on what it means for the organizational set-up and processes, also with regards to the relationship HQ-CCO;
- Ensure that further L&A support is hands-on, linked to current country advocacy plans (e.g. facilitated working/coaching sessions rather than 'training'), and that it stronger engages POs, also on topics like gender sensitive EVC programming.
- Outcome Harvesting: Integrate OH into the EVC programme cycle, providing additional support to CCO and partners to strengthen capacities on how to harvest and in particular analyse outcomes.

## To The Hague Academy for Local Governance

Recommendations to THA focus on consolidating transferred knowledge and skills among CCO and authorities, and additional support/follow up regarding the developed actions plans.

- In conjunction with CCO, seek means to ensure closer follow up of action plans developed by government authorities and powerholders as 'result' of the trainings (e.g. through one on one follow up meetings).
- Provide complementary trainings (or coaching through the master trainers) on outstanding needs, particularly targeting individuals that have so far demonstrated active engagement.

## To the Dutch Embassies and the Ministry of Foreign Affairs

Recommendations to the Embassies and Ministry of Foreign Affairs are mainly geared towards strengthening the value of collaboration and learning under a strategic partnership.

- For the Ministry (DSH) to take up a facilitating and convening role in the creation of regular opportunities that allow more strategic exchange between members of the different strategic partnerships to the benefit of mutual learning and cross-fertilization, in particular on lobby and advocacy strategies, both within the countries and in the Netherlands (e.g. quarterly meetings);
- For the Ministry to ensure that the different Ministerial departments involved in EVC (and the strategic partnerships in general) align as much as possible on policy perspectives that have relevance for inclusive governance-focused programmes;
- For the Embassies to provide more sustained strategic guidance and political support to CCOs, especially with regards to their lobby and advocacy effort, on areas where EVC advocacy topics intersect with Embassy policies. Also, make use of EVC experiences in defining and prioritizing the implementation of the new Multi-Annual Country Strategies.

## ANNEXES

### A) Bibliography: Documentation reviewed

#### The Hague Academy training related documents

1. Care Afghanistan: EVC Narrative Report Y2Q3. July-Sept 2017.
2. EVC Afghanistan: After Action Review for Advocacy. Sep. 2017.
3. Inception mission report Rwanda. Inclusive Governance Needs assessment for Las. Y2Q3. July/Sept 2017
4. Inception report Sudan. Training needs assessment Inclusive Governance for LAs. Aug. 2017
5. Care Sudan: EVC Narrative report Y2Q3 July-Sep 2017.
6. EVC Sudan: After Action Review for Advocacy. No date.
7. Care Burundi: EVC Narrative report Y2Q3 July-Sep 2017.
8. Needs assessment Report CSOs Burundi: Inclusive Governance. April 2017
9. THA Capacity building programme: Inclusive Governance Training & Institutional Capacity Strengthening of Public Authorities (5C self-assessment). Activities EVC 2016-2018.

#### Care Country Offices documents

10. Care Afghanistan: EVC AAR for Advocacy. National Advocacy conference Report. No date.
11. Care Burundi: EVC AAR for Advocacy. CSC with Communal Councils. No date.
12. Care Burundi: EVC AAR for Advocacy. Dinner debate on women political participation and protection against GBV. No date Care Netherlands: EVC AAR for Advocacy. SPEAK campaign 2017. No date.
13. Care Rwanda: EVC AAR for Advocacy. 1325 NAP Adoption. No date.
14. Care Rwanda: EVC AAR for Advocacy. National provincial dialogue. No date
15. Care Rwanda: EVC AAR for Advocacy. SGBV Law. No date.
16. EVC Theory of Change documents of Rwanda, Burundi, Somalia, Sudan, Afghanistan and Pakistan, updated in 2017.
17. EVC MTR inception reports of Rwanda, Burundi, Somalia, Sudan, Afghanistan (2018)
18. EVC Baseline inception report Pakistan (2018)
19. EVC MTR Reports of Rwanda, Sudan, Somalia, Afghanistan, Burundi (2018)
20. EVC Baseline Reports of Rwanda, Burundi, Somalia, Sudan, Afghanistan (all 2016) and Pakistan (2018)

#### Care Netherlands documents

21. EVC Program Theory of Change and Annexes 1 and 2

22. EVC Annual Report Y1 (2016) and Annexes
23. EVC Annual Report Y2 (2017) and Annexes
24. EVC - Partners and networks
25. "Every Voice Counts" Inclusive Governance in Fragile Settings. Programme Document. Nov. 2015.
26. EVC overall indicator sheet (final)

**Ministry of Foreign Affairs documents**

27. Ministry of Foreign Affairs. "Dialogue and Dissent". Strategic Partnerships for Lobbying and Advocacy. No date.
28. Ministry of Foreign Affairs, Social Development Department (DSO). Results Framework 'Dialogue & Dissent'. No date
29. Ministry of Foreign Affairs, Department for Stabilisation and Humanitarian Aid (DSH). Results Framework 'Legitimate Stability and Sustainable Peace in Conflict-Affected States'



## B) MTR evaluation questions

### OVERALL QUESTIONS

#### A) Outcomes (and outputs)

(How) are EVC partners advancing towards the promotion of inclusive and effective governance processes Afghanistan, Burundi, Pakistan, Rwanda, Somalia, Sudan? – LT objective

- a.1 (How) are excluded groups advancing towards empowering themselves and actively influencing decisions that affect their lives?
- a.2 (How) are civil society organisations advancing towards effectively influencing policies and practices on behalf of excluded groups, and towards holding public authorities and other powerholders to account?
- a.3 (How) are powerholders becoming more responsive and acting upon the needs and interests of excluded groups?
- a.4 (How) are excluded groups, CSOs, public authorities and other powerholders advancing towards effective interaction in formal and inform spaces of dialogue and negotiation?

#### B) Contribution/Context

- b.1 To what extent is the EVC programme contributing to changes on 1 a/b/c/d?
- b.2 Which strategies of the EVC programme prove to be most effective in influencing delivery and results on 1 a/b/c/d?
- b.3 (How) have changing internal and external contexts affected the EVC programme?
- b.4 (To what extent) has synergy and added value of the partnership enhanced delivery and results on 1 a/b/c/d?

#### C) Recommendations and lessons learned

- c.1 What are the main lessons learned, along with recommendations for the EVC programme in the six countries?
- c.2 How can OH be used for monitoring purpose during the remainder of the EVC programme?

a.1 (How) are excluded groups advancing towards empowering themselves and actively influencing decisions that affect their lives?					
	Question	Strategy	Indicator	TOC	Sphere
5	How many women and/or youth participated in training activities for political participation?	Capacity Strengthening – Community/local Advocacy Groups	DSH PI 3.2.2.	1	Control
6	How many women and/or youth are more aware of their rights and responsibilities, and has this changed acceptance of harmful practices as norm?	Capacity Strengthening – Community/local Advocacy Groups	DSH OI 2.3.2	1	Control
14	What is the perception on accountability/transparency of public authorities and other powerholders among women and/or youth?	Responsive Public Authorities and other Powerholders	DSH OI 3.2.2	1	Influence (towards interest)
19	To what extent do community members believe that decision-making <b>should be</b> inclusive and responsive?	New and Improved laws, policies, norms, attitudes and practices		1	Influence
7	How many and what type of community/local advocacy groups have been supported?	Capacity Strengthening – Community/local Advocacy Groups		1	Control
8	Which capacities and what expertise have been developed among community/local advocacy groups for performing political roles and implementing advocacy strategies? How many people were trained?	Capacity Strengthening – Community/local Advocacy Groups	DSH PI 3.2.2	1	Control

12	How many and what types of advocacy initiatives (political participation, mobilisation, activation) were carried out by community/local advocacy groups?	CSO Advocacy	Indicator DD4	1	Influence
<b>A</b>	<b>(How) are EVC partners advancing towards the promotion of inclusive and effective governance processes in Afghanistan, Burundi, Pakistan, Sudan, Somalia and Rwanda? – LT objective</b>				
a2	(How) are civil society organisations advancing towards effectively influencing policies and practices on behalf of excluded groups, and towards holding public authorities and other powerholders to account?				
	<b>Question</b>	<b>Strategy</b>	<b>Indicator</b>	<b>TOC</b>	<b>Sphere</b>
1	How many first- and second-tier partner CSOs are included in EVC?	Capacity Strengthening – CSOs	DD6 DSO/DD	2	Control
3	Which capacities and what expertise have been developed among first- and second-tier CSOs for performing political roles and implementing advocacy strategies?	Capacity Strengthening – CSOs	DD5 DSO/DD	2	Control
2	How many first- and second-tier CSOs have <b>demonstrated</b> increased lobbying and advocacy skills?	Capacity Strengthening – CSOs	DD5 DSO/DD	2	Influence
11 (ab)	How many and what types of advocacy initiatives (political participation, mobilization, activation) were carried out by CSOs (1 <sup>st</sup> tier) (2 <sup>nd</sup> tier)?	CSO Advocacy	Indicator DD4	2	Influence
4	(How) are supported CSOs improving their legitimacy to lobby and advocate for the claims of societal groups?	Capacity Strengthening – CSOs		2	Influence
a.3	(How) are powerholders becoming more responsive and acting upon the needs and interests of excluded groups?				
	<b>Question</b>	<b>Strategy</b>	<b>Indicator</b>	<b>TOC</b>	<b>Sphere</b>

10	Which capacities and what expertise have been developed among public authorities and other powerholders, and how many public authorities and other powerholders from which institutions have been trained?	Capacity Strengthening – Public Authorities and other Powerholders		3	Control
9	(How) are public authorities and other powerholders <b>responding</b> to the needs and rights of the population, making use of the strengthened capacities?	Capacity Strengthening – Public Authorities and other Powerholders	DSH PI 1.1-1.2	3	Influence
13	(How) are targeted public authorities and other powerholders increasing their accountability and transparency?	Responsive Public Authorities and other Powerholders		3	Influence/interest
a.4	(How) are excluded groups, CSOs, public authorities and other powerholders advancing towards effective interaction in formal and inform spaces of dialogue and negotiation?				
	<b>Question</b>	<b>Strategy</b>	<b>Indicator</b>	<b>TOC</b>	<b>Sphere</b>
16	How many and what type of dialogue processes have been organized by CSOs and/or community/local advocacy groups to influence the political and/or public debate?	Space for Dialogue	DSH OI 3.2 DSH PI 3.2.1	4	Influence
17	How) often have CSOs and/or community/local groups succeeded in creating space for CSO demands and positions?	Space for Dialogue	Indicator DD3	4	Interest
18	Are laws, policies and policy guidelines being successfully improved/adopted as a result of lobbying and advocacy by CSOs and/or community/local groups? (How many?)	New and Improved laws, policies, norms, attitudes and practices	Indicator DD2	4	Influence (interest)
20	(How) are lobbying and advocacy activities of supported CSOs contributing to the implementation of laws, and/or policies and societal norms? Which strategies were most effective?	Implementation of laws, policies, norms, attitudes and practices	DD1	4	Influence (interest)

15	How many women/and or youth feel represented by local authorities and other powerholders?	Responsive Public Authorities and other Powerholders	DSH OI 3.2.3	3	Influence
22	To what extent do community members believe that decision-making <b>is</b> inclusive and responsive (to their needs)?	Implementation of laws, policies, norms, attitudes and practices	DSH SCI 3.2.2	4	Interest
21	(How) is decision-making – as a result from EVC programme activities - becoming more inclusive of women and/or youth?	Implementation of laws, policies, norms, attitudes and practices	DSH OI 3.2.1	4	Interest
<b>B.</b>	<b>Contribution/Context</b>				
	b.1 To what extent is the EVC programme contributing to changes on 1 a/b/c/d?				
	b.2 Which strategies of the EVC programme prove to be most effective in influencing delivery and results on 1 a/b/c/d?				
	b.3 (How) have changing internal and external contexts affected the EVC programme?				
	b.4 (To what extent) has synergy and added value of the partnership enhanced delivery and results on 1 a/b/c/d?				
	<b>Question (in addition)</b>	<b>Strategy</b>	<b>Indicator</b>	<b>TOC</b>	<b>Sphere</b>
27	To what extent has CARE Nederland's lobby and advocacy support to EVC countries contributed to an increased capacity of CARE COs and CSO partners in EVC countries?			2	Influence
28	To what extent have CARE's lobbying & advocacy and public engagement activities in the Netherlands had the desired effect? How can these activities be improved?			3	Influence
	When programme activities did not result in the desired change? What implications this has for the remainder of the programme?	Context	n/a	Across	Control

	When CARE COs/CSO partners did not work with local CSOs and/or community/local advocacy groups, how this affected results, and what this implies for the remainder of the programme			1/2	N/a
23	(How) have changing internal and external contexts affected the EVC programme? What are the implications of this change in context for the remainder of the EVC programme?	Context	n/a	n/a	N/a
29	To what extent has the shrinking/shifting space for civil society affected the EVC programme? How can it be dealt with	Context		2	Interest
24	To what extent has the partnership led to synergy in the delivery of the EVC programme? In what way have partners been able to show their added value? How could this be improved?	Partnership added value CARE HQ		2/progr am manage m	N/a
26	What was the relationship between the partners like during the contract period? How can this be improved?			2/progr amme manage m	N/a
25	To what extent were the partners' inputs of quality and provided in a timely manner? How can this be improved?				Control
<b>C.</b>	<b>Recommendations and lessons learned</b>				
	What are the main lessons learned ?	Lessons learned			n/a
	What are the recommendations for the EVC programme in the six countries?	Recommendation			n/a
	How OH can be used for monitoring purpose during the remainder of the EVC programme.	Recommendation		Across	N/a

## C) Data collection tool for HQ interviews

Evaluation question		Interview questions
3	Which capacities and what expertise have been developed among first- and second-tier CSOs for performing political roles and implementing advocacy strategies?	<ol style="list-style-type: none"> <li>1. Can you describe the <b>type of CSOs</b> that were supported?</li> <li>2. Can you explain the (type of) <b>expertise/capacities</b> that was built for performing political roles and implementing advocacy strategies?</li> <li>3. Can you explain which <b>strategies, approach, method</b> was used to offer capacity support to CSOs? Which support strategy(ies) worked best? Why?</li> </ol>
7	How many and what type of community/local advocacy groups have been supported?	<ol style="list-style-type: none"> <li>4. Can you describe the <b>types of community/local advocacy groups</b> that were supported?</li> <li>5. Can you explain the (type) <b>expertise/capacities</b> that was built for performing political roles and implementing advocacy strategies? Which support strategy(ies) worked best? Why?</li> </ol>
8	Which capacities and what expertise have been developed among community/local advocacy groups for performing political roles and implementing advocacy strategies? How many people were trained?	<ol style="list-style-type: none"> <li>6. Can you explain which <b>strategy, approach, method</b> was used to offer capacity support to community groups?</li> </ol>
9	How many public authorities and other powerholders from which institutions have strengthened their capacity to <b>respond</b> to the needs and rights of the population?	<ol style="list-style-type: none"> <li>7. Can you describe the <b>type of public authorities</b> that took part in capacity strengthening activities?</li> <li>8. Can you explain the (type of) <b>expertise/capacities</b> that was built for more responsive, transparent and accountable governance?</li> </ol>
10	Which capacities and what expertise have been developed among public authorities and other powerholders?	<ol style="list-style-type: none"> <li>9. Can you explain which <b>strategy, approach, method</b> was used to offer capacity support to authorities/powerholders? Which support strategy(ies) worked best?</li> <li>10. Which examples exist that show that authorities <b>have become more responsive</b> to the needs of excluded groups?</li> </ol>
16	How many and what type of <b>dialogue processes</b> have been organized by CSOs and/or community/local advocacy groups to influence the political and/or public debate?	<ol style="list-style-type: none"> <li>11. What <b>type of dialogue processes</b> took place (how, with whom, about what)?</li> <li>12. Can you describe the type of <b>strategy used</b> by the CSOs/community groups to create such space?</li> <li>13. Which <b>public authorities/debate</b> were in particular accessed/launched?</li> </ol>
17	How often have CSOs and/or community/local groups succeeded in <b>creating space</b> for CSO demands and positions?	<ol style="list-style-type: none"> <li>14. Can you describe the <b>type of demands and positions</b> that CSOs/community groups aimed to discuss?</li> </ol>
27	To what extent has CARE Nederland's lobby and advocacy support to EVC countries contributed to an increased	<ol style="list-style-type: none"> <li>15. Can you describe the <b>type of capacity support</b> offered by CNL.</li> <li>16. Can you describe the <b>type of L&amp;A efforts</b> done by CNL?</li> </ol>

	capacity of CARE COs and CSO partners in EVC countries? <sup>[SEP]</sup>	17. Can you describe the <b>strategies</b> used? 18. What were <b>effects</b> of these efforts? Any follow-up?
28	To what extent have CARE's lobbying & advocacy and public engagement activities in the Netherlands had the desired effect? How can these activities be improved? <sup>[SEP]</sup>	19. Can you think of <b>alterative L&amp;A strategies/activities</b> for NL based L&A? 20. How does NL L&A <b>link</b> with the work and aims in the countries? How can this be strengthened?
26	What was the <b>relationship between the partners</b> like during the contract period? How can this be improved?	21. Can you describe the <b>general working relationship</b> between partners of the programme? 22. Have there been <b>any issues or challenges</b> in the relationship? Between whom? Over what? 23. Which efforts were taken to <b>strengthen relationships</b> ?
	When CARE COs/CSO <b>partners did not work with</b> local CSOs and/or <sup>[SEP]</sup> community/local advocacy groups, how this affected results, and what this implies for the remainder of the programme	24. Have there cases where <b>collaboration with CSOs/community groups was minimal</b> ? Why? How did this influence results?
24	To what extent has the <b>partnership led to synergy</b> in the delivery of the EVC programme? In what way have partners been able to show their added value? How could this be improved?	25. How did the partners create <b>added value</b> ? 26. Which results/outcomes of the programme in <b>particular benefited</b> from working in partnership? 27. Have there been <b>missed opportunities</b> to create added value (work in isolation)?
23	(How) have changing internal and external contexts affected the EVC programme? What are the implications of this change in context for the remainder of the EVC programme?	28. Which <b>critical events/realities</b> in the country context have had an influence on the programme implementation/results? How? 29. Are there any challenges specifically linked to <b>reducing space for civil society</b> ? Explain how this impacted the programme? 30. Which <b>mitigation measures</b> did CARE/partners take to address these contextual events/realities? What more could be/needs to be done?
29	To what extent has the shrinking/shifting space for civil society affected the EVC programme? How can it be dealt with?	31. What have been <b>internal challenges</b> (CNL, Care, partners) that occurred and how it influenced programme implementation/results? 32. What would be your <b>recommendation</b> in order to address these internal challenges?
25	To what extent were the partners' <b>inputs of quality and provided in a timely</b> manner? How can this be improved?	33. Are there situations in which <b>actual implementation</b> did not follow original planning, explaining any differences/challenges observed. Why? 34. <b>How satisfied</b> are you with the work of CNL/CARE CO/



		partners?
	When programme activities <b>did not result in the desired change</b> ? What implications this has for the remainder of the programme?	35. Are there parts of the programme where you feel <b>results are lagging</b> ? Why is this the case? 36. What would be your <b>recommendation</b> in order to address these gaps?
	Lessons and recommendations	37. What are to you the main lessons learned of EVC so far?
		38. Do you have any other recommendation for the EVC programme?

## D) Overview of respondents for HQ interviews

	Location	Date	First Name	Last Name	Organization	Position
1	CNL The Hague	June 27, 2018	Abdul Ahad	Nawabi	CARE Afghanistan	Senior Advocacy Advisor
2	CNL The Hague	June 26, 2018	Eric	Niyongabo	CARE Burundi	Project Manager ARC
3	CNL The Hague	June 26, 2018	Alida	Kaneza	CARE Burundi	Team Leader Addressing Roots Causes
4	CNL The Hague	June 26, 2018	Marie Louise	Nzosaba	CARE Burundi	
5	CNL The Hague	June 26, 2018	Jean Claude	Kayigamba	CARE Rwanda	EVC Project Manager
6	CNL The Hague	June 26, 2018	Emmanuel	Twagirayezu	CARE Rwanda	M&E Advisor
7	CNL The Hague	June 25, 2018	Misbah Khalid	Iftikhar	CARE Pakistan	Technical Gender Advisor- Trainer
8	CNL The Hague	June 25, 2018	Kiran	Bashir	CWSA (partner)	Project Officer – Co Trainer EVC
9	CNL The Hague	June 25, 2018	Geoffrey	Ochieng Alala	CARE Somalia	M&E coordinator
10	CNL The Hague	June 25, 2018	Sara	Azhari	CARE Sudan	M&E and Communications Officer
11	CNL The Hague	June 27, 2018	Abdelwahab	Mohammed Abubaker	CARE Sudan	Senior Programme Officer
12	CNL The Hague	June 25, 2018	Fatma	Wakil	CARE Netherlands	Programme Officer - EVC Somalia
13	CNL The Hague	Aug 28, 2018	Cornelia	De Winter-Platz	CARE Netherlands	Programme Officer - EVC Sudan
14	CNL The Hague	Sep 3, 2018	Gart	van Leersum	CARE Netherlands	Programme Officer - EVC Afghanistan and Pakistan
15	CNL The Hague	Sep 12, 2018	Kees	Van den Broek	CARE Netherlands	Advocacy Advisor
16	CNL The Hague	Aug 28, 2018	Lenneke	Kono Tange	CARE Netherlands	Programme Officer - EVC Rwanda, DRC, Uganda
17	CNL The Hague	Sep 3, 2018	Lori	Cajegas	CARE Netherlands	Programme Coordinator - EVC

18	CNL The Hague	Aug 28, 2018	Mirjam	Locadia	CARE Netherlands	Planning, Monitoring, Evaluation and Learning Coordinator
19	THA	June 29, 2018	Freddy	Sahinguvu	The Hague Academy	Program manager
20	THA	June 29, 2018	Samir	Marmouri	The Hague Academy	Program manager
21	MoFA	Sep 7, 2018	Jeroen	Muntinga	Ministry of Foreign Affairs	Policy advisor in the Rule of Law & Peacebuilding division, Stabilisation and Humanitarian Aid Department (DSH) / EVC manager
22	Skype	Aug 8 2018	Ewoud Nijhof	Nijhof	NL Embassy in Rwanda	Policy Officer Justice & Good Governance
23	Skype	Aug 29, 2018	Saadat	Ali	NL Embassy in Pakistan	Policy Advisor - Political Affairs & Gender
24	Skype	Sept 7, 2018	Jorg	Zinken	NL Embassy in Afghanistan	Fist Secretary
25	Skype	Aug 17, 2018	Wim	van Doorn	NL Embassy in Burundi	Policy Officer / Second Secretary; Political Affairs and Rule of Law

## E) Examples of survey findings

### MTR Sample – Survey

country	number of districts/ provinces /states	number of communes/sector/ localities /districts /villages	total # of survey respondents	# of female adults	% of female adults	# of youth	% of youth
<b>Burundi</b>	<b>3</b>	<b>5</b>	<b>314</b>	<b>314</b>	<b>100%</b>	<b>n/a</b>	<b>n/a</b>
<b>Rwanda</b>	<b>5</b>	<b>10</b>	<b>384</b>	<b>255</b>	<b>66%</b>	<b>44</b>	<b>11%</b>
<b>Afghanistan</b>	<b>4</b>	<b>8</b>	<b>625</b>	<b>380</b>	<b>61%</b>	<b>n/a</b>	<b>n/a</b>
<b>Sudan</b>	<b>2</b>	<b>8</b>	<b>112</b>	<b>56</b>	<b>50%</b>	<b>48</b>	<b>43%</b>
<b>Somalia</b>	<b>2</b>	<b>4</b>	<b>161</b>	<b>35</b>	<b>n/a</b>	<b>126</b>	<b>78%</b>
<b>Total</b>	<b>16</b>	<b>35</b>	<b>1596</b>	<b>1040</b>	<b>65%</b>	<b>218</b>	<b>14%</b>

### MTR Sample - Focus Group Discussions

country	number of locations	# of FGD	# of respondents
<b>Burundi</b>	<b>5</b>	<b>19</b>	<b>152</b>
<b>Rwanda</b>	<b>5</b>	<b>5</b>	<b>7 - 12 participants (10 in average)</b>
<b>Afghanistan</b>	<b>4</b>	<b>8</b>	<b>48</b>
<b>Sudan</b>	<b>4</b>	<b>n/a</b>	<b>n/a</b>
<b>Somalia</b>	<b>4</b>	<b>8</b>	<b>80</b>
<b>Total</b>	<b>22</b>	<b>31</b>	<b>330</b>

### MTR Sample - Key-informant interviews (KII or SSI)

country	# of KII/SSI
<b>Burundi</b>	<b>20</b>
<b>Rwanda</b>	<b>57</b>
<b>Afghanistan</b>	<b>24</b>
<b>Sudan</b>	<b>7</b>
<b>Somalia</b>	<b>16</b>
<b>Total</b>	<b>124</b>

**MTR Question 22: To what extent do community members believe that decision-making is inclusive and responsive to their needs?**

Country	%	Total
Burundi	78%	244 from 314
Rwanda	95.3%	365 from 384
Afghanistan	50%	190 from 380
Somalia	60.9% of youth	98 from 161
Sudan	84.9%	95 from 112
<b>Total</b>		<b>992</b>
Total of respondents of this question		1351
<b>Aggregated percentage</b>		<b>73%</b>

**MTR Question 19: To what extent do community members believe that decision-making should be inclusive and responsive?**

Country	%	Total
Burundi	93.6 %	293 from 314
Rwanda	95%	364 from 384
Afghanistan	57%	216 from 380
Somalia	83.2%	133 from 161
Sudan	87.7%	92 from 104
<b>Total</b>		<b>1098</b>
Total of respondents of this question		1343
<b>Aggregated Percentage</b>		<b>81%</b>

**MTR Question 15: How many women and/or youth feel represented by local authorities and other powerholders?**

Country	Women	Youth	Total
Burundi	77,5% de 314		244
Afghanistan	54.5% de 380		208
Sudan	75% East Darfur of 32	75% East Darfur of 24	24 and 18
	28.1% South Darfur of 24	46.9% South Darfur of 24	7 and 12
Somalia	n/a	n/a	
Rwanda	n/a	n/a	
<b>Total</b>			<b>513</b>
<b>Total of respondents of this question %</b>			<b>798</b>
			<b>64.2%</b>

## F) Overview of harvested outcomes

The following tables were extracted from the outcome harvesting database.

- Positive x Negative outcome: All outcomes were categorized as positive.
- Expected x Non-expected: 2 outcomes were considered non-expected: one from Rwanda and one from Sudan.

### ▪ Type of Actor

Country/ type of actor	Community based group: general, VDC, CDC, community advocacy group	First tier CSO	Other actors, namely :	Powerh older, namely :	Public authority/i nstitution	Second tier CSO: CSO alliance or network for joint advocacy	Second tier CSO: CSOs that received capacity strengthening	Second tier CSO: Local thematic clubs/groups (e.g. peace clubs, VSLAs, Men engage)	Second tier CSO: Multi- stakeholders group (district, provincial, national)	Women/ Youth (group)	Women/ youth/ girls (individu als)	Total
Afghanis tan	2	0	1	4	1	0	0	1	1	0	1	11
Burundi	2	0	1	0	3	1	0	1	0	1	0	9
Rwanda	0	2	0	4	3	0	2	0	0	1	1	13
Somalia	0	0	0	5	8	3	2	0	0	1	2	21
Sudan	1	0	0	0	2	0	0	0	0	0	4	7
<b>Total</b>	<b>5</b>	<b>2</b>	<b>2</b>	<b>13</b>	<b>17</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>8</b>	<b>61</b>

### ▪ Geographic level of change

Country/ GLC	Local	Local, national)	Provincial (sub- national)	Local, National	Provincial (sub-national),	National	Provincial national)	(sub- national)	Total
Afghanistan	8	1					2		11
Burundi	6					2	1		9
Rwanda	7					3	3		13
Somalia	4			3		12	2		21
Sudan	5	2							7
<b>Total</b>	<b>30</b>	<b>3</b>		<b>3</b>		<b>17</b>	<b>8</b>		<b>61</b>

- **Type of change**

Country/Type of change	Services and rights	Policy and Law	Traditional and Social Norms	Representation and participation	Decision-making and governance	Lobby and Advocacy/Dialogue Spaces	Total
Afghanistan	10	6	9	2	6	11	44
Burundi	3	4	3	4	2	3	19
Rwanda	5	3	5	1	4	2	20
Somalia	21	21	21	21	21	21	126
Sudan	5	3	5	4	3	3	23
<b>Total</b>	<b>44</b>	<b>37</b>	<b>43</b>	<b>32</b>	<b>36</b>	<b>40</b>	

▪ **Type of change: Sub-categories**

Services and rights	Access to rights (e.g. access to justice)	Access to services (e.g. GBV services, financial and market services, legal services, health, education)	Quality of services (e.g. GBV services, financial and market services, legal services, health, education)	Availability of services (e.g. GBV services, financial and market services, legal services, health, education)
	29	15	8	11
Policy and Law	Policy and Law development (Youth, GBV, Gender, NAP 1325)	Policy and Law Implementation (Youth, GBV, Gender, NAP 1325)		
	10	30		
Traditional and Social Norms	Norms blocked (e.g. not allowing girls to go to school)	Norms changed/adopted (e.g. reporting GBV cases to local courts and not only to peace clubs/community/family mediators):		
	9	36		
Representation and participation	Representation and participation of women and youth in governance and decision-making structures/ processes (VDC, CDC, Imihigo/ district/communal planning)	Women/youth participation in electoral process (women quota)		
	30	4		
Decision-making and governance	Needs-responsive decision-making (by powerholders and authorities),	Accountability and transparency of governance (by powerholders and authorities)	Community monitoring of governance	
	29	13	7	
Lobby and Advocacy/Dialogue Spaces	Creating (physical) space to engage: Platforms or other events organized in which different stakeholders interact	Agenda setting on EVC topics (by stakeholders),	Organization/implementation of lobby and advocacy activities	
	18	13	20	

- **Type of change x type of actor** (focus on L&A initiatives and changes in traditional and social norms)

Type of actor/ type of actor	Lobby and Advocacy/Dialogue Spaces	Traditional and Social Norms
Community based group (general community group, VDC, CDC, community advocacy group)	0	4
women/youth group	2	2
Women/youth/girls (individuals)	5	8
Other actors: parents/community member	1	1

- **Confidentiality** (except outcomes number 8 and 3 from Burundi all are publishable).

Country	This outcome is not confidential and can be used for publishing outside the EVC	Confidential outcome	Total
Afghanistan	11	0	11
Burundi	7	2(BU-8/BU-3)	9
Rwanda	13	0	13
Somalia	21	0	21
Sudan	7	0	7
Total	59	2	61



▪ **Gender Rating**

Country	Gender Average Rating
Afghanistan	3,80
Burundi	4,88
Rwanda	4,17
Somalia	3,86
Sudan	3,00
<b>Total</b>	<b>3,98</b>

▪ **Gender Notion**

Country/ Gender notion	Harmful cultural practices	GBV	Power relations (househol d level)	Social norms (linked to perceptions /beliefs)	Social norms (linked to practices)	Women's rights/ Gender in legislation	Women' s voice (in public)	Sensitizatio n and awareness of gender	Male engag ement	Gender related policies/ institutiona lizing women's rights	Women's empowerment/ leadership/ participation/ inclusion of women in decision- making (public)	Space for Civil Society in relation to gender programm ing	Total
Afghanis tan	9	3	9	10	5	4	8	9	9	1	4	2	73
Burundi	2	5	3	4	3	2	5	5	1	2	4	2	38
Rwanda	0	6	1	3	5	1	1	0	0	1	3	0	21
Somalia	0	0	0	0	0	2	11	0	2	2	8	14	39
Sudan	1	0	0	3	2	0	0	0	0	1	2	0	9
<b>Total</b>	<b>12</b>	<b>14</b>	<b>13</b>	<b>20</b>	<b>15</b>	<b>9</b>	<b>25</b>	<b>14</b>	<b>12</b>	<b>7</b>	<b>21</b>	<b>18</b>	<b>180</b>

- **Contribution**

Country	Capacity strengthening	Mobilisation	Influencing	Total
Afghanistan	11	10	11	32
Burundi	8	3	6	17
Rwanda	10	2	6	18
Somalia	21	19	21	61
Sudan	7	2	5	14
<b>Total</b>	<b>57</b>	<b>36</b>	<b>49</b>	

- **Contribution Rating**

Country	Contribution average rating
Afghanistan	4,00
Burundi	4,44
Rwanda	4,38
Somalia	4,19
Sudan	4,00
<b>Total</b>	<b>4,21</b>

## G) Full list of lessons learned and recommendations

### Lessons learned

Hereunder is a full list of lessons learned, as reported by the country MTR reports as well as those derived from the L&L event and the judgment of the international consultants. The lessons are reported under categories. The first three categories (inclusive governance processes, capacity building and advocacy) relate to main programme strategies. Stakeholders and partners relates to (strategic) collaboration and its added value. The last category includes lessons on programme management level. *Country name is mentioned in parenthesis when lesson is specific/could not be generalized.*

#### Capacity Building

- Capacity building on a combination of topics like inclusive governance, engagement of excluded groups, public speaking, GBV knowledge, policy analysis, lobby and advocacy skills, is a winning strategy for improving the breadth and depth of advocacy initiatives. This is underpinned by outcomes harvested in Rwanda, where the contribution of 9 out of the 13 outcomes harvested point to an EVC capacity strengthening component.
- Capacity building (with diversified partners) of CSOs, especially when including issues that are of broad concern to communities like education and health, is successful for strengthening the conviction of CSOs that they are capable to assist communities (with relevance for Sudan)
- Legitimacy of CSOs is easily achieved if the CSOs are fully participating in community initiatives and if they have staff on board that display role model behavior (Burundi)

#### Inclusive governance processes

- Enhancing the integration of the Judiya councils of the tribal leaders within peace committees, coupled with offering reconciliation methods/mechanisms, is an effective approach to solve any type of disputes at community level (Sudan).
- The CSC is an effective tool for the participation of communities in decision-making processes, in particular when community members taking part are carefully targeted based on their possible added value in the process (Rwanda).
- CSC findings are an important input for crafting advocacy agendas and have more 'local legitimacy' if rooted in a community consultation process happening prior to the interface meetings (Burundi).
- The uptake of the CSC process by the government in Kamonyi district (Rwanda) is a good example on how the process can be effectively sustained and integrated into regular governance procedures.
- Performance assessments of communal governance (as part of national governance evaluation measures) that include assessment on women's and community issues help to increase accountability and responsiveness of public authorities (Burundi)

## Advocacy

- Engaging local authorities in activities and engaging them in face-to-face meetings with community members involved in EVC works very well to obtain buy-in. Examples are engagement of local authorities in trainings (e.g. leadership training) and capacity buildings, inviting them as panellists, or in the form of field visits/CSC learning visits to another district (Rwanda, Sudan)
- The seminars and training conducted by EVC to the benefit of community women and girls are effective tools to engaging them into a more active participation for their rights (Afghanistan)
- Consultation of and engagement with religious leaders (amongst others through capacity building efforts) really makes it possible to get such leaders on board as an ally. For example, in Afghanistan Imams and Mullahs advocated for women's rights by discussing women's rights in light of the Qur'an during Friday prayers. Whereas EVC had set out with the assumption that religious leaders would be the most adverse group to the changes sought, it actually turns out that it is possible to engage them in influencing change.
- High level social accountability events should be preceded by one on one meetings with (government) stakeholders and be followed up with sharing results to these stakeholders to avoid backlash and strengthen engagement (Somalia, Afghanistan)
- Adopt a logical combination of evidence-based advocacy tactics (e.g. press conferences, involving celebrities etc)

## Stakeholders and partnerships

- Engaging influential women leaders in the communities and attributing them a meaningful title related to doing good things ("Hakima"), building on the "Hakamas" tradition (powerful women that inherit their status and have the power even to order a war) worked very well to engage women (Sudan)
- Women that have access to economic empowerment/income generation opportunities show greater confidence in participating in community and higher-level decision-making (Afghanistan)
- Using seconded staff of the Ministry of Social Affairs as part of the implementation team on specific activities contributes to future sustainability of the programme and helps acceptance of EVC by the government (Sudan)
- Partnerships are powerful as each partner brings in complementary expertise. For example, in Rwanda, first tier partner PFTH brings its in depth knowledge of the context and its long experience working with grassroots women, CARE Rwanda brings its long experience working with vulnerable women in different cultural settings and CNL brings its fundraising capability and technical assistance and mentorship to form a synergetic relationship.
- The countries in which the program was deployed should have been chosen considering other non-CARE partnerships and programs that are already exist. The thematic alignment between CNL and practices and policies other programmes/donors should have been used to promote EVC in order to gain visibility of the programme.

### Programme management

- Training of local communities to manage, repair and maintain facilities (e.g. water) that are under EVC the focus of enhancing inclusive governance around such facilities is an essential step towards sustainability (Sudan)
- Woman in polygamous marriages become more vulnerable when let without financial support from their husbands, increasing their vulnerability. This negative situation is creating a setback on EVC's promotion on women and girls rights and will require specific strategies to engage them on EVC. (Burundi)
- Building on strategies (and results) from other CARE programs, helps obtaining buy-in at community level (Sudan)

### **Recommendations**

The list below references all recommendations that have been derived from the country reports, referencing the relevant country/countries where applicable. The recommendations are organized per stakeholder group (CCO and partners), CNL, THA, Government stakeholders, and Embassies and the Ministry of Foreign Affairs. In particular for CCO and CNL, sub-categories are made for easy understanding. For CCO these follow the same logic as presented under the lessons learned section. Naturally, there are recommendations that while fitted under CCO, are of similar relevance to CNL, and vice versa. Domains to which the recommendations fit better are mentioned in brackets in the CCO list.

### To CARE country offices and partners

#### *Capacity Building for CSOs and communities*

- Increase efforts in building CSOs capacities to influence results in other EVC domains, in particular where limited results have been identified by the MTR [domain 2]
- Strengthen capacities and put in place mechanisms on (i) how to provide timely feedback on advocacy efforts to the stakeholders involved to engage and motivate participation, and (ii) on following up on different pledges and commitments made by public authorities following advocacy initiatives and dialogue processes [domains 2 and 3]
- Showcase role models/examples of inspirational women participating in higher level decision-making and problem-solving processes to motivate women (e.g. inspirational addresses was mentioned for Afghanistan) [domain 1]
- Integrate training efforts for women (groups) making use of psycho-social approaches specifically addressing self-esteem and confidence around public participation (with relevance to Afghanistan) [domain 1]
- Continue efforts on community awareness raising, in particular addressing harmful practices stemming from existing social norms around early marriages, extrajudicial marriages, divorce, inheritance, emphasising the link with limited participation opportunities for women, as well as addressing how to seek assistance when these rights are violated [domain 1/4]

- Mobilize the established local advocacy groups in further mobilization and awareness raising on women rights, harmful practices and participation [domain 1]
- Make use of the momentum of the PCDC (five-year communal development plan) design process currently underway and prioritize awareness raising and mobilization of women and girls to fully participate in the process (with relevance to Burundi) [domains 1 and 4]
- Find an efficient and flexible way of supporting the local partner (PFTH) to monitor the implementation of the UNSCR 1325 NAP, taking stock of the lessons learnt from the process that led to its adoption (with relevance to Rwanda) [domain 3]
- Focus on raising awareness of men (individually or through discussion groups) that manifest negative attitudes towards women's rights and participation and engage them in advocacy groups supporting women. Along the same line of reasoning, it is also interesting to opt for the inclusion of men that play a positive role in the community with regards to gender equality (role models). [domain 3]

#### *Inclusive governance processes (social norms, policies)*

- Increase efforts to promote the integration of CSC mechanisms in (local) government processes, drawing from successes achieved in this respect so far (e.g. in Kamonyi, Rwanda)
- Strengthen the involvement of religious leaders and powerholders in EVC outreach, by raising their capacities on how they can increase their support the advancement of women's rights in decision-making (as this will raise women's confidence to speak up). It is herewith important to aligning with dogmatic beliefs or procedures that have been identified as crucial for their engagement
- Identify (in conjunction with the Embassy and other key stakeholders operating in the area) existing opportunities for economic empowerment that can benefit the most vulnerable women now part of EVC groups (e.g. those that have been 'chased' from an illegal marriage in the Burundi context) in order to mitigate negative impact on EVC outcomes
- Organize study visits between youth representatives of excluded-groups and youth parliamentarians' position to increase learning/capacity and boost legitimacy, with an aim to foster cooperation between both groups (with relevance for Somalia)

#### *Advocacy*

- Invest in ways of gaining increased media attention (TV, radio) during key advocacy events, involving prior discussions with relevant journalists (not just inviting them), and ensuring that EVC women beneficiaries get space in such media coverage [domain 4]
- Build narratives for advocacy efforts, detailing the positive benefits of the EVC to stakeholders, particularly government authorities and clan elders. (Somalia)
- Update the advocacy agenda with considerable focus on key events in the current country context (e.g. take advantage of upcoming 2020 elections to advocate for women's effective participation in politics for Burundi)

- Especially in complex and conservative settings, advocacy work requires a long breath and repetition of identified messages. Rather than expanding scope, the remaining period of EVC should focus on consolidating alike/similar advocacy messages with stakeholder groups that the project has already developed a relationship with.

#### *Stakeholders and partnerships*

- Identify additional opportunities (beyond THA portfolio) to include government representatives in EVC training and capacity building efforts in order to strengthen their support to/endorsement of and engagement in EVC (with particular relevance to Burundi)
- Stronger engage the NL Embassies as an ally by sharing with them experiences and results of the program and involving them in strategic reflection on advocacy work and ways forward (in particular pertaining contextual challenges that could benefit from diplomatic address). For this to be materialized, communication through periodic meetings is advisable.
- For those first tier partners that are a network-type organization and involve their members in (some) EVC related work (e.g. PFTH in Rwanda), support the members in understanding their political role, especially those who were not part of the EVC programme
- First tier partners are encouraged to share their EVC experiences with other CSOs from their network and/or their member organisations in order to build a critical mass of politically active CSOs (RW)
- First tier partners should increase/continue building a strong relationship with government representatives that are responsible for/work on the thematic portfolio that links with EVC advocacy work in the respective country program (e.g. MUDAN in Somalia and its relationship with the Ministry of Youth and Sports (MLYS) and local elected politicians – Mayors)
- Emphasize the improvement of government service provision within Afgoye by means of strategic advocacy targeting clan elders and government authorities with the aim to prevent community reliance on extremist groups (with relevance to WARDI, Somalia)

#### *Programme management*

- Design concrete and realistic sustainability measures, involving and capacitating local leadership in identifying options. Strategies should consider how to support the use and replication of CSC best practices in local government processes, and supporting partners in consolidating their leadership role within their respective networks, including working out a sustainable funding mechanism of the activities of the networks
- Pro-actively seek to connect with (INGO) programs offering similar or complementary support in the target areas in order to boost results and cater for some specific needs that are beyond the EVC mandate.
- Design a resource mobilization strategy for CCO and partners in light of strengthening financial sustainability of CCO, and request technical support from CNL and other international actors in the CCO network to develop winning grant proposals.

- Focus on trust-building between local and state authorities and the surrounding community, particularly with youth and women [ domain 4]
- Develop mitigating measures for some of the (possible) adverse effects (negative outcomes) of the programme notes (e.g. risks on the road for girls going to school in Afghanistan, vulnerability of women that left an illegitimate marriage hampering EVC participation results in this group in Burundi).
- Regularly monitor progress and outcomes to inform and adjust program implementation for more effectiveness, including the monitoring of the action plans developed during the inclusive governance training by THA
- Standardize templates for quarterly and activity reporting to be done by local partners (with relevance to Somalia)<sup>60</sup>
- Include updated security contexts and participant feedback at local level (with relevance to Somalia)
- Ensure timely disbursement of funds to the implementing partners to enhance efficiency of program execution

#### To CARE Nederland

Recommendations for CARE Netherlands, mostly in line with its role in the programme, revolve around recommendations of strategic nature (for the overall programme)

#### *Strategic/programme strategy*

- Analyse with CCO how the current scope of country programmes matches changing contexts, having attention for possibilities to expand/deepen work on additional (sub) themes (e.g. for Afghanistan it was suggested to incorporate girls' schools, raising awareness on women's issues at an early age)
- In setting overall targets, constantly analyse how such targets fit the specific country context, in particular allowing flexibility to work on processes of change that need time (e.g., allowing people to adjust and integrate new beliefs, in particular among sections in society that are considered as most conservative). Likewise, acknowledge different contexts and enabling environments when evaluating implementation outcomes.
- Compare best practices among EVC countries on strategies aimed at increasing accountability of local authorities, especially related to security incidents (with particular relevance for Somalia/Afgoye)
- To stimulate internal learning between EVC and other CARE programmes that have inclusive governance and/or lobby and advocacy components in them, or that are also implemented through a strategic partnership
- To organize a CNL wide reflection on what a shifting/broadening of the organization's scope towards L&A related work means for the organizational set-up and processes
- Further L&A support would be most useful in the form of hands-on, practical guidance/coaching, (e.g. facilitated working sessions rather than 'training') and thorough review of programme documents to

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<sup>60</sup> Details on this recommendation can be found in the EVC Somalia MTR report.



align in terms of (e.g.) lobby and advocacy and/or gender sensitiveness, making sure that such specific aspects of the programmes receive support from staff designated/expert on this, with support from Program Officers.

#### *Support and CCO relationship*

- Provide additional training and practical support on understanding and using the indicators and more clearly define which indicators should be particularly referenced in formats and reports. (Pakistan)
- Include the CCO team and implementing partners in the advocacy training (with relevance to Sudan), ensuring the main focus lies on the practical implementation of guidance offered in the respective country context
- Engage the CCO teams in understanding how field work (very practical programme implementation efforts) is connected with EVC TOC, and to understand how that contributes to the overall CARE strategy
- Have a frank discussion between HQ and CCO staff on mutual expectations pertaining to requirements derived from donor relation and the authority, independence, in relations with other partners
- Prioritize more direct communication with CCO, in addition to report related communications

#### **To The Hague Academy for Local Governance**

Recommendations to THA mainly revolve around consolidating knowledge and skills that are already transferred onto CCO staff and government officials (including ToT aspects), as well as around additional/follow up support mainly in relation to the developed actions plans and/or following up on needs identified in the needs assessment stage.

- Adapt the duration and the content of the trainings to the level of the trainees, and prioritize hands-on methodological and pedagogical approaches over theoretical ones, with adequate didactic materials made available to trainees
- In particular in culturally sensitive settings, engage CCO Somalia to review and finalize training materials for local authorities and powerholders to ensure that it does not frustrate cultural customs and attitudes (with relevance to Somalia)
- Provide the complete training packages used in the trainings to the trainers (manuals and modules, coupled with refresher courses and support for the trainers (Rwanda)
- Provide extra trainings on the remaining needs identified by the needs assessment done by THA and that were not yet addressed in trainings, while also offering current trainings on inclusive governance to additional government authorities and powerholders to improve their skills in particular targeting individuals that have so far demonstrated active engagement
- In conjunction with CCO, seek means to ensure closer follow up of action plans developed by government authorities and powerholders as 'result' of the trainings (e.g. through one on one follow up meetings).

### **To the Dutch Embassies and the Ministry of Foreign Affairs**

Recommendations to the Embassies and Ministry of Foreign Affairs are mainly geared towards strengthening the value of collaborating under a strategic partnership, offering possibilities to connect and mutually learn about topics linked to development policies and practices from the perspective of inclusive governance programming.

- Facilitate possibilities to connect EVC women groups with stakeholders from the Embassy's network that are active in the area on the topic of economic empowerment (with particular relevance for Afghanistan)
- Provide more sustained strategic guidance and political support to CCOs, especially with regards to their lobby and advocacy effort, on areas where EVC advocacy topics intersect with Embassy policies
- Ensure that new Embassy staff receives a detailed update on EVC, in particular addressing the strategic aspects of collaboration on advocacy, etc. Consider involving CCO.
- Make use of the experiences and expertise of the EVC partners to identify and define priorities for the new Multi-Annual Country Strategies currently under development
- To create regular opportunities that allow more strategic exchange between members of the different strategic partnerships to the benefit of mutual learning and cross-fertilization, in particular on lobby and advocacy strategies, both within the countries and in the Netherlands (e.g. quarterly meetings)
- Ensure that the different Ministerial departments involved in EVC (and the strategic partnerships in general) align as much as possible on policy perspectives that have relevance for inclusive governance-focused programmes

### **H) Outcomes harvested: complete descriptions**

Please refer for this annex to the separate PDF file.



# Every Voice Counts

Mid-term review

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