



FINAL REPORT

End Term Evaluation
AEJ CIVSAM PROGRAMME

March 2020



LIST OF ABBREVIATIONS

AEJ	Africa Economic Justice
AFRODAD	African Forum and Network on Debt and Development
AU	African Union
BMF	BenchMarks Foundation
CEDAW	Convention on the Elimination of all Forms of Discrimination Against Women
CSO	Civil Society Organisation
DTA	Double Tax Agreement
EAC	East African Community
EASSI	Eastern African Sub-Regional Support Initiative for the Advancement of Women
ECOWAS	Economic Community of West African States
FGDs	Focus Group Discussions
GL	GenderLinks
IDP	Internal Development Plans
IFFs	Illicit Financial Flows
IPSS	Independent Problem Solving Service
KIIs	Key Informant Interviews
KPIs	Key Performance Indicators
LLA	Lessons Learnt Approach
M&E	Monitoring and Evaluation
MSC	Most Significant Change
OCA	Organisation Capacity Assessment
OECD-DAC	Organisation for Economic Co-operation and Development- Development Assistance Committee
PME	Planning Monitoring and Evaluation
RAIPFSN	Regional Agriculture Investment Plan and Food Security and Nutrition
RBA	Rights Based Approach
RBM	Results Based Management
ROAA	Reality of Aid Africa
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
SDS	Sharp Development Solutions
SEATINI	Southern and Eastern Africa Trade Information and Negotiations Institute
SGBV	Sexual and Gender Based Violence
SIDA	Swedish International Development Cooperation Agency
TJNA	Tax Justice Network Africa
ToR	Terms of Reference
WILDAF AO	Women in Law and Development – Africa Office

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EXECUTIVE SUMMARY

Introduction

Diakonia supported the Africa Economic Justice (AEJ) programme to influence the rules and structures of the global social and economic system in order to make them more responsive to the needs of the poor and vulnerable. The programme had two broad goals - Fair distribution of wealth and access to natural resources and Economic Empowerment of Women – and was implemented through eight regional Non-Governmental Organizations (NGOs). This evaluation assesses the programme's overall performance using a combination of approaches and methodologies. Findings are presented using the OECD-DAC evaluation criteria.

Relevance

The programme is adjudged to have been highly relevant in terms of design, approaches and results. It targets Sub-Sahara Africa as a whole, understanding the sub region's diversity but also a shared history that shapes its development. The issues that the AEJ programme focuses on affect all countries across the region.

Efficiency

The programme was implemented in a timely and cost effective manner and using approaches that enhanced value for money. Most activities were implemented on schedule and within budget. The regional approach ensured wide thematic and geographical scope with pathways to influence change that is impactful to Africa's rights holders. The Monitoring and Evaluation system worked as designed although the programme faced challenges of reporting at the outcome level.

Effectiveness

Every result area registered positive results. Many unintended positive results were also realized. Overall, the AEJ programme strengthened Diakonia partners' institutional capacities through a systematic programme of organizational development. The programme also enhanced awareness and capacities of stakeholders in the critical issues of debt, tax justice, trade, and investments, in the process helping create a network of individuals and institutions dedicated to enhancing development outcomes for Africa and its people.

In addition, the programme contributed to empowering regional and national state and non-state institutions as well as communities and individuals to engage and maximize their outcomes in the world of trade and investments. This included poor women traders and mining-affected communities.

On Gender mainstreaming and women economic empowerment, the programme contributed in creating awareness and enhancing mainstreaming capacities of partners and regional institutions. It also introduced tools, such as the Gender

Barometer, to help in systematically monitoring implementation of gender commitments and holding governments to account.

Lessons Learnt

Among the lessons learnt are:

- Allowing partners a good measure of flexibility is an effective approach if buttressed by a strong M&E system and continuing support;
- The regional approach allows wider reach, but it's important to understand the varied context within regions for effective targeting;
- Defining results for broad-based regional policy interventions can pose a challenge and thus the need identify strategic junctures of policy change;
- Gender mainstreaming interventions need to include systematic capacity building, joint definition of indicators and regular monitoring;
- Diakonia support is unique among donors of its caliber because of the value it adds to its partners. Diakonia's approach rebalances donor-recipient power relations and builds partners' confidence.

Recommendations

Key recommendations include:

- Crystalize the pathways of change with a well-defined Theory of Change (ToC) from the beginning.
- Formulate an exit strategy to systematically graduate partners and incorporate new ones into Diakonia's support.
- Develop M&E framework jointly with partners and strengthen partners' M&E capacity.
- Clearly define outcomes for policy influencing interventions to help in effectively monitoring policy change.
- Develop standardized M&E tools such as reporting templates and train partners to use them.
- Allocate more resources for institutional development and broaden support to include subject matter expertise.
- To enhance effectiveness, ensure that partners purposefully work together across the clusters.
- Allocate more time and resources for annual review meetings, dedicate additional time to M&E, and restructure the agenda.
- To sustain results and ensure regional programmes have impact on countries, communities and people, partners should be encouraged to strengthen their country level networks.
- Provide a clear strategy for mainstreaming gender that includes more precise gender indicators to guide implementation and reporting.

1. INTRODUCTION

1.1 CONTEXTUAL BACKGROUND

1. Diakonia works to change the unfair relationships and structures that characterize the global political, economic and social order and, in doing so, strives to contribute to a just, equal and sustainable world free from poverty, oppression, inequality and violence¹. Its core strategy is based on the Right Based Approach to development, with a special focus on gender equality. Diakonia's primary means of changing the unjust order is to empower rights holders to hold duty bearers accountable.
2. One of Diakonia's long term funding sources has been the Swedish International Development Cooperation Agency (Sida) civil society unit, CIVSAM. As part of CIVSAM support, Diakonia implemented the Africa Economic Justice (AEJ) Programme for the period 2016-2020. The AEJ Programme supported regional partners to structurally influence the economic justice situation in Africa through change of policies and regulations that form the system.

1.2 OVERVIEW OF THE PROGRAMME

3. The AEJ Programme supported regional Civil Society Organizations (CSOs) to change “the rules of the game” by influencing policies that have negative consequences on the vulnerable members of the society. Diakonia set out to “create a platform where new practices and innovative ideas on social and economic justice and economic empowerment of women are tested and developed”. Through eight² (8) regional CSOs, the programme complemented the work done by national institutions, intergovernmental organizations, and non-state actors.
4. The AEJ programme was organized around three result areas: **Strengthening Partners Capacity; Social Economic Justice; and Economic Empowerment of Women**. The programme addressed the following specific issues; *debt burden and public investments, tax justice and illicit financial flows, aid flows and aid quality, and gender mainstreaming*. In general, AEJ sought to improve the quality of investments and enhance fiscal stability in order to strengthen development outcomes, particularly for rights holders. This End Term evaluation sought to assess the overall performance of the programme.

¹ <https://www.diakonia.se/en/About-us/>

² AEJ partners were initially 9, but 1 organisation dropped off in 2017

1.3 PURPOSE AND SCOPE OF THE EVALUATION

- The evaluation covered the period 2016 – 2020 and assessed the entire programme cycle – from design to implementation, and including inputs, outputs, outcomes and impact. It assessed the programme’s performance at the regional level and its impact on national policies and practices. The evaluation further assessed the programme’s overall impact on the partners’ organizational capacities.

1.4 EVALUATION APPROACH AND METHODOLOGY

- The evaluation applied a combination of methodological approaches, primarily the OECD-DAC criteria, Reverse Engineering, the Results Framework, and the Lessons Learnt Approach (LLA). The Approaches and Methodology are summarized in the table below.

Table 1: Evaluation Approach and Methodology

EVALUATION PERIOD:	DECEMBER 2019 TO MARCH 2020
OECD Criteria	The evaluation interrogated the project’s relevance, efficiency, effectiveness, impact, and sustainability.
Reverse Engineering	It involved working backwards to understand the implementation process and trace back how results were achieved and tracked.
Results Framework Approach	Focused on both results and activities with emphasis on what was achieved at the point of the evaluation. Additionally, the Most Significant Change (MSC) approach was adopted to tell stories of the most impactful changes attributable to the programme.
Lessons Learnt Approach	Was instrumental in identifying and documenting key lessons and best practices from the intervention and how Diakonia can capitalise on them for learning, scaling or replication in future interventions. It also helped to assemble recommendations on programme design, implementation, and M&E.
Evaluation Methodology	<p>Secondary data review involved literature review of Diakonia global strategy and its application in Africa and specifically to the AEJ Programme, Sida CIVSAM strategy, AEJ programme proposals, partners progress reports, partner OCA reports, regional and national policies, relevant in-country programmes and international best practices.</p> <p>Primary Data was collected through diagnostic key informant interviews with AEJ programme and finance staff, Board and staff of IPs and staff of IP’s partner organisations, FGDs and documentation of significant change stories.</p> <p>Sampling Design was a mixed design comprising purposive, convenience and snowballing sampling. This choice was based on AEJ programme partnership profile, targeting criteria and</p>

	relevance of stakeholders. Purposive sampling was used to select 8 IPs out of the possible 9. Convenience sampling and snowballing were used to sample respondents within IPs who further directed the evaluators to their partner CSOs.
Eligibility	Geographically, the evaluation was conducted in Kenya, Uganda, Zimbabwe, South Africa and Togo amongst 8 implementing partners i.e. AFRODAD, TJNA, Gender Links, Bench Marks Foundation, Reality of Aid Africa, EASSI and SEATINI and their partner CSOs.
Data Analysis	Data was analysed to produce the evaluation results as per the intervention areas and in accordance with the programme log frame. The aim was to identify programme outcomes as well as emerging lessons learnt and best practices resulting from the programme at the design, implementation and results levels. Change stories in each result area were harvested using the Most Significant Change approach. Recommendations were identified for each programme intervention area.
Stakeholder Participation	The evaluation team ensured stakeholder participation through reflection and feedback sessions with Diakonia and partners throughout the evaluation process, i.e., from evaluation planning and design including development of the evaluation tools, data collection process to results dissemination.

2. FINDINGS

2.1 RELEVANCE

2.1.1 *Relevance of the Programme to the Context*

8. The AEJ programme aimed to contribute to increased Africa's domestic resources and strengthened trade and investment outcomes for the continent and its people. These are primary goals of the development agenda in Africa, a continent that remains one of the poorest regions of the world despite the abundance of natural resources and a vibrant young population. Resolving the issues of the rising indebtedness, low domestic resources mobilization, and Illicit Financial Flows (IFF) will increase the amount of resources available to the continent's development efforts. Moreover, making investments more responsive to the continent's development needs will reduce poverty, protect the environment, and strengthen the economic position of women.

2.1.2 *Relevance to Diakonia Global Strategy*

9. Diakonia's strategy recognizes that unfair global structures "generate poverty, inequality, oppression and violence", and impede poor countries and vulnerable groups from realizing their full development potential. The strategy seeks to contribute to efforts to change the rules of the global economic game. The AEJ programme directly addressed the Socio-economic Justice intervention area of Diakonia Global Strategy, but has indirect implications on three other intervention areas, viz., Human Rights, Democracy, and Gender Equality. It included projects that promoted reforms in global and regional policies and fostered changes in the behavior of states and corporations. The programme sought to strengthen Africa's hand in the global arena of trade and investments, empowering regions, states and communities to become equal partners in the global economic system.

2.1.3 *Relevance of Programme Design and Approaches*

10. The AEJ programme utilizes a mix of approaches that this evaluation considers highly relevant to the implementation context. The issues of concern are rooted in Africa's history and its peripheral place in the global economic system. As a regional programme, AEJ recognizes that the issues are of mutual concern to African countries and can best be addressed through regional approaches. Working through regional blocks, such as EAC, SADC, and ECOWAS provides the pathway to influence states individually and collectively. Regional CSO networks and partnerships have enabled actors across Africa to collaborate and synergize resources and capacities. For instance, results from TJNA's litigation of the Mauritius-Kenya Double Taxation Agreement (DTA) have been shared and are being used by other partners to challenge similarly lopsided trade and tax

agreements. A Community of Practice in Economic Justice issues is emerging to amplify Africa’s collective voice in the global arena.

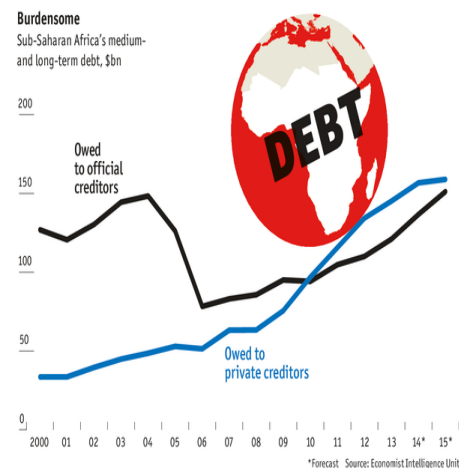
2.1.4 Relevance of Interventions to Programme Goals

11. The programme had two goals - *Fair distribution of wealth and access to natural resources* and *Women Economic Empowerment*. The corresponding priority objectives sought to increase resources for Africa’s development, create a fair trade and investment environment, and empower women economically. The eight (8) underpinning partner projects were selected on the basis of their fit to the priority objectives. The grouping of partners into three clusters/result areas was a relevant and effective strategy of linking interventions to the global programme goals. The clustering also ensured that partners worked according to their respective comparative advantages and were distributed strategically across the continent. However, more purposeful inter-cluster collaboration and linkages could have more meaningfully facilitated learning and enhanced cross-cutting themes, such as gender.

2.1.5 Relevance of Programme Results to Programme Goals

12. AEJ sought to contribute to policy changes and cause meaningful transformation in the lives of African men and women. The relevance of each result area to the programme goals is outlined below;

- a. **Result 1 - Increased quantity of funding available for development investments in Africa:** Africa lags behind all other regions in most development indicators in part due to the limited domestic resources available for development. Ironically, the continent also hemorrhages significant amounts of resources through corruption, unfair tax regimes, and illicit financial flows (IFFs). Africa’s debt - a huge part of which has been lost to corruption and mismanagement - is also rising exponentially, threatening public revenues and the continent’s future capacity to repay. The AEJ programme raised awareness on these intractable challenges and built capacities of African stakeholders to rebalance the continent’s economic relationships with the rest of the world.



- b. **Result Area 2 - Investments contribute towards African countries development needs:** Investments in Africa, including FDIs, have remained on a growth trajectory for more than two decades, contributing to the continent’s recent high levels of economic growth. However, the investments have not translated to corresponding development for the people. In many cases, bad corporate practices have led to illicit financial flows, displacement of communities, and

Figure 1: Africa Rising Debt

pollution of the environment. The AEJ programme helped to address the root causes, such as weak regulations, unfair investment agreements, and corporate impunity. The programme also helped communities to articulate their issues and resist harmful corporate practices. In some cases, for example, Sekhukhune, in Limpopo South Africa, the AEJ programme support resulted in corporations paying direct compensation to communities for damages to the environment. BMF also facilitated mining communities to take their voices directly to investors in the global North to influence where and how they invest their money.

- c. **Result Area 3 - Women Economic Empowerment:** GDP per capita in Africa has been on a growth path in recent years. Gender equality has however only marginally improved, with women remaining on the periphery of the economy. Despite African countries signing on to international commitments on gender equality, many regional and national policies remain unresponsive to the needs of women. Making gender-friendly policies is an important first step in improving the status of women. The AEJ programme supported domestication of international commitments on gender equality, creating regional standards, and building the capacity of grassroots women to influence development and participate in trade. Through the work of organizations like Gender Links, WILDAF and EASSI, the programme facilitated countries to work together, learn from each other, and potentially hold each other accountable on their gender commitments.

2.2 EFFICIENCY

13. Efficiency of the programme was measured in terms of timeliness, value for money, implementation approaches, and capacity, as well as monitoring and evaluation and Diakonia's added value to the programme.

2.2.1 Timeliness

14. Programme activities were implemented in accordance with set objectives and the work plan. There were no significant delays in programme implementation and partners completed their planned activities in time. There were minor delays in funds disbursements but these did not affect implementation in any significant way. Further, the evaluation findings indicate that the project timeframe (2016-2020) was adequate to draw lessons from and provide recommendations for future programming. Even where policies targeted for influencing had not been formally enacted, the time period allowed for key milestones to be achieved.

2.2.2 Implementation Capacity

15. AEJ programme partners were continental and regional CSOs with networks across their areas of expertise. Most of the partners were assessed to have invested in formidable teams of experts and had adequate planning, monitoring and evaluation frameworks, which ensured achievement of AEJ programme

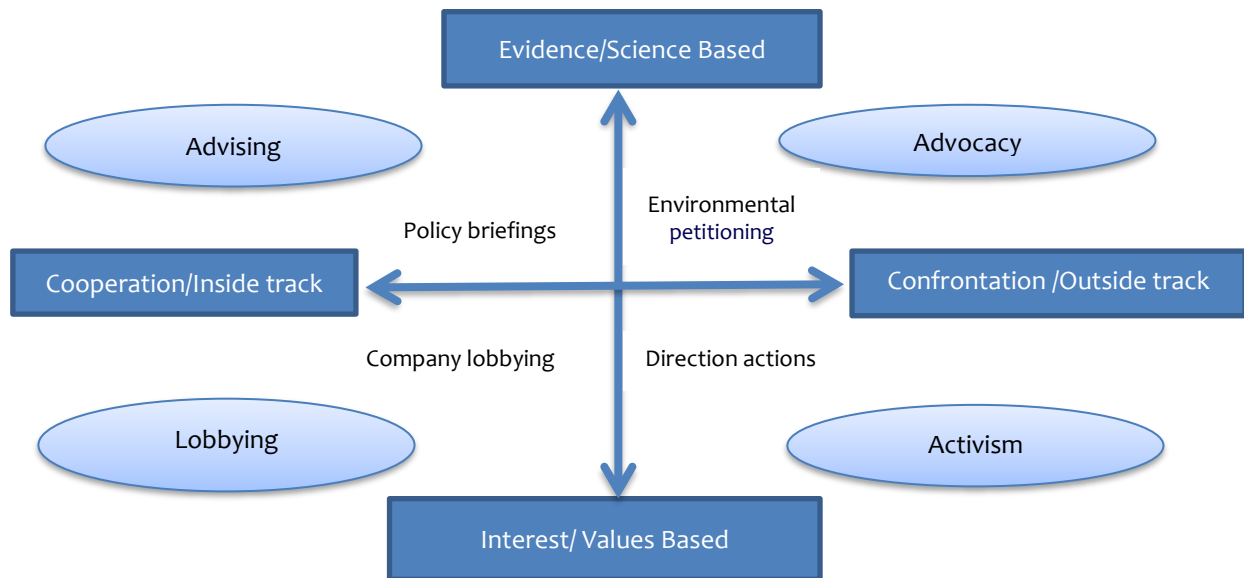
objectives within an optimal time frame. However, lack of core funding or project resources to recruit trained M&E personnel, hampered the establishment of effective M&E systems for some partners.

16. At a more practical scale, the following measures were noted to have increased efficiency:
 - a. Implementing partners were assigned sections within the larger intervention area of Social and Economic Justice on the basis of their comparative advantages, i.e., the three clusters (financial flows, investment and women empowerment) were assigned to partners based on their thematic expertise and capacity to influence governments on such areas as taxation, debt policies, and rights holders' participation in development processes.
 - b. The annual joint planning and review sessions ensured synergies and minimized costs around planning and review processes. However, more cross-learning would have been achieved if these sessions included joint training sessions between partners, especially on cross-cutting themes like gender and M&E. Attendance and quality participation to the annual sessions was hampered by logistical challenges and the different levels of partner representatives who attended.

2.2.3 Approaches

17. The AEJ programme aimed to address structural causes of inequality and poverty in Sub-Saharan Africa. The programme focused on economic justice, including economic empowerment of women. It sought to influence the reform of policies that had negative consequences on the continent and its people³. To achieve these aims, AEJ and partners used many approaches as explained below;
 - a. **Influencing and pressure, lobbying and advocacy:** In influencing policy, two approaches are prominent; working closely with decision makers or influencing change through pressure and activism (*refer to illustration in Figure 5 below*). The AEJ programme used research outcomes to advise and lobby governments and regional institutions, mainly through standing or adhoc committees of the EAC, ECOWAS and SADC parliaments. This constructive engagement approach gained them credibility among policy makers, allowing them a place on the table of regional policy making. Where lobbying and advocacy failed, the programme could draw on partner level activism to exert additional pressure on policy makers.

³ The Africa Economic Justice (AEJ) Programme 2016-2020



Source: Start and Hovland (2004)

Figure 2: Policy influencing approaches

- b. **Use of networks:** Working through organisations with regional partnerships or networks was an efficient approach to lobby for policy adoption and implementation in individual countries since it provided easier access to national-level processes. Through networks, it was possible for partners to share expertise and experiences. Another approach that eased the programme’s access to national processes was the capacitation of Members of Parliament, for instance, through AFRODAD’s “summer schools”.
- c. **Evidence-based research:** AEJ partners produced research papers, which the partners and national CSOs used for policy advocacy. The following research work is identified as having contributed most positively to achievement of programme objectives:
- The Gender *Afrobarometer* (2016 to 2019) that was used to lobby governments on commitments to the SADC Gender Protocol and initiate discourses on gender equality at country levels.
 - BMF’s Corporate Personality Index and the Independent Problem Solving Service that effectively linked research to action at the community level.
 - Community level research that empowered communities to monitor corporate behavior and hold state and corporations to account based on evidence.
 - Using litigation for advocacy and to force policy change; for instance, TJNA’s case (taken to court in 2014 and ruling in 2019) on Kenya-Mauritius Double Tax Agreement (DTA) and SEATINI’s case at the East Africa Court of Justice since 2019 on the closure of the Uganda-Rwanda border.

- Model laws, for instance, AFRODAD's 'The African Borrowing Charter' developed in 2013 to guide governments in borrowing.
 - Bringing gender issues to the fore and influencing specific actions, e.g., WILDAF-AO's role in the establishment of a gender committee at ECOWAS.
18. Innovations were utilised in the dissemination of research information, for instance, through the use of social media, websites, print media, and phone applications to widen the reach. The *Tunatazama* application uses a combination of Blogs, a Mobile Application and Social Media to enable mining communities in southern Africa to tell their stories and share experiences on their interactions with mining corporations.

2.2.4 Value for Money (VfM) Analysis

19. Value for money (VfM) concept is concerned about achieving the best possible results with finite resources, where 'best' is determined by the objectives of an intervention. Different organisations seek to maximise different things; VfM is thus subjective to the focus of the organization (i.e., value for who?). The VfM concept was not incorporated into the AEJ programme at design but was introduced in the course of implementation.
20. AEJ programme was implemented through a layer of partnerships, an approach that posed a potential challenge to the achievement of VfM. To overcome this challenge, Diakonia provided institutional support to its partners and gave guidance on enhancing economy drawing from its procurement guidelines. The partners largely adhered to best procurement practices and where they faced difficulties in compliance, were given technical assistance during the monitoring visits.
21. The evaluation also reviewed the efficiency with which Diakonia managed the programme. Strong, hands-on, management was needed to ensure that the programme stayed on track, that it achieved the intended results, and that results were delivered on time and within budget. This approach may appear contradictory to Diakonia's partner-driven approach. The programme, however, balanced between the two approaches through regular monitoring, annual reviews and technical support.
22. In pursuit of improved financial management, partners were trained on the importance of timely reporting, and reporting was tied to disbursement of funds for subsequent periods. This came together with monitoring and enhancing reporting capability of partners. Timely reporting was achieved by most partners, and where this could not be realized, resources were reallocated; for example, the Third World Network Africa was dropped from the programme for failure to adhere to reporting timelines. This was done to maximize outcomes from the AEJ investment and to ensure that funds were provided to organizations that would make the most impact.

2.2.5 *Monitoring, Evaluation and Learning*

23. Policy change is highly complex and is shaped by a multitude of interacting forces and actors. This makes it almost impossible to predict with confidence the likely consequences of a set of activities on policy. Policy changes tend to occur over long timeframes that may not be suitable to measurement in the usual rhythms of projects and evaluations. The remedy to overcome the conceptual and technical difficulties herein is to focus on strategic steps and outcomes in the policy-influencing continuum rather than specifically on the final policy changes.
24. To start with, the programme did not have a well-articulated Theory of Change, which made it difficult to precisely anticipate the envisioned changes. However, the programme put in place measures to ensure that partners adhered to monitoring, reporting and learning requirements. These included adherence to guidelines provided in the PME handbook, annual monitoring visits, and semi-annual progress reports.
25. The evaluation finds that the monitoring visits were more of compliance assistance, especially on financial management and reporting. A lot more technical support could however have been given to partners on specific issues such as measurement of indicators, mainstreaming of gender in partner projects, and outcomes reporting. This support could have been provided in a number of ways - directly by Diakonia, through mutual assistance by other partners in the programme, or through contracted consultants.
26. The evaluation noted that partners had varied M&E capacities. While most had well trained and effective M&E personnel, others lacked the technical capacity to monitor their work and report effectively. This was particularly evident in the quality of reports submitted to Diakonia, with some having difficulties in reporting at the outcome level. The introduction of a reporting template was a positive, albeit late, effort to enhance reporting.
27. In summary, the evaluation concludes that programme indicators needed to be more nuanced to the policy context. A more systematic M&E framework was required to ensure that the programme was able to identify and report on “procedural” policy outcomes. Finally, more capacity support is required to ensure that all implementing partners are able to monitor and report their work. The annual review forum and the regular monitoring visits are good opportunities to provide the support to organizations collectively and individually.

2.3 **EFFECTIVENESS**

28. Policy change is not a single discrete decision, but rather a set of processes, activities and actions moving in the direction of the desired change⁴. Policy change is also not linear, and may move backwards and forwards depending on the different factors and dynamics affecting the process. The AEJ programme is

⁴ Nielson, S. (2001) 'Knowledge Utilisation and Public Policy Processes: A Literature Review', IDRC.

assessed on different dimensions of policy change⁵ - attitudinal changes of policy makers; discursive commitments by states; procedural changes intended to open new spaces for policy dialogue; influence in policy content; and influence in the behavior change of key actors. Strategic milestones were treated as outcomes for the purpose of this evaluation. Effectiveness is assessed per result area below. A matrix at the beginning of the analysis of each result provides the evaluators overall assessment of the programme's performance in the result area.

INTERVENTION AREA 1: STRENGTHENING PARTNERS CAPACITY

2.3.1 Result 1.1: Partners administrative capacity has been strengthened

Result 1.1: Partners administrative capacity has been strengthened		
Indicator	Evaluation Score	Evaluator's Comment
Partner's financial and administrative policies are fully implemented in work routines	7	All partners have significantly improved their administrative capacities but some are still in the process of formulating some key administrative policies.

29. The AEJ programme commenced with partner Organisational Capacity Assessments (OCA) to determine needs that required support. The OCA culminated into partner Internal Development Plans (IDP)/ Capacity Building Plans that laid out capacity areas of concern. Not all partners interviewed, however, indicated that they had used the IDPs to improve their capacities. Only two out of eight partners indicated that they have used the IDPs in fundraising from other donors to support capacity development.
30. All partners have relevant policy and procedural manuals in place and in use. Financial management policies have particularly been useful in enforcing good financial practices and exposing gaps in financial management. For instance, EASSI and TJNA were able to detect financial improprieties on their own and Diakonia supported them to seal identified loopholes. Other policies developed under this support included; human resource, gender, whistle blower, conflict of interest, and sexual harassment, among others.
31. The programme supported some partners to formulate Strategic Plans, critical documents for institutional stewardship. Staff members were trained in specific organizational skills, both during Diakonia's annual sessions and by individual organisations independently. The partners however indicated need for more funding to support training of a wider pool of staff members.

2.3.2 Result 1.2: Partners internal democracy has improved

⁵ Keck, M. and Sikkink, K. (1998) 'Activists beyond borders: advocacy networks in international politics', Ithaca, NY: Cornell University Press. And Jones, N. and Villar, E. (2008) 'Situating children in international development policy: challenges involved in successful evidence-informed policy influencing' in Evidence and Policy, vol4, no.1: p53-73.

Result 1.2: Partners internal democracy has improved		
Indicator	Evaluation Score	Evaluator's Comment
All partners have a board that defines the performance target of the organization, is actively involved in the decision-making and approves budgets, audits, strategic plans	8	Most Boards have been reconstituted to conform to good governance practices. A number of the Boards are in the process of reorganizing to adhere to gender balance guidelines.

32. The evaluation found that all partners have functioning Boards of Directors with clarity on roles and responsibilities. The Boards have periodic meetings, either physically or virtually, and carry out their oversight roles effectively; for instance, review and approve budgets, audit reports, annual plans, and strategic plans. Board members are recruited competitively based on value proposition to the institution. For membership organisations, such as AFRODAD and SEATINI, the Boards were noted to be representative of their constituencies. All the Boards, except one, have Board Charters that guide the way they function. The evaluation, however, did not find evidence of cross-learning on governance best practice as was envisioned in the programme document.

2.3.3 Result 1.3: Partners gender mainstreaming capacity has improved

Result 1.1: Partners gender mainstreaming capacity has improved		
Indicator	Evaluation Score	Evaluator's Comment
1.3: Partners gender mainstreaming capacity has improved	6	The programme changed partners' perspectives towards gender. Gender-based organisations, e.g., Gender Links and EASSI, were relatively more advanced than others on gender analysis. Some partners still need support to understand the concept of gender mainstreaming and how to actually mainstream gender in their work.

33. A majority of partners had developed internal Gender policies and guidelines. All partners were progressively moving towards balancing the gender composition of the Boards, mainly by appointing more women members as positions arose. Where one gender dominated the workforce, the evaluation noted that organisations were aware of the imbalance and were working towards equality. This was particularly the case with SEATINI and BMF, which initially had more women and more men respectively.

34. Most partners had maternity/paternity leave, sexual harassment, and other gender-responsive provisions in their Human Resource policies. However, awareness and capacities on gender mainstreaming strategies were not uniform among the partners; while some partners demonstrated high capacities on gender issues, others revealed serious challenges with the understanding of the basic concept of gender mainstreaming. Gender Links, EASSI and SEATINI demonstrated utility of gender approaches and systems in their projects. WILDAF lacked an internal gender policy but worked excellently with gender issues in its programmes.

35. There was only limited cross-learning on gender equality and mainstreaming among the partners. Gender Links and EASSI trained partners during annual review meetings and on other platforms, but this was not adequate given the limited time and resources available for the training.

36. In summary for the result area, Diakonia played a critical role in enhancing the capacities of partner organisations according to its core mandate of working towards partners’ sustainability. All partners recorded an increase in both institutional and programmatic capacities. However, in terms of gender mainstreaming, Diakonia may need to offer more in-depth gender clinics to partners beyond the annual forums to follow up on implementation of organisational gender policies as well as guide the design and monitoring of programmatic gender indicators.

INTERVENTION AREA 2: SOCIAL AND ECONOMIC JUSTICE

2.3.4 Result 2.1: Increased quantity of funding available for development investments in Africa

2.1: Increased quantity of funding available for development investments in Africa		
Indicator	Evaluation Score	Evaluators’ Comment
Adoption, amendments and/or implementation of national and regional policies that; reduce the debt burden, reduce illicit financial flows, improve quality of aid flows.	7	Policies take long to be formally adopted but a lot of milestones have been achieved along the way. This includes draft policies, regional bills, and other instruments at various stages of completion.
National civil society organizations advocate for increased quantity of funding available for development investments in Africa.	6	CSOs advocated for tax justice through research, litigation, and other means thereby raising awareness on debt, unfair tax and investment agreements, etc. However, it was not possible to measure whether or not the quantity of funding for development had increased as a result of AEJ programme interventions.

37. Partners funded under this cluster comprised The African Forum and Network on Debt and Development (AFRODAD), Tax Justice Network Africa (TJNA) and Reality of Aid Africa (ROAA). Progress towards achieving this result was evaluated against AEJ programme policy influencing methods, which mainly included evidence gathered through research and advice disseminated through national and international policy discourses and debates as well as through formal and informal meetings. Partners used research findings for debates and advisory support to parliaments and governments. Local CSOs also used the same materials for public campaigns and advocacy through media, political debates, and public education and messaging.

38. AEJ programme partners have established themselves as trusted partners of national governments and regional bodies in the formulation of debt and tax

policies. AFRODAD produced the African Borrowing Charter, a model guide which aimed to help states to sustainably balance public debt levels with the necessity to accelerate inclusive development and contribute to improvements in the transparency and accountability of state actors on debt and overall fiscal policy. AFRODAD also helped Zimbabwe to establish a debt office and TJNA worked constructively with Kenya’s National Treasury. ROAA is an active participant in development-effectiveness forums in Kenya and Zambia.

39. The outcomes of this result area had significance on the **global level** because:
- AEJ programme gave input to global lobbying for issues on progressive taxation and tax justice, development effectiveness, and domestic resource mobilization.
 - Allowed AEJ partners to play an active role in the global network of debt transparency.
 - The partners helped create a space for shared learning on influencing global agencies.
 - Research reports offered a good basis to move from simply criticizing towards establishing more constructive dialogues at the UN and other international forums.

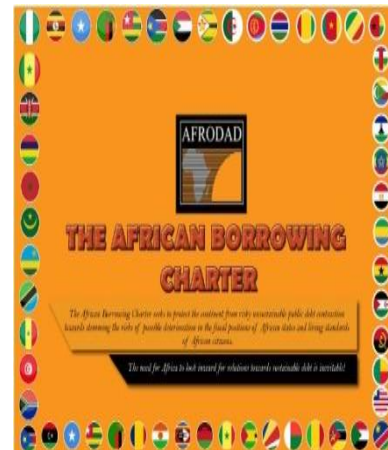


Figure 3: African Borrowing Charter

40. At the **regional level** the outcomes can be regarded as significant because they:
- Helped build regional campaigns for specific issues such as women cross-border trade and tax justice.
 - Have brought to the fore tax, debt, illicit financial flows, and development effectiveness issues to the regional institutions. For example, EALA has now formed a committee focusing on debt management; EALA and SADC are drafting laws dealing with illicit financial flows and digital economies⁶.
 - Successful strategies in Government-CSO engagement are passed on to partner country NGOs who give additional impetus to regional advocacy.
41. At the **national level**, the outcomes from this result area were significant because they:
- Widened spaces for civil society to engage on Tax Justice, aid effectiveness and debt dialogues with Parliaments and Ministries of Finance.
 - Enhanced understanding of tax related issues amongst members of the public through media advocacy. This has strengthened public support for Tax Justice.
 - Enhanced transparency and accountability in the mobilization and utilization of resources domestically; for instance, through the establishment of Debt Management Offices in Zimbabwe and Zambia.
 - Pushed governments to cancel or renegotiate DTAs to make them more progressive. Through litigation, TJNA successfully challenged DTA between Kenya and Mauritius.
 - Established model laws that influenced national legislations on debt and curbing of illicit financial flows from extractives industries.

⁶ Digital economy includes transparency of country debts and having regulations on IT and digital money transfers such as Mpesa and crypto currencies

- Put tax and debt issues on the agenda of governments, media and CSOs, a step towards more transparent and fair management of public finances.
- Through various campaigns, citizens have progressively become aware about how the tax and debt systems should function.
- Facilitated the civil society participation in sector working groups to improve development effectiveness.

MSC STORY: KENYA-MAURITIUS DOUBLE TAX AVOIDANCE AGREEMENT

In 2012, the Government of Kenya and Mauritius signed a Double Tax Avoidance Agreement. The objective of the DTAA was to make the competitiveness of Kenyan companies be at par with those of other African countries already having tax treaties with Mauritius and to streamline tax effectiveness. Upon analysing the DTAA, TJNA noted that despite the claim of mutual benefits by both governments, the DTAA would undermine tax revenue mobilisation. TJNA took the matter to court. The High Court in Kenya ruled in March 2019 that the DTAA was void because the process contravened constitutional requirements on signing of DTAA. The High Court ruling on this case is a significant outcome for the examination of DTAA in Africa and offers various lessons for Civil Society and sets a precedent for scrutiny of DTAA on technical and constitutional basis across the continent. It also offers hope for public litigation as a policy advocacy strategy in speaking out against the different methods of capital flight from Africa.

2.3.5 Result 2.2: Investments increasingly Contribute towards African Countries Development Needs

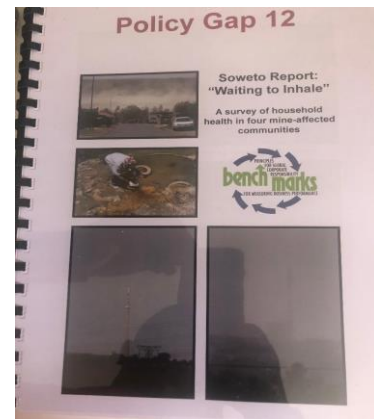
Result 2.2 Investments Increasingly Contribute towards African Countries Development needs

Indicator	Evaluation Score	Evaluators' Comment
Adoption, amendments and/or implementation of financing and investment regimes that responds to countries' development needs.	7	Partners influenced delays or cancellations of BITs and pressured governments to include Environment and Human rights in BIT negotiations. A lot of the changes are on a case-by-case basis and more work needs to be done to mainstream those ideas across regional and national policies.
National civil society organizations advocate for financing and investment regimes that respond to countries' development needs.	7	Cluster partners demonstrated high competence on investment issues. However, to have meaningful and sustained impact, more national-level CSOs need to be capacitated on investment and trade matters.

42. Implementation strategies for this result area included research, formulation of policy choices, mobilization and capacity building, media, and direct engagement with policy makers. The organizations funded under this cluster were Bench Marks Foundation (BMF) and Southern and Eastern Africa Trade Information and Negotiations Institute (SEATINI), but work under this cluster overlapped with the contribution of partners such as AFRODAD, TJNA and ROAA. Results from this cluster are analyzed below;

- a. **Research improved knowledge and influenced discourses on trade and investment:** Research contributed in illuminating the crucial issues in

trade and investment discourse and made them more easily understandable by the non-technical public. It increased the awareness of policy makers on the consequences of their decisions and in the process enhanced their negotiating capacities against other governments and trans-national corporations. It also empowered civil society and communities to call out harmful corporate practices based on evidence. Increased knowledge and awareness from research products enabled communities to rebalance their relations with governments and corporations and negotiate from a position of strength.



- b. **Enhanced Capacities of State and Non-State Actors:** AEJ programme partners spent significant resources in building the capacities of regional and local actors to engage in investment and trade issues. SEATINI and BMF, in conjunction with partners in other clusters, for instance, acted as regional resource centres. They trained a reservoir of national level actors - civil society actors, journalists and parliamentarians - to engage on trade and investment matters at various levels. They also trained communities to identify issues and confront their governments and corporations when their rights are abused. Across Eastern Africa, SEATINI facilitated the capacities of local actors to interrogate Bilateral Investment Treaties (BITs), with a number of the BITs in Uganda and Tanzania delayed or cancelled in order to address human rights and environmental concerns. In Southern Africa, BMF trained an effective network of community monitors that is keeping vigil on corporations' behavior in the mining sector. The *Tunatazama* app is helping those communities to share experiences across the region.
- c. **Positive Influence in Regional and National Policy Making:** A central strategy of the AEJ programme was to support the formulation of policies, treaties and other protocols with the aim of ultimately influencing practices on trade and investments. A number of outcomes can be noted from these engagements. Regional bodies and national governments are increasingly appreciative of the positive roles civil society actors can and do play in policy processes. There are encouraging examples of civil society organizations being enjoined into national trade/investment negotiation teams, e.g., in Tanzania where Tanganyika Law Society influenced the government's recent decision to renegotiate all BITs. In Uganda, SEATINI are members of the team negotiating BITs and are supporting similar processes in Tanzania and Burundi. Litigation also proved as an important tool in shaping policy. BMF successfully litigated three cases up to the South Africa's constitutional court on community mining rights. SEATINI and EASSI are using litigation in the EA Court of Justice to compel Rwanda and Uganda to open their border

Figure 4: BMF Health Household Survey in mine-affected communities

to trade and compensate cross-border women traders for losses incurred after the border closure in 2019.

d. **Emerging Community of Practice from regional and continental Networks:** Diakonia's choice of well-established organizations to spearhead AEJ programme work contributed to emergence of a Community of Practice (COP) dedicated to economic justice issues. The network of actors is working together to develop common positions and influence policy across borders. Organizations with Pan-African board memberships, such as SEATINI and AFRODAD, are gaining credibility and clout, allowing them to influence policy across the continent. At the lower end, BMF is facilitating a network of community monitors that is working together and sharing information on corporate mining practices. The *Tunatazama* online app is a product from such cooperation that is empowering communities to monitor corporate behavior and share experiences across Southern Africa. A major drawback has been the high technical skills needed to facilitate cross-border engagements and the organizations' limited abilities to maintain and train high caliber professional staff. Language also acts as a barrier to true Pan-African operations, indicating the need to invest more in multi-lingual staff and resources.

e. **Empowered Communities in affected areas:** AEJ programme interventions focused on both ends of the policy spectrum, helping to influence policy content but also empowering affected communities. The impact of bad corporate practices and policy choices is felt at community level, for instance, when community land is appropriated without due process, community members are displaced, or environment is polluted. BMF's Independent Problem Solving Service (IPSS) tool is an effective method of translating knowledge into action and empowering communities to act on their own. The community monitoring intervention ensures that communities can identify issues and take actions themselves. Another example is SEATINI's and EASSI's work with cross-border women traders who have managed to negotiate specific arrangements with the revenue authorities of Kenya and Uganda. These interventions transform people from passive recipients of services and charity into active participants in their own development. They also help to link communities across borders, a fact that is helping to strengthen regional integration from below after an initial period of top-down construction of regional institutions.

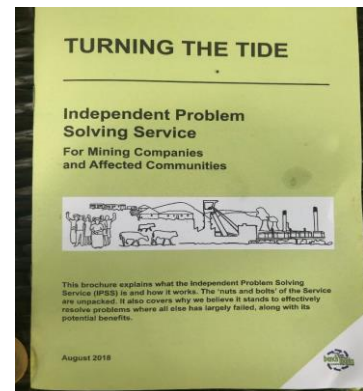


Figure 5: The IPSS for mining companies and affected communities

f. **Effective Strategic Partnership with the Media on Economic Justice Issues:** Media is an important tool in democracy as it helps citizens to hold governments accountable. Partners employed varied strategies to

engage the media. Training of journalists, including editors, was done to enhance their capacities and understanding of trade and investment issues. Partners also used short media briefs and press conferences to package technical issues for public consumption. BMF’s media strategy, for instance, has resulted in extensive coverage both locally and internationally of mining impacts in small communities in South Africa. In Eastern Africa, coverage of abusive corporate practices in the media is increasing, putting pressure on governments and corporations to act by incorporating human rights-based approaches in conducting business. More, however, needs to be done to overcome undue corporate influence on the media. Additionally, the lack of subject matter specialists compromises the quality of coverage, indicating the need for subject matter training. SEATINI, for instance, is already working with Makerere University to integrate trade issues into journalists’ training curricula.

- g. **Effective Use of Innovations:** AEJ programme partners have been innovative in the use of approaches and technologies to enhance effectiveness of their work. To ensure reach across the continent, and get access to national level processes, partners have worked through country chapters or collaborated with local networks. It is however still too expensive to engage regionally and AEJ partners had to select only processes most relevant and strategic to regional learning and influence. BMF has used ICT to support communities and partners in Southern Africa through the *Tunatazama* application. The evaluation also considers BMF’s Independent Problem Solving Service (IPSS) an innovative approach to empowering communities in the face of corporate impunity. It promotes mutual respect and harmonious relationships between communities and corporations, and encourages resolution of problems in a way that builds confidence between parties.

MSC STORY 1: THE STORY OF MINE POLLUTION AND THE STRUGGLE FOR COMPENSATION IN SOUTH AFRICA

Mine operations in Sekhukhune in Limpopo Province of South Africa had polluted water sources leading to livestock deaths and threatened livelihoods. The communities wanted the mining company to consult them and to provide them with alternative grazing land with clean water. With support of BMF, the Sekhukhune Environmental Justice Network embarked on mobilizing stakeholders to discuss the issue and seek compensation. They built consensus with the community on how to engage, gathered information on number of people and livestock affected, and communicated to Department of Minerals and the mining company demanding action. The first meeting was held in September 2017, a joint team to solve the issues formed but a year went by without action. The mining company demanded for scientific evidence that mine activities were responsible for the pollution, a task too expensive for the community. Impatience set in, communities threatened unspecified action if the company didn’t address the issues immediately, and further meetings were held with the task team and the company’s General Manager. A deal was finally struck that established the actual payments to community members. The payments from the mining company were delayed and finally paid up after applying pressure. Communities can indeed be effective managers of their own destiny if trusted and empowered to do so. This case is an indication that simple, community-based solutions can achieve results cost-effectively.

2.3.6 Result 2.3 Women Economic Empowerment

2.3: Women Economic Empowerment		
Indicator	Evaluation Score	Evaluators' Comment
Adoption, amendments and/or implementation of Regional Partnership Policies that promote women's economic empowerment.	7	Partners' choice of processes and strategies had potential to influence practice across board.
National civil society organizations advocate for Regional Partnership Policies that promote women's economic empowerment.	8	Partners demonstrated expertise in providing technical support on inclusion of women in regional and national policies. They also implemented innovative projects that promoted women's economic empowerment.

43. Three partners were supported in this cluster; Gender Links, Eastern African Sub Regional Support Initiative for the Advancement of Women (EASSI), and Women in Law and Development in Africa-Africa Office (WILDAF-AO). Outcomes under this result are analyzed below;

a. **Change in the Attitudes of Policy Makers towards Women Empowerment:**

The programme facilitated partners to frame debates and put women economic empowerment issues on the regional and national policy agendas. To increase voice and strengthen advocacy efforts, partnerships with other regional networks and national level organisations were strengthened. The partners commissioned various research studies that culminated in the assembly and dissemination of facts and figures demonstrating the importance of women economic empowerment to household, national and regional development. Attention was also drawn to policy makers on the gender neutrality of existing policy and legal frameworks.

Gender Links engaged SADC through advocacy tools such as the Gender Barometer. The Barometer showcases SADC member states' progress towards the SADC Gender Protocol. The annual launch of this tool has served to create awareness of the lack of adequate progress and cajoled SADC heads of state and other key stakeholders to play their parts in meeting the countries' gender commitments. Gender Links also carried out longitudinal tracking of National Action Plans on Sexual Gender Based Violence (SGBV), as an effective tool in creating agency on SGBV and empowering women economically.

EASSI lobbied the EAC on the gender mainstreaming of the EAC Elimination of Non-Tariffs Barrier Act 2017. Some of the tools they used included a gender scorecard and barometer to highlight to policy makers gender gaps in the treaty and EAC policies and laws. In addition, EASSI enhanced the awareness of the plight of women cross-border traders in East Africa and strengthened their voices and confidence in articulating

their issues as well as in undertaking direct action to mitigate gender biases in cross-border trade. This has led to significant progress in eliminating cross-border trade challenges on the Kenya-Uganda border as a result of which many informal women traders have formalized their businesses. EASSI also empowered the rights holders to lead local activism, which attracted the attention of Ministries, Departments, and Agencies working at six border points in East Africa. One outcome of EASSI cross-border work was the development of a Cross-Border Trade Charter on the Uganda-Rwanda border.

WILDAF-AO used its experience on women land rights to lobby ECOWAS on women economic empowerment. Through research findings, policy briefs, shadow reports, and interest-based lobbying, WILDAF boldly challenged the perceptions of policy makers and made a strong case for the gender mainstreaming of hitherto gender-neutral ECOWAS processes. It also influenced the establishment of a gender committee within ECOWAS and the launch of the ECOWAS Network of Parliamentarians on Gender Equality and Investment in Agriculture and Food Security. A key outcome of this pioneering work was the development of projects under the supervision of ECOWAS to aid the employability of young people.

- b. ***Promoted Discursive Commitments and Procedural Change to Policy Making:*** AEJ partners effectively used international instruments such as the Beijing Declaration and Platform for Action, CEDAW, SDGs, Maputo Protocol, and Article 26, as tools for advocacy. AEJ programme partners influenced regional blocs to put in place concrete measures that promoted gender equality in the regions with varying degrees of success. The Gender Protocol is already in use in the SADC region while the EAC Gender Equality, Equity and Development Bill in EAC has faced the resistance of heads of state on account of the cost of implementation.

In Southern Africa, Gender Links and partners have used the Gender Barometer as a tool to promote debate at SADC level and within individual countries. A similar process is being attempted at EAC by EASSI but the Barometer is yet to attain formal acceptance. The ECOWAS Gender Committee is a starting point for more systematic integration of gender in the ECOWAS institutions. Additionally, at the national level, WILDAF successfully engaged Togo's government to mainstream women land rights in the country's Land Law passed by parliament. Further, WILDAF produced biennial shadow reports to check progress of the incorporation of gender issues in the national agricultural policy and to influence implementation of the gender agenda at ECOWAS.

MSC STORY: THE STORY OF WOMEN LAND RIGHTS ADVOCACY IN SENEGAL

Agriculture represents 35% of wealth in the ECOWAS region as it contributes to employment, wealth creation and poverty reduction. Rural women play a crucial role in the agricultural and human development of the region, yet they are victims of several socio-economic inequalities and injustices. Julie Cisse has been empowering rural women in Senegal to advocate for land rights. With the support of WILDAF-AO, she uses the Kilimanjaro Initiative's Charter of Demands as a tool to sensitize grassroots women to exercise their rights, engage community on gender issues and secure women's land tenure. The Charter spells out 15 demands which Julie has translated into local languages for advocacy with state and non-state actors including government ministries, local authorities, cultural and religious leaders. As a result, the Senegalese government has facilitated women's access to and ownership of land by providing land permits, land allocation for agricultural production, and financing drip irrigation. Rural women have brought new light and new ways to end discrimination in access to productive resources. Gender balance is gradually getting restored.

2.4 GENDER, ENVIRONMENT AND CONFLICT SENSITIVITY

2.4.1 Gender

44. At the design level, the AEJ programme document and the partners' proposals included gender mainstreaming as a key area of focus. The programme also made efforts to mainstream gender by providing partners with a gender tool kit, albeit midway through the programme. This resulted in the tool not being systematically integrated into the programme M&E system, which in the end denied the programme the opportunity to effectively mainstream gender across all implementation stages. As a result, partners were not compelled, or did not feel the obligation, to report on gender. It was also clear that some partners had limited understanding, or lacked capacity, to mainstream gender.
45. Partners in the women empowerment cluster had comprehensive gender capacity, which was evident in the work they had carried out. Gender Links' "Hub and Spoke" is a regional showcase project on how to integrate gender in local governance and leadership. EASSI in conjunction with SEATINI carried pioneering gender-focused interventions in Uganda's horticultural sector which resulted in flower companies being compelled to compensate women workers for abusive work conditions. The programme could have benefited immensely by using these organizations to support other partners to mainstream gender in their operations. There is particularly a need to build general awareness on the basic concept of gender mainstreaming as something more than just appointing women into positions or merely running a women's empowerment programme.

2.4.2 Environment

46. Environment was not a primary focus of the AEJ programme, and thus the evaluation did not dedicate time for a full assessment of the programme's environmental impacts. A number of positive impacts were however noted. BMF supported mining-affected communities to push back on corporate activities that polluted the environment. For instance, in South Africa, the Anglo-American Corporation was forced to compensate communities in Sekhukhune in Limpopo for polluting community land and water pollution. In Eastern Africa, SEATINI has

enhanced BITs by introducing environmental issues to the negotiation agenda; while in Western Africa, strengthening the land rights of women improves land use and enhances environmental sustainability.

2.4.3 Conflict

47. Conflict was not a priority theme. However, the AEJ programme, like other Diakonia projects, had integrated the Do-No-Harm principle. Moreover, programme activities had a direct positive impact on conflict. For instance, as was witnessed in the case of Marikana in South Africa, in which the police killed dozens of protesting miners, violence can result from mismanaged relations between corporations and communities. BMF's IPSS and Corporation Personality Index tools were used to preempt such violent occurrences by anticipating behavior and addressing it before it progressed to violence. Similarly, EASSI's work on cross-border trade is also improving conditions for women cross-border traders and minimizing the potential for SGBV on women traders.

2.5 SUSTAINABILITY

48. The project's primary approach to sustainability was institutional building of partners. In line with Diakonia's global strategy, the AEJ programme sought to enhance the organizational sustainability of its partners by building their administrative capacities, empowering them to make key decisions, and encouraging them to take ownership of their interventions. This was meant to sustain results beyond Diakonia support and to ensure that partners could survive as strong organizations on their own after the end of this support.
49. The AEJ programme has improved partners' governance and administrative capacities, ensuring the growth of credible organizations and networks that can effectively sustain the Economic Justice agenda in Africa. The support has particularly enhanced partners' capacities to source for funding on their own and thus their abilities to continue with the work started through the programme. Gender Links presents a good example of an organization that has blossomed into a thriving regional organization as a result of Diakonia's support.
50. Of particular interest to sustainability is the caliber of organizations that Diakonia supports. They are either organizations with regional reach through country partners/chapters or networks with tentacles across the region. By promoting regional networks, the programme enhanced the potential that issues lobbied at regional level would percolate further down to national and community levels and thus make sustained positive impacts on people's lives.
51. Finally, the AEJ programme supported stakeholders to play their roles as owners of their destiny. Impacts are sustained when, for instance, women can lobby directly for their own issues or countries can effectively negotiate good trade agreements that advance their development concerns. These are important first steps in changing the rules and structures of the unfair global economic game. EASSI's pioneering work with women cross-border traders in East Africa

demonstrates what people can do on their own if facilitated with the right knowledge and tools.

2.6 DIAKONIA ADDED VALUE

52. Added value means the additional benefits that accrue to partners besides programme funding. Diakonia's global strategy identifies six value adds that the organization wishes to promote – Diakonia as an accompanying partner, resource mobilizer and donor, donor coordinator, conveyor of synergies, capacity builder, and doing advocacy and mobilizing. Assessment of Diakonia's added value follows below.
53. **Accompanying Partner:** Diakonia demonstrated true commitment to its role as an accompanying partner by “walking side by side” with partners throughout the project, supporting them where they were weak, and giving them the latitude to take decisions and determine the direction of their own growth. A review of all partners' internal organization and programme capacity shows that they emerged stronger from the support provided by Diakonia. There was however a tendency within Diakonia to treat partners in the same way regardless of their varied levels of capacities.
54. **Resource Mobilizer:** The AEJ programme is itself demonstration of this role. In addition, supporting partners' capacities enhanced their potential to get funding from other sources. Most partners had multiple donors with multi-year funding commitments, in part due to enhanced profiles resulting from strengthened capacities. WILDAF-AO indicated that through the programme's initiative, they were linked to other grant makers, for example, the Ford Foundation, which they have been pursuing as part of their resource mobilization efforts. Gender Links also has a well-established resource mobilization strategy developed out of Diakonia's support.
55. **Donor Coordinator:** A number of partners had organized donor roundtable meetings on their own. Most of the partners are also members of coalitions funded by other donors. The evaluation however noted that donor coordination is still limited in the civil society field. There was no evidence of common reports to donors or multi-donor basket funding mechanisms that have resulted from engagements of AEJ programme.
56. **Conveyor of Synergies:** Evidence abounded of synergies between the AEJ programme and Diakonia country offices programmes, where such offices exist. The evaluation noted that partners in countries with Diakonia country programmes, for instance, Zimbabwe and Uganda, benefited from horizontal relationships with them. In Zimbabwe, for instance, AFRODAD is being graduated to country office support. This evaluation also considers facilitation of CSO synergies as an important role played by Diakonia through the AEJ programme.
57. **Capacity Builder:** Capacity building was the most prominent of Diakonia's value additions. Diakonia support commenced with Organizational Capacity Assessments (OCAs) out of which each partner developed a Capacity

Development Plan to be used in the systematic enhancement of institutional capacity. Partners were at different levels of implementing their capacity plans. Overall however, these plans have been the single most important organizational tools resulting from Diakonia's support. This evaluation concludes that capacity building was the most impactful role played by Diakonia in the programme.

58. **Advocacy and Mobilizing:** The programme indicated from the onset that it would not work within the area of advocacy and mobilizing. However, advocacy and lobbying were AEJ programme partners' primary approaches to influencing policy. Through advocacy and lobbying, the programme directly contributed to raising awareness and influencing policy decisions in the regions and by extension at the AU level.

3. CONCLUSIONS, LESSONS LEARNT AND RECOMMENDATIONS

3.1 CONCLUSIONS

59. The AEJ Programme End Term Evaluation makes the following conclusions;

3.1.1 Programme Design

- The **programme's flexibility** enhanced effectiveness by allowing Implementing Partners to easily adapt to the uncertain environment of regional policy making. In most cases, this flexibility may lead to a relaxation of programme oversight. The programme, however, effectively employed tools to balance flexibility with strong oversight.
- The **goals and objectives were stated in terms that this evaluation considered too ambitious** to monitor and report. At the same time, the programme resulted in many good results that the M&E system did not capture or report. The evaluation considers the lack of a well-defined Theory of Change to have occasioned the ambiguity and lack of clarity in the measurement of results.
- Diakonia **programme team's hands-on support** during scheduled monitoring visits helped to improve programme administration, enhance compliance, and reduce audit queries. Partners expressed desire for more support in strategic themes such as M&E and gender.

3.1.2 Approach

- **The programme's regional approach** was effective in ensuring impact on multiple issues and within a wide geographical scope. More synergies with Diakonia's country programmes would enhance effectiveness and lead to more efficient use of resources.
- **Strengthening Implementing Partners' organizational capacities** has enhanced their internal systems and structures thereby contributing to their sustainability and that of the programme's outcomes. Nonetheless, partners were at different levels of organisational development at the end of the programme.

3.1.3 Programme Effectiveness

60. Overall, the programme contributed to changed perceptions and attitudes of policy makers on the role and contribution of CSOs in regional and national policy processes. Policy formulation procedures have progressively evolved and CSOs are now regular contributors in the regional policy arena. As a result, the programme managed to influence a number of policies, laws and treaties across the continent *inter alia* SADC Gender Protocol, EAC Gender Policy, BITs in Eastern Africa, and the Land Law in Togo. Conclusions on effectiveness are detailed per result area below;

Strengthening Partners Capacity

- There is discernible improvement in the internal democracy of the partners. They have reconstituted the Boards of Directors to mainstream gender, enhance representativeness, and developed many governance instruments.
- There is marked improvements in the internal administrative and financial systems. As a result, there has been enhanced compliance and a significant reduction in audit queries.

Increased quantity of funding available for development investments in Africa

- The partners have contributed to increased public awareness on rising national indebtedness, sustainable debt, and unsafe debt through research and repackaging of technical research outcomes into language that policy makers and the public can understand.
- The partners have facilitated effective participation of non-state actors in the structures of aid effectiveness. In a number of countries in Eastern and Southern Africa, for instance Kenya and Zambia, CSOs are integral participants in development sector working groups.

Investments increasingly contribute towards African countries development needs

- AEJ programme has contributed in highlighting the impact of bad investment decisions on communities and the environment, and empowered communities to proactively engage governments and mining corporations to remedy negative impacts.
- In Eastern Africa, the programme has influenced negotiations and reviews of bilateral tax, trade, and investment agreements to make them fair and more responsive to human rights and environmental issues.

Economic Empowerment of Women

- The programme utilized regional treaties to promote women cross-border trade and hold governments accountable to regional commitments. This demonstrates that seemingly weak regional protocols/treaties can be transformed into powerful tools to lobby for change.

- The programme enabled partners to develop expertise that enhanced their value proposition to regional and national policy makers and thus opened access to policy participation. In Western Africa, WILDAF was invited to support the establishment of a Gender Committee for ECOWAS. On the basis of their technical expertise, WILDAF also mainstreamed gender in Togo's Land Law.
- Through the use of research, partners have highlighted the status of women and in the process held governments accountable to gender commitments and promoted peer learning and mutual accountability among states. The Gender Barometer has been used as a tool for states' accountability to the SADC Gender Protocol.

M&E

- Policy change does not proceed in a 'linear' fashion. Policy processes are shaped by many interceding factors, making it difficult to measure changes. The programme overcame this challenge by having a less rigid M&E process and giving partners latitude in what and how to report. The programme however faced difficulties to the very end in determining links between activities and outcomes despite late introduction of a reporting template.
- The programme supported the M&E function through regular monitoring visits and the annual review meeting. However, the IPs lacked sufficient capacities to conduct robust M&E and report adequately. The annual forum was a good opportunity to build capacity on M&E and other cross-cluster issues. It was however too brief and more focused on administration and compliance than programme issues.
- The programme document was clear in the changes it targeted to promote, and partners had the capacities, experiences, and enthusiasm to lobby and influence change. However, the lack of a clear Theory of Change and the imprecise and overly ambitious indicators made measurement difficult.

Diakonia's Value Add

- Diakonia Global strategy was an effective overall guide to the implementation of the programme particularly its guiding principles and priority objectives. This evaluation concludes that capacity building was the most impactful role played by Diakonia in the programme. However, partners expressed the need for targeted support in strategic technical areas such as M&E, gender mainstreaming and select subject matter skills.
- Diakonia's approach contributed in re-balancing power relations with its grantees allowing them to engage as equal programme partners. In the end, the emerging partnership between Diakonia and its partners is mutually benefiting and built on a foundation of values.

Gender

- At the design level, both AEJ Programme and partner project proposals incorporated gender as an overall theme. Diakonia also provided a gender tool kit to strengthen partners' gender reporting. However, the

programme lacked a clear strategy for gender mainstreaming and did not have gender indicators to guide implementation and reporting.

3.2 LESSONS LEARNT

3.2.1 Programme Design

61. One of the key strengths of the programme was the flexibility it offered to the implementing partners. The programme framework/document avoided the straightjacket and was instead sufficiently broad and pliable to afford partners ample room for maneuver during implementation. This in turn encouraged innovations, improved ownership and enhanced potential for sustainability. Diakonia should maintain this approach. However, the AEJ programme also brings out the need to temper the flexibility with a “tighter” and more directed programme administration, including M&E system. This will allow more purposeful targeting and capturing of results and their nuances in partner and programme progress reports, which this evaluation finds to have been a slight challenge.⁷

3.2.2 Approaches

62. The evaluation discerned the following approaches from the AEJ programme; it is a regional programme, it is implemented through anchor regional organizations and networks, it works mainly through regional blocks, and it provides institutional capacity support to partners. In addition, it employs a mix of advising, advocacy and lobbying approaches to influence change.
63. The programme has inspired a nascent regional Community of Practice on Social and Economic Justice and in turn impacted policy and practice on a continental scale. Regional networks provided pathways to influence policy and practice all the way down to community level, improving prospects for meaningful and lasting change on rights holders. The combination of advocacy, advising, and lobbying strategies enhanced effectiveness by building the credibility of partners among decision-makers. These approaches were effectively buttressed by partner-level activism to ensure that AEJ partners could effectively switch between “engagement” and pressure.
64. Success however was uneven between countries and among partners. Adequate resources to promote learning and collaboration would enhance effectiveness of future regional programmes.

3.2.3 M&E system

65. AEJ programme objectives were formulated in terms that were far beyond the capacity of any one programme to achieve; e.g., *increased quantity of funding available for development investments in Africa, or Investments increasingly contribute towards African countries development needs*. While this allowed

⁷ This evaluation encountered many interesting/significant results that were never mentioned in partner progress reports.

flexibility and space for partners to maneuver, it also presented a significant challenge to the programme's best efforts to monitor progress and measure results.

66. There was a general weakness in the reporting of outcomes, with most partners reporting at activity level. This pointed at the need for a comprehensive and joint definition of outcomes and the necessity to provide general M&E support, including guidelines on reporting. This is particularly important because M&E is often the glue that binds disparate partners implementing a common programme. This was even more critical for AEJ because it was a complex regional programme supporting partners over a wide geographical space and targeting multiple issues.

3.2.4 Results

67. Formal policy adoption takes time, often beyond the life of a programme like AEJ. However, policy influencing happens right from the start, and in bits and pieces along the policy continuum. If we understand that policy is a set of processes, activities and actions, it is only fair to a programme like AEJ that all the key dimensions of possible policy impact are analyzed. The M&E system of a policy-influencing programme should therefore anticipate the strategic junctures of policy change, and record and report achievements as they happen. Our recommendation provides examples of such junctures (see recommendation section).

3.2.5 Gender

68. Gender was a key focus of the AEJ programme from the start. Indeed, all partner projects included specific pronouncements on gender mainstreaming. The concept of gender also runs across all Organizational Development activities, with all organizations trying to balance gender representation in both the Boards of Directors and among programme staff. The high awareness indicates initial success from Diakonia's efforts to mainstream gender in the programme.
69. It is however clear that awareness does not automatically result in actual mainstreaming of gender. A key lesson from AEJ is that Gender Mainstreaming requires capacity, tools, systematic follow-up, and continuous support, which Diakonia must be prepared to give in more substantial ways in future programmes. It is particularly important that partners are involved from the start in the formulation of gender indicators and report on them regularly.

3.2.6 Diakonia Added Value

70. Diakonia had set forth its added value in the programme from the start in line with its global strategy. The "altruistic" roles in principle significantly re-balanced the power relations – from simply that of a donor and recipient into a partnership of equals – allowing grantees to engage Diakonia with confidence as programme partners. In the end, the AEJ programme has created lasting and mutually benefiting partnerships build around issues and values.

71. Of the roles Diakonia defined for itself, this evaluation finds *Capacity Building* and *Conveyor of Synergies* to have had the most lasting impact. The AEJ programme leaves behind stronger, more confident, and *value-focused* partners that are collaborating and synergizing on a regional and continental level. The support has not only enhanced all partners' administrative, governance, programmatic capacities, it has also inspired regional thematic platforms, in effect helping the "regional integration of ideas" among civil society actors.
72. Partners, however, progressed at varied speeds and in the end were at different levels of organizational development. There was a tendency by the programme to apply a rather one-size-fits-all approach in engaging them, especially in organizational development support. This had the effect of sometimes obscuring the gaps and needs of weaker organizations that may have required closer scrutiny and support.

3.3 RECOMMENDATIONS

1. ***Crystalize the pathways of change with a well-defined Theory of Change (ToC) from the beginning.*** A clear ToC will help spell out the programme logic especially for an uncertain implementation context like AEJ. It will also support the setting up of realistic goals, objectives, and indicators. A clear ToC will also help to define partnerships and support the design of partner organizational development. Clear pathways of change will also sharpen implementation, enable more effective monitoring, and enhance measurement of results.
2. ***Formulate an exit strategy to systematically graduate partners and incorporate new ones into Diakonia's support.*** One of Diakonia's stated goals is to build a sustainable civil society base in countries where it works. This objective is better served by supporting as many organizations as possible and not just a few strong ones. Exit strategies will allow Diakonia to graduate partners and take on new ones and therefore reach a bigger number of organizations for greater scope and impact.
3. ***Develop M&E framework jointly with partners and strengthen partners' M&E capacity.*** Joint development of the M&E framework will ensure that partners' projects are well integrated into the programme M&E system from the start. It will also help partners to understand the programme logic and effectively report against global indicators. This will ensure that programme-wide progress can be reported more effectively in addition to the monitoring of partners' own specific projects. Resources should also be allocated to train and build the capacity of partners to use the M&E system.
4. ***Clearly define outcomes for policy influencing interventions to help in effectively monitoring policy change.*** As noted earlier, policy change is not a single event but a set of processes, activities and actions. The

evaluation considers the following changes critical to overall policy reform (these are as adopted from Jones and Villar and Keck and Sikkink in ODI Background Note):

- **Attitude Change:** Measure changes in awareness
 - **Discursive Commitments:** Measure changes in the language of discourse
 - **Procedural Changes:** Note when new spaces for engagements have opened, for instance space for civil society in policy processes
 - **Changes in Policy Content:** Assess actual changes in legislation
 - **Behavior Change:** Assess actual implementation of the policies
5. **Develop standardized M&E tools such as reporting templates and train partners to use them.** This should happen early in the programme implementation period and should help partners to report on both programme level and project level indicators.
 6. **Allocate more resources for institutional development and broaden support to include subject matter expertise.** This will give true purpose to partners' Capacity Building Plans, some of which have been shelved for lack of resources to implement them. Broadening support to include subject matter expertise will strengthen Diakonia's added value and help build wholesome institutions with both internal and programmatic capacities. This is also because some of issues being addressed by Diakonia partners require high-level and constantly evolving expertise.
 7. **To enhance effectiveness, ensure that partners purposefully work together across the clusters.** AEJ supported several disparate but related issues. Results from the different clusters were interlinked and often interdependent. It makes sense therefore that partners collaborate much more purposefully as this will enhance results, strengthen networks over several thematic areas, and encourage learning.
 8. **Allocate more time and resources for annual review meetings, dedicate additional time to M&E, and restructure the agenda** to include sessions that promote mutual learning and build capacities on cross-cutting issues. To utilize capacities within the programme, make the forum partner-led and include themes of mutual concern. From experience, it is important that representatives of the same level and specialisations are grouped together in the sessions.
 9. **To sustain results and ensure regional programmes have impact on countries, communities and people, partners should be encouraged to strengthen their country level networks.** In the end, this will allow such programmes to assess their impacts beyond the overarching regional policies that have been the primary target of AEJ programme.
 10. **Provide a clear strategy for mainstreaming gender that includes more precise gender indicators to guide implementation and reporting.** This

should be accompanied by systematic capacity building on gender. Using partners who have capacity to train those without will save resources and ensure sustained results.

4. ANNEXES

4.1 STORIES OF CHANGE

STORY 1: THE STORY OF MINE POLLUTION AND THE STRUGGLE FOR COMPENSATION IN SOUTH AFRICA

Communities in Sekhukhune in Limpopo Province of South Africa keep livestock as their main source of livelihood. The area is also host to the Twickenham mine owned by the giant Anglo American company. Mine operations had polluted water sources in the area and livestock were dying as a result, threatening lives and livelihoods.

The farmers were in pain to see their livestock die with no recourse to remedy. They didn't mind the mining operations; all they cared for was for the company to treat them fairly. In the words of 90-year old Thobejane Morwamakoti, "we as farmers don't care about the mine taking the minerals. What we want them to do is to treat us as human beings". They wanted the company to consult them and to provide them with alternative grazing land with clean water.

The Sekhukhune Environmental Justice Network took up the issue after inspiration from a chance meeting with BMF at an Alternative Mining Indaba. With support of BMF, activists embarked on mobilizing stakeholders to discuss the issue with the aim of opening lines of communication between communities and the mining company, and finally seeking compensation for the dead livestock and polluted water sources.

But they faced basic problems from the start. The costs of research and documentation are high. The communities themselves were skeptical of people using them and never returning with solutions. They decided to involve community members in documenting the impacts and use community experiences as evidence. In doing so, trust was developed and communities became active participants in the case.

The chronology of activities before the initial meeting with the mining company included: gathering of information on people affected and number of livestock lost and the causes starting in April 2017; meetings with communities and BMF activists and agreement to work together; and communication to Department of Minerals about the situation, and a letter to the company demanding response in 15 days. BMF also wrote to the company headquarters demanding action.

In September 2017, the first meeting was held with representatives of Anglo American and attended by representatives from BMF, Sekhukhune Environmental Justice Network, and three government departments (Water, Agriculture and Environmental Affairs) where a task team was formed to resolve the issues. A year went by without resolution. In fact, the company became uncooperative and

demanded scientific evidence that mine activities were responsible for the pollution. Of course, that would be too expensive to the community.

This got the community really cross! Impatience was setting in, and communities were threatening unspecified action if the company didn't address the issues immediately. Upon further meetings with the task team, the company relented and agreed to a more concrete response. A subsequent meeting with the mine's General Manager agreed to compensate individuals for lost cattle and help communities to establish new grazing fields with clean water. A committee that included community members was formed to investigate and establish the actual payments to individuals.

There was no love lost between the parties, and the company could not be fully trusted to keep its promise. Payments were not made immediately, which made communities quite agitated, promoting them to threaten further action on the mine. Only upon pressure did the company finally relent and commence the payments in December 2019, more than two years after the follow-up began.

There are several lessons from this story. First, networking among civil society leads to sharing of ideas and "opening of eyes". The meeting between Sekhukhune Environmental Justice Network and BMF opened the network to the potential of addressing issues for which communities had resigned to fate. Communities can be effective managers of their own destiny if trusted and empowered to do so. Simple community-based solutions can achieve results cost-effectively, especially if community members are allowed to take charge. It also shows how powerful corporations can be. It takes resources, persistence, patience, and cooperation to take them on.

Finally, it is more effective when these issues are addressed wholesale through policy.

STORY 2: THE STORY OF WOMEN LAND RIGHTS ADVOCACY IN SENEGAL

Agriculture represents 35% of wealth in the ECOWAS region as it contributes to employment, wealth creation and poverty reduction. Women play a crucial role in the agricultural and human development of the region. At the rural level, they are powerful in agricultural development because they contribute to the fight against hunger in the region. They devote more than 50% of their time to agricultural activities and are responsible for 60-80% of the region's food production. They also play a key role in the human development of their communities at the grassroots level. Yet these rural women are victims of several socio-economic inequalities and injustices that do not allow them to participate fully in development and enjoy their rights.

Julie Cisse is the coordinator of Groupe d'Initiative pour le Progrès Social-West Africa Region (GIPS/WAR), an association in Senegal that supports land rights for rural women. In October 2016, Julie organized the West African attendees to the Kilimanjaro Initiative held in Tanzania. The Kilimanjaro Initiative Rural Women's Mass Assembly was a rural women's mobilization from across Africa towards an iconic

moment at the foot of Mt. Kilimanjaro to raise awareness on their right to land. She ensured the women's effective participation through French translations to the Francophone delegates. As an activist, she launched a campaign in 2016 called "The world moves with women" using the Kilimanjaro Initiative to unite women's voice in advocating for land, social justice and development.

The Kilimanjaro Initiative resulted in the Kilimanjaro Charter of Demands, shared with the African Union. The Charter spells out 15 demands, including 50 percent participation of women in decision-making bodies of land issues in African Union member states. To create awareness of the Kilimanjaro Initiative, WILDAF-AO developed two tools in 2018 with the support of Diakonia. Julie translated these tools into three local languages to sensitize grassroots women to exercise their rights, engage community on gender issues and secure women's land tenure.

While continuing to draw the attention of those in power, Julie Cisse and the rural women have continued to act at the community level. As a result, at the national level in Senegal, a total of 120 hectares of land has been obtained for the benefit of Agricultural Producers Groups (GPAs) and other women's organizations for agricultural production and reforestation activities. In addition, 250,000 Euros has been obtained for the development of these lands including installation of drip irrigation. Julie's campaigns for women's land rights have also led to approximately 200 rural women receiving permits to own land.

At the policy level, there has been an establishment of a political dialogue with the local authorities and the office of the Union of Associations of Locally Elected Officials and the various ministries involved in land tenure. Village chiefs, mayors and religious leaders are also involved in women's access to land dealing with cultural and religious practices.

Julie's strategy was integrating village, religious and customary chiefs in Senegal to overcome obstacles to access, control, security and development of land resources by women. She was able to empower rural women in the whole country to translate the commitments that politicians made into concrete facts for advocacy for women's land rights.

Through the Kilimanjaro Initiative, rural women with the support of WILDAF-AO and activists like Julie Cisse have brought new light and new ways to end discrimination in access to productive resources. From the grassroots level, the struggle is gradually leading to a restoration of gender balance at the local, national, regional and continental levels.

STORY 3: KENYA-MAURITIUS DOUBLE TAX AVOIDANCE AGREEMENT

In 2012, the Government of Kenya (GoK) and Mauritius signed a Double Tax Avoidance Agreement (DTAA) to promote Foreign Direct Investment (FDI). The objective of this agreement was to make the competitiveness of Kenyan companies be at par with those of other African countries already having tax treaties with Mauritius and to streamline tax effectiveness. On analysing the treaty, Tax Justice Network Africa (TJNA), a pan-African research and advocacy organisation, had a

contrary opinion on the Kenya-Mauritius DTAA despite the claims of mutual benefits by both governments. This was on the premise that the DTAA would undermine tax revenue mobilisation.

First, some definitions of terms in the DTAA opened the treaty to abuse by companies, for example, the meaning of ‘resident’. In the source vs. residence based principle income is taxed on basis of either relationship of the income tax (tax object) to the taxing state or the taxpayer (tax subject) to the taxing state based on residence or nationality. Foreign investors will prefer the latter denying the state tax that would be earned from income earned in the country. Secondly, the treaty included clauses, which were inconsistent with the UN Model Convention on DTAA negotiations in developing countries. For example, the treatment of “business profits, dividends, interest and capital gains tax (CGT)” clauses were directly weakening Kenya’s ability to achieve revenue targets. Thirdly, the country’s ability to tax the profits of foreign enterprises was further limited if these companies set up a subsidiary within Kenya that traded with a parent company in Mauritius as its host/ country of origin. This legally allowed foreign companies to avoid sales taxes contrary to the UN Model Convention rules. Lastly, the exclusion of potential sources of revenue and creation of loopholes from taxes such as CGT through swapping of assets with no real value allowed for deceitful reporting on sales. This violated accounting principles and encouraged speculative ventures over productive activity needed for structural transformation in attaining the Sustainable Development Goals (SDGs).

TJNA took this matter to court and in addition to the above technical arguments TJNA questioned the constitutionality of the DTAA with respect to public participation and adherence to the Treaty Making and Ratification Act of 2012 by lodging a case in the High Court of Kenya against GoK in 2014. TJNA stated that the failure of GoK to subject the DTAA to the Treaty Making and Ratification Act (2012) contravened Articles 10 (a, c, and d) and 201 of the Constitution; and that the Court should order the Cabinet Secretary to withdraw legal notice 59 of 2014 and commence the ratification process afresh in line with provisions of the Act. The case sought to demonstrate that GoK decision to sign onto this agreement carried both technical risks as well as constitutional shortcomings for the Country. TJNAs aim was to prove to court that there were inherent risks undermining Kenya’s ability to tax both individuals and multinational corporation (MNCs) because of the DTAA and therefore harming tax revenue collection efforts. **The High Court ruled in March 2019** that the DTAA between Kenya-Mauritius **was void in accordance** with section 11 (4) of the Statutory Instruments Act 2013. In making the ruling the High Court limited its judgment to the constitutionality of the arguments presented by TJNA. In so doing, the High Court did not dismiss nor disagree with technical arguments about the potential revenue losses that may accrue by implementing the DTAA but stated the need to quantify the amount of loss in taxes to country.

The High Court ruling on this case is a significant outcome for the examination of DTAA in Africa and **offers various lessons for Civil Society**. It sets a precedent for scrutiny of DTAA on technical and constitutional basis across the continent and other developing countries. It offers hope for public litigation as a policy advocacy strategy in speaking out against the different methods of capital flight from Africa. The ruling also offers significant lessons for CSO actors on the need for gathering

evidence before mounting the technical arguments. Going forward civil society needs to continue pointing out both technical and legal aspects of the challenges posed by DTAAAs in their public interest litigation and advocacy. This should be explicit and clear when submitting to court and in the mobilization of public awareness. The civil society needs to engage in the production of data, and analysis of evidence. This can be achieved by examining available statistics as important elements in any case and be presented to convince the court on the dangers of DTAAAs to tax revenue mobilisation. CSO advocacy needs to champion for greater transparency by governments in consultations with the public that includes, civil society, media, researchers, and not limited to a select group of state agencies as was argued by government in this case. Lastly, there should be further engagement with parliament, media, and other stakeholders to raise awareness on these issues and its importance in the wider fight for fiscal justice.

STORY 4: THE STORY OF WOMEN ECONOMIC EMPOWERMENT TO END GENDER BASED VIOLENCE IN SOUTHERN AFRICA

Gender Based Violence (GBV) is among the most severe and widespread human rights violation in Southern Africa⁸. Globally, 1 in 3 women have experienced GBV in their lives while some countries in Southern Africa record more than this global average. GBV undermines the dignity, security and autonomy of its victims. In Southern Africa, studies undertaken by Gender Links have established that the personal and professional agency of women is hampered by GBV.

Over the last two decades, Gender Links has developed an integrated entrepreneurship model that has strengthened the Gender Empowerment Index (GEI) of women. The GEI has information on six key parameters comprising the women's financial position, access to information technology, agency, relationship control, and levels of GBV and gender attitudes. Over 1350 female survivors of GBV have gone through four training phases in the entrepreneurship model including life skills, enterprise, mentorship and access to finance. One such woman is Chipo Makoni from Chitungwiza, Zimbabwe. Chipo is a GBV survivor who experienced verbal, physical and emotional abuse from her husband who was the sole bread winner. After she gave birth to a special needs child, her husband abandoned her leading to the death of the child as she didn't have any source of income for healthcare. Chipo attended the Gender Links entrepreneurship training which she claims saved her life. She was able to generate a business plan, open a bank account, start saving money, keep financial records and learn marketing skills. She opened a baking business where she sells cookies to supermarket chains in Zimbabwe. This has made her economically secure, socially active and is now a confident and independent woman. She mentors other women and girls on the importance of education, financial independence and empowerment.

The first phase of Gender Links integrated entrepreneurship model proved that increasing women's agency and economic power reduced violence. The organisation then trained an additional 660 women in phase two whose income grew by 106% and savings and assets by 246%, with the overall GEI score increasing from 44% at baseline

⁸ SADC Regional Strategy and Framework of Action for Addressing Gender Based Violence 2018-2030

to 64% at end line. For the model's sustainability, Gender Links embedded the training in Local Government structures, working with a total 37 local councils in 5 countries (Lesotho, Madagascar, Mauritius, Zimbabwe, and Botswana). Of the total number of participants, 87% reported less or much less violence and abuse than before. This is working towards the global discourse on the nexus between increased economic power GBV as long-term strategy to decrease or prevent GBV.

4.2 LIST OF RESPONDENTS

CATEGORY	INSTITUTION	NAME
1. DIAKONIA AEJ CIVSAM PROGRAMME TEAM	Programme Manager	Sandra Kidwingira
	Programme Officer	Caroline Wambui
	Programme Accountant	Eric Rutto
2. DIAKONIA COUNTRY OFFICE	Zimbabwe Office	Philemon Jazi
3. REGIONAL PARTNERS	Gender Links	Kubi Rama
	WiLDAF – AO	Kuwonu Kafui
		Sant-Anna Attoh
		Ajavon Kafui
		Dagawa Abediba
		Attikossie Sewa
		Gomna Kossi
		Agudetse-Houney Kafui
		Apetogbo Loko
		Dos Reis Dovi
	EASSI	Sheila Mishambi
		Alice Ndyabawe
	TJNA	Alvin Mosioma
		Riva Jalipa
		Belinda Okungu
	AFRODAD	Fanwell Bokosi
		Trivangani Mutazu
		Annah Mushunje
		Rangarirai Chikova
	ROAA	Vitalice Meja
	BMF	John Capel
		Moses Cloete
		Rtd. Rev. Dr. Jo Seoka
		Chris Molebatsi
		David Van Wyk
		Busi Thabane
	SEATINI	Agnes Keromo
Faith Lumonya		
Desire Nandaula		
Africa Chise		
4. NATIONAL PARTNERS/ STAKEHOLDERS	Gender Links Zimbabwe	Priscilla Maposa
	ZIMCODD	Janet Zhou
	WiLDAF Togo	Kpedji Anne

		Adkou Afi
		Teketa Afi Maba
	Uganda Debt Network	Patrick Tumwebaze
		Julius Kapwepwe
	Institute for Social and Economic Rights	Arnold
	Riverlea Mining Forum	Mark Kayter
		Carol Kara
	South African Council of Churches	Kiusiami Gosiambe Choapi
	Groupe d'Initiative pour le Progrès Social-West Africa Region	Julie Cisse
	Busia Women Traders Association	Mariam Babu
5. DONOR	Sida Stockholm	Anne Lindeberg
		Eva-Lotta Gustafsson

4.3 LIST OF LITERATURE REVIEWED

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3. AEJ partner satisfaction survey, 2014
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5. AFRODAD Organisational Capacity Assessment report, 2019
6. AFRODAD Proposal, 2016-2020
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36. SEATINI Proposal, 2016-2020
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38. The Extractives Industry Transparency Initiative Standard, 2016
39. The Maputo Protocol to the African Charter on Human and People's Rights on the rights of women in Africa, 2016
40. Third World Network End of Project report, 2017
41. Third World Network Proposal, 2016
42. TJNA annual reports 2016, 2017, 2018
43. TJNA Organisational Capacity Assessment report, 2019
44. TJNA Proposal, 2016-2020
45. WiLDAF annual reports 2017, 2018
46. WiLDAF Proposal, 2017-2020
47. WiLDAF Mapping study on Women's Rights related to land, housing and natural resources, 2017

4.4 TOOLS

A. KEY INFORMANT INTERVIEW - QUESTION GUIDE

TARGET: STAFF OF DIAKONIA

Relevance

1. How did the CIVSAM AEJ programme fit to Diakonia's overall strategy?
2. What was the role of Diakonia in facilitating access to global processes?

Outcome/Impact

3. What do you think are some of the notable achievements of this program?
4. Which activities do you think were most effective in improving Economic Justice in Africa, including Economic Empowerment of women and why?
5. Do you think there were any activities that were not particularly effective? Yes/No. Which ones and Why?
6. In your opinion, have there been any unexpected or unintended outcomes as a result of this program? Yes/No - Can you give any examples?
7. What are some of the key learnings that you can draw from the program?
8. To what extent were gender issues integrated and with what results?
9. Do you think the program contributed to improvements in the capacity of implementing partners to deliver effective services to targeted beneficiaries? Probe for details

Efficiency and Effectiveness

10. What actions were taken to ensure effective financial implementation, monitoring and reporting during this program? (Prompts: reporting templates and guidelines, meetings, monitoring visits, etc.)
11. Were there any delays to implementation? If so, why/what effect did this have?
12. How frequently did Diakonia facilitate programme teams to discuss progress/challenges? Was this effective? Yes/No. Why/Why not?
13. Was any capacity development provided to partners to support effective implementation, monitoring and reporting of this program? Yes/No- If yes, how useful was this? Probe for any capacity gaps that may have had an effect on the implementation process
14. What kind of management and decision-making structures were put in place to support the program implementation and how helpful/supportive were these structures?
15. What did the program do to specifically encourage strategic partnerships? To what extent was this successful?
16. What (if any) challenges did partners have with regard to budgeting, forecasting and reporting on this program?
17. What programmatic challenges did the program face and how were they handled?
18. What are some of the aspects you would recommend for improvement?
19. What would you say are the key lessons you could draw from this program?

20. On a scale of 1-10 (10 being the best) how would you rate the overall performance of the program? Probe for justification of score.

Sustainability

21. Are there any elements of the program that could potentially be scaled up? How? To what level? Can you foresee any challenges?
22. Do you think the program contributed (or had potential to contribute) to changes in any specific policies (in promoting good policies, and addressing policies with negative consequences)? (Prompt for details)
23. Do you think any of the program's activities will be carried on by partners after the funding comes to an end? - What might be needed to support this?

B. KEY INFORMANT INTERVIEW - QUESTION GUIDE

TARGET: STAFF OF IMPLEMENTING ORGANIZATIONS/PARTNERS

The partners are divided into three clusters: the Financial Flows cluster, the Investment cluster, and the Women Empowerment cluster.

Intervention area 1: Capacity of implementing partners (All Clusters) (THIS SECTION IS FOR BOARD MEMBER OR EXECUTIVE DIRECTOR)

Result 1.1: Partners administrative capacity has been strengthened

1. Do you have an Internal Development Plan (IDP) to steer your institutional strengthening process? (Yes/No) Ask to see the IDP. If yes, how has this plan been implemented?
2. What organizational policies do you have in place? Ask to see evidence.
3. On a scale of 1 to 5, to what extent have these policies been implemented? Probe for reason. Seek evidence for policy implementation.
4. What challenges are you experiencing in policy implementation?
5. What challenges are you experiencing in your organizational operational systems and management structures?
6. Has the Internal Development Plan been reviewed since it was developed? If yes, how frequently? (Annually/Bi-annually)
7. Have other donors used your IDP as the basis to fund your capacity building? (Yes/No) If yes, in what ways?
8. In what ways has strengthened capacity from Diakonia enhanced organizational performance?

Result 1.2: Partners internal democracy has improved

1. Do you have a board? (Yes/No) If yes, what is the composition of the board and how are members selected? **(QUESTION FOR ALL PARTNERS APART FROM AFRODAD AND TJNA)**

2. How often does the board meet? Ask to see evidence of minutes. **(QUESTION FOR ALL PARTNERS APART FROM AFRODAD AND TJNA)**
3. How does the board define and monitor the performance target of your organization?
4. What are the key strategic decisions the board approves? Probe whether it approves budgets/ audits/ strategic plans, etc. How does it approve these decisions?
5. Is your organization member-based? (Yes/No). If yes, how do you involve this constituency in decision-making of the organization?
6. What lessons on organizational governance have you learnt from the AEJ CIVSAM programme platform? Probe for specific lessons learnt and exchanges.

Result 1.3: Partners gender mainstreaming capacity has improved

1. Does your organization have a gender mainstreaming guideline? (Yes/No) If yes, when was it developed?
2. How has the gender mainstreaming guideline been implemented both internally and in your programmes? Ask for evidence.
3. How do you ensure your member organisations/ constituents integrate gender in programme implementation?
4. Has there been gender training⁹ carried out in your organisation? Probe for when, how and by whom?
5. How do you incorporate results on gender in your reporting to Diakonia? Has this improved over time?
6. Have you had exchange of experiences on gender mainstreaming with other AEJ partners?

Result 1.4: Partners monitoring and reporting on results has been strengthened

1. How do you monitor your results at all levels – activities, outputs and outcomes?
2. Do you have monitoring sessions internally and with your members/ constituents? (Yes/No) If yes, how did they affect the implementation of your programme?
3. Does your reporting template to Diakonia reflect these results especially at the outcome level? Probe on the quality of the organisation’s reporting of outcomes.
4. Have you had any M&E exchange of experiences with other AEJ partners? If so, what did you learn and apply?
5. How have you had follow-up of your annual reports? Probe for learning and application from M&E processes.

⁹ Gender training was supposed to be undertaken through a gender resource organization (i.e. Gender Links/SEATINI/TWN) for the Financial Flow and Investment regime clusters

6. Has any of your staff been trained on M&E through the AEJ programme? Ask for attendance in practical workshops on how to write good outcomes. (Yes/No) If yes, which resource persons have been trained? Have they trained others?

Intervention area 2: Social and Economic Justice

Result 2:1 increased quantity of funding available for development investments in Africa (FF Cluster)

1. Has your organization undertaken activities under AEJ program which have contributed towards reducing illicit financial flows? (Yes/No)
2. If yes to 1 above how? probe for how did the activities/interventions contribute towards;
 - (i) Enactment of national policies on curbing illicit financial flows (both cross border¹⁰ and national¹¹ financing of illicit activities). *Probe for specific policies e.g. acts of parliament*
 - (ii) Ratification of regional and international treaties, rules and regulations. *Probe for specific international instruments*
 - (iii) Preventing treaties on double taxation. *Probe for specifics*
 - (iv) Influencing national debt policies. *Probe for specifics*
 - (v) Creating structures for involving rights holders in the aid distribution process. *Probe for specifics*
 - (vi) Others (please specify)
3. Has your organization mobilized and capacitated the Civil Society around the above issues? (Yes/No)
 - (i) If yes kindly explain how
 - (ii) If no Why? *Probe for other methods which could have been used*
4. Have the activities and/or interventions you have undertaken under the program contributed towards increased quantity of funding available for development investments in the country/region/Africa? (Yes/No)
5. If yes to 4 above Kindly explain how
6. If no to 4 above why?
7. What actions were taken to ensure effective financial implementation, monitoring and reporting during this program? (Prompts: reporting templates and guidelines, meetings, monitoring visits, etc.)
8. Were there any delays to implementation? If so, why/what effect did this have?
9. What did you do to get easy access to regional policy processes? How did you translate regional commitments to national policies?

¹⁰ Cross-border movement of capital associated with illegal activity or more explicitly, money that is illegally earned, transferred or used that crosses borders (i) illegal acts like corruption and tax evasion. (ii) Funds from illegal acts e.g. smuggling and trafficking in minerals, wildlife, drugs, and people. (iii) funds used for illegal purposes (e.g., financing of organized crime)

¹¹ National illicit FFs include domestic tax evasion, criminal activity and corruption among others that have an impact on the ability of a country to raise the finance needed for investment in sustainable development

10. What some of the aspects you would recommend for improvement?
11. In your opinion, have there been any unexpected or unintended outcomes as a result of this program? Yes/No - Can you give any examples?
12. What would you say are the key lessons you could draw from this program?
13. Do you think you would carry on any of the program's activities after the funding comes to and end? - What might be needed to support this?
14. If no to 1 above what could be the challenges?

Result 2:2 Investments increasingly contribute towards African countries development needs (Investment cluster)

1. Has your organization undertaken activities under AEJ program which have contributed towards influencing the investment regime in the country/region/continent? (Yes/No)
2. If yes to 1 above how?probe for how did the activities/interventions contribute towards
 - (i) Enactment of laws, policies and practices on investment (especially private investment). *Probe for specific policies e.g. acts of parliament, investment guidelines etc.*
3. Has your organization involved national/regional CSO's, trade unions and rights holders in influencing the investment regime? Yes/No. *Probe for how*
4. If No to 3 above why not?
5. Is the investment regime in line with the country (ies) development needs? Kindly explain
6. Has the investment regime led to the following
 - (i) Employment (*probe for details*)
 - (ii) Reduced tax evasion (*probe for details*)
 - (iii) Improved companies' social and environmental impact (*probe for details*)
7. Has your organization mobilized and capacitated the Civil Society around the above issues? (Yes/No)
 - (i) If yes kindly explain how
 - (ii) If no Why
8. Have the activities and/or interventions you have undertaken under the program contributed towards increased quantity of investments that are in line with your country/regional/African development needs (Yes/No)
9. If yes to 8 above Kindly explain how
10. If no to 8 above why?
11. What actions were taken to ensure effective financial implementation, monitoring and reporting during this program? (Prompts: reporting templates and guidelines, meetings, monitoring visits, etc.)
12. Were there any delays to implementation? If so, why/what effect did this have?

13. What some of the aspects you would recommend for improvement?
14. In your opinion, have there been any unexpected or unintended outcomes as a result of this program? Yes/No - Can you give any examples?
15. What would you say are the key lessons you could draw from this program?
16. Do you think you would carry on any of the program's activities after the funding comes to and end? - What might be needed to support this?
17. If no to 1 above what could be the challenges?

Result 2.3 Economic Empowerment of Women (Gender cluster)

1. Has your organization undertaken activities under AEJ program which have contributed towards influencing improving economic situation of women? (Yes/No)
2. If yes how?probe for contribution towards
 - (i) Enactment of laws and policies and practices on economic empowerment. *Probe for specific policies e.g. acts of parliament.*
 - (ii) Adoption of regional economic partnerships, frameworks and policies (i.e. EAC, SADC, ECOWAS) on economic empowerment of women. *Probe for specifics*
3. Has your organization mobilized and capacitated the Civil Society around gender quality mainstreaming within policies? (Yes/No)
 - (i) If yes kindly explain how
 - (ii) If no Why
4. Have the activities and/or interventions you have undertaken under AEJ program contributed towards improved economic empowerment of women?
5. If yes to 4 above Kindly explain how
6. If no to 4 above why?
7. What actions were taken to ensure effective financial implementation, monitoring and reporting during this program? (Prompts: reporting templates and guidelines, meetings, monitoring visits, etc.)
8. Were there any delays to implementation? If so, why/what effect did this have?
9. What some of the aspects you would recommend for improvement?
10. In your opinion, have there been any unexpected or unintended outcomes as a result of this program? Yes/No - Can you give any examples?
11. What would you say are the key lessons you could draw from this program?
12. Do you think you would carry on any of the program's activities after the funding comes to and end? - What might be needed to support this?
13. If no to 1 above what could be the challenges?

C. ONLINE SURVEY TOOL

TARGET: PARTNERS/CONSTITUENTS OF PARTNER ORGANIZATIONS

1. Name of partner organization
2. Country
3. How was your organization involved in the program
4. What do you think are some of the notable achievements of this program?
5. Which activities do you think were most effective and why?
6. To what extent were gender issues integrated and with what results?
7. Were there any delays to implementation? If so, why/what effect did this have?
8. What are some of the aspects you would recommend for improvement?
9. What would you say are the key lessons you could draw from this program?
10. On a scale of 1-10 (10 being the best) how would you rate the overall performance of the program?
11. Are there any elements of the program that could potentially be scaled up?
12. Do you think the program contributed (or had potential to contribute) to changes in any specific policies?
13. Do you think you would carry on any of the program's activities after the funding comes to and end? – If yes what might be needed to support this?

D. MOST SIGNIFICANT CHANGE TOOL

TARGET: STORIES OF CHANGE FROM STAKEHOLDERS

The following Outcome Harvesting form will be used to collect stories of change from partner organisations.

1. What are some of the change stories you can attribute to the programme?
2. Of these stories, I would like to document one and we will go deeper into the story. The evaluator to fill in the story in the table below.

Section	Description	Notes
I	Who? Tell us who acted/act differently or has changed their behaviour or practice (This social actor could be a person, group of people, organisations, institution or part of an institution)	
	What? Tell us what the social actor or actors did or is doing differently (not what activity you did). What is it that has changed?	
	Where?	

	<p>Tell us where or in which environment the social actor or actors did or are acting differently. Where did the change take place?</p>	
	<p>When?</p> <p>Tell us the exact date the social actor or actors acted differently or in a changed way. Give a date as near as you can get. This helps a third person to verify your claim about what the social actor or actors did or acted differently.</p>	
II	<p>Significance</p> <p>Tell us why you think this change in behaviour / practice or relationship of the social actor or actors is important. Why does it stand out?</p>	
III	<p>Contribution</p> <p>Tell us what or how your organization and more specifically this project contributed to each of these changes. What did you do? What amount of resources (time, finances, staff, etc) did your organization or this project towards these changes?</p> <p>Tell us about any other social actor or actors (person, group, organization, etc) have contributed to each of the changes. What did they do and when?</p>	
IV	<p>Evidence</p> <p>Please provide us all available on the outcomes/changes and contribution of your organisation or this project to each of the outcomes e.g. reports, media link, written stories, etc.</p>	
V	<p>Stories of Change</p> <p>Please list headings of stories of change linked to this project that you would like to tell</p> <p>Please write or provide us with written stories (maximum 2 pages) or reports describing the changes you have presented in this form</p>	