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Sida Review

Annica Holmberg
Daniel Genberg

Desk study of Diakonia

Final Report

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August 2011

**Assignment performed by
Annica Holmberg
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Authors: Annica Holmberg, Daniel Genberg, Indvelop AB

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SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Address: S-105 25 Stockholm, Sweden. Office: Valhallavägen 199, Stockholm

Telephone: +46 (0)8-698 50 00. Telefax: +46 (0)8-20 88 64

Postgiro: 1 56 34-9. VAT. No. SE 202100-478901

E-mail: info@sida.se. Homepage: <http://www.sida.se>



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Executive Summary

This desk study is based on the review of 47 evaluation reports conducted between 2007 and 2010. All reports focus on projects directly supported by Diakonia, on partner organizations whose activities are supported by Diakonia or on a Diakonia country programme. In most cases the Diakonia funding comes from Sida's Civsam support. In addition to the evaluation reports, the desk study has also relied closely on Diakonia's reporting in 2007 and for the three year reporting period 2008-2010.

The findings confirm that Diakonia's country programmes and its support to partner organizations is in line with Sida's CSO policy and that it provides concrete manifestation of the CSO strategy on the ground. The evaluation reports confirm that Diakonia's concentrated efforts to integrate a gender and rights-based approach in all its programmes have borne fruit and that, in line with Diakonia's theory of change, the partner organizations are empowering groups of rights holders to claim their rights and hold duty bearers to account.

Reviewing the reporting documents and the evaluation reports, it is also concluded that while Diakonia has made efforts to strengthen partner organizations' capacity in, for example, programme planning and evaluation, there is a continuous need to further strengthen this and other areas. There are areas of Diakonia's support that cannot be assessed because they are not touched on in the evaluation reports reviewed. In this regard, we note, above all, the effects of the support towards building democratic and well governed organizations that legitimately represent the voice of the rights holders.

The evaluation reports reviewed in this desk study have shown great variation in quality. While there are some that are of very high quality, the majority of the reports have left the consultants wondering as to their usefulness. This has complicated the desk study and, more importantly, must pose a challenge for Diakonia and its partner organizations in terms of learning and improvement.

From the reading of the evaluation reports and the reports from Diakonia it has not been possible to establish how or whether Diakonia measures the effectiveness of the support it provides to the 350 partner organizations it collaborates with. However, seeing that a number of decisions have been taken over the past few years (closing country programmes, phasing out partners, changing methods for capacity building, etc.) it can be deduced that this is something done on a regular basis. Further, the decentralization of Diakonia to be closer to partner organizations is in itself interpreted as the result of such analysis and reasoning.

Part 4 of this report contains a list of the kinds of support which Diakonia provides to its partner organizations. This is not provided as a package, the exact nature and timing of the support depends on the needs of the partner organization. This list is not only based on the evaluation reports but also on Diakonia's reports, policies and strategic plan.

The study makes a few recommendations which may be of use to Diakonia in its efforts to improve its operations. These recommendations are briefly listed below:

1. Diakonia and Sida/Civsam should find a suitable format to exchange ideas and experience on how to support the development of CSOs and ensure that they are representative of (and not only representing) people living in poverty and marginalization.
2. Future Diakonia evaluations could review the representation of rights holders within partner organizations, as well as review the effectiveness of partner organizations' governing bodies.

3. Diakonia is encouraged to continue its efforts to strengthen the capacity of partner organizations in terms of identifying indicators, measuring results and change, determine baselines, set realistic targets and support monitoring systems that can capture results and contribute to learning.
4. There is a good opportunity to further develop Diakonia's coherent approach to capacity development and to explore the right methods and focus for supporting the development of the capacities of the organizations. A system for monitoring and measuring the results of these efforts could also be useful.
5. Diakonia should ensure that established procedures for evaluations are followed in practice in order to produce quality reports from which partner organizations and Diakonia can learn. Diakonia must also ensure that management responses to evaluation recommendations are produced and filed and that there is proper follow-up and reporting on the recommendations.

List of abbreviations

CB	Capacity Building
CBRP	Community Based Rehabilitation Programme
Civsam	Civil Society Unit
CO	Country Office
CBO	Community Based Organization
CSO	Civil Society Organization
DRC	Democratic Republic of Congo
FGM	Female Genital Mutilation
GAD	Gender and Development
HRBA	Human Rights-Based Approach
HO	Head Office
IHL	International Humanitarian Law
LFA	Logical Frame Work
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
OD	Organizational Development
PME	Planning, Monitoring and Evaluation
PLWHA	People living With HIV and Aids
PLWD	People living with disabilities
RBA	Rights-Based Approach (same as HRBA)
SEKA	Avdelningen för samverkan med enskilda organisationer och humanitärt bistånd
SEJ	Social Economic Justice
Sida	Swedish International Development Cooperation Agency
ToR	Terms of reference
WID	Women in Development

1. Introduction

1.1 Purpose of the desk study

The assignment for the desk study was to:

- i) Review the findings and recommendations in evaluations studies and reports and analyze the relevance, effectiveness, efficiency, impact and sustainability in relation to stated objectives with an emphasis on 2007 and onwards.
- ii) Map the various forms of support Diakonia provides to its partner organizations.

The desk study shall provide relevant conclusions and data drawn from the Diakonia programmes that have been evaluated and reported during the period 2007-2011. The findings are intended to facilitate the assessment of the new framework application which Diakonia will submit to Sida/Civsam in the autumn of 2011. The results of the desk study are intended to be used by Sida's civil society unit, Sida Project Committee, selected Sida country units and, of course, relevant divisions within Diakonia.

The desk study will cover relevant evaluations, system audits, reports (narrative and financial), programme proposals and strategy documents, and also Sida assessments of previous framework applications. The documents will be provided both by Sida and Diakonia HO/regional offices. In addition Diakonia will provide information on current and recent partnerships including their various forms of cooperation with partner organizations in regional and country specific programmes funded by Sida.

1.2 Scope and focus

The Terms of Reference specify that the desk study should focus on the following:

1. Gather and compile a literature list of all the relevant background documents that will be provided by Diakonia and Sida.
2. Extract and synthesise the findings and recommendations from the external evaluations, and other relevant studies and reports of Diakonia's framework programmes between the years 2007-2011.
3. Based on the findings and recommendations assess Diakonia's programme in terms of:
 - *Relevance*, in relation to the CSO strategy and Diakonia's objectives and goals as outlined in the programme document
 - *Effectiveness*, in terms of selected strategies, design and use of methods and impact
 - *Results* (outputs, outcomes and impact) as compared with those anticipated in the programme document.
 - *Sustainability* and *Cost effectiveness* of the programme
 - *Administration* and *Management*
4. In addition the consultants should specifically gather information and identify the various forms of support that Diakonia provides to partner organizations, taking into account specific context and needs.
5. Draw conclusions from the above and make recommendations for Diakonia's future work, its overall work methods, organization and strategy as a whole, how to improve shortcomings and make use of good practices.

The desk study intends to summarize the findings of evaluations carried out with regard to the five aspects of Diakonia's programme. The findings of the evaluators will therefore reflect a synthesis of the available evaluation reports and other reviews.

The focus of the study is clearly defined by the Terms of Reference. The desk study will provide an overview of the recommendations emanating from the evaluations carried out of the 2007-2010 programmes as well as the system audit from 2010. In addition, the kinds of support which Diakonia provides to its partner organizations will be detailed along with an overview of Diakonia's view on how it strengthens civil societies in the countries in which it operates. Based on these two aspects of the study, recommendations will be formulated suggesting areas of improvement and issues that arise which Diakonia and Sida may want to collaboratively focus on in the next framework agreement.

2. Desk study of evaluations 2007-2010 & support mapping

2.1 Approach and method

The desk study is limited in terms of methodology because it is, to a large extent, restricted to reviewing written reports without recourse to other sources of information. The review of documents has two purposes as determined by the Terms of Reference. Firstly, the review will produce an analytical summary of previous evaluations and programme reviews. This implies compiling the conclusions of previous reports in a clear and coherent way to facilitate a general overview. Such an exercise requires a more or less objective synthesis of previous conclusions and recommendations.

The second purpose of the document review is to analyse the evaluation reports and other documentation to see what overall conclusions one can draw from a critical and parallel reading of these documents. Here, the task is to find patterns and recurring observations that may indicate areas for improvement. In this regard, it will not be sufficient to rely only on what is written in reports, in addition, the consultants will seek further information and clarification from the staff of Diakonia. Another important aspect that will require dialogue with Diakonia is the analysis of the follow up and corrective measures Diakonia have deployed to rectify an unsatisfactory situation. Part of this information may also be found in management response letters.

The programmatic reports were analysed using the plans and projected indicators as points of comparison. Attention was paid to possible deviations from the expected results and, more importantly, to the explanation of the changes from initial objectives of indicated targets. Initially it was planned to compare a sample of the regional management reports submitted to Head Office with relevant evaluation reports in order to get an idea of the reporting flow between the different programme units in Diakonia's structure. Due to time restraints and a hectic period for the Diakonia country offices, this part had to be excluded from the analysis.

The review of the documents was carried out with a number of key areas and questions in mind. This was necessary to ensure the timely completion of the task. The analysis of the documents has, among other things, sought to yield the following:

- Summary of relevant observations and recommendations (relates to point 2.2.2 in ToR).
- Observations regarding risk and potential risk as well as actions to mitigate these (relates to 'sustainability' and 'accountability' in ToR).
- Evidence of Diakonia being a learning organization facilitating exchange and sharing between partner organizations and between regions (relates to 'effectiveness' and 'results' in ToR).
- Evidence of policy and method development stemming from specific programmes or partnerships' experiences, including evaluations (relates to 'relevance' and 'results' in ToR).
- Review of Diakonia's reporting of aggregated global results to Sida (relates to 'result' in ToR).
- Areas for further clarification and information from Diakonia's staff with a special focus on actions undertaken with regard to recommendations from evaluation reports (relates to 'administration and management' in ToR).

- Strategy for CSO strengthening and forms of support provided (relates to point 2.2.3 in ToR).

2.2 Limitations

One limitation of the desk study is that it relies on the accuracy of previous evaluations and reviews. It is not within the scope of this exercise to verify whether the reported results found in the annual reports of Diakonia are correct and accurately presented. The system-based audit of Diakonia carried out in late 2010 had as one of its aims to *“determine, on the basis of the examination, whether the documentation and reports received by Sida under current agreements reflect the real situation, and can therefore be considered to function as reliable data for Sida in the assessment processes”*. The report concludes that *“The documentation that is received by Sida under current agreements reflects the real situation, and can therefore be considered to function as reliable data for Sida in the assessment processes”*. Although not a guarantee, it is reason enough for the current desk study to make the assumption that reports reflect the real situation and can be trusted for accuracy.

All evaluations and studies were sent to us by Diakonia head office. Only a few of the evaluation reports provided included ToR¹. We were only able to consult a few Management Response Letters from country and regional offices. For some evaluation reports the cover page, index, name of the consultants and date were also missing (and therefore the list of evaluations lacks some data).

We have been dependent on how the reports relate to programme or project objectives of the studied interventions. For those reports that did not explicitly describe the objectives the only additional reference was Diakonia’s reports to Sida Civsam. It was not within the scope of this desk study to go back to programme or project descriptions.

We had one initial meeting with Diakonia head office. The communication was subsequently managed through email and telephone. The timing of the desk study coincided with a strategy planning meeting and the process of producing draft applications at the Diakonia regional offices. This made it difficult to have more in-depth discussions with Diakonia on the different evaluations, systems for processing and follow-up recommendations and to get additional information on specific programmes. The draft findings of the desk study were shared and discussed with Diakonia staff before the final draft was prepared. At a separate meeting with Sida the same draft report was presented and discussed.

2.3 Description of the desk study of previous evaluations

All evaluation reports listed in the Diakonia Final Report 2008-2010 and fully or partly funded by Sida Civsam were selected. Evaluations of projects and programmes funded by Sida/SEKA where the main focus was on the previous reporting period were not selected for review. The review of the documents consisted of relating the findings in the reports to the Swedish CSO Strategy and Diakonia’s overall and programme specific objectives, forming a general idea of effectiveness and result, and when dealt with in the reports, summarising conclusions on sustainability, cost-efficiency, management and administration. The review also allowed us to gather information on how Diakonia is supporting different partner organizations.

¹ Diakonia has confirmed that it is standard procedure in all Diakonia programmes that evaluations have a ToR and that the country office and/or regional office respond to the conclusions and recommendations in a Management Letter. Due to the documentation system and how different documents are filed we did not receive the ToR and Management letter for several studies.

The reading of the evaluations was also compared with the Diakonia 2007 and 2008-2011 reports to Sida Civsam and gaps of information were identified. A set of additional questions was raised and sent to Diakonia for further clarification.

2.4 Description of the mapping of the support to partner organizations

The mapping of forms of support was equally deduced from the evaluation reports and the Diakonia 2007 and 2008-2010 reports. We identified how different forms of funding were reported and discussed (including possibilities to continue to provide core support), in what thematic areas and under which forms capacity building was included in programmes and the role of Diakonia in supporting the organizational development of the partner organizations. Sources of detailed information were limited to the indicator annexes in the 2008-2010 Final Report to Sida Civsam. No direct contact with programme managers or country/regional offices was included in the assignment. All additional information was provided through the head office of Diakonia.

Therefore, the mapping gives an incomplete picture of the forms of support. To fully grasp the different dimensions of the various forms, direct contact with partner organizations and Diakonia staff at the country and regional offices would have been necessary. However, the mapping gives an idea of the nature of Diakonia's commitments to capacity building of partner organizations.

3. Findings from the study of evaluations

This chapter starts with an overview of the evaluations and an attempt to categorise the studies, followed by an analysis on the coherence of Diakonia's cooperation with the Swedish CSO policy and strategy on the basis of the conclusions in the evaluation.

We then continue with those conclusions from the evaluations that refer to efficiency, results, sustainability and cost-effectiveness. One section also briefly discusses the findings related to Administration and Management.

Finally, the chapter will highlight some aspects related to the reporting of results and support to partner organizations in Diakonia's Final Report 2008-2010. That section also includes reflections from the reading of two samples of reports from partner organizations (Egypt and Burkina Faso).

3.1 Overview of the evaluations

The desk study has reviewed 47 evaluations and studies (including 6 organizational assessments). With a few exceptions² all cover programmes that received funding from the Swedish CSO appropriation, which means that Sida SEKA/Civsam was either the sole back-donor or co-funder of the programmes, together with other Sida departments/embassies, EU or other international donors.

The review also included the Swedish Democracy Promotion through NGOs in Bolivia, Guatemala, Nicaragua and Peru; Outcome-Oriented Evaluation of Diakonia's Latin America Programme (Sida Evaluation 2008:2); Diakonia System Audit (2010-11-18) and Diakonia's Final Report 2008-2010 to Civsam. We have also looked at the Diakonia's 2007 Report to Sida Civsam.

The main reason to also include a sample of evaluation reports of programmes with no Civsam funding was primarily to have further information on various forms of support to partner organizations. For instance, the CSO support evaluation done in Sri Lanka was commissioned by the Swedish Embassy in Colombo but its content was relevant for this study. The evaluation has a different focus as it aims to specifically assess Diakonia's support to the partner organizations in Sri Lanka. It is thus not looking at programme results or relevance. The recommendations in these studies were also used as reference when analysing the system for institutional learning and sharing of lessons learned between different programmes and regions.

With the exception of the included organizational assessments, all evaluations focused on a multi-year programme or specific project implemented by one or more of Diakonia's partner organizations. Some of these evaluations were of Diakonia's country programmes and thus provided an overview of the spectrum of specific projects which Diakonia supports in the country context.

3.1.1 Variation in scope and quality

Diakonia's internal guidelines for the procedures and approach to different evaluations (Chapter 5 in the PME Handbook) are based on Sida's and Swedish Mission Council's guidelines. Here are some guiding principles from the PME Handbook:

² 4 evaluations and 4 organizational assessments

- The need for evaluating a project depends on how well developed Diakonia's and the partner organization's own systems for monitoring and reporting are. However, even if they are well developed and regularly provide us with information about outcomes, impacts and lessons learned, all projects are to be regularly evaluated regarding outcomes and impacts at least every five years. The evaluation may be ordered or co-ordered by Diakonia or another back donor (if core funding). Ideally however, the evaluation is planned by the partner itself as a natural part of the project cycle, for example at the end of partner's strategic period.[...]
- All Diakonia programmes should have an evaluation plan for the period registered and uploaded in PHS under the programme, also including as much as is possible to foresee the various options outlined below (such as best practice studies etc). The evaluation plan may be modified during the course of the programme as needs may be discovered along the way. [...]
- One of the most important elements to consider and clarify when performing an evaluation is in whose primary interest it is being done. When this is decided it is equally important to involve all identified owners as much as possible in the process. The sustainability and quality of the actions taken as a result of the evaluation will depend on the feeling of ownership of the stakeholders who are supposed to take the actions, regardless of whether the purpose is learning of control or both. [...]
- Provided that Diakonia has ordered the evaluation Diakonia should respond to it with a management letter to which partners in turn respond, leading to a written agreement to be filed in PHS under project.

It should be noted that there is a great variation in the scope and quality of the different evaluations and reports within and between regions. Overall, the consultants were surprised by the rather low quality of the reports. This relates to the analysis, the results and the recommendations made. With the exceptions of Burkina Faso, Senegal, Ghana, Mozambique, Sri Lanka, Bangladesh, the IHL programme, Thailand North, ME regional and Cambodia, mid-term the reports have provided very poor ground to assess Diakonia's role in supporting CSOs and civil society development.

The poor quality of some of the reports has led the consultants to raise questions about how these reports are used by Diakonia and its partner organizations as well as the quality control of reports and terms of reference for evaluations. While the ToR for the desk study did not specify that the quality of the evaluation reports or that the validity of their findings should be assessed, we want to raise a few observations here.

Some of the reports are thorough and clear about both findings and the evidence to back up those findings. Other evaluations seem to make claims which are not backed up by any evidence provided. One example to illustrate this point is the finding of one report stating that: "The project on health and HIV/Aids has been most effective in providing consistent advisory and counseling support to PLWHAs. The training and campaigning on the issues of healthcare and HIV/Aids also helped to reduce the spread of HIV/Aids infections and to decrease the discrimination against the PLWHAs in the target communities". There is no evidence of a decrease in the spread of HIV presented in the report. This project was implemented in 2008-2009 and evaluated in 2010 and it would be impossible to find any data supporting the claim regarding decrease in HIV infections within such a short time frame. A more reasonable finding with regard to the counseling support on HIV may, for example, have been an increase in the number of persons using VCT services or a survey showing increase in use of preventive methods.

In the same report, the evidence put forward for the claim that discrimination against PLHIV has decreased is a quote from one of the persons living with HIV interviewed who stated that it is accepted in the village. While this is perhaps indicative of a positive result, it would have been useful to get a richer picture of the decrease in discrimination and the validity of such a conclusion.

In another report, we find an example that puts the validity of the findings of a specific report in doubt. The evaluator here claims that there is insufficient institutional support from Diakonia to the partner. However, the report provides no analysis of the capacity building support and the evaluation exercise did not include an assessment of Diakonia in the area of capacity building. It would seem unfounded, then, to draw conclusions on this aspect of Diakonia's work.

It should be noted that within the framework of this desk study we did not make a systematic analysis of the evaluation report with regard to rigour of analysis and validity of the evidence presented. This issue on quality assurance of evaluations will also be discussed in 3.8 Systematic Learning later in this report.

Some of the reports have been commissioned by other donors than Diakonia and therefore do not analyse the role of Diakonia or the outcome or impact of support specifically provided by Diakonia. In many of these evaluations Diakonia is either not mentioned at all or features as only one of several donors. As stated earlier, the Terms of Reference are not always included in the report, which make it difficult for us to assess if this is intentional or not.

The evaluations that are commissioned by Diakonia country or regional offices also show big differences in the degree of analysis of the role of Diakonia in relation to specific partner organizations, intervention strategies within programmes/projects, or the overall programme. The absence of discussions on the role of Diakonia, or direct recommendation to Diakonia in some of the evaluations, is surprising.

The implication for the desk study is that these evaluation reports only serve as an indication of trends and do not provide any rigorous conclusions that we can aggregate in our analysis. It has not been our role to "read between the lines" and come to conclusions that were not made by the authors of the reports. So rather than helping us to conclude on the relevance of the results of Diakonia's support these evaluations have raised questions about the management systems of monitoring and evaluations within and between Diakonia programmes.

The evaluations and studies were also compared with the Diakonia Final Report 2008-2010 in the following way:

- a) Evidence of use and usefulness of the evaluations and studies.
- b) The way Diakonia comments on the evaluations and studies (summaries of or reference to the conclusions and recommendations).
- c) If Diakonia reports on any steps taken in accordance with different recommendations.
- d) Discussions/evidence on quality assurance, systematic approach to and follow-up of conclusions and recommendations.

3.1.2 Classification of recommendations and conclusions

	Programme evaluation	Thematic/project specific evaluation	Organizational assessment	Other
Africa	Burkina Faso DRC Ghana Mozambique Senegal	Zambia YWCA (O) DRC AFEM; DRC ASOP; DRC CEDA; DRC CRON; DRC FCDD; DRC jP ACTION; DRC LICOCO; DRC RECIC; DRC RFDP; DRC RODHECIC	Zambia LADA (O) Zambia NGOCC (O) Zambia WFC (O) Zambia CCZ (O)	
Asia	Sri Lanka (E) India Thailand North Cambodia	Burma WCM; Burma HREIB Burma WCM COWB Burma KBC CISS; Burma SEM Thailand KDFS Cambodia PNKS Bangladesh ADESH Bangladesh BLAST Bangladesh OWDEB Bangladesh PALOK Sri Lanka WDC		
Middle East	Palestine Iraq Middle East regional	IHL Lebanon Egypt BLACD		
Latin America	Honduras CIPE	Nicaragua FIPI <i>Advocacy training programme</i> Paraguay IDECO	Honduras Financial analysis of partners (E)	Honduras <i>Methodological Revision of Programme Applications</i>

Table 1

E - commissioned by Swedish Embassy/Sida O - commissioned by other donor

Also see Annex 3 where evaluations are listed

The evaluations provide a limited number of direct recommendations to Diakonia as donor and as an international civil society organization supporting local and regional civil societies. They tend to focus on performance and outcomes on programme level or be project and context specific in their recommendations. A number of the reports assess organizational capacity and competence of specific partner organizations (formal structure, internal democratic processes, culture, human resources policies, staff training, volunteers and members, M&E, financial control and sustainability policies and opportunities, etc).

We have compiled the recommendations in three categories; donor, programme and project/partner specific. The donor specific recommendations can be seen below (all refer to Diakonia except in the case of Zambia where it is a recommendation to all donors to the organization Law and Development Association, LADA). Some examples from the programme and project/organizational specific recommendations are also listed here (For more comprehensive tables see Annex 3).

Evaluation	Donor specific recommendations
Senegal	Senegal is being phased out: relevant recommendation also for Diakonia in other countries: Increase the support for networking between partner organizations in order to enable the spread of experiences and strengthen complementary roles; Use base lines when initiating projects; Use and publish success stories from partners' achievements.
DRC	Diakonia must review its work philosophy without losing its participatory option. The latter must animate all stages of the project since the collection of data from local populations through the formulation of projects by NGOs partners, and implementation.
Mozambique	The need to address the issue of disbursement; the need for additional content specific staff; the need for a donor scoping exercise with the objective of broadening the current funding base of the Diakonia Mozambique Country Office.
Burkina Faso	It is essential for Diakonia to diversify its funding sources for the Future Strategic Plan 2012-2015 Reinforce the cooperation between Embassy/Sida and CO Sida should also monitor Civsam financed programme along with the monitoring of DHRGP Other donors should reflect on aspects of alignment and harmonization of methods and procedures for funding of CSOs, for more efficiency, impact and sustainability.
Middle East Regional	Support south-south exchange and learning that can be replicated. Build a clear "exit strategy" for each program or project and make it a "replicable model "for other situations and NGOs to learn from.
Sri Lanka WDC	Recommends that Diakonia core-funding to WDC is continued for a consolidation period of minimum 3 years based on a well defined strategic plan, including a phasing out strategy.
India	Diakonia needs to revisit its strategy for capacity building of the partners' to make it relevant/useful in context of the programme focus.
Zambia LADA	Cooperating partners should consider a Bridging Funding Phase of about 18 months to cover the full costs of LADA and allow the Interim Board to use this period to put things in order, including the finalization of the Strategic Plan, review of systems and policies, facilitating the Annual General Meeting, etc. The Bridging Funding phase will allow LADA to stabilize as it goes through the process of Organizational Strengthening.

Table 2

Common features in programme specific recommendations	
M&E	Recommendations on improved monitoring, the need of development of indicators and increased focus on outcome reporting are the most common ones. They include increased use of baselines on programme and project levels; baselines on rights holders' needs; support to improve systems for planning, monitoring and evaluations; development of more qualitative indicators (to allow success stories).
Staff development	As all programmes target partner organizations with staff, the issue of the competence and the capacity of the staff is of high relevance (this is also very salient in project/partner specific recommendations) and the evaluations recommend the programmes to include (more) skill, awareness and facilitation capability trainings in various matters.
Funding	Various evaluations address the vulnerability in depending on external donors and/or one major donor and stress the need to diversify the funding sources. Providing partners with donor mapping and clear exit strategies are recommended.
Capacity building	Focused approach, rethink and adopt CB interventions more to local conditions and partner organizations' specific needs by using a variety of methods.
Advocacy and networking	Advocacy is highlighted as an important area where more coordination between civil society actors should be promoted; the need for increased networking to enable greater impact is identified and several programmes are recommended to increase the support for closer cooperation between partners in next strategic plans, including more autonomous networks; but it is also stressed in some evaluations that the partner organizations need to address governmental duty bearers to a higher degree.

Diakonia staff	Knowledge and systems for organizational analysis, assessments and partner development can be further strengthened at regional/country offices.
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Table 3

The project and partner specific recommendations are naturally very dispersed and hard to summarize in a meaningful manner. The main concern of the desk study at this level of recommendation is two-fold; a) to see if the recommendations and conclusions endorse the assumption that the specific intervention is supporting the fulfilment of the overall goals of Sida CSO strategy and Diakonia's programmes; and b) to see how strongly recommendations on specific partnership are followed up by Diakonia, and what the consequences are when different areas are assessed to be strong or weak.

Of particular interest in relation to the Swedish CSO strategy are issues of leadership, democratic culture, policies on thematic areas such as gender, conflict, environment, HIV and AIDS, how participation and linkage to rights holders are developed and the organizations' ability to translate their project specific work into advocacy and social audit strategies. It is thus less relevant to look into the specific recommendations of the evaluations but rather form an idea on how country, regional and head offices respond to the recommendations and how they become part of the systematic learning of the organizations and the way they form a part of new strategies and programme documents.

A table containing project and partner specific recommendations is found in Annex 3.

3.2 Relevance to the Swedish CSO strategy

This section presents the Swedish CSO policy and strategy and how Diakonia's work relates to the overall objective and other specific objectives. The different aspects of capacity development and support for democratisation and human rights are also discussed in the section on effectiveness and results.

To better appreciate the following conclusions on Diakonia's work it is important to understand Diakonia's interpretation of rights-based approach and how they translate it into their Theory of Change.

Diakonia's Theory of Change - Empowering the poor – challenging the privileges

1. Citizens' knowledge and awareness on specific rights and social processes is increased.
2. Self-organization among rights holders/citizens on common interests, ideas and concerns, attempting to solve local problems as well as advocating change, potentially formalising and developing the organization or movement democratically.
3. Through qualitative and meaningful participation, organised groups of citizens attain the capacity to act collectively in a political context so as to influence and claim specific rights.

Sweden's policy for support to civil society in developing countries³ and The Swedish CSO strategy:⁴

*The overall objective for all Swedish development co-operation:
To create conditions to enable poor people to improve their living conditions.*

³ Adopted in April 2009 by the Swedish Foreign Ministry

⁴ Sida's instructions for Grants from Appropriation Item Support via Swedish Civil Society Organizations, adopted March 2010, (with corrections as of July 2010)

<p align="center">Sweden's CSO Policy Objective</p> <p align="center"><i>A vibrant and pluralistic civil society in developing countries that, using a rights-based approach, contributes effectively to reducing poverty in all its dimensions.</i></p>	
<ul style="list-style-type: none"> • The promotion of representative, legitimate and independent civil society actors who contribute to poverty reduction, based on their role as collective voices and organisers of services. • Particular attention to the potential of civil society to create opportunities for organization and channels through which individuals and groups – particularly people living in poverty who are discriminated against or marginalised – can make their voices heard and influence the development of society. • Contribution to the capacity development of civil society organizations in developing countries, based on their own priorities. The organizations' internal democracy, independence and actual performance are therefore to be the focus. • Support to the activities of civil society organizations on the basis of their skills and potential to contribute in their various roles to achieving the objectives of Swedish geographical and non-geographical co-operation strategies. Here the activities and performance of the organization are central. • Support the development of an enabling environment, i.e. the institutional, legal, political and administrative conditions that enable the existence, activities and effectiveness of civil society. 	
<p>Sida CSO Strategy</p> <p><i>In order to achieve the objective, Sida must, in its support through Swedish CSOs, focus on the roles of civil society as collective voices and organisers of services.</i></p>	<p>Diakonia's work in relation to the overall objective of the policy:</p> <p>There is a near perfect match between the Sida CSO strategy and the approach of Diakonia. This is expressed in the Diakonia theory of change and finds supportive evidence in programmes and programme/projects being implemented.</p> <p>Diakonia's priorities and implemented projects are in line with this goal and most of the evaluations reviewed provide examples of success. The Diakonia screening and dialogue with potential partner organizations emphasise the importance of being both representative of the constituency and democratically run. While they are not all both advocates and services providers, the mix in country partner organizations provide for both aspects. The evaluations give evidence of an ongoing process of increased levels of advocacy and social audits through specific efforts and in co-ordination within civil society (including Diakonia partner organizations) in most of the studied country programmes.</p> <p>Diakonia's approach to CSO strengthening has, in the 2008-2010 period, reinforced the rights-based approach throughout the projects it supports. Further, the balanced focus on advocacy, mobilisation and organization of rights holders and community services is seen in all country programmes. Diakonia does not demand of all partner organizations to be both advocates and service providers but, on the whole, country programmes contain both advocacy and service components.</p>
<p>1. The CSO strategy's objective for support for capacity development</p> <p><i>Enhanced capacity of civil society actors in developing countries to apply a rights-based approach in their roles as collective voices and organisers of services</i></p>	<p>Diakonia's role in relation to CSO strategy's objective 1</p> <p>Diakonia has a double responsibility in this regard. It bases its CB and OD support activities both on the expressed needs of the partner organizations and on the perceived needs of Diakonia. The latter is needed as Diakonia responds to international standards of financial reporting and accounting and is also bound by back donor requirements. Diakonia's funding of partner organizations' projects is based on the intersection of Diakonia's goals and the unmet needs of the country. The CB/OD support provided aims to reinforce those organizational aspects which are not sufficient. Diakonia has both an initial monitoring period for new partners and a clear strategy for phasing out those projects or</p>

	<p>countries which are either not performing or are no longer in need of Diakonia's support.</p> <p>The evaluation reports and the 2008-2010 report give clear evidence that Diakonia has in the reporting period increased its efforts to ensure a rights-based approach in programmes' components, whether these are focused on advocacy activities or service delivery. Those projects that focus on the more tangible aspects of economic and social justice related to livelihood and security, are screened to be inclusive, participatory and conflict sensitive, with demands on democratic standards, gender mainstreaming, and in some regions/countries HIV and Aids aware. In that sense almost all service provision oriented projects analysed in the evaluations are rights-based or have several components of HRBA.</p>
<p>2. The CSO strategy's objective for support for democratisation and human rights within all sectors</p> <p><i>Enhanced democratisation and increased respect for the human rights of poor and discriminated people.</i></p>	<p>Diakonia's role in relation to CSO strategy's objective 2</p> <p>The theory of change which underpins the work of Diakonia makes explicit its conviction that it is the right holders that need to hold the duty bearers to account and that action comes from raised awareness and active community participation. All documents reviewed in this desk study bear testimony to the application of this theory of change in practice. However, some projects do not include all three stages of the theory of change and recommendations are made for coming strategies to better visualize the whole chain behind the theory to partners and rights holders, and to strive for the inclusion of the three stages in the coming period of programmes and projects. The programmatic reports and the evaluation reports reviewed during this desk study provide ample evidence that the support (financial and capacity enhancing) provided by Diakonia to its partner organizations aims to enhance the direct participation of discriminated groups, increase respect for their rights and hold duty bearers accountable for denying them their rights.</p>
<p>Application of the principles for aid effectiveness</p> <p><i>Sida assesses the development co-operation that a framework organization conducts in relation to the extent to which it:</i></p> <p><i>1) Shows clear ownership by the implementing organizations in developing countries.</i></p> <p><i>2) Is based upon and, as long as possible, is adapted to the capacity and system for planning, monitoring and reporting of the local co-operation partners, as well as where necessary setting up objectives and plans in order to enhance the existing system.</i></p> <p><i>3) Includes initiatives in order to jointly, with local co-operation partners and other donors, formalise common routines for analysis, planning, monitoring, reporting,</i></p>	<p>Diakonia's role in relation to Aid Effectiveness</p> <p>The reading of the reports reviewed for this study has not revealed a specific emphasis on targeting the legislative framework for CSOs in countries of operation. But, the organization and establishment of community based organizations and the support to mobilising community members into active groups, bears evidence of Diakonia's practical approach to strengthening civil society. The reported efforts and results on increasing citizens' participation in local committees/decentralised governmental structures are proof of increased space in local political decision making; as is the reported evidence of social audit of local development budgets and policies. Programmes targeting women's political participation in local governmental structures have also resulted in an increased number of women leaders in CSOs, which indicates that some programmes have the ability to strengthen both the civil society and local authorities to be more democratic and inclusive.</p> <p>1. Ownership of the financially supported projects is shared between partners and Diakonia. The object of change is based on need in country and capacity/suitability of the partner organizations.</p> <p>2. In the case where an organization does not display sufficient thematic or organizational skills Diakonia has a supporting facility as part of the package.</p>

<p><i>evaluation and mutual accountability.</i></p> <p><i>4) Contributes to predictability for local co-operation partners, for example through agreements with multi-year terms.</i></p>	<p>3. Diakonia aims to develop the joint project goals and objectives together with its partners and provide support to ensure the timely and correct reporting of project results.</p> <p>Most of the evaluations, and particularly project and partner specific assessments, highlight weaknesses in M&E systems and reporting. Equally, the level of knowledge and understanding by the staff in partner organizations on the different programme themes and mainstream strategies of Diakonia is assessed to be generally insufficient. Many recommendations deal with further need of capacity building and clarity on concepts.</p> <p>4. Diakonia establishes multi-year funding agreements with partner organizations. It reserves the right to phase out a project or partner organization at any point along the line if the expectations of the partnership are not met. Diakonia has a process of phasing out projects that either can become sustainable, supported by someone else or which are not going to deliver the expected results. Phasing out can also occur if Diakonia perceives that the organizational practices of the partner are satisfactory. There are numerous cases of planned phasing out of projects and partners.</p>
<p>CSO Strategy. Civil society's different potentials. <i>Sida prioritises grants to programmes or other development interventions where civil society has the following functions:</i></p> <ul style="list-style-type: none"> - <i>creating possibilities for organization and creating channels, including arenas for co-operation, through which poor and discriminated individuals and groups are able to make their voices heard, raise demands for the realisation of their human rights and effect the development of their societies,</i> - <i>acting as a proposer and reviewer towards those in power,</i> - <i>generally, and especially under authoritarian regimes, comprising a counterweight and democratising force against the state,</i> - <i>offering liberal adult education in order to enhance the capacity of poor and discriminated individuals to change their life situations,</i> - <i>organising and carrying out beneficial services for society in a manner that increases the knowledge and capacity of poor and discriminated people to demand their human rights at the individual and organizational levels.</i> 	<p><i>Diakonia's role in relation to CS different potentials</i></p> <p>All evaluations give support that Diakonia plays a role together with the selected partner organizations in empowering individuals and groups of women and men living in poverty and marginalisation to voice their claims for respect, decent living and specific rights. A small proportion of the evaluations highlight the role that Diakonia country office and the programmes play in bridging different civil society actors together in networks, linking CSOs to other donors and authorities.</p> <p>Advocacy work of the partner organisations towards different duty-bearers is part of all programmes but designed in rather different ways; with a few exceptions the evaluations do not discuss this issue on any deeper level, and the desk study therefore refers mainly to Diakonia's own reports to come to this conclusion.</p> <p>In authoritarian and/or weak states, the possibility of holding duty bearers to account is restrained, but there are specific recommendations on how this work could be further emphasised and how the programmes could play a bigger role in demanding increased resources from national level to local authorities (with the aim of enabling the local officials to have a closer dialogue on local development and to be involved in capacity building activities).</p> <p>All evaluations report on activities that aim to increase knowledge and awareness of human rights in general, on complaint mechanisms on violations of rights and how to address specific forms of discrimination. Particularly discriminated groups focused on in Diakonia's programmes are, for example, PLWHA, PLWD, boys and girls exposed to poverty, sexual abuse or other violations, rural women, prisoners, indigenous people and afro-descendants, refugees. This raising of awareness is the first step in Diakonia's theory of change. The partner organizations also have focus on behaviour change and mobilisation around rights; all programmes, except for the regional SEJ (East and Southern Africa), enable direct participation of discriminated rights holders.</p>

Some further remarks in relation to the overall objective to the CSO strategy:

The selected partner organizations reflect a wide range of civil society actors, from CBOs and informal groups (often as partners to another formal intermediary partner of Diakonia) to national platforms and specialised NGOs. They represent different levels of influence and participation on behalf of the rights holders, different skills and capacities, as well as sectors and localities within the different countries where Diakonia operates. There is strong evidence from the evaluations that Diakonia supports the development of a vibrant and pluralistic civil society. For some programmes the relation between community-based work and projects on national levels, as the different levels of umbrella organizations, could be stronger according to the evaluations. In some evaluations the relation between local and national level is defined as prerogative for the rights-based approach, i.e. the degree of presence of the rights holders defines if the project is rights-based or not, in others it is mentioned more in terms of effectiveness, i.e. the direct connection to rights holders' needs will strengthen the relevance and hence the outcomes. For instance, the Ghana programme evaluation stresses the need for the advocacy work on national level to be more locally evidence based in order to increase the impact.

Additionally, Diakonia has through several programmes and support to specific partner organizations strengthened the building of civil society coalitions and the ability of CSOs on different levels and of direct rights holders to take collective actions. Some programme examples are Lebanon; Egypt; Burma on grass root level; Kenya on social audits and Nicaragua.

There are no remarks in the evaluations on the impact of Diakonia's advocacy work in Sweden, Europe and at global level. The role of advocacy and networking at national level is highlighted, but not linked to Diakonia's own work. That does not mean that it is not a valid support, only that the studies do not reflect on this matter. It could be interesting in future evaluations to include this aspect for regional or global programmes. The Final Report 2008-2010 does however discuss the links between the regional advocacy work to the work in Sweden and vice versa in relation to the SEJ Eastern and Southern Africa programme.

The report claims that: "The linkages to international processes and Head Office work proved very useful and greatly increased the synergies created by Diakonia. E.g. providing space for partners to influence Swedish and European decision makers was very helpful to partners, at the same time as it has been helpful in Diakonia's advocacy work and has increased our clout. Partners have especially appreciated this kind of close co-operation since it proves that our partnership is more than about financial support and that we can operate on a more equal footing. Time was however a limiting factor and the potential synergies could be greatly advanced if the programme had more human resources."

3.3 Relevance to programme objectives

The evaluation reports reviewed in this desk study all conclude that the thematic focus, chosen rights holders and timing of the supported projects are relevant to the context of the country or the community. In a few places it has been noted that the strategic plans are lacking some detailed analysis and context specific understandings but the relevance of the project or country programme has not been questioned. There are also in a few instances recommendations to make adjustments to the programme to increase relevance. For instance, one project partner (ADESH) in Bangladesh is recommended to move the location of part of the project because the community has grown to be more affluent and been absorbed by urban areas, and that needs are greater elsewhere. Furthermore, the evaluation recommends that ADESH reconsider their microcredit operations because it is overshadowing the work being done on strengthening gender equality. It is also hinted at that the microcredit programme could be covered by other microcredit programmes in the communities. The

2008-2010 Final Report states that this recommendation is being considered which indicates the relevance of giving attention to all of the programme components.

Similarly, the rehabilitation programme in Palestine was recommended to reconsider the composition of the age group targeted as well as the proportion of services provided in a particular community. However, the Diakonia response provided justifiable reasons as to why the age group and focus communities had been chosen.

In general the evaluations do not question the relevance of programmes. Some evaluations, however, point out areas which have not been addressed by the project but, according to the evaluators, should have been considered due to the living conditions of the rights holders and the current situation of different localities. Some examples coming from the evaluation reports are:

- the Burkina Faso evaluation calls for greater integration of environmental issues and climate change for the next programme period due to the environmental situation of the country;
- the DRC evaluation questions whether the geographic spread allows real and meaningful monitoring as well as if the programme really addresses the needs of the rights holders and how this affects the programme objectives;
- there are also other cases where the consultants call for greater emphasis on pressing needs and increased focus on livelihood projects in areas of extreme poverty (for instance Ghana);
- some evaluations also stress the importance of taking illiteracy more into account to increase its relevance to relatively more marginalised rights holders.

All in all, the evaluations conclude that the Diakonia programmes address strategic areas for development and advancement of people's rights. This may be the result of a good partnership between Diakonia and its partners whereby objectives are set primarily on the basis of unmet needs and unrealised rights in the country/community context. This does not mean that the programmes are addressing all important issues. For example, the difficulty in introducing the HIV/AIDS issue in the Middle East region may be reflective of the resistance of accepting this as an issue more generally in the region.

The evaluation report from India notes that it is necessary to develop a vision and road map for the Diakonia programme in India. This can be read as an indication that either the programme results were not relevant to the community context or that the scale of operations were not sufficient to deliver outcomes. It seems that Diakonia was aware of this weakness because it was decided to phase out the programme in India even before the evaluation report was completed.

There is strong evidence in the evaluations and the reports that the thematic area of gender has a dominant place in both supported programmes and projects as well as in Diakonia's direct support to the partner organizations. Evaluations from Latin America, Mozambique and some part of Asia reflect on how gender equality is understood and if the implementation strategies really enforce a gender and development perspective, that is challenging the roots of gender inequalities and re-defining the development agenda accordingly. There is no contradiction in *also* supporting projects that focus more on women's right from a more practical, functional and sometimes a more pragmatic approach. That is to say that a combination of WID and GAD is plausible. But when the efforts do not translate into more strategic work, the relevance to programmes objective on gender equality could be questioned.

In conclusion, the evaluation reports show that Diakonia's partners conduct projects and programmes which are relevant to the context in which they are implemented. It is another question to ask whether the Diakonia supported projects address the most pressing and urgent issues of the

implementation sites, or indeed if the partner organizations have the capacity to address all the needs of a specific situation. This is, however, beyond the scope of this desk study to even begin to assess. It is also important to mention in relation to this that while Diakonia establishes priorities for each of its country programmes, these are developed together with partner organizations. Apart from increasing local ownership, this also provides assurance that programmes are relevant to community situations and most probably country contexts.

3.4 Achieving the goals: effectiveness and results

Though the evaluations study interventions on very different levels, most of them conclude with a focus on how the organizations and projects are performing in delivering results on output and outcome levels. The bigger programme evaluations consider impacts to certain extent⁵. The same ones also refer to some or all of Diakonia's thematic priorities: Democratisation, Human Rights, Social and Economic Justice, Gender Equality and Peace and Reconciliation as well as the areas of HIV and Aids and Conflict Management.

In the review of the evaluation reports it is clear that there is consistency between the programme and the thematic priorities of Diakonia and that several programmes within these themes address difficult, sensitive and challenging issues and rights.

The issue of effectiveness in the evaluation reports relates to outcomes and impacts of the programme interventions strategies on an overall level where the programme is implemented, both on civil society as such and on the specific targeted areas and groups of rights holders.

The conclusions on effectiveness also include results related to the capacity and development of partner organizations and local civil societies at large.

Below we opt to illustrate how this is addressed by presenting conclusions on effectiveness and results from a selection of evaluations:

- *The Senegal evaluation* concludes that the programme with its five partners has attained really important results, but considering that a major part of the programmes addresses behaviour changes in a challenging context the evaluator conclude that these high ambitions have not been paired with the accessible means for the programme. Some of the results are women's increased knowledge about their rights and capacity to act against GBV, increased awareness among men about GBV and higher rates of reporting to the authorities in cases of violence. Another result was increased knowledge about the laws. Capacities were built around project planning and the management of micro-enterprises.
- In the *Ghana evaluation* it is said that the programme on Social and Economic Justice "indicates a dramatic change from the pre-intervention situation as captured in the locally defined needs to the post intervention situation where resources are satisfactorily distributed between men and women to improve their livelihoods. The results also show the creation of equal opportunities for men and women to undertake ventures that can improve their livelihood." The programme has also contributed to conflict transformation in the Northern region.
- On a general level the *Programme in Burkina Faso* has contributed to positive impacts according to the evaluation, especially in relation to education, health and HIV and AIDS, where the programme

⁵ Senegal, Ghana, Burkina Faso, Mozambique, Honduras, Palestine, Egypt and Lebanon
Final report Diakonia Desk study

has influenced politics. The consultant highlights the lack of concrete action in relation to environmental issues, but, on the other hand, the delivery on gender equality indicators is strong. There are real results in rural development but they are limited to local level and do not address rural poverty in any greater sense. One weakness in the intervention strategy of Diakonia has been the absence of development objectives and indicators on a higher impact level.

- The *FIFI programme in Nicaragua* resulted in use of advocacy as a tool for change, involving rights holders in a more democratic way within the CSO. The support resulted in the CSO formulating alternative strategies and a broadened experience in advocacy work (with variations in outcome), the capability to use advocacy as a tool, improved knowledge on local power structures and respect from local authorities, as well as increased involvement of women in the advocacy work and strengthening of leadership development.
- The *CIFI programme in Honduras* contributed to increases in shared good governance, citizenship and influence in local politics (various projects were formulated by women in the local plans). Local leaders performed social audits and changed to a more active role as partners to the municipalities, participation in local committees and elaboration of local plans as well as progress in gender equality (see below). Indigenous leaders did not want to participate in the local plans; thus one important expected outcome was not achieved.
- According to the evaluation *the CBRP in Palestine/Gaza Strip* improved the access to health services for people with disabilities but had an uneven impact on the quality of life of persons with disabilities and their families. The advocacy role played by PLWD organizations is limited and unclear. The CBRP has a limited role in helping persons with disabilities with respect to referral services. The most recognized and appreciated interventions by the persons with disabilities were: i) home visits by social workers and their kind and warm treatment; ii) awareness raising, capacity building workshops and psychosocial support sessions; iii) provision of medical aids and needs for the elderly. The CBRP had a moderate overall impact on social inclusion of adults, children (particularly girls) and their caregivers, and low results in promoting inclusive education. The CBRP staff skills are mainly focused on service delivery with very little training on the rights based approach to rehabilitation. The evaluation finds the CBRP to be ineffective in influencing policy and affecting change.
- *Lebanon Dar al Amal* The medical and psychological follow-up, and vocational training and skills development services provided by Dar Al Amal had a very good impact on the lives of both prisoners and former prisoners. The project has had a long term impact on the target group and includes activities which are rarely performed by other NGOs.
- *Middle East Regional Programme* The evaluation raises the point that the main challenge for Diakonia in the next strategic plan is the question of effectiveness and impact on the region. There is a direct relation between the size of the partners' thematic network and the impact level. Indeed, the bigger the thematic network the more it can positively contribute in achieving Diakonia's and partner organizations' strategic objectives. Also the size of the network influences the service delivery to rights holders and also in advocacy and policy reforms. In Lebanon, the qualitative and quantitative participation of women as rights holders and project personnel is noticeable in all of Diakonia's projects.
- *The India Programme* evaluation concludes by stressing the need for the partners to come out of the mould to re-strategize their capacity building to actualise the rights and entitlements in combination with study, action research, networking, development of alternative models along with advocacy.

The wide dispersal of villages (and small local partners with limited motivation and capacity) resulted in weak programme impacts. Successes have not been shared or scaled up. Partners have not been able to model sustainable development or campaign for their implementation by the society at large. To ensure this, networking and advocacy has to move from sharing information to strong advocacy to bring about change in state policies.

- *Cambodia programme* The evaluation report did not provide data or evidence on effectiveness or outcome or impact results. The cow bank project does not seem to be thoroughly thought through because it has adverse effects on other sectors like education. It also seems that there is a duplication of certain programmes such as micro-credit institutions, something which may indicate that needs assessment was not done prior to programme planning.
- *Thailand North Programmes* The evaluation confirms progress in the area of M&E and that the LFA approach has helped Diakonia and partners to speak the same language for results, and establish mutually agreed goals. Trainings of partners in thematic areas were too general and did not induce the partners to implement the new knowledge. The human rights-based approach can be considered an appropriate and effective direction of the Thailand-North Programme's future. On the other hand, it should be noted that many partners had limited understanding of such an approach. Positive results mentioned were individuals taking on roles as local authority administrator or a head of village, community leaders and committee leaders of local organizations. The search for strong female candidates resulted in female board members in some partner organizations. Also women's participation in development activities improved. There was an increased gender-balanced participation in various project activities.

It could also be of interest to Sida Civsam to pay particular attention to greater co-ordination between Sida Civsam and Swedish Embassies in order to develop and to monitor programmes along with Diakonia. The Burkina Faso Evaluation recommends that the Sida in Ouagadougou plays a bigger part in the future strategic plan, also for partnerships funded by Sida Civsam.

3.4.1 Shift towards Human Rights-Based Approach

There is evidence that the reported period has experienced a strong process towards a more rights-based approach in the Diakonia programmes. The different regions have slightly different approaches and include various amounts of service delivery within programmes, but they all share strong components on awareness raising and increased knowledge on human rights in general and certain rights in particular, as well as on national legislation and existing complaint and monitoring mechanisms.

The focus on rights continues to be strong in Africa and Latin America. The shift towards rights-based approaches in the support to partner organizations is maybe even more evident in Asia and the Middle East, since those regions earlier had a stronger focus on livelihood programmes. Diakonia highlights, for instance, the progress in the work with evidence-based advocacy linked to international standards in Lebanon, and rights holders against FGM claiming their own rights instead of being spoken for by intermediaries in Egypt.

The director of one of the partner organizations is cited to visualize the shift in Cambodia, where partners are increasingly focusing on supporting partners to help their communities to secure their rights. This can be seen, for example, in discussing gender issues, while in 2008 they talked more about livelihood and resource allocations: "Your work with Rights-Based Approaches among partners in the

last years has really made a change among the partners and their work with communities,” (Sovandara Hean, Executive Director, TDSP, Banteay Meanchey in meeting on March 10, 2011).

The shift can be seen in the evaluation reports and in Diakonia’s report in the discussions on the need to strengthen the influence and participation of the rights holder, including securing access to information on overall programme and specific project plans. There are also remarks on the necessity of linking back to the needs assessments of the rights holder at the same time that the work on community levels should also be placed in a broader picture, connecting to national development plans and processes, involving the rights holder directly or through intermediaries in advocacy work.

Similarly, this shift is further seen in how the partnership is discussed and in the reflections over capacity building and support to organizational development during the period. For instance, when LFA and M&E is discussed in relation to the Thailand North programme, language barriers and misconceptions regarding donor expectations (and not weak monitoring procedures) are mentioned to be the main reasons for weak reporting. This is related to matters of transparency, access to relevant information and the possibility of partners expressing their findings in local languages.

On the other hand, there are programmes that have shown less progress in directing the work towards HRBA or that have only just initiated this work during the reported period. For example, the Iraq programme was assessed to involve the rights holders in a low degree and the programme made efforts to change the approach and to include key actors such as traditional and religious leaders to challenge discrimination (particularly FGM). The experiences from Thailand show that many rights holders see economic and social justice as the priority and thus as the entry point on the discussions on human rights and democratic processes. Here, it is not possible to promote HRBA as an approach but more as a means to gain decent living conditions. This conclusion coincides with the case of Burma where Diakonia’s support to mobilisation of rights holders is focused around practical needs.

The country office in DRC reports on the difficulties involved in fully implementing a rights-based approach in the meaning that duty-bearers must be held accountable. The weak capacity of local authorities in this context makes it difficult to make demands towards duty bearers. The CO had proposed a change of strategy trying to integrate more advocacy on a national level for increased resources to CSOs and local authorities. The CO also suggested that to enable the work on democracy, human rights and conflict solution, the inclusion of humanitarian action in the coming strategy would facilitate the partner organizations’ work with advocacy in conflict and extreme poverty-struck areas.

The evaluations give foundation to the claim that the various forms of capacity building do increase the ability of partner organizations and coalitions to act upon and protest against deprivation of rights and discrimination. It is less clear how the support to internal organisational processes within the organisations and platforms promotes further democratisation of different local civil societies or how the influence and the meaningful participation of rights holders is secured within organisations supported by Diakonia. These aspects of organisational development could be included in ToR for future evaluations commissioned by Diakonia.

Related to this issue of Good Governance is the finding that the role and function of the governing bodies of the partner organizations is assessed in very few of the evaluation reports. One can assume that this aspect of the partner organizations has not been included in the terms of reference for the evaluations. The evaluations therefore do not mention if Diakonia is supporting their organizational development in this sense or not. It would be interesting to include the assessment of Diakonia’s support to partners’ internal democratic processes in future ToR.

3.4.2 *Diakonia's theory of change*

It is here relevant to refer to Diakonia's Theory of Change, which, according to Diakonia, is an interpretation of its rights-based approach. It consists of three stages⁶, the first is about increasing citizens' knowledge and awareness on specific rights and social processes. The first phase is supposed to lead to a second stage of self-organization among rights holders/citizens on common interests, ideas and concerns, attempting to solve local problems as well as advocating change, potentially formalising and developing the organization or movement democratically. Through qualitative and meaningful participation, organised groups of citizens would in the third stage of the Theory of Change attain the capacity to act collectively in a political context so as to influence and claim specific rights.

Some evaluations and the Final Report 2008-2010 highlight the need to include all steps to reach desirable impacts. The Ghana evaluation, for instance, says that a lesson learned is that Diakonia and its partners should always, in every single project, consider all steps in the change chain as projects and programmes are elaborated. Lessons learned from the programme in Mali show that by following the strategy on training, including awareness raising activities of partners, have certainly contributed to important results of the programme. There has been provision of information, of training and awareness raising and mobilisation to influence public policies through functional frameworks of dialogue at different levels. But the first level of action alone is not enough to provoke a change of structures. Political and economic interests must be addressed by advocacy also on a national level. Diakonia states in the report that this is something that the country office aims to promote to a much greater extent in the new Strategy and Programme in the years to come. Advocacy must be paired with capacity building of CSOs in Human Rights Based Approach in order for them to target more effectively their advocacy and lobbying towards key duty bearers.

3.4.3 *Gendered results in the evaluations*

The studied evaluations from Nicaragua and Honduras record outputs and outcomes through special tools, series of trainings in different aspects of gender mainstreaming (including masculinities) and special targeted areas as advocacy work of the organizations and political leadership in local administrations and within civil society. One evaluation is particularly focusing on gender and HIV mainstreaming in partner organizations' applications to Diakonia. The evaluators seem to have a good understanding of gender and their remarks consider improvement of rather already advanced gender work within the programmes. The assessments of the training interventions and support from Diakonia have resulted in increased awareness and knowledge on gender equality that has been translated into gender balance strategies, women's political leadership and more gender sensitive development plans in municipalities. There is no discrepancy in the conclusions between these evaluations and the Outcome-Oriented Evaluation of Diakonia's Latin America Programme (Sida Evaluation 2008:2) which is only used as a background material in this desk-study.

The evaluation reports from the Middle East also show progress in raised awareness, behaviour change and action taken by men in relation to violence against girls and women. This is clear in the case of FGM in Egypt where awareness was taken to the community level and involved key actors, such as religious leaders. The CBR programme in Palestine, however, showed less impact on the access to education for girls with disabilities.

⁶ These stages do not necessarily follow in a sequential manner as there can be activities from each 'stage' being implemented concomitantly. The sequencing of the three aspects of the Theory of Change is dependent on project and on partner capacity.

The Ghana evaluation stresses that the Gender Equality Programme has been effective and that “the masculine dominance of development efforts in the Northern Ghana has changed drastically. Currently, men and women organize together to participate in development efforts for Gender Equality.” Even if we note a tendency in the report to see gender equality as a matter of numbers, the conclusions support that Diakonia’s strong focus on gender has an impact directly on how development is achieved from a gender perspective.

Other evaluations report on increased participation among women in activities and processes, more female leaders, and rural women’s increased economic empowerment (Senegal, Bangladesh and Thailand, among others), but it is difficult to assess the level of progress since neither the evaluations nor the Final Report 2008-2010 put the development in relation to data on earlier situations and positions of women.

To summarize, the evaluations show that there is consistency within the programmes with Diakonia’s thematic priorities. There is a strong and positive progress during the period in the integration of different aspects of RBA, though some region still struggle with the application of the approach. Several programmes have yet to develop strategies to reach all stages within the Diakonia’s Theory of Change. Some results confirmed in the evaluations are:

- Advocacy tools and methods have increased the direct participation of rights holders.
- Increased participation of citizens in decision making at municipality level.
- Positive programme results in education, health and HIV and Aids have influenced national politics.
- Increased women’s participation at different levels and with different outcomes related to political leadership, awareness around GBV, including behaviour changes related to FGM, economical empowerment.
- Improved access to health services for PLWD.

3.5 Diakonia reporting results

There is no doubt that Diakonia and its partner organizations have been hard at work in the 2007-2010 period. This is clear from both the evaluations reviewed during this desk study and from the reading of the 2007 and 2008-2010 final reports. As noted under the section on Relevance (above), the projects supported by Diakonia are often not only relevant to the needs of the population groups and communities involved but are also intervening in socially and historically sensitive areas and challenge existing structures which perpetuate injustice. This may be empowerment of those whose rights have been denied (Thai non-citizens), the strengthening of groups whose physical existence is precarious (FGM, women prisoners, refugees/border populations) or supporting groups in society who suffer the consequences of stigma and discrimination (PLHIV, indigenous people).

The 2008-2010 Final Report provides examples of achievement in each of the regions of operation. It is of course difficult to accurately summarize the work and achievements of almost 350 partner organizations in addition to the work of Diakonia itself but it is a necessary task. There is, in our view, a slight disconnect between the various parts of the Final Report and it is difficult to get a clear overview of what Diakonia’s support to partner organizations has achieved.

The final report provides output and outcome data in separate matrices on country level, but there is a lack of aggregation both at country and regional levels of the different results. At times there is a lack of context for the numbers presented and it is difficult for an outsider to get an idea of the scale and significance of the reported results. The achievements on changed legislations, increased and diversified political participation and increased respect for certain rights are referred to in a general manner.

Aggregation of data and results at the global level is challenging given that each country programme needs to be designed and owned at the country level. However, these programmes do fall within Diakonia's long-term strategy against which it reports to Sida and other stakeholders. Diakonia's reporting on the global level could more distinctly report results in different themes, clustered according to focus, and the real or potential impact and significance could be indicated.

At times there is also a discrepancy between what is stated in Section A of the Final Report and what is found in other parts of the report. For example, it states that: "A general *result* is the awareness raising and support to women's organizations at local level. *All reports* give evidence of the increase of women's participation and women being elected to decision making bodies at community, local and in some cases national level" (p.4, Section A Final Report, emphasis added). Looking at Section B and Annex A of the matrix section, it is difficult to find substantive support for this claim. While it is clear that there are results and achievements, it is not true that all reports give evidence of increase. First of all, the indicators in the Latin American report do not mention increase, and few of the reports from Africa use indicators asking for an increase. Second, when the indicator is given to show an increase this is not often reported against what is in the reports from the Middle East and Asia. Instead, an absolute number is provided without indication of what the increase is, what the increase is compared to or if there has been an increase at all.

This observation is not meant to question the claim that Diakonia and its partner organizations have contributed to increased women's participation in electoral processes and in decision making bodies at different levels. Rather, the observation highlights the fact that the reporting is not always against the agreed indicator and that indicators sometimes are not formulated in a way to measure change. This is further discussed below.

While we do not want to repeat what was said in the Systems Audit carried out in 2010 which highlighted the need to develop measurable results indicators, we would like to note a few points regarding results. Diakonia's response to the systems audit does reveal that this is an area for continuous improvement and the management response is clear in its commitment to develop clear objectives and measurable results indicators by September 2011 for its programme 2012-2015.

The new function of a resource person for methods and monitoring and evaluation at the head office and the planned corresponding functions at the regional and country offices can certainly play a crucial role in the area of M&E in the future monitoring and reporting system of Diakonia. This will be a support to the already existing work on building partner's capacities on planning (LFA) and monitoring their projects, in alignment with the PME Handbook.

3.5.1 Measuring results

In monitoring and measuring results it is primarily important to have the required data to make improvements to the project's implementation or to learn for a future project. All projects aim to change something and the measuring and reporting are the means of showing and sharing what the change has been.

As noted above, some of Diakonia's work is challenging to measure. Advocacy and awareness-raising around Human Rights and Gender issues have the long-term aim of people living in societies where their rights are respected and where legal action is possible in case those rights are violated. The results of such work are difficult to attribute to any one project or organization. There is a growing trend in evaluations to focus on reporting on contribution to results rather than trying to attribute an outcome to the actions of a specific organization or project. The road from activity to positive result is long but can be divided into segments that can help monitoring. One way to look at the implementation of

advocacy and the outcome could be to define different stages of the action and develop suitable indicators for each stage. Barbara Klugman⁷ has suggested in a practice oriented approach the following steps when looking at achieving policy change:

Organizational groundwork:

1. Strengthened organizational capacity
2. Strengthened base of support
3. Strengthened alliances
4. Increased data and analysis from a social-justice perspective from which the alliance can draw

Marker of advocacy progress

5. Development of consensus around a common definition of the problem and possible policy options by an ever widening constituency of people
6. Increased visibility of the issue in policy processes, resulting in positive policy outcomes, including maintaining gains and pressure through ongoing monitoring of the implementation of policy

Ultimate impact

7. Shifts in social norms (for example decreased discrimination against a specific group), but along the way one may see shifts in public understanding and opinion as problem definition and possible solutions gain social acceptance over time
8. Shifts in population-level impact indicators, such as decreased violence against women, suicides of gay youth or increased educational achievement among groups with historically poor achievement

Looking at the support provided by Diakonia to partner organizations it is clear that this support addresses points 1-3, and to an extent point 5, and that partner projects include activities seeking to produce results within points 3-6. The evaluations that we have studied or the final report 2008-2010 do not relate the projects results to national statistics or surveys (i.e. the indicators relating to points 7 and 8). This may be explained by the fact that it will take some more time for the results to be seen at this level. An indication of the extent to which results at that level would however have been interesting as it would have put the contributions in the context of country results.

The evaluation reports make a number of recommendations regarding strengthening the M&E system and practice in the partner organizations. The need to develop baselines prior to project implementation is mentioned in reports from DRC, India, Burma and Zambia. The reports from Palestine, Thailand, Cambodia, Burma, Sri Lanka and Zambia note the need to develop M&E plans. In the reports from Mozambique, Palestine, Lebanon, Thailand, Burma and Sri Lanka we find recommendations to improve indicators, the monitoring process and the collection of data. There are also recommendations regarding developing qualitative information, improved reporting formats and increased reporting and sharing of good practice from the evaluation reports from Palestine, Region Middle East, Cambodia and Thailand. In a number of reports there are also suggestions to ensure that the reporting formats and monitoring tools are designed to capture outcomes against indicators and to show the impact of interventions.

⁷ Barbara Klugman, "Is the Policy Win All? A framework for effective social-justice advocacy" in The Foundation Review, vol 2:3, 2011.

This would seem to indicate that there is room for improvement in the M&E systems in many of the partner organisations of Diakonia and that Diakonia's efforts to strengthen partners in this aspect need to continue.

Reading the evaluation reports and the 2008-2010 Final Report it is sometimes striking to note the absence of precise numbers. Instead words like 'many', 'some', 'several', 'considerable' and 'a lot' are used to approximate a specific figure. While numbers are not always the best suited vehicle to communicate change and results, they can give the reader an idea of the magnitude and scale of results. In the annexes to the Final Report, there is evidence of data collection at project level. Several evaluations also have figures in appendixes but do not always highlight them when comparing with indicators and objectives.

To get an idea of the results of a project there are also some other parameters that are necessary. To take just one example, the partner organisation SARA in Bangladesh reports for one indicator that "Gender trainings, seminars and dialogues increased women's participation in decision the making process. These resulted in: 1955 more women have asset ownership and in 414 families, fe/male are taking decisions jointly". For an outsider to appreciate these numbers and their relative significance beyond the individual level, it would have been useful to know what this number represents in the project communities (% of households for example). Further, while the indicator asks for the increase, the reported result does not give an indication of a previous figure or of the number of persons who participated in the training yielding the reported result. Another aspect is that the provided figure is not put in relation to a projected or desired result, and it is difficult to assess whether the trainings were effective.

It is important to note that there are cases where numbers are put in context. For example, the same organisation, SARA, reports for another indicator that "1,832 families (out of 6,000 target families) have their own vegetable gardens ensuring increased food security and reduced expenditure." Leaving aside the question of whether owning gardens actually increased food security, this would suggest that there is data both collected and monitored but that it is not used to its full extent.

Such contextualised reporting of results would allow Diakonia to report aggregated results in a more comprehensive manner than is the case in the 2008-2010 Final Report. While aggregation of data at the global level may not necessarily be used to adjust programmes at specific country level, it would allow Diakonia to display their achievements in a more succinct manner.

The discussion with staff at Diakonia Head Office made it clear that Diakonia has moved towards focusing on qualitative data and analysis rather than quantitative because this gives more substantial ideas of change and because many of the activities are not necessarily measurable in quantity. This has resulted in adjustments in indicators and requested information. However, the consultants believe that quantifying results is a very useful complement to qualitative analysis as it can give an idea of the scale and perhaps also be important for measuring effectiveness of specific interventions.

3.5.2 Capacity Building

Diakonia's approach and practice to capacity building aims for positive and substantial change by enhancing the civil society organizations in the countries of operation. Diakonia's efforts to strengthen partner organizations provide a concrete manifestation and realization of Sida's strategy to support CSOs in its development objectives, and that a vibrant civil society is a vehicle for changing the people's conditions for living a life in dignity. Diakonia supports this mission in these two different ways.

Taken together, the two kinds of support are, on a conceptual level, perfectly aligned to provide for effective delivery of relevant programmes. The method, time and resources allocated to this desk study have not been sufficient to establish and confirm the effectiveness of Diakonia's programme but there are some important linkages and disconnections that we wish to raise in relation to Diakonia's support to CSOs.

As noted in chapter 4 in this report, Diakonia provides a range of capacity building support measures to ensure that the core principles of its rights-based approach are incorporated in the projects of the partner organizations which Diakonia has decided to support. This support is provided through training, workshops, guidelines and manuals and aims to find its way to the core of the partner organizations' values and planning processes. The process for selecting partner organizations with which to collaborate already suggests that the partner from the outset displays its readiness and/or competence to work according to these values and aims. It is thus not a matter of value transplantation or transformation but rather a reinforcement of an already existing focus or proclivity.

Recognizing that good intentions are not always enough, Diakonia sets out to reinforce and support the partner. The most concrete manifestation of this support is the financing mechanism through which Diakonia will provide funding to specific projects, including administrative costs related to the project. Where needed, Diakonia also provides technical support to enhance the capacity to mainstream issues like gender, human rights and HIV/AIDS within the organization or to sharpen the capability to mobilize community groups or lead an advocacy campaign. This falls within the logic of Diakonia's theory of change which is to raise awareness, empower community groups to organize and to lead and execute specific campaigns.

In annex B of the indicator matrices⁸, Diakonia provides a list of the monitoring of partner organizations. It covers the last four years and lists whether the partner has received training on: administrative issues; on gender issues; on HIV/AIDS Issues; on other thematic issues; on PME issues; on external communication.

It is within this matrix and within this range of activities that Diakonia monitors the support provided. In the matrix there are a number of questions linked to the various forms of support. For example, a question linked to "administrative training" is if the partner's financial report is clear. Another question linked to "PME training" is if partner monitors and reports on indicators beyond outputs and draws conclusions thereof.

Below we present two diagrams to give a quick overview of some of the questions in the matrix. (Please see Appendix 4 for more diagrams.)

The results are not conclusive but are arguably indicative of the extent to which the partner organizations have been able to integrate and mainstream key issues linked to the trainings and support offered by Diakonia. In the 2008-2010 Final Report, Diakonia reflects on the value of the matrices they use and say that they have proven to be blunt, not very user-friendly and perhaps subjective depending on the level of understanding of the person completing them. Their measurements are also blunt according to Diakonia and notes that one cannot distinguish between a case where ten workshops have been held and a situation where only one has been held.

This last remark by Diakonia leads to the question of where information on capacity building efforts is kept. It would have been very useful to have seen a complete list of capacity building support activities

⁸ Final Report 2008-2010

that Diakonia has provided to partner organizations in the reporting period. One can get an idea by looking at the 2010 financial report but it does not provide information about what was covered in the workshop and who the participants were, and it is limited to 2010. Capacity building activities are sometimes included in regional budget lines and sometimes in country budget lines and sometimes in budget lines specific to partner organizations.

At partner level and country office level detailed information is kept on the type of support and records follow-up of this support. Diakonia informed the consultants that due to limitations of the report format just a few details were included in the Final Report 2008-2010, but the information is available. The most critical issue is perhaps not the accessibility of quantitative data, according to Diakonia but how qualitative monitoring is being done on the different forms of support to organisational capacity development.⁹

To get an overview of the capacity building support provided to partner organisations and a rough estimation of their integration in the organisations we have used the data available in annex B of the indicator matrices.

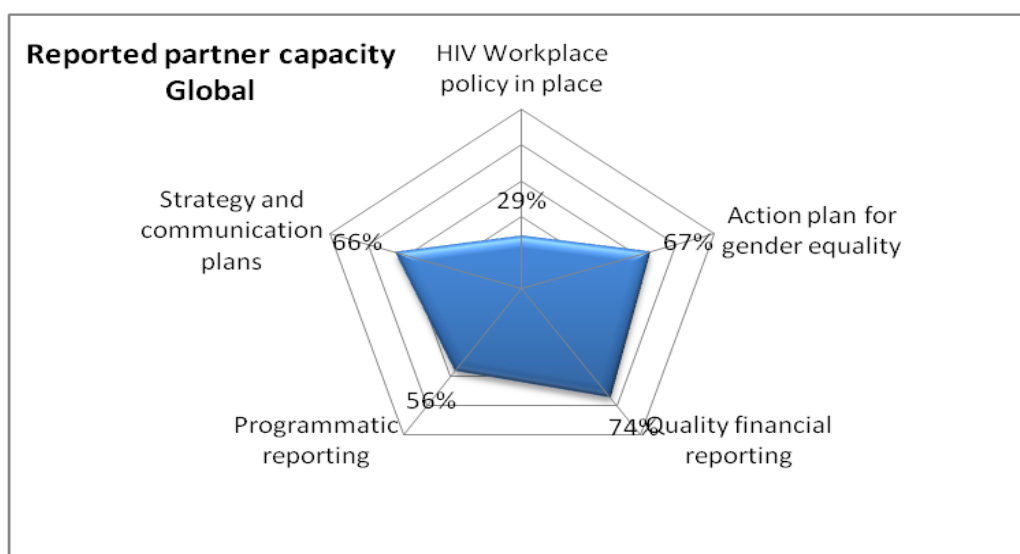
The axes plot questions answered in the annual monitoring of partner organizations. The result is expressed as a percentage where 100% would correspond to all partner organizations showing positive result on questions. The indicators for each of the axes are:

- A. Partner has HIV/AIDS workplace policy in place (Y/N).
- B. Partner has an action plan for promoting gender equality (Y/N).
- C. Partner's financial report is clear (Low=0, Medium=0.5, High=1).
- D. Partner monitors and reports on indicators beyond outputs and draws conclusions thereof (Low=0, Medium=0.5, High=1).
- E. Partner has a comprehensive strategy plan (Y/N) and Partner has elaborated a strategy for external communication (Y/N).

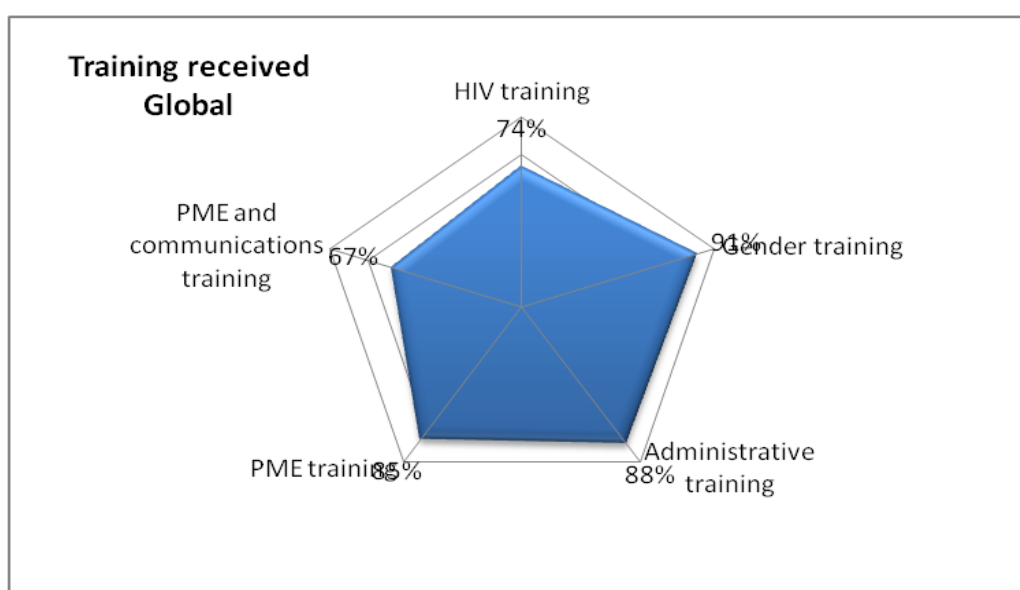
It needs to be clearly noted and understood that the diagrams are not meant to show any conclusive results. They have been devised to provide an indicative overview of the support provided to partner organizations. For example, developing an action plan for gender equality is not the only result of training on gender issues but it is arguably indicative of the extent to which an organization has internalized the importance of gender equality. Similarly, the existence of an HIV workplace policy does not reflect the extent to which a specific project manages to reduce stigma around PLHIV in a specific location but it is indicative of the importance the organization attaches to the issue in its own daily practice.

⁹ Information given by Mattias Brunander at meeting on the 27th of June, held at Diakonia, Sundbyberg
Final report Diakonia Desk study

In the table below we see the reported partner capacity globally:



The above diagram can be juxtaposed to a diagram showing the percentage of partners who have received training on issues corresponding to the related fields in the last reporting period:



The diagrams for each region are presented in Annex 4 for comparison.

The diagrams are not presented as a measure of the effectiveness of the training and support provided by Diakonia; rather, the consultants consider the results to be indicative of the reality and challenges which Diakonia continuously struggles with regarding raising partner capacity. Some of these have been noted in the evaluation reports and are briefly listed below.

Staff turnover: Organizations live with the reality of staff leaving and possibly taking with them the knowledge and capacity gained during their time in the organization. In the experience of the consultants, the number of well trained and experienced finance and programme staff is often lacking in developing countries. CSOs often find that they are not able to compete with salaries and reward packages offered in the private sector or by international multilateral organizations in the country. One response to this challenge is to devise systems to transfer knowledge within the partner organization

and to devise manuals and systems that ensure that at least the written knowledge and procedures remain when a key staff member leaves. This requires planning and foresight by both management and the governing body of the organization.

Finding the right training method. Diakonia seems to reflect on the most effective way to provide training which can increase the capacity of the partner organization. It is noted in evaluation reports that there is a move away from larger group training to CO staff providing key staff support through a coaching method.

Adapting systems to multiple demands. Diakonia is rarely the only source of funding for the partner organizations. Receiving funding from different donors often means that the organization has to adapt to different requirements, formats and reporting periods and this can put a strain on the systems both for collecting data and reporting results and finances. Diakonia has taken a pragmatic approach to this and states that it will try to harmonize their requirements with those of other donors while making clear that key procedures regarding financial transactions and procurement must meet internationally agreed standards.

Change takes time. Organizations do not grow stronger overnight. Training will not yield an immediate result measurable by an indicator. It is therefore expected that there will be a delay between the initiatives around specific CB and OD issues and the organizational results. It is encouraging to see that Diakonia through the matrices have a system, albeit approximate, to monitor the capacity of partner organizations. It is useful here to remind ourselves also that the matrices are only a small part of the monitoring tools that Diakonia makes use of.

The decentralization of the Diakonia structure aims to bring support closer to the partner organizations by reinforcing the regional and country offices. This will no doubt provide an excellent tool for monitoring partner organizations in addition to providing more tailored solutions to increasing the partner organizations' capacity.

3.5.3 Examples from partner organisations reporting to Diakonia

Two samples were selected to check on how the partner organisations report to Diakonia. The selected organisations were BLACD (Better Life Association for Comprehensive Development) in Egypt and CCEB (Cadre de Concertation des ONG et Associations Actives en Education de Base) in Burkina Faso, a national platform working on advocacy on Education for All. The project includes the work of provincial and regional committees of the platform as well as some supported CSO.

The CCEB annual report 2010 is clear, coherent and of good quality but still rather activity oriented. It relates activities and outputs to the strategic plans and objectives, it concludes with lessons learned and what areas need to be improved. The log frame does not relate to Diakonia's objectives but analyses the achieved results in relation to, for example, the different levels of the organisation and project, authorities and national plans for education. Few outputs are on aggregated level and there are no indicators on the number of girls still in school or children with disabilities (both inclusive education and girls in school are targeted areas). The narrative report does not include reflection on CCEB's internal weaknesses and strengths in co-ordination and dialogue. Specific reports on budget tracking in seven communities and capacity building supported by two other donors are also included.

The reported results are clearly linked to the Dakar Action Plan Education for All and mainly concern the production of reports over the status of the sector, implemented budget tracking and other advocacy activities. It has a strong focus on the responsibility of the Ministry of Education.

The CCEB report confirms what is said about the organisation in the Burkina Faso evaluation and in the country section for Burkina Faso in the Diakonia Final Report 2008-2010.

For the second project, the reports reviewed from BLACD were the mid-term evaluation and the final report of the implementation of the project 'Community Participation in FGM Prevention'. The reports provide very little information about the organisation itself, and the financial information was not included in the reports reviewed. However, it provides very interesting reading of how one organisation works on different levels of society to achieve its results.

The logic of the project is a good example of Diakonia's theory of change. Awareness-raising activities were used to sensitise different groups in the selected communities such as decision makers, clergymen, midwives, teachers, families, journalists and girls at risk. By breaking the taboo of discussing FGM as a violation of young girls' rights it was first necessary to make it a subject which could be discussed in public. It was discussed from a variety of perspectives (medical, human rights, religious) and at the same time a community support group was set up in the communities. This group would provide support to girls at risk, families and parents who were wondering how they could go about talking about FGM. Specific actions were also targeting young men to discuss the issues around marrying women who have refused FGM. At a different level, BLACD created a network of organisations in the region who would try to advocate for change in legislation.

The reports list the concrete outcomes of the project: change in the Child Law in Egypt, decree from the Minister of Health to ban the practice of FGM in public and private health clinics, midwives' groups formally refusing to carry out FGM, one community officially declaring itself a community refusing FGM, marches in the street against FGM bringing the issue to the public space, 647 rescued girls and changed attitudes to FGM in targeted communities. The results are not reported against projected results and there is no baseline for the attitude towards FGM but the results are said to be positive. The mid-term evaluation had highlighted areas to change and these seem to have been addressed in the final report.

In conclusion, this section has highlighted how Diakonia is reporting its results from operations in 33 countries. There is, in our view, a slight disconnect between the various parts of the Final Report 2008-2010 and it is difficult to get a clear overview of what Diakonia's support to partner organizations has achieved.

- Our reading of the Final Report supports the remark in the System Audit 2010 and Diakonia's agreement in the response from Diakonia of the need to continue the development of clear objectives and measurable indicators.
- The evaluation reports make a number of recommendations regarding strengthening the M&E system and practice in the partner organizations. Diakonia's efforts to strengthen partners in this aspect needs to continue.
- Reading the evaluation reports and the 2008-2010 words like 'many', 'some', 'several', 'considerable' and 'a lot' are used to approximate a specific figure. While numbers are not always the most appropriate way to communicate change and results, they can give the reader an idea of the magnitude and scale of results. In the annexes to the Final Report, there is evidence of data collection at project level. Several evaluations also have figures in appendixes but do not always highlight them when comparing with indicators and objectives. Such contextualised reporting of results would allow Diakonia to report aggregated results in a more comprehensive manner than is the case in the 2008-2010 Final Report. Aggregation of data at specific country level would allow Diakonia to display their achievements in a more succinct manner.

- The capacity building matrix is a good start to record different forms of support to and progress of partners' capabilities, but, as Diakonia has noted, is a rather a blunt instrument and it could be good to adjust the tool accordingly to comments from users in the CO and RO.

3.6 Sustainability and cost effectiveness: Doing the right things the right way

The reviewed evaluation reports have rarely looked at the cost-effectiveness of the project or programmes they assess. This should not be taken to mean that cost-effectiveness is not an important parameter, nor can it be considered as an indication that the programmes evaluated are run cost-effectively. In the recommendations bearing on cost-effectiveness the review of the WCM programme in Burma gives an indication that a survey of staff activity and associated costs should be reviewed to improve efficiency. It is thus not possible to conclude that cost-effectiveness is being systematically reviewed at country level.

There are, however, clear indications that the issue is looked at systematically by Diakonia in Regional Offices and Head Office. During the reporting period, Diakonia has decided to phase out operations in South Africa, Senegal, Ghana, India and Kurdistan/Iraq and El Salvador. The process of reaching the decision has been one of reviewing country programmes and where there were indications that programmes were not running as they should or where the results of the programme were not up to expectations. The decisions were based on careful consideration of the effort and support that would be needed to raise the capacity of the partner organizations, the importance of the Diakonia programme in the country context, whether the programmes could find other donors and whether the funds could be put to better use somewhere else where either the needs were greater or where the 'investment' would yield a better 'return'.

The strategic management team in Head Office has, through a nine step process, recommended to the Diakonia Board to close down operations in a number of countries while ensuring that a phase out brings as little damage as possible to the partner organizations.

The established process and the decisions taken by the Board to phase out country programmes does, in the view of the consultants, indicate that the issue of cost-effectiveness (on a global level) is taken seriously and that (what must be) 'tough' decisions are implemented. Further, the Diakonia documentation around relations with partner organizations has the built-in capacity of phasing out and it is an issue that is discussed, although perhaps not negotiated, with partner organizations during the partnership.

Although sustainability is a front-row concern for many partner organizations the evaluation reports give few indications or recommendations of how to achieve programme sustainability. The main route to sustainability for the partner organizations is perceived to be the diversification of donors and it is in some cases noted that there has been a positive move towards increasing the number of donors. As part of its support to its partner organizations Diakonia has assisted in conducting in-country donor mappings to identify potentially interested donors. The medium-term core funding provided to many of the partner organizations is perceived as a contribution towards sustainability as it allows partners to dedicate their time to seeking new funding possibilities; it is also noted that since it provides a multi-year approach to supporting programmes it increases the stability of the programme, something which can attract other donors.

The last point is important with regard to programme sustainability. A functioning programme can be considered a 'good' investment by donors but beyond that a number of evaluations mention that the community ownership of the projects will also contribute to sustaining the project. The Evaluation

report of Diakonia's programme in Northern Thailand states that "the sustainability of outcomes and impacts within the right holders could be contributed to in three ways, which are possibly interrelated. First, Diakonia kept supporting the partner's project so that the project could keep creating the outcomes as well as impacts through a concerned project activity. Second, during its project implementation period, the partner/project encouraged and supported the rights holders as a group or a network so that the group/network would be able to keep carrying out the concerned activity, which used to be a project activity, among the right holders themselves. Third, during its project implementation period, the partner/project reached an agreement with other stakeholders who can take over the concerned project activity."

The support partner organizations have received from Diakonia has, as noted elsewhere in this report, strengthened the institutional capacity of partner organizations and made them a better 'partner' for interested donors. For example, the evaluation report from Mozambique notes that Diakonia's core funding has contributed to the institutional development of the partners. It has also improved the process of planning, managing and producing tangible outputs and improved the performance in the partners' programme.

With a wide portfolio of programmes in varying country contexts, Diakonia has, through its partnerships with CSOs, an advantageous position to explore different methods to assess the cost-effectiveness of its interventions in relation to the effects it has on societies. Diakonia is encouraged to explore the applicability of assessment models (for example the *Social Return On Investment*¹⁰ model) in its programmes.

3.6.1 Report on funding modalities

The majority of the evaluations do not mention the different forms of funding or what implications they have on the partner organizations' ability to deliver results accordingly to project and programme plans. It is therefore difficult to synthesize the recommendations made in the evaluations on a general level. The remarks on core funding have been the following:

Four organizational assessments made in Zambia (programme not funded by Civosam) reflect on funding modalities: The major focus on project support enables organizations to mobilise resources to specific activities and helps the organizations to move ahead, but the lack of core funding hinders organizational development and the ability to cover overhead costs. The core funds, whether small or large, are an important support for the organizations' strategic planning.

The donor co-ordination in Ghana around core funding also allowed sharing of report formats, facilities, joint audit and co-facilitation of the partner's programme planning processes.

The evaluation on the Mozambique programme (funded by the Swedish Embassy/Sida) is very positive to core funding and sees several positive results of it: "Diakonia's core funding contributed to the institutional development of the partners. It also increased the role of Diakonia in the process of planning, managing and producing tangible outputs and improving performance in the partners' programme. All partners were very happy and recognized the value of core funding. Some partners stated that before their contract with Diakonia, their organizations were not legally recognized and/or were near to closure because of lack of money to pay the rents."¹¹

¹⁰ See for example Context (2011) *Social Return on Investment: A practical guide for the development cooperation sector*

¹¹ Mozambique -Diakonia Final Evaluation Report 2007-2009

The Sri Lanka evaluation does not discuss the pros and cons of the different forms of funding but calls on Diakonia to develop a coherent concept of core funding, based on the critical needs of organizations, and decide on core funding in relation to making interventions more effective and development of sustainable organizations. The evaluations recommend that Diakonia works out a comprehensive policy document clarifying its understanding of core funding and criteria for allocation of funds. It is said that this can provide a sounder basis for the allocation of funds (see remark on the PME Handbook below).

A frequent recommendation both to Diakonia and its partners is to explore and expand the funding possibilities and to try to avoid dependency on a sole or few donors. The donor mappings (that are not included in this desk study) that have been carried out by Diakonia in several countries when planning phase out or when a major donor is closing its operations (for instance in several Central American countries) have been helpful accordingly to the 2008-2010 Final Report to Civsam. We understand that a donor mapping and a donor assessment are normally performed for all country programmes before implementation.

The phasing out of the Senegal programme gave the following lessons learned according to the Final Report 2008-2010 (Section B3 Africa): “The implementation of the Diakonia capacity strengthening plan in the phase out strategy offered an intensification of common activities and contacts between partners. This did not only promote synergies between partners but it also intensified communication and sharing of methods and tools between Diakonia and the partners. Partners witness that Diakonia’s way of involving and delegating responsibilities to them has reinforced their capacity to organize capacity building activities themselves. An important success factor was the appointment of one partner as lead agency for each activity, with clear partner responsibilities in preparation, implementation and follow-up of each activity.”

Further on sustainability in relation to multi-year core funding allows for long term projects,

- it allows for recruitment of specific staff for more than a year,
- it supports other projects implemented by the partner,
- it can reduce time allocated to fundraising to concentrate on implementation,
- it supports systems strengthening,
- it projects a partner towards lasting results and not annual achievement only

To summarize this section:

- The reviewed evaluation reports have rarely looked at the cost-effectiveness of the project or programmes they assess. There are, however, clear indications that the issue is looked at systematically by Diakonia in Regional Offices and Head Office. Few conclusions on different forms of funding are found in the evaluations, when core funding is discussed its enabling dimensions for the partner organisations sustainability are highlighted.
- A general remark both to Diakonia and its partner organizations is the need to continue to diversify the support from different donors.
- The support from Diakonia results in increased capacity of partner organizations which can have a positive effect on sustainability as more donors perceive them as reliable and effective organisations.
- Core funding is an effective funding modality for rights-based advocacy work.

3.7 Administration and management

It is difficult to discern any general trends with regard to administration and management, mostly because the evaluation reports reviewed do not focus on this aspect of programme delivery. There are

of course areas that have been raised above concerning insufficient M&E systems that are very closely linked to management responsibilities and systems, but we will not repeat these here.

Instead, there are two main issues emanating from the reports we would like to raise here. First of all, some of Diakonia's partner organizations' operations have gone through high staff turnover which has an impact on effectiveness and continuity. The reasons for the staff turnover are not analysed in the reports. For one partner organization in Cambodia, it is remarked that the high staff turnover has serious implications for the organization because of the lack of proper handover procedures being followed.

In three reports a different issue is raised which potentially could have a negative impact on partner organizations' operations and sustainability and that is high dependency on the director of the organization. In the three cases it is noted that the projects would be negatively affected if this person leaves. In two cases it is linked to the fact that the person has been a 'charismatic' leader and advocate of the programme from the beginning and is closely associated with the partner organization. In one case it is noted that the director seems unwilling to delegate or let other people share in the decision making (this is also noted in two organizational assessments of partners in Zambia).

Some reports note that there is insufficient documentation in the organization but it is not clear if this was hampering the organizations in their learning processes or rather making the evaluation exercise more complicated.

It is possible that the management aspect is missing from most evaluation reports, thus it could well be that things are, in general, functioning well. There are indeed occasional remarks that the management is efficient. In Palestine for example, it is noted that staff are highly motivated and that the management has a good understanding of the programme and of good business practice. In a report from Burma the evaluator noted improved leadership skills over time, that management and learning systems have been improved and that communication within the organization, and with the outside actors, has improved.

3.8 Systematic learning

This section will primarily discuss how the conclusions made in the evaluations are fed into Diakonia's system for learning at country, regional and head office levels. We have looked in internal guidelines and the Final Report 2008-2010 to have an idea how differently Diakonia functions in the region, how they respond to meet conclusions and recommendation they agree and disagree upon, how the implementation of accepted recommendations is followed-up and how lessons learned are shared with partner organizations, other donors in the country, and internally between different Diakonia CO and RO. The System Audit was also consulted.

The systematic learning within and between partner organizations is also raised in several evaluations, addressing foremost the sharing of experiences and to a lesser degree the systems for learning from their own project implementation. The challenges for the partner organizations to work with result-based programme development have not been dealt with in any deeper sense.

We had access only to three management response letters to evaluations, a few comments from CO/RO officers and the remarks in the regional sections in Diakonia's Final Report 2008-2010. Not all evaluations were cited or commented on in the report and we could not find any consistent way in which the different types of evaluation were dealt with in the global or regional reporting to Sida Civsam.

As stated earlier, we found the evaluations to be of quite different quality; for some it is difficult to assess if the consultants have followed the ToR and if they are commissioned by Diakonia or another organization. Issues related to Diakonia's system for quality control, response and follow-up of recommendations are of high relevance. Given the great variation in quality of the evaluation reports it is not clear whether Diakonia's internal guidelines and instructions on procedures for external evaluations are followed by all staff. It is not possible to assess how regional offices in practice secure the quality assurance of commissioned evaluations, the response to the recommendations and how the recommendations are fed into the system.

In discussion¹² with staff at Diakonia HO the following clarification was given in relation to the systematic approach:

- One of the strategies during the studied period has been to leave as much responsibility as possible to the partner organizations to commission and supervise external evaluations; that might be one explanation as to why Diakonia sometimes is not specifically mentioned in the reports.
- Diakonia has given priority to internal evaluations to promote institutional learning and exchange with partner organizations. This is reflected in the guidelines where the section on external evaluations has not been as developed as other parts in the instructions. This is an area that will be further looked into in the coming M&E strategies.
- Diakonia also confirms that the IT system for handling documents is under development and that the organization is striving towards a more coherent system that will allow regular sample controls between different offices. There is room for much improvement on the current internal web in relation to PME.
- The recent decentralisation of Diakonia has meant that the responsibility of follow up and control is with the regional and country offices. Although the Head Office does not have the role of reviewing all evaluations, these are discussed at the Regional Managers' Meetings as points for learning.

There are some overall trends of change that emanate from various evaluations and internal reports, such as the new strategy of giving priority to close monitoring and tailor-made accompanied support instead of big trainings for many partners (see below 4.2.1). The new approach to link Method and M&E resource at the HO to similar functions in the regions is another example.

Below are some examples where we could see how evaluations contributed to subsequently implemented or planned changes. First, some examples where Diakonia did not agree in general, then some examples where Diakonia concurs and has planned for changes in accordance with the recommendations:

- In the 2008-2010 report Diakonia summarises and responds to the Sri Lanka evaluation. It notes that some areas may be addressed, states that some aspects are misunderstood by the evaluator and disagrees with some others. Diakonia writes, for example, that they do not share the view of the evaluator on CB activities in the country programme but also say it will be more flexible. It also states that this last point is a discussion in the region and not only in Sri Lanka. Other reports have been silent on this.
- Middle East Regional - Diakonia does not quite agree with report as it fails to look at achievements and looks more at partners' awareness of strategic planning according to Diakonia. It did not consider the Regional Partners' Meeting at which learning is shared and exchanged. In

¹² Meeting a Diakonia, Sundbyberg, on the 27th of June 2011, with Peter Ottosson, Mirjam Dahlgren, Eric Nilsson and Mattias Brunander

comments on partner selection in Lebanon it is not clear if these are based on observation of something to address or a general remark. For Kurdistan, the report did not sufficiently emphasise that Diakonia is the implementing organization. Diakonia does not agree that partners are not diversified in Egypt.

- Palestine CBR: Diakonia replied that the focus on children below the age of 13 is justified given the context and need, there is no decline in services from the 1990s, the referral system is not weak and volunteers are involved in programme already. They agreed upon the need for more capacity building in RBA, as well as improved M&E systems. Implementation of organizational assessment is on its way and there are plans to form small groups in the community for involvement and ownership.
- India evaluation - Diakonia was aware of the weaknesses of the country programme and decided to phase out its activities in India even before the evaluation was completed.
- After the assessment of the partner organisation IDECO in Paraguay, Diakonia decided to phase out the project.
- DRC Evaluation is one of the cases where Management Response was available to us: Diakonia's overall comment was that the evaluation contained a number of important conclusions. It pointed out some crucial weaknesses to address in future programmes, especially in relation to the programme design (including log frame and M&E) as well as in relation to the Context Analysis and Base lines that the CO has used in their previous programme. The report was less analytical, and provided less insight when it came to important aspects such as "good donorship" and partnership building. It is especially regrettable that the evaluation did not assess the capacity building approach of Diakonia at all, which makes it less useful than it could have been. The conclusions of the report will be used constructively in the development of the new programme and the Country Strategy in DRC – especially on how to improve the Monitoring and Evaluation (M&E), and the Results Based Programming – areas where the evaluation presented the most reliable findings.
- The Mozambique Evaluation points out the problems with delays in disbursement of funds to partner organizations, it also addresses gender and HIV/Aids mainstreaming: The 2008-2010 report remarks on this by saying that this is an indication that there remains difficulty in this area for both partners and Diakonia. In the area of gender and HIV/AIDS as both cross-cutting issues and as a key theme for partner programmes there is much scope for improvement within the organizations internally and in the work with the beneficiaries within communities that they target. In response to the recommendations Diakonia introduced an interim audit in October which helps detect problems that can be corrected on time, and to shorten the time required for the auditors in January. A monthly narrative report was also introduced to help shorten the time for the annual narrative report. Bank reconciliation and financial reports are prepared on a day to day basis, which helps to shorten the time for the financial report required twice a year. A capacity building plan has also been developed in order to have a more systematic approach.
- Burma-KBC: The 2008-2010 report states that KBC took recommendations very seriously and was, in 2009, slowing down the project to raise capacity first and now community organisers are assisting local organizations. It notes that Diakonia played a supportive role and that KBC is now a stronger organization. In relation to Burkina Faso the issue of mapping of what other donors do, the report recounts that "the first Lessons Learned relates to the DHRG Programme, and more specifically to the work we had planned to undertake against climate change during the last few years. Initially, we had planned to build the capacities of our partners (and ourselves) to undertake technical – and advocacy work related to climate change and environment on a local level, towards local authorities and CSOs. However, after some investigation, it turned out that many organizations were already undertaking activities in this exact field. To avoid overlap and to see how we could complement already ongoing activities, we initiated discussion with a group set up by Christian Aid and managed by SOS Sahel for a better organization and co-ordination of

actions related to climate change. In hindsight, this exercise of co-ordination should have been done at a much earlier stage, which would have saved us a lot of time and money. Whenever we take on “new themes”, such as climate change, sexual and reproductive health, humanitarian aid, etc. we should first of all undertake a mapping exercise to co-ordinate with already on-going initiatives, as well as to see what specific issues to advocate for, and towards what type of target groups and what type of partners to involve. Another lesson learned is thus that when a new theme is “entering” the programme, it would be important to assess the capacity of both Diakonia staff and the interested partners to see if they need further training to be able to address it fully in our programme?”

As has been noted throughout the report, there are aspects of Diakonia’s M&E systems and practice, including results reporting, which the evaluations and the consultants consider should be improved. This is relevant also in the context of systematic learning since Diakonia is not emphasizing the importance of M&E not only to meet the requirements of donors but also as a means for partner organizations to learn and improve themselves and, above all, as a crucial component of their accountability to rights holders and other constituencies.

4. Mapping partner support - Diakonia's way

This section provides a description of the various forms of support that Diakonia include in their partnerships in the different regions. This was the second main task of the assignment and we have tried to separate the general findings on examples of support (funding, capacity building and organizational development) in the evaluations from the 2008-2010 report from the description below. We do however also give some specific examples here to visualize nuances and emphasis of the various forms of support and therefore there might be some overlaps with earlier sections.

Diakonia supports the partner organizations directly mainly through three forms; funding (core and/or project funding); support to capacity building; and support for organizational development. The two latter forms of support include a wide range of methods to enable reflective learning, new skills, raising of awareness, change of behaviours and approaches within the organizations and in the planning, implementation and follow-up of different initiatives.

Part of the capacity building, or as an additional form of support, is the facilitator role of Diakonia in connecting partner organizations together in sharing experiences and working towards common goals, facilitating contacts between partners and other donors, including the support to material production on the work of the partner organizations and donor mapping. In some countries Diakonia's own visibility and long-term presence, as for instance in Palestine or Paraguay, helps to bring attention to the work of the partners to other relevant actors and donors.

The regional reports (Sections B1-B4) in the Diakonia Final Report 2008-2010 covers 30 countries¹³ with one or several programmes and one regional programme (Social and Economic Justice, Eastern and Southern Africa) that received funds¹⁴ from the Sida CSO appropriation (Sida Civsam) one, two or all three years.

4.1 Funding

Diakonia provides both project and core funding, in several country programmes both modalities are used, sometimes with the same partner organizations. According to Diakonia's policies and guidelines the organization gives priority to core funding.

"Diakonia distinguishes between core funding and project support. Both can be granted. Long term partnerships are often characterized by core funding, but not necessarily. Core funding is not common during the pilot phase. Core funding is understood as funding directed to the organisation as a whole, to be channelled within the organisation in the way that partners find most convenient. Diakonia does however consider it important that the responsibility for covering the administrative costs is shared between all back donors. Partners are therefore expected to strive for administrative contributions in negotiations with other back donors. Even though project funding limits the funds to a separate project, the project is preferably an integral part of a larger strategy plan."
(Diakonia PME Handbook)

Diakonia's strategic plan for the period 2008-2010 summarises the general strategies and roles (under section A.5.1.1.) and states that Diakonia as a donor and controller has the following characteristics:

Donor and Diakonia finances its activities through various channels; fund raising from the Swedish public, local controller churches which form the base of Diakonia in Sweden, financial support from the Swedish development

¹³ MENA 4; Asia 6; Africa 12, Latin America 8

¹⁴ Including costs for regional offices and Sida Civsam co-funding of EU projects

agency (Sida), the European Union and other possible donors. In terms of financial priorities Diakonia is, above all, a donor agency financing partners and projects in developing countries. Diakonia's primary task is thus to identify strategic actors and projects to fund and to develop the routines necessary to control the proper use of these funds.

Seven of the studied evaluations mention core or basket funding, three of them¹⁵ (Burkina Faso, Mozambique and Sri Lanka) make some sort of analysis of the advantages and shortcomings of core funds. These two evaluations come to rather contradictory conclusions: Mozambique highlights the importance for the organizations to have access to this type of funding and that it has helped “*the role of Diakonia in the process of planning, managing and producing tangible outputs and improving the performance in the partners' programme*”; the Burkina Faso evaluation says that the principle of basket-funding is well developed and permits the partners to realise their project in technical and financial multi-partnership, and that Diakonia has developed a good coherence among the donors during the period, while the Sri Lanka study emphasises that Diakonia lacks a coherent concept of core funding.

In the Final Report 2008-2010 Diakonia points out the increasing trend of project support rather than core funding (especially EU funds). In Asia, Diakonia has practiced core funding with some partners in Burma, Cambodia and Sri Lanka and it is reported that other programmes have also taken steps towards that practice, but there is a need to reach a common understanding of what core funding implies. There is, however, a definition developed in the PME Handbook, and it is not clear if the consultant in Sri Lanka (who highlighted this) had access to the PME Handbook during the assessment. In the African regions an “OD group” at the Eastern and Southern Africa regional office developed the definition of core funding for the region. The report does not include any overall discussions on lessons learned from supporting partner organizations with core funding.

4.2 The greenhouse for capacity building¹⁶

The role as for Diakonia as a partner is according to the Strategic Plan for 2008-2010:

Accompanying partner It is of fundamental importance to develop a reliable relationship, characterised by trust, between Diakonia and each partner. Through long term relations and presence a relationship based on mutual respect is crucial in order to be able to effectively implement Diakonia's controlling function, effective monitoring and full comprehension of the expected or unexpected outcomes. Diakonia aims for a relationship where both parties consider discussions about administrative matters, objectives, strategies and activities as a natural part of the relationship, and equally serves in strengthening the institutional capacities and the quality of the activities. In some cases, the discussions may lead to an end of the collaboration. Diakonia sees partners' institutional capacity as a central issue and a field where Diakonia can give an added value. As the proximity not only makes way for adequate organizational analyses and diagnosis, but also allows for a direct monitoring of changes as a result of initiatives. Diakonia sometimes takes a very active role in facilitating the partners' capacity building, working closely together with partners, e.g. when using the Gender manual, as long as the ownership of the initiative is not put at risk.

The strategy mentions the following areas to be part of the capacity building of partners:

¹⁵ Diakonia Mozambique programme evaluation in 2008, Diakonia Civil Society Organization Programme - A Review

¹⁶ This shows how capacity building and empowerment of rights holders have turned into a green house for creative initiatives that contribute to poverty eradication and dignified living conditions.” Diakonia Final Report 2008-2010 Section A Global Results and Experiences, p. 3

- Exchange of experiences within projects and between partners
- Systematisations of work methods
- Best practices
- Evaluations
- Staff meetings at the Regional Offices to discuss aspects of the operations
- Regional seminars
- Planning process, annual reports according to the PME Handbook

Capacity building has a central position in all programmes. Some of the evaluations focus specifically on training programmes, method support and the development of skills of the partner organizations.

The provided capacity building that we found evidence for in the evaluations and reports could be divided into the following categories:

1. Workshops, trainings and seminars
2. Coaching and accompanied support direct to implementing partner
3. Facilitation of exchange with local and regional civil society organization and other actors
4. Tools, manuals and hand books

The above are provided through the following modalities:

- a) Diakonia initiates and provides capacity building directly through trainings, coaching and accompanied support - activity level and processes.
- b) Diakonia initiates capacity building of partners through consultants - mostly on activity level.
- c) Diakonia enters into partnerships with trainer specialist organizations with the aim of building capacities of other partners within a programme - mainly process oriented.
- d) Diakonia finances the capacity building of partner organizations as part of their project or as core support - include activities and processes, and in some cases represents the core business of the project

	Finance admin	Audit	M&E, LFA	Reporting	Fund-raising	Gender	HIV/ Aids	Octagon	Other	OD
IHL	✓	✓				✓				
Palestine	✓	✓				✓	✓			
Egypt	✓	✓	✓	✓		SCSC RWI				
Iraq	✓					✓				
Burma						✓				
Thailand	✓	✓			✓		✓	✓		
Cambodia	✓		✓					✓		✓
India						✓				
Bangladesh									HR, WTO trafficking	
Somalia	✓	✓							Do No Harm	
Kenya	✓	✓								
Zimbabwe		✓	✓	✓					Conflict sensitivity	✓
Senegal				✓		✓	✓		HR	
Ghana					✓				Advocacy	
Nicaragua	✓					✓	✓			✓
Guatemala					✓	✓				✓
El Salvador						✓				
Colombia	✓	✓	✓			✓			Security	
Paraguay	✓	✓	✓		✓					
Peru	✓									

Honduras			✓	✓		✓	✓			
Bolivia			✓		✓					✓

Table 5

It is difficult to assess the relations between the different modalities or if any of them are more commonly used. We found explicit information on Diakonia's direct role as a provider of capacity building primarily within the areas and countries¹⁷ described in table 5 above. It is possible that Diakonia played a direct role as capacity builder for other countries and areas, but the information was too vague to draw any conclusions. It is also possible that the absence of certain areas or countries is the result of local variations on reporting at the country and regional offices.

Many country or thematic programmes involve partner organizations with rather different identities and roles within the civil society. The spread from community to national levels allows the programmes to cover specific issues or processes from a broad perspective. But it also implies a great challenge for the country and/or regional office staff in providing meaningful support to the organizational and capacity development of the partners more directly or by facilitating support through others.

The 2008-2010 Final Report stresses the importance of the presence of skilled Diakonia staff for a successful introduction and use of new methods and tools. The Diakonia Report on Organizational Development (2008-2010) shows commitment to continuous training of staff and that the internal training in Diakonia's areas of capacity building were carried out as planned.

The different models and manuals used by Diakonia as the Octagon, the Gender Manual, the Masculinity Manual, PME Handbook, and the Matrix over Capacity Development of partner organizations, etc., are not perceived as equally useful in the different regional and country offices. There seems to be a tendency in some regions to either abandon certain tools, to request contextual adaptations or to develop some of the instruments to be more user-friendly. At the same time they are used in some programmes and by country offices without any reflections or further comments.

The Octagon has been a central tool in the support to organisational assessment and development. It has been used less during the reported period and Diakonia mentions in its strategic plan 2008-2010 that with the exception of Asia, the Octagon tool is not used widely because it is more evaluative than developmental. It is noted in several evaluations that the Octagon was being used as a tool without any specific training being provided on how to use it. In none of the evaluation reports does it identify any changes that the Octagon has brought about in the partner organization. Still, the country office in Thailand reports that it was introduced to all partner organizations for self-assessments and the outcome was that most of the partners now had a clearer understanding of the organization's structure.

Gender mainstreaming, increased awareness of gender rights and commitment to gender equality are different parts of the capacity building around gender. There are several success stories during the period where the partner organizations have succeeded in strengthening gender equality at local levels, in local political institutions, within their own organizations and movements. In the Latin American region Diakonia has consistently been pushing gender mainstreaming in all programmes and at the same time supporting women's organizations, with several good results: in Guatemala in increasing indigenous women's political empowerment, in Honduras increased participation of women in social processes and civil society (even if the interventions on female political leadership have not influenced policy making to be more gender aware), and increased capacity in developing and monitoring gender

¹⁷ All direct capacity building support is included regardless of the funding in countries where Civsam is one of many back-donors.

sensitive indicators and resource allocation for gender related activities (as in the case of Colombia). Diakonia's own role in promoting gender mainstreaming (including the importance of men involved in activities that defend women's rights) in dialogue with a partner already committed to gender equality has turned the support into a greenhouse in several countries.

The Gender Manual has been used in Latin America over the period and is producing positive results in El Salvador, Honduras, Nicaragua, Colombia and Guatemala. An example from the latter: *The Gender Manual has been applied to eleven organizations, and the participation of partners in the elaboration of Manual of New Masculinities has been strategic to involve all partners in a deeper debate on gender mainstreaming.* The continuous work on the Diakonia Gender Manual has also identified the need for adjustment to cultural patterns of indigenous and afro-descendent populations, as in the case of Colombia.

The gender mainstreaming has also proven to be difficult in many partnerships and programmes. Thailand is one example where it has been hard to push the work forward without functional arguments, i.e. that society and men can gain from gender equality; the Sri Lanka Country Office claims that the mainstreaming of gender has not been effective. The building of gender knowledge does not necessarily mainstream gender; Zimbabwe is another example of unsuccessful capacity building on gender mainstreaming where it did not turn into action.

The mainstreaming of HIV and Aids is another area where Diakonia continues to play a crucial role providing direct support to a rather slow but positive development of integrating HIV related issues in partners' projects both in regions where the awareness of the pandemic is low, but also where the HIV prevalence is high. Rather alarming is the case of Zimbabwe where the result of mainstreaming HIV and AIDS has been poor; there is a lack of understanding and also resistance within some of the faith based organizations to take into account and address adequately some of these issues. Here Diakonia concludes that a change of methodology and approach will be crucial.

Another area where Diakonia provides capacity building is **conflict sensitivity** where it uses a specific method - Do No Harm. The Sri Lanka office reports that the conflict sensitivity has been recognized as very important as the context changes. The conflict analysis worked well to understand the current post war situations. However the tools to analyse conflict such as Do No Harm did not work well with partners. The application of a tool as a first approach to mainstreaming can be very ineffective.

Capacity building around **environment and climate change** is rarely commented upon in the evaluations or in the final report, the Burkina Faso evaluation specifically calls for a greater priority in this area, while Bangladesh is a country where environmental issues are coming forward as a priority issue. Diakonia reports on its efforts to increase the internal capacities and how the organisation is developing tools and instructions for its staff.¹⁸

The area for capacity building that generates most comments in both evaluations and the Diakonia reports are financial management, including knowledge on financial and system audits, development of reporting skills and different aspects of how the organizations can strengthen their work related to M&E.

¹⁸ A theoretical framework on how to integrate the environmental perspective within the regional and country programmes and its development activities has been developed. The report was presented at workshop at Sida Civil Society Center in May 2009. Based on this analytical framework a mainstreaming tool was developed (in Asia region), which has been launched within the entire organization. Next step is to update and complement the PMEhandbook on this method and tool, Diakonia Final Report Section D Organisational Development.

4.2.1 Training, coaching and tailor-made support

The period has shown that one size does not fit all. Diakonia concludes that a successful capacity building includes a close follow-up, monitoring and support that allows the partner organization to learn by doing; that tailor-made trainings that directly relate to the project/activities for a specific partner (or a few partners that share many similarities) are preferred over one big thematic training for all partners and that sharing of experiences between similar organizations is preferred and that classical lecturing trainings should be avoided.

Several evaluations and country offices in the Final Report 2008 -2010 question to a varying extent the approach on training provision. The Mozambique country report states that Diakonia has learnt that the positive results of the programme are only achieved as a consequence of close and focused training, provision of capacity building and that, at times, manuals must be customised to better guide partners' work. In Cambodia, for example, a shift took place in late 2009 in favour of coaching strategies from consultants and through CO monitoring. Furthermore, the Final Report 2008-2010 states that: "A strength-based philosophy and culture was established in the Diakonia office, where the focus should be to emphasize partners' achievements and duplicate the successes, more than identifying weaknesses and correct those through traditional capacity building".

In the case of Zimbabwe it is recommended to revisit the capacity building strategy and give priority to more permanent and regular support mechanisms. A direction that gives room for this kind of permanent approach will be crucial for fulfilling the programme objectives and reach tangible sustainable results whereas Diakonia has contributed towards building local capacities in the Zimbabwean civil society.

Some comments on support to organisational development in the Final Report 2008-2010:

Palestine	In the RP, some partners such as Disabled Persons' Organizations, made improvements in internal democracy by ensuring that the board is independent from operative function. The division of responsibilities for DPOs is clearer due to improved organization within the branches.
Kenya	Individual organizations have received support in setting up various systems and structures: financial management systems; governance structures issues around the board; information management; research programme; administration systems; Monitoring, Evaluation, Reporting & Learning systems.
Nicaragua	During the period Diakonia has promoted institutional development to all partners. Finalising the period all partners are legalised, following the legal commitments with the State regarding taxes. At the end of the programme all partners had well designed strategic plans updated according to institutional goals and following the goals of the international development aid.
Bolivia	Capacity building was focused on organizational strengthening, including administration, method and strategic planning and the use of programme indicators. Special attention was also given to the organizations' internal structures and cultures, by discussing democratic values and leadership.
Sri Lanka	Partners' capacity building needs vary and are sometimes very specific. In addition to the training, the need for coaching and mentoring is also felt as individual partners need specific support to institutionalize various capacities necessary for impacts of their programs. to make impacts from their program interventions The partners capacity to reflect on their own programs has to be strengthened The partners should develop their own capacity building plan for longer term and find funding for specific capacity building programs. (THIS WHOLE SRI LANKA PARA NEEDS TO BE LOOKED AT – IT DOESN'T REALLY MAKE SENSE)

4.2.2 Diakonia as a bridge

Bridge builder and catalyst Diakonia plays an important role as a bridge builder between partners within and between country programmes. Diakonia has experienced that meetings between partners at different levels in society, generate increased knowledge and added value. As an example, Diakonia assists in linking together NGOs with base organizations. An important tool is the regular partner meetings where the work and the conditions for it is discussed. In some cases the meetings are used to arrange common activities and even common annual plans. Sharing of experiences and analyses thus becomes possible. The organisations learn from each other and can receive information about new methods, make use of previous experiences, use produced material and benefit from expertise that they otherwise do not possess. Some partners are already well connected in various networks, others less so, some are even restrained by a perceived competition for funding and are reluctant to share. By offering a platform or by just pointing out potential synergies between partners, Diakonia can contribute to increased co-ordination, efficiency and understanding and alliance building. When composing a programme not only the individual potential of each partner is taken into consideration, but the programme should also create a fruitful balance between supply and demand within the group, thus maximising the potential synergies within the group.

(From Diakonia's Strategic Plan 2008-2010)

There is much evidence on exchange between partners, mostly from the Final Report 2008-2010. Practically all country programmes report on synergies emanating from partner organizations sharing experiences within programmes and with other CSOs. To illustrate, Asia conducted a regional gender training, West African Region facilitated several exchange trips between countries, a meeting that took place for Middle East partners in Jordan, Egypt and Iraq met on the fight against FGM, a meeting on rights related to water (Bolivia and MENA).

5. Conclusions

1. The evaluation reports strongly support Diakonia's own conclusion that its operations, together with partner organizations in the different programmes, contribute to a vibrant and active civil society that is increasing its ability to work at different levels in the society from a rights-based approach.

Diakonia's work gives effect to Sida's CSO strategy by practically implementing projects of high relevance to the country context. These projects are implemented by local or national partner organizations that seek to empower community groups to claim their rights and hold various authorities accountable for meeting their rights. The support provided by Diakonia seeks to strengthen both the thematic and organizational capacity of its partner organizations. This strengthens both the individual organizations and civil society in the country in which they operate. The latter is done, for example, by partner organizations initiating or joining national CSO networks or platforms and being instrumental in establishing local community groups around specific issues.

This conclusion is based on correlating the Sida CSO policy with the evaluation reports and Diakonia's reporting and selected policy documents. Diakonia's programmes provide a large number of examples of Sida's policy being put into practice.

It is necessary to here raise an issue that can potentially be a source of tension between Sida's CSO policy objective and the increasing demands on CSOs in receipt of funding from development co-operation budgets. As noted above, the evaluation reports indicate, among other things, the need for strengthened results reporting.

In many countries the CSOs are increasingly more professionalized and this can sometimes happen at the expense of these rights holders' genuine participation and representation within the organization. To ensure that the CSOs legitimately represent the interest of the rights holders and that they have a clear and given mandate is a prerequisite to rights holders making their voices heard. The question of influence and active and meaningful participation, that is the access to voice, space and control over the agenda, is central to a rights-based approach. It also requires democratic and inclusive processes within organizations and between different levels of organizations.

The evaluation reports and Diakonia's policy document give the impression that Diakonia is aware of this tension and aims to strike a good balance when selecting partner organizations. The internal democracy of the partner organizations is part of Diakonia's partner capacity matrix but the evaluation reports do not give any information about the role of rights holders within the partner organizations, for example their involvement in the governing body of the partner. This is an area for inclusion in future evaluations and organizational assessments in Diakonia.

2. The ability of the CSO to be transparent and accountable in their development and implementation of projects is also related to the discussion on the civil society organizations' legitimacy and the direct influence and participation and/or a clearly expressed mandate from rights holders. The issue of reporting back to the rights holders in those cases where CSO play an intermediary role is crucial. The willingness and ability to discuss lessons learned emanating from the implementation and to provide the rights holders with accessible and understandable information on the progress and the results of projects should be a priority of CSO. But the

reality shows us that this is often overshadowed by the need to report and discuss with donors (as with authorities in many contexts). The evaluation reports and the Diakonia's Final Report 2008-2010 do not provide in-depth discussions on this. Since it is an important aspect of RBA it would be relevant for Diakonia to discuss how to assess this in the coming period.

3. Diakonia has in the 2008-2010 period continued its emphasis on supporting projects with rights-based approaches and the integration of gender in all programming and the evaluation reports provide very strong evidence and testimony that this has had a strong impact on partner organizations' programmes. The evaluations report both changes in the approach of the partner organizations and to concrete results in the communities and rights holder groups benefitting from Diakonia supported projects. Diakonia is commended for this work and is encouraged to continue to further strengthen this work.

It would seem that RBA and Gender Equality has found a permanent foothold in Diakonia's work across regions and partner organizations. Other thematic issues that have been introduced such as climate change, HIV/AIDS, conflict and justice and others seem to have had a lesser impact on partner organizations' work. This is probably due to the fact that they are not perceived as issues central to all programmes to the same extent as RBA and Gender Equality.

4. The evaluation reports and the 2008-2010 Final Report make it clear that while Diakonia is making progress in monitoring and reporting its programme results there is still room for improvement. This is probably most visible when one is sitting at the receiving end of the reporting chain, but the evaluation reports reviewed in this desk study frequently report this weakness on country level.

It is difficult to pin down the reason for this without doing a more profound assessment of Diakonia's planning and reporting structure but some provisional observations may be useful to discuss. First, there seems to be differences between partner organizations' capacities to report results beyond the activity level. Second, many of the set indicators are not conceived in a way to capture change. For example, indicators measuring change as in 'increase' or 'decrease' (at different levels) are not always reported on correctly in partner reports. This is linked to a third point which is that many of the evaluation reports indicate a lack of baseline against which to compare. Fourth, while it is difficult to set realistic specific targets, or desired results, the absence of a measurable and quantifiable result complicates the assessment of whether the result is in line with the intended one. These can be useful not only as targets to work towards but can also produce reflection and learning in the event they are not achieved. Lastly, it is clear from many of the regional indicator matrices that absolute numbers, or no numbers at all, are reported against indicators asking for 'increase' or 'decrease'.

There is another observation made in comparing the evaluation reports and the global reporting of Diakonia, namely that Diakonia seems a little modest in reporting major achievements. These are often related to very difficult or politically sensitive issues where Diakonia's rights-based work has made major contributions that can potentially positively affect the lives of many individuals and communities.

5. Diakonia has a strategy and guidelines for the provision of support to partner organizations. The support can be divided into financial support and capacity development of the organizations, which includes both human resources capacity building and development of the management systems and bodies of the partner organizations. The evaluation reports and the Diakonia 2008-2010 Final Report provide clear and varied examples of how these forms of support have

strengthened the partner capacity to both implement programmes using a rights-based approach and to report and reflect on the results and effectiveness of these programmes. Given the changing and evolving capacities of partner organizations, the evaluation reports make it clear that there is continuous need for ensuring capacity development. This is also clear from Diakonia's own reporting and monitoring tools, such as the partner capacity matrix.

While the capacity building support in areas such as RBA and Gender Equality has had an impressive impact on partner organizations' project focus and method of implementation, the effectiveness of the support provided for financial systems, LFA and results reporting on one hand, and internal democratic structure and process on the other is not as clear from the evaluation reports. These show partner organizations with strong capacity and systems but also many where there is still a lack of capacity. This is linked to a number of factors, many of which may be beyond Diakonia's control as noted in this report. There are however factors that are within, or should be within, the control of Diakonia such as timing, method and focus of support for organizational development.

Diakonia will use two guiding principles¹⁹ for the coming period in its partnership: 1) All forms of support have to be guided by Diakonia's Theory of Change and RBA; 2) The double roles of Diakonia as donor and partner should be highlighted and discussed with partner organizations. In relation to the latter the discussion with partners on the different forms of support to organizations' capacity development is relevant, and the issue of how Diakonia best can monitor the outcomes of its support.

6. The desk study reviewed 47 evaluation reports carried out in the 2008-2010 reporting period. The reports are of varying quality ranging from very strong to very poor. While Diakonia has established procedures for procuring and undertaking evaluations, the variation in quality of the reports indicates that there is variation in compliance with these internal procedures. Further, management responses to the evaluations do not seem to be made systematically judging by the documentation available to the consultants. For example, in the 2008-2010 Final Report, some regions provide response to the evaluation recommendations while others do not.

It would thus seem that there is a lack of a systematic quality assurance and established learning process with regard to the evaluations carried out on projects and programmes supported by Diakonia. The planned co-ordination between functions at the regional offices and the resource persons for methods and M&E at the head office will most probably be supportive in developing strategies on how to improve quality assurance and system for institutional learning from evaluations.

¹⁹ Information given by Peter Ottosson, meeting 27th of June, at Diakonia HO
Final report Diakonia Desk study

6. Recommendations

1. The consultants believe that Diakonia is in possession of vast experience in addressing the challenges involved in ensuring effective programmes and ensuring the supported partner organizations are representative of the rights holder groups and that their perspective could enrich a discussion on the evolution of Sida's CSO strategy. The reflections within partner organization on their legitimacy and representativeness would also be an important input to this discussion and Diakonia is an important channel for truly reflecting the reality and points of view of the partner CSOs. ***It is recommended that Diakonia and Sida Civsam find a suitable format to exchange ideas and experience on supporting the development of CSOs and ensure they are representative of (and not only representing) people living in poverty and marginalization.***
2. The discussion would also benefit from reflections on how monitoring and reporting is done in a transparent and inclusive way first and foremost for the organizations' own vertical and horizontal learning processes and to report results back to rights holders. ***Therefore it is also recommended that Diakonia pay heightened attention to ensuring that future evaluations include a review of the representation of rights holders within partner organizations as well as a review of the effectiveness of partner organizations' governing bodies.*** This may provide Diakonia with valuable information with regard to their support to improve democratic organizations and good governance.
3. It is recommended that Diakonia continue its efforts to strengthen the capacity of partner organizations in terms of finding indicators measuring results and change, determine baselines, set realistic targets and support monitoring systems that can capture results and contribute to learning within both Diakonia and CSOs themselves. Our recommendation is consistent with what is highlighted on M&E in many evaluation reports. Using both qualitative and quantitative data, the aggregation and clustering of the outcomes could be made by identifying common denominators between partner, country and regional programmes to achieve a clearer view of achievements and results. Such reporting could provide a context for stories of change on both community and individual level. It is also recommended that Diakonia consider reporting on 'major achievements' or 'flagship results' specifically linked to its global strategic priorities to a greater extent, providing some details around specific results and their foreseen impact.
4. In the context of the decentralization of Diakonia's structure there is a good opportunity to further develop its coherent approach to capacity development. It is recommended that Diakonia continue to explore the right methods and focus for supporting the development of the capacities of the organizations. There is strong support in the evaluation reports for the capacity building of partner organizations, but several evaluations also suggest that interventions should better respond to specific needs of partner organizations and reflect a variety of methods. It is also recommended that a system for monitoring and measuring the results of these efforts is devised. The ability to report on the results of this support function would be beneficial for both partner organizations and Diakonia globally.
5. It is recommended that Diakonia Regional Offices ensure that established procedures for evaluations are followed in practice to yield quality reports from which partner organizations and Diakonia can learn and to explore how investments could be made in local capacities to contribute to and undertake these evaluations. It is further recommended that the Diakonia Regional Offices ensure that management responses to evaluation recommendations are produced and that there is proper follow-up and reporting on the recommendations which Diakonia considers relevant and possible address.

7. Annexes

Annex 1 Draft Terms of reference/Requirements specification – Desk study of Diakonia

Case No.:

Date

2010-001620

May 23, 2011

Draft Terms of reference/Requirements specification – Desk study of Diakonia

1 BACKGROUND

1.1 Information about Sida

Sida, the Swedish International Development Co-operation Agency, is a government authority. Our goal is to contribute to enabling poor people to improve their living conditions.

As with other Swedish government agencies, Sida works independently within the framework established by the Swedish Government and Parliament. They decide on the financial limits, the countries with which Sweden (and thus, Sida) will co-operate, and the focus and content of that co-operation.

For additional information, please visit Sida's website,

1.2 Co-operation partner

Diakonia is an organization founded in 1966 by five Swedish churches. Members of these congregations form Diakonia's support base. Diakonia does not carry out any projects of its own, but supports around 400 local partners in about 30 countries. As a framework organization it receives support from the appropriation for Civil society organizations

During the financial year 2011 Diakonia's Framework Agreement amounts to 116 million SEK. Additionally Diakonia receives grants from Sida's regional country and thematic and bilateral units. The total annual contribution in 2010 amounted to around 200 million SEK.

1.3 Intervention/Project description

A considerable part of Swedish development co-operation is channelled through Swedish Civil society organizations (CSOs). At present the Civil Society Unit within Sida contributes funds to Swedish organizations and their co-operation partners in over a hundred countries worldwide. During the last years, disbursements from Sida to Swedish CSOs for development co-operation have annually exceeded 1,2 Billion SEK..

In order to streamline the administration and assessment procedures for project proposals, Sida has introduced a system of Framework Agreements with the Swedish CSOs, at the moment this entails fifteen organizations. The agreements are based on procedures; principles and criteria laid down in Sida's instructions for CSO support. As part of the Framework Agreement Sida allocates funds on a multi-year basis to the organizations; these allocations normally do not exceed 90% of the total project costs, while the remaining amount is mobilized by the framework organizations themselves. The goal of Sida's CSO co-operation is the strengthening of civil societies. Since a considerable part of Swedish development co-operation is channelled via Swedish CSOs, it is of growing interest to assert the degree to which Swedish CSO development co-operation contributed to the overall objective of the CSO strategy.

2 Scope of assignment

2.1 General information

At the quarterly meeting between Diakonia and Sida in March 2011 it was suggested that Sida would carry out a desk study in preparation for the assessment of Diakonia's new framework application. The desk study would compile and analyze the findings from already existing evaluations, studies and reports. Therefore, in consultation with Sida's Department for Evaluation and Internal Audit (UTV), selected country units, Diakonia and internally at Sida's unit for Civil society it has been agreed to carry out a desk study of Diakonia's Programme

Given this, the desk study will:

Review the findings and recommendations in evaluations studies and reports and analyze the relevance, effectiveness, efficiency, impact and sustainability in relation to stated objectives with an emphasis on 2007 and onwards.

- ii) Map the various forms of support Diakonia provides to its partner organizations.

2.2 Scope of work

The desk study should focus on the examination of the following tasks:

2.2.1. Gather and compile a literature list of all the relevant background documents that will be provided by Diakonia and Sida.

2.2.2 Extract and synthesise the findings and recommendations from the external evaluations, and other relevant studies and reports of Diakonia's framework programmes between the years 2007-2011.

Based on the findings and recommendations assess Diakonia's programme in terms of:

Relevance, in relation to the CSO strategy and Diakonia's objectives and goals as outlined in the programme document.

Effectiveness, in terms of selected strategies, design and use of methods and impact.

Results (outputs, outcomes and impact) as compared with those anticipated in the programme document.

Sustainability and Cost effectiveness of the programme

Administration and Management

In addition, the consultants should specifically gather information and identify the various forms of support that Diakonia provides to partner organizations taking into account specific context and needs.

2.2.4. Draw conclusions from the above and make recommendations for *Diakonia's future work*: its overall working methods, organization and strategy as a whole, how to improve shortcomings and make use of good practices. The intended direct users of the evaluation are the department for Sida's civil society unit, regional, thematic and country units and Diakonia.

2.2.5. The assignment should include but not be limited to the following tasks:

Review and analyze Diakonia's external evaluation, programme documents, strategy, programme proposal, narrative and financial reports. Principal steering documents for Sida's co-operation with CSOs such as the CSO strategy, policy and Sida's instructions should be used as background material.

Visit to both Diakonia and Sida for a presentation and validation of the draft report.

Final editing based on comments shared by Diakonia as per the validation meeting and based on subsequent comments by Sida.

2.3 Budget

The consultants should take no more than seven person weeks to produce a draft report.

2.4 Schedule

The Review will be undertaken in late spring 2011 and be finalized by July 25, 2011 in preparation for the possible new funding arrangements. The assignment should be presented in a draft report and not exceed 50 pages excluding annexes. The task shall be started no later than the 2011-05-10. An inception report shall be presented no later than 2011-05-23 which Sida should approve no later than May 30. The draft report shall be submitted to Diakonia and Sida electronically no later than June 27. Sida and Diakonia will comment on the draft report within fifteen working days, after which the Consultant shall prepare the *final report* within ten working days. Final version shall then be submitted to Diakonia and Sida, by surface delivery, as well as electronically.

2.5 Profile of the Supplier and requirements for personnel

Required competences of the team members are:

Academic degrees in Development, Social science, Political science or other related field

Minimum 10 years of experience of evaluation of international development work, particularly in Civil society related areas. All team members must be fully professionally proficient in English

The Team Leader should have thorough experience of Swedish Development Co-operation including civil society issues as well as documented experience of conducting evaluations.

Curriculum Vitae must contain full description of the team members' theoretical qualifications and professional work experience. The CV must be signed by the persons proposed.

The proposal must include:

A description in the form of Curriculum Vitae for the personnel who is/are to participate in the performance of the project. The CV must contain a full description of the person's or persons' theoretical qualifications and professional work experience.

The working methods employed in order to complete the assignment and secure the quality of the completed work; use a participatory approach and if possible a gender based team including local consultants; State the total cost of the assignment, specified as fee per hour for each category of personnel, any reimbursable costs, any other costs and any discounts (all types of costs in SEK and exclusive of VAT); A proposal for time and working schedules according to the Assignment,

2.6 Reporting and documentation

Format and outline of the report shall follow the guidelines in Sida's Review Report – a standardized Format. Subject to decision by Sida the review will be published. The final report must be presented in a way that enables publication without further editing. When the draft report has been submitted the consultants will present the report at a seminar at Sida, Stockholm.

The report must include a presentation of the process in drawing up the evaluation design and choosing methodology. It shall also list all contributors to the evaluation (excepting those that have opted for anonymity).

The report shall be written in English. The format and outline of the report shall therefore follow, as closely as is feasible, the guidelines in Sida Evaluation Manual – a Standardised Format. Subject to decision by Sida, the report might be published in the series *Sida Evaluation*.

The desk study has been commissioned by Sida's civil society unit. The programme officer at Sida responsible for the desk study is Michael Otto

Annex 2 List of evaluations and other relevant documents

Global

Evaluation report Diakonia's International Humanitarian Law Programme, Fredrik Bynander

Mira Dimitri Rizek, Michael Warschawski*²⁰

System-based Audit of Diakonia, *Professional Management*, November 2010

Regional

Diakonia Middle East Evaluation, *Center for Organizational Excellence*, February 2010

Evaluation of Diakonia's humanitarian action projects, *Marilise Turnbull MA (OXON) MSc*, Dec 2009

Swedish Democracy Promotion through NGOs in Bolivia, Guatemala, Nicaragua and Peru, Outcome-Oriented Evaluation of Diakonia's Latin America Programme, *Staffan Löfving, Charlotta Widmark, Roddy Brett, Victor Caballero, Miguel González, Cecilia Salazar, Fernanda Soto*, Sida Evaluation 2008:02

Country specific studies (Back donor Sida/Civsam)

- An evaluation of the project "Propuestas de desarrollo local desde la ciudadanía empoderada", *Elvio Segovia, Gabriela Walder*, 2007, (IDECO, Paraguay)
- CIPE External evaluation four year programme, December 2010 (Honduras)
- Community HIV&AIDS Mainstreaming Project (CHAMP): A project of World Concern Myanmar, *CORD Asia*, July 2010 (Burma)
- Diakonia's SEKA Programme in Cambodia – Midterm Review, Integrated Rural Development, 2007 - 2009, *LIM Vannak* January 2009
- Elaboración de un Diagnóstico Administrativo Contable a 11 contrapartes: ASONOG, CASM, OCDIH, CIPRODEH, COHDESSE, CDM, CEM-H, CODEMUH, FOSDEH, CONIMCHH, CIPE CONSULTORES, October 2007
- Empowering Grassroots Civil Society Myanmar, Research of twelve years Grassroots Leadership Training SEM *Ratana Tosakul, Bo Bo Lwin, Peinn Pein, Dau Nyoj, Irene, Sing Kham, Ko Tar, Naw Aung, Jessica Armour* (Spirit in Education Movement (SEM), February 2010 (Burma)
- Evaluation of Burkina Faso Programme, *IMC, Amadou HEBIE, Economiste Planificateur, Expert principal Marcel KABORE, Ingénieur statisticien ; expert associé ; Avec l'appui des Chargés d'étude de IMC*, August 2010
- Evaluation of Diakonia and NCA supported projects of Burma Labour Solidarity Organization (BLSO) and Thai Labour Campaign (TLC), TLC and BLSO,
- Evaluation of Diakonia India programme & Investigation for Potential Development of the Diakonia India Programme 2009-2010, *Dr. Rukmini Rao and Mr. Sanjay Khatua*, 2010
- Evaluation of Diakonia's Thailand-North Programme and Investigation for new and complementary focus for the Programme, *Yasutohi Yamada & Lahkela Ja Htaw*, December 2009
- Evaluation of Diakonia-Sponsored Organizations in Iraqi Kurdistan, *Haytham Mihyar, MPH, Regional Programs and Development Officer, Questscope*, February 2008
- Evaluation of the CISS Program (2006-2008), *Augusta Na Fa, Kanyaw Paw and Dave McClintock*, July 2009 (Karen Baptist Convention, Burma)
- Evaluation of the Ghana Programme, *Plan Consult*, 2010
- Evaluation Programme Diakonia RDC 2008-2010, January 2011
- Evaluation Programme of Social Life Project (KDSF-SLP) 2007-2010, Thailand, *Mae Hong Son Community College, Mae Sa Rieng Unit*, 2010

²⁰ Studies marked with * are not dated

- Evaluation report Civic Participation and Education on Rights and Governance 2008–10, *Palok*, Bangladesh, October 2010
- Evaluation report Gender Equality for Women's Empowerment at Family Level (GEWEFL), October 2010 (OWDEB 2008–2010 Bangladesh)
- Evaluation report Gender Relation & Socio-Economic Development, [ADESH], *Mr. Anish Barua*, October 2010 (2007-2010, Bangladesh)
- Evaluation report Promoting Gender Justice Through Legal Empowerment of Local Community in Rural Bangladesh, BLAST, October 2010
- Informe final del proceso de revision del proyecto cuatrienal 2007-2010 Diakonia Honduras, (Methodological Revision of Programme), *Isabel Vinent Grimany y Recaredo Fernández Pineda Equipo de Asesoría Metodológica La Tapizca*, October, 2007
- Mid-term Evaluation for the Project of Community Participation to combat FGM in Minia, *Self-assessment*, June 2009 (BLACD, Egypt)
- Evaluation of Diakonia-Sponsored Organizations in Iraqi Kurdistan, *Haytham Mihyar/Questscope*, February 2008 (Ziwa Center/Haval Center/Psychological Health Center (PHC), Iraq)
- Mid-term review of SEKA/CIVSAM programme with focus on Integrated Rural Development 2007-2009, Cambodia, January 2009
- PNKS Program Evaluation, Samleng Project for Kampong Speu and Prey Veng, 2008-2009, *Prom Nga and Huot Chhun*, January 2010, (Cambodia)
- Program Evaluation Report Human Rights Education Institute of Burma, *Carol Ransley, Lead Evaluator*, January 2010
- Rapport de l'Evaluation du Programme Sénégal de Diakonia, *Conseils en Gestion, Etudes et Management*
- *Des Projets et Programmes*, April 2010
- Report of Program Review: Community Options for Well-Being (COWB) Phase III, *CORD Asia*, April 2010 (Burma)
- Systematisation of Experiences of FIPI Member Organisations in Training and Public Policy Advocacy (Sistematización de las experiencias de capacitación y de procesos de incidencia en política pública desarrollados por las organizaciones miembros del FIPI, *Marysol Amador Lumbí*, 2007 (Nicaragua)
- The Social Rehabilitation and Reintegration of Imprisoned and Released Women – Dar Al Amal Activities in the Central Women Prison in Ba'abda, *Market Opportunities SARL*, January 2008 (Lebanon)
- Women Development Centre (WDC) Kandy, Impact Evaluation (2003-2009), *Mallika Samaranayake & IPID Team*, March 2010, (Sri Lanka)

DRC End-term evaluation of partners 2010

- Rapport d'évaluation des projets: AFEM - Association des Femmes des Média/Sud-Kivu, *BUHENDWA Wendo Victor*, December 2010
- Rapport d'évaluation des projets: ASOP - Action sociale et d'Organisation Paysanne, *BUHENDWA Wendo Victor*, December 2010
- Rapport d'évaluation des projets: CEDAC - Centre d'Etudes, de Documentation et d'Animation Civique, *BUHENDWA Wendo Victor*, December 2010
- Rapport d'évaluation des projets: FCCD - ASSOCIATION FEMMES CHRETIENNES POUR LA DEMOCRATIE ET LE DEVELOPPEMENT, *BUHENDWA Wendo Victor*, December 2010

- Rapport d'évaluation des projets: JP ACTION - Jeune Paysans en Action, *BUHENDWA Wendo Victor*, December 2010
- Rapport d'évaluation des projets: LICOCO - ASBL LIGUE CONGOLAISE DE LUTTE CONTRE LA CORRUPTION, *BUHENDWA Wendo Victor*, December 2010
- Rapport d'évaluation des projets: CRONGD - Bas Congo, *BUHENDWA Wendo Victor*, December 2010
- Rapport d'évaluation des projets: RFDP - Réseau des Femmes, Pour la Défense des Droits et de la Paix, *BUHENDWA Wendo Victor*, December 2010
- Rapport d'évaluation des projets: RODHECIC - Réseau d'Organisations des Droits Humains et d'Education civique d'Inspiration Chrétienne en République Démocratique du Congo, *Betty Mweya Tol'Ande*, November 2010
- Rapport d'évaluation des projets: RECIC, *Jean Robert GBEMA AGIDI*, November 2010

Country specific studies (Back donor Swedish Embassy)

- Diakonia Mozambique programme evaluation, SOCIAL AND ECONOMIC JUSTICE & CONFLICT TRANSFORMATION PROGRAMME IN MOZAMBIQUE: 2007 - 2009, *Fatima Pandy and Alda Saúte Saide*, December 2009
- Diakonia Civil Society Organisation Programme: A Review [Sri Lanka], *Sunil Bastian*, November 2009

Country specific studies (Other back donor)

- Diakonia/NAD Community Based Rehabilitation Programme (CBRP) in the Gaza Strip *Palestine, Impact Consulting, Inc*, October 2010 (Sida DESO and NORAD)

Organizational capacity assessment and Programme performance review, Zambia:

- Emergency Department Capacity Assessment Report, *CCZ OCA*, November-December 2009
- Institutional Review of Women for Change, Final report, *Universalia*, June 2009
- Evaluation Report on Women Human Rights Programme, Young Women's Christian Association (YWCA), COUNCIL OF ZAMBIA, Ignatius M Kayawe and Edwidge K Mutale, March 2008
- Mid-Term Review Final Report, Non-Governmental Organization Coordinating Council (NGOCC) Strategic Plan 2007-2011, *Monica Munachonga & Janne Andresen*, December 2009
- Report on Organisational Capacity Assessment of the Law and Development Association (LADA), *Dialogue Africa Lusaka*, May 2009
- WLSA Organisational Development and Strengthening Process Report, *KW Planning and Development Consultants*, 2009

List of reports²¹ not included in the desk study, sorted by region, back donor and country

The data on reports listed in the 2007 Diakonia report and Diakonia Final Report 2008-2010 are used

Africa

EU

- Tracer study, TVET project (Somalia)
- End of project evaluation, PETT CSS (Somalia)

Sida/Civsam

- Donor mapping (Mali)
- Conflict analysis (Zimbabwe)
- Organizational assessment of programme partners, 8 partners, *Regional SEJ*

Swedish Embassy/Burkina Faso

- Environmental impact assessment

Swedish Embassy/Kenya

- Evaluation of the Empowering women and Youth for Development programme (Kenya)
- Mid-term evaluation of Democracy and Education programme (Somalia)

Swedish Embassy/Mali

- Evaluation GLD Programme, Diakonia, Helvetas, NCA, SNV

Swedish Embassy/Uganda

- Diakonia Country Programme Mid-Term Review

Swedish Embassy/Zimbabwe

- HIV/AIDS/Gender assessment

Swedish NGOs

- Study of the Paris Agenda and its consequences for Civil Society in Kenya (Kenya Programme)

Asia

Sida/Seka

- Evaluation of Diakonia Bangladesh Country Programme (2007) (Bangladesh)
- Evaluation Study of Nari Jogajog Forum (Women's Forum for Interaction and Information) 2007 (Bangladesh)
- The integrated community development programme, XISS (Cambodia)
- Community resource mobilization through people's organization and institution building. 2001-2006, XISS (Cambodia)
- Evaluation report of Building Community Movement to Fight STD/RTI/HIV/AIDS effectively in Komna Block of Nuapada District, Orissa, India, Mahila Vikas (India)

Sida/Civsam

- Drug situation analysis, Northern Shan state, WC/M (Burma)
- Food Security Strategy 2008-2010, WC/M (Burma)
- The Modern Disease – risk and HIV & AIDS in the context of modality, WC/M (Burma)
- Donor mapping (Cambodia)

Sida Civsam/Swedish Embassy

²¹ Including field studies, papers, mapping and likewise

- Smaller field study on increased local democratic culture and strengthening of social capital, World Concern Myanmar, Myanmar Baptist Convention, Karen Baptist Convention, Myanmar Council of Churches (Burma)
- Context Analysis Papers (desk studies) in relation to Human rights, Democracy, Gender and Social & Economic Justice in Sri Lanka

Sida/HUM

- Thailand Burma Border Consortium Management Review, TBCC (Burma)

Swedish Embassy/Cambodia

- Annual Programme Evaluation, ADHOC
- Mid-term review of Human Rights and Democracy Programme
- Mid-Term Evaluation, 2006-2008, NGO Forum
- 10-year evaluation 1997-2007, GAD/C

Swedish Embassy/Sri Lanka

- Conflict analysis consultation with selected partners and resource people

TBBC

- Evaluation of ERA (Emergency Relief Assistance), TBBC (Burma)

Latin America

Sida/SEKA

- *Name not specified*/Evaluation aiming to understand the skills of OICH and their support to Chiquitana Offices; identify the added value of OICH for the indigenous peoples of Santa Cruz; find out progress made in the incorporation of the gender perspective within the organisation (Bolivia)
- *Name not specified* /The evaluation covers the two consecutive periods 2001-2003 and 2004-2006, analysing the institutional structure and culture, its capacity and operation as an organisation and impacts made, ASOFOMD (Bolivia)
- Human Rights and Peace from the eclectic grassroots, evaluation 2004-2007, Justapaz (Colombia)
- Institutional Evaluation 2004-2007, Región (Colombia)
- Evaluation of organization's role, internal organization and impact, IDECO (Paraguay)
- Evaluation of the annual campaign "Agenda de Género en Elecciones Municipales 2006" to assess the results and impact and to strengthen the programme within this area in the future, IDECO (Paraguay)
- Evaluate Paraguay Campaign programme 2006, Mujeres por Democracia (Paraguay)
- Regional case study about natural resources and indigenous peoples within the Interamerican Commission for Human Rights (Regional)
- Administrative and Human Resources Handbooks based on SWOT-analysis, Diakonia

Sida/Civsam and RELA

- A forward-looking evaluation 2009, Comisión Colombiana de Juristas (Colombia)

Sida/RELA

- Evaluation Report of the four-year plan of Alianza de Organizaciones Sociales y Afines 2006 - 2010 (Colombia)
- Final report on sources for funding: Civis, Forum Syd, Diakonia, LWF and SweFOR (Colombia)
- Baseline assessment of Mayan Youth Training, in the Municipalities of Chichicastenango and Santa Cruz del Quiché, department of Quiché, UKUX BE (Guatemala)
- Evaluation of the project: Strengthening Social Organisations through a Network of Departmental Correspondents, CERIGUA (Guatemala)
- External Evaluation to qualitatively and quantitatively measure the outcomes and impact of the work of FUNDAMAYA. (Guatemala)

- External evaluation, FOSDEH (Honduras)
- Evaluation of the impact of the project “Empowerment of the indigenous peoples and ethnic communities and the promotion, defense and legalisation of communal property in the Autonomous Region of the Northern Atlantic in Nicaragua”, CEJUDHCAN (Nicaragua)
- Mid-term evaluation of the “Programme for economic literacy and citizen participation of women workers from the maquiladoras and community leaders”, MEC (Nicaragua)
- Project evaluation “Strengthening of municipal and regional MESA GENERO community networks for advocacy on health and integrated development of 53 communities in three municipalities of the RAAN, Nicaragua”, AMC (Nicaragua)
- Systematisation of the programme implemented by the Mesa Genero in Nicaragua from inputs provided by member organizations and staff participating in the project activities over the last four years, MESA GENERO (Nicaragua)
- Foro Democrático Monitoring and Evaluation System: mechanisms and tools for evaluation and monitoring of its projects-programmes, Foro Democrático (Nicaragua)
- Evaluation to establish the degree of institutional consolidation within Sisay, and based on this propose criteria for prioritisation, conclusions and recommendations that facilitate its institutional consolidation, Sisay (Peru)
- Evaluation of the specific, current and potential contribution of Flora Tristán to Diakonia’s Peru Programme and to formulate recommendations and suggestions for Flora Tristán and Diakonia for the three-year-period 2008 – 2010, Flora Tristán (Peru)
- Regional internal salary study, Diakonia (Regional)

Middle East

Sida/Seka

- Evaluation of BLACD project 'FGM-Prevention of female circumcision - 2004-2007 (Egypt)
- Evaluation of CEOSS project 'CBR Pilot Minia - 2004-2007 (Egypt)
- Evaluation of the women’s journal 'Helin Magazine' (Iraq)

Sida/DESO

- Diakonia Children's Literature Programme Impact Assessment covering the period 1 Jan. 1995-30 June 2008 (Palestine)

Sida/DESO and NORAD

- Review of the CBR programme’s experience with community partnership, (Palestine)
- Evaluation of Diakonia/NAD Rehabilitation Programme in the Occupied Palestinian Territories, Jordan and Lebanon (Palestine)
- Jordan Evaluation CBR

Sida/Health, NAD

- Review of and Recommendation on the CBR Organizational Structure (Palestine, Rehabilitation sub programme)
- Needs Assessment to strengthen the integration of mental health into CBR (Palestine, Rehabilitation sub programme)
- Quick Assessment of the six Disabled Peoples’ Organizations (DPOs) supported by Diakonia /NAD (Palestine, Rehabilitation sub programme)
- Evaluation of the Intermediate Level Pilot Project (Palestine, Rehabilitation sub programme)
- Review of CBR Indicator Project in Palestine (Palestine, Rehabilitation sub programme)

Sida/MENA

- Assessment of Child Protection services and Children’s Rights in Kurdistan, Haval, Zewa and MHC (Iraq)

- Gender assessment of partner organizations, Haval, Zewa and MHC (Iraq)
- Mental Health Centre (MHC) clinical services in Duhok (Iraq)
- Play Therapy Assessment at MHC in Duhok (Iraq)
- The Final Report for Evaluating Child Protection, Human Rights and Equality Capacity Building in Kurdistan Region /Iraq, Haval, Zewa and MHC (Iraq)

Steering document Swedish Foreign Ministry and Sida

- Policy för Sveriges stöd till det civila samhället i utvecklingsländer inom svenskt utvecklingssamarbete, 2009
- Strategi för genom svenska organisationer i det civila samhället 2010-2014, framtagen 2009
- Sidas instruktion för bidrag ur anslagsposten Stöd genom svenska organisationer i det civila samhället Mars 2010 (med rättelser juli 2010)
- Strategi för stöd genom svenska organisationer i det civila samhället 2010-2014, Regeringsbeslut 2009-09-10

Other documents:

Sida Framework Agreement with Diakonia 2007

Sida Framework Agreement with Diakonia 2008-2010

Sida assessment promemoria on Diakonia report 2007

Sida assessment promemoria on Diakonia report 2010

Diakonia Management response letters to other relevant reports

- System-based Audit of Diakonia 2010, Management Response, Final Version 110117
- On draft version Senegal evaluation, 2010
- DRC evaluation, 2010

Extracts from Diakonia PME Handbook, internal document

Barbara Klugman, "Is the Policy Win All? A framework for effective social-justice advocacy" in The Foundation Review, vol 2:3, 2011

Annex 3 Tables over the Evaluations' programme, project and partner specific recommendations

The summarized recommendations below are excerpts taken directly from previous evaluation reports. The texts are direct quotes and have not been edited to ensure authenticity, with some exceptions where the recommendations have been summarized, specifically the project and organization specific recommendations.

See Annex 2 for data on each evaluation. Acronyms are used for partner organizations. Full names are found in Diakonia's Final Report 2008 - 2010, section G.

Evaluation	Programme specific recommendations
Honduras CIPE	<ul style="list-style-type: none"> • Continuous capacity building of local authorities necessary to obtain result
Ghana	<ul style="list-style-type: none"> • The adoption of a more integrated and comprehensive approach by all partner organizations to ensure smooth operations in all projects undertaken. • There is the need for more skills development for all staff of partner organizations. The partners should assess themselves in order to know where capacity building is needed. • Minimization of the reliance on external funding sources. District assemblies should be involved in the funding of community projects. • Contracting of local staff who understand more than one local dialect so as to bridge the communication gap between the various Partners and the indigenous people. • Provision of means of transport (for example bicycles) to make accessibility to intervention areas easy. • The actors of programme design should be taken into consideration in determine the ways to improve the programme.
DRC	<ul style="list-style-type: none"> • Reduce project axes and ambitions in the country programme • Develop, together with partners, an assessment to help determine the assessments of the different beneficiaries of projects over the past three years. • Develop baseline studies to identify needs; to classify them in order of priority and to map the partners able to meet these needs. • Develop baseline studies on the ability of recipients to respond to their needs before any support because we support what already exists.
Mozambique	<ul style="list-style-type: none"> • A more focused approach to capacity building; the need to assist partners in planning and subsequent contracting around tangible development indicators.
Burkina Faso	<ul style="list-style-type: none"> • Strengthen the components of Climate Change and Sustainable Development in the Strategic Plan 2012-2015. • Continue to develop the capacity of CSOs in order to strengthen their institutional development, their advocacy work and promote further networking. • Finance projects accordingly to the programme priorities to consolidate the specific goals and specific results of the partners' action in order to achieve greater efficiency and a bigger impact. • Consider SCADD and national and sector policies to greater extent in the future Strategic Plan 2012-2015 of Diakonia
Palestine CBR	<ul style="list-style-type: none"> • Improve the monitoring process through integrating more qualitative M&E system of the programme that would allow for capturing success stories. Furthermore, a detailed M&E plan is needed that specifies inputs and outputs as well as simplified and standardized tools. • Provide staff members with the required capacities that will guide the design and implementation of a rights based approach to rehabilitation. • Design a special programme that would encourage the participation of volunteers in local communities' activities.

	<ul style="list-style-type: none"> • Use a participatory approach in the design and planning of activities that would involve persons with disabilities, their caregivers and local community. • Conduct a comprehensive institutional assessment to review the current capacity and organizational structure. • Consider the use of a complaint mechanism. • Play a more proactive role in empowering DPOs to become increasingly capable of taking leadership roles in the CBRP which would enable people with disabilities to initiate programmes and set priorities for the CBRP activities. • Work with DPOs and self-help groups to build their capacity and enable them to create platforms for the advocacy work.
Lebanon	<ul style="list-style-type: none"> • The weakest link in the programmes provided by Dar Al Amal is the follow-up of released prisoners; the NGO could look at avenues to strengthen follow-up through regular meetings. • Recommended that Dar Al Amal organizes special training programmes to better equip their staff with the needed skills; such training could also be extended to other parties operating in the prison. • Undertake a market analysis and design more vocational training sessions on different skills required by the market. In addition to English language skills training, the NGO might consider providing ICT literacy training for prisoners to increase their employability. • Develop monitoring tools to yield more result oriented reporting. • Dar Al Amal needs to organize specialized training programmes to better equip their staff with the specified skills; such training could also be extended to other parties operating in the prison. • It is time for Dar Al Amal to move to a higher degree for advocacy and lobbying for change with the State, in addition to service provision. • Dar Al Amal should take the lead in mapping what other agencies are doing, and co-ordinating with these bodies for maximization of the use of available resources. This is especially relevant in terms of advocacy and lobbying with the state for the modernization of the sector. It is also recommended that Dar Al Amal advocates for the creation of a network of NGOs to fill the necessary gaps and help in rehabilitation and social reintegration.
Middle East Regional	<ul style="list-style-type: none"> • Support south-south exchange and learning that can be replicated. • Build a clear “exit strategy” for each programme or project and make it a “replicable model” for other situations and NGOs to learn from. • Overall projects’ goals should clearly address what strategy the project will focus on and at what level the impact should be, whether its community, region or national level. • Diakonia needs to build its stock of “best practices” in the three strategies or thematic areas. • Improve and upgrade the regional offices’ knowledge and systems for organizational analysis, assessment and partners’ development and ensure that each regional office has the sufficient capacity to work on grant-making and proposal writing. • Selectively strengthen the managerial capacity of partners in need only such as small and new NGOs, and start building the partners’ capacity in the three strategies.
India	<ul style="list-style-type: none"> • Need to develop vision mission and road map for the Diakonia India programme on the basis of the ground realities. • Imperative that Diakonia India programme emerges as a cohesive programme to effectively address its strategic focus group from a right based sustainable livelihood perspective. • All the Partners should promote common peoples’ forums apart from the utility groups at village and area level and develop strategy for their capacity building and engagement in spearheading different advocacy campaigns in the region.

	<ul style="list-style-type: none"> • Youth (men/women) need to be focused as integral part of the strategy from the point of view of sustainability. • Partners like HRLN should have clear strategy to address the macro policy issues that concern the livelihood of the right holders from a long-term perspective. • Review strategy of partners working through the local organizations' need in context of capacity of the local partners, their accountability and support structure. • Increase structured and strategic interaction among the partners, working groups taking different tasks to facilitate common strategy, and collegial visits for cross learning and generate collective accountability and co-operation. • Diakonia may consider new partners working in different geographical and occupational niche in order to have representative base strengthened. • All the partners should have baseline information to track changes and mandated documentation in reference to the baseline.
Cambodia	<ul style="list-style-type: none"> • The recommendations of the report are very specific on project level and no attempt is made to recommend overarching themes or areas for Diakonia's programme. The recommendations made with regard to the animal bank seem to indicate both a poorly planned and implemented programme. <p>Technical recommendations on animal bank: reconsider to run the animal banks; ensure use of new knowledge in trainings; secure right vaccines; long term and system thinking should used in all animal bank projects so as to not become the cause of poor learning and poor education for children by taking away time from studies</p> <ul style="list-style-type: none"> • Diakonia should work with KFD to change the way they work with the villagers and partners. KFD has not thought about empowering the people through the programme and KFD has not shown example of good leadership to the people too. Transparency should also be taken into serious consideration. • Lessons learned by CAAFW running the cow bank should be documented carefully and shared with all partner NGOs of Diakonia to ensure that energy and resources are not wasted by lack of learning opportunities. • All Diakonia's Partner NGOs should continue learning from each other and keep improving the process of running their animal banks from time to time. There should be an annual workshop for all partners to learn how to improve their animal banks. • The quality of leadership at the community level should be taken into consideration for all projects of Diakonia's Partner NGOs. All Partner NGOs have also to show a good example of good leadership to all beneficiaries. • Diakonia should reconsider to have the Partner NGOs running micro credit to farmers because there are already many micro credit institutions present in target areas. Partner NGOs can help the farmers run a proper saving group as an alternative. • All PLHA, especially the PLHA who are having small children and care givers of OVC should be able to continue to get supports from the Partner NGOs. • Capacity building and training for all project beneficiaries and Partner NGOs should be provided with the focus on quality not only on quantity.
Sri Lanka	<p>There are three areas where Diakonia needs to improve:</p> <ul style="list-style-type: none"> • Its capacity to interact with partners using a variety of methods. It has to go beyond using various formats in understanding the partners; • its methods of organizational analysis so as to identify critical needs • its knowledge base and experience in the highly politicised issues CSOP partners are engaged in.
Thailand North	<ul style="list-style-type: none"> • Diakonia to consider partner selections with its strategic viewpoint, in order to accomplish the five results for the Programme at societal level. To establish more effective partnerships for the Programme, Diakonia may need to phase out partners from the Thailand-North Programme, while it primarily needs to clarify roles of each partner under

	<p>the Programme</p> <ul style="list-style-type: none"> • Diakonia should set concrete outcomes and expected follow-up actions for each capacity building opportunity for the partners. • Diakonia should encourage more autonomous network among network partners and allow them to take lead in organising the network. • Encourage and require advocacy components and reporting in partners' projects. • Assess partners' outcome and impact indicators more strictly so that the indicators can capture not only quantitative but also qualitative aspects of their projects' achievements. Diakonia should provide guidance to each of the partners with regard to their reporting and its response to reading their progress reports. Diakonia should encourage post-ex evaluations for long-lasting partnership programmes. • Diakonia should continue supporting partners' administrative budget including their staff salary, because, with such budget, partners have been able to realize many accomplishments particularly concerning networking and advocacy aspects. • KDSF needs to improve management capacity of, not only each of its projects, but also the entire organization. • Partners in the programme should improve writing contents in their progress reports, including outcomes and achievements of their projects. • Frequent consultation with Diakonia officers continues to be necessary and very important for the partners. This is particularly required when a partner needs to adjust its project activities from those previously planned in its proposal as well as when a partner decides to modify its indicators for project outcomes and impacts.
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Evaluation	Project /partner²² specific recommendations (summaries)
Nicaragua FIPI	<ul style="list-style-type: none"> • CSO working on advocacy need to be part of society and reflect on their role, vision and mission
Burkina Faso	<ul style="list-style-type: none"> • Increase the dialogue and exchange on specific themes between CSO for joint advocacy actions; • Open up for more networking within civil society to be more productive in the dialogue with authorities
Egypt BLACD	<p>Project on FGM:</p> <ul style="list-style-type: none"> • Focus more on religious leaders in the communities, include family counselling, continue to train new doctors of the health units and involve other local CSOs in order to unify the awareness message; • Focus more on increasing the role of visual, audio and written media in advocacy for the issue to make a positive contribution as part of the social movement that combats FGM; • Form a network of the NGOs concerned with this issues; focus on advocacy in order to activate the ministerial decrees that prohibit FGM, hotline 16000, the new child code, activating and announcing punishment; add the issue of FGM to the educational curriculum at school.
Iraq	<p><u>Ziwa Center:</u></p> <ul style="list-style-type: none"> • Programming has to be conducted with children and take into consideration their needs and aspirations, include not only working children but their families as well; • Capacity training of workers at the Center (strategic planning: LFA, participatory rapid appraisals, community-based planning, income-generating projects for families and the study and management of economic projects). <p><u>PHC:</u></p> <ul style="list-style-type: none"> • Introduction of a small fee could cover salaries for sustainability.

²² It is not possible to refer to all detailed recommendations here. We opted for summarise what we found relevant for the desk study and to highlight some of the projects.

	<p><u>Haval Center:</u></p> <ul style="list-style-type: none"> • Institutionalize the relationship between the center, the governor and the juvenile police according to a well-defined agreement; • Promote activities within a new framework based on a solid vision and a scientific approach clear to other parties; • Develop a specific training programme for mentors to enable them to provide quality services for juveniles.
Sri Lanka WDC	<ul style="list-style-type: none"> • The existing organizational structure will be greatly improved by developing an overall strategic plan for it; • Engage in continuous dialogue with relevant government officials and maintain transparency of programme activities including sharing programme outcomes where possible; • Design and introduce appropriate and consistent reporting formats; • Conduct capacity building and training to ensure a bilingual staff cadre; • Adopt appropriate management systems that facilitate consensus in decision making and communicating such decisions to staff members; • Develop activity based budgets to encourage the utilization of any excess funds for new projects or to augment existing projects; • Increase participatory elements in the programme decision making process with mechanisms to share decisions made with all team members; • Avail staff of and encourage initiatives taken for on the job training; • Carefully select staff for training programmes to derive optimum benefit for the organization; • Identify competent in-house resource persons for the relevant programmes prior to recruiting external consultants; Establish a suitable accounting system; • Establish a co-ordinated and systematic reporting process to enable information flow—from societies to district forums and consequently from forums to the network in WDC Head Office; • Establish a systematic M&E system with adequate awareness among staff and partners to capture achievement of programme outputs / outcomes and impact; • Instil greater gender balance with active participation of men in programme activities which will reduce the possibility of not realizing planned outputs as a result of working exclusively with women's groups in the community; • Increase the knowledge in women's groups on the country's prevailing laws, regulations and policies on violence against women and children.
Thailand KDSF	<ul style="list-style-type: none"> • Expand staff to include: Lawyer, Co-ordinator, Driver, Translator, Project consultant; • Reorganize the data system management, new data survey and set up a data base system; Project manager should follow up and evaluate the project (include 3 evaluations before, during implementation and after), as well as co-ordinate with government officers; Identify target areas more clearly; • The SLP should co-ordinate with the local government organization, government officers and the media in order to organize a seminar or conference. Moreover, advertising and documentation concerning citizenship should be distributed to the people; • A central fund should be set up for the Thai citizenship purpose; • The officers should educate and give knowledge to the villagers on how to use the identity card properly; The brochures or hand book guidelines should be easy to understand by the illiterate villagers.
Cambodia PNKS	<ul style="list-style-type: none"> • PNKS should participate in the national network and develop a mainstreaming strategy to adapt and mitigate the impact of the climate change. Specific focus: tree planting/community forestry, reinforcing the management of water dams and irrigation

	<p>systems, promoting crops that are more resilient to drought or flood, maintaining rice stock, etc. Train labour migrants with skills and knowledge so that they are able to get better pay and safe jobs;</p> <ul style="list-style-type: none"> • Align and harmonize its poverty reduction strategy with the Government efforts. Modifications of some community projects may be needed. Concentrate the new projects in selected communes with high poverty rates; • Expand HR volunteers' knowledge to include trafficking; Increase women's participation in literacy programme by finding incentives; • Expand project experience of connection village/community groups with decision makers; Expand healthcare campaigns to new areas; • Allocate fundraising responsibilities to one person, review salaries and ensure salary levels sufficient to retain staff, and ensure handover and induction for new staff; • Develop M&E system and plan; Compile and share learning documents showing good practice and lessons learned; • Ensure training on financial management, system and procedures to the Financial Officers at the project level.
Bangladesh ADESH	<ul style="list-style-type: none"> • Expand activities to new or more remote areas where the needs are real and greater; working in same area for such a long time, mostly with same groups, on similar issues appeared to be over done! There is a need to move ahead as this community can manage their own means; • Though they are talking about rights, justice, gender, group members, at present, appeared to be more concerned with higher amount of loan availability for their business ventures. ADESH needs to develop realistic but terse indicators for monitoring of the group activities; • Staff need conceptual clarity on the issues, confidence to apply of the concepts in projects and living of group members and skills for better interaction, mentoring and monitoring based on well defined criteria and indicators; • Gender perspective is integrated in different activities but felt that its value is being over shadowed by credit operation. There is high possibility of losing group cohesion if credit support is not there. ADESH needs to study the situation while intensifying the promotion of ethical issues/ interventions as the economic lot of the group members has improved; • ADESH, with the exposure, experience and recognition it has with the communities should try to promote rights, justice, gender, democratic principles, etc. in educational institutions, local government bodies, government service facilities like clinics, hospitals, offices and private sector business entities operating in poor areas.
Bangladesh OWDEB	<ul style="list-style-type: none"> • OWDEB need to resort to popular communication means (drama, plays etc). Diakonia may also think about putting in some more money for carrying on popular communication in order to develop its awareness raising programme. OWDEB can try to expand the trades/options for more/alternative skills with support for selling/marketing of the products and services; • Members of CDF, male group members and some staff members of OWDEB need to be provided with training/orientation on gender and rights issues, relating to operational issues like health, education, income generation; • OWDEB should consider taking the concepts (rights, gender, democracy, peace, social justice, etc.) to educational, service and business institutions utilizing opportunities for compliance in work environment, promotion of social business, corporate social responsibility through proper advocacy and mobilization efforts; • Documentation and manuals of OWDEB need improvement.
Burma HREIB	<ul style="list-style-type: none"> • Clarify the organizational strategy; • Build a staff culture of learning and critical reflection; • Resolve the debate between stand-alone training and "grounded HRE";

	<ul style="list-style-type: none"> For programmes that are under-resourced, consider limiting the number of advocacy activities; Empower staff in order to alleviate "leadership dependency"; HREIB needs to ensure that organizational structures and systems, as well as staffing policies are developed and implemented to bring clarity to job roles, improve co-ordination and communication with partners and avoid potential work overlap; HREIB should develop a better system of volunteer management, or the recruitment of a volunteer co-ordinator. There also needs to be better screening of potential volunteers to ensure that people being taken on have relevant practical skills or real talent and can work well within the organization.
Bangladesh BLAST	<ul style="list-style-type: none"> PDF-BLAST needs to think about reorganizing its Executive Committee; Lack of clarity and knowledge among the staff members on the issues dealt with by PDF-BLAST. That demands further training for the staff on issues like gender and rights and also on monitoring, evaluation & documentation; PDF-BLAST needs to arrange for training of the project staff and they may incorporate the training programme in their future project proposal if possible with Diakonia; Monitoring and Documentation needs to be further strengthened; BLAST may also think of taking less numbers of PNGOs in order to achieve more qualitative results of their project.
Bangladesh PALOK	<ul style="list-style-type: none"> Reorganise Executive Committee to provide change; Lack of clarity and knowledge among the staff members on the issues dealt with by PALOK. Need to arrange for training of the project staff and they may incorporate the training programme in their future project proposal; Monitoring and Documentation of PALOK needs to be further strengthened; Strengthen component of 'popular' communication; Level of knowledge among the members of the Morcha (Citizens' alliance) needs to be improved as they have lack of clarity on the mandates of PALOK project; Include women more in project because more aware of rights and gender issues; Increase quiz and debate activities in schools since they are successful;
Burma KBC CISS	<ul style="list-style-type: none"> Improve project design and develop a realistic log frame for next phase; Improve community participation at different stages of the project; Consider and build positive links between the CISS Program and other programmes run by partners like KDN and MBC such as RIDP; Provide appropriate guidelines for project types and facilitate access to appropriate technical support for projects and associations; Provide business planning skills training for the project holders who run income generation projects and, potentially, marketing skills; Organize feedback sessions with associations and communities during monitoring visit to create learning opportunities for all parties; Conduct a Training Need Assessment for other skills and awareness training in order to provide effective/relevant/applicable training to the participants; Further concentrate on working with the association level, and support them to in turn support churches/communities; Focus on developing suitable systems, especially M&E, reporting, recording, financial management, for different level; Build up the capacity of village committee in terms of project management, livelihoods skills, and co-ordination/networking with other organizations; Provide administrative and management facilities in terms of both manpower and materials to implement the project more effectively.
Burma WCM COWB	<ul style="list-style-type: none"> Consider more substantial effort at networking between communities in the next project phase;

	<ul style="list-style-type: none"> • Explore means of generating funds for acknowledging, honouring and/or compensating volunteers for the service they provide; • WCM need to look at their procedures, and ensure that such feedback is provided consistently to all partners; • It is necessary for WCM to carefully consider how they navigate the more complex partner relationships where a local partner is part of larger organizational (regional or national) structure, and to possibly initiate more connection with national leaders of those CSO; • Simplified, or more structured M&E process; • Facilitate more exposure learning opportunities with visits to successful project communities to enable communities to learn from each other; • More networking with donor organizations to serve as a link between local partners and potential donors; A more integrated and holistic approach to partnership, so partners are engaged at programme and organizational levels.
Burma SEM	<ul style="list-style-type: none"> • Communication between SEM-Thailand and SEM-Myanmar needs to be more participatory; • There are no clear role and responsibilities for the whole of SEM-Myanmar organization. Needs to be strengthened; • M & E without co-ordination. Zone co-ordinators are not clear on their role and responsibilities in the M&E. SEM will need to establish a proper system of organizational management that allows a cross border flow of sharing information and decision making , especially between SEM Thailand and SEM-Myanmar and among different projects at the zone level; • SEM needs to develop a better system of supporting/ empowering alumni activities, especially pertinent to funding co-ordination to alumni's community-based projects/organizations.
DRC From the summary of the reports on CEDAC, AFEM- SK, ASOP, GROUPE JEREMIE, RFPD	<ul style="list-style-type: none"> • Reinforce the strategy for formal and non-formal training, the organizational development of the partners will enable them to in their turn train their target groups; • Develop the sharing of experiences between partners and target groups in order to create synergies with the capacity building efforts in the defense of democratic culture and the fight against HIV/AIDS; • Strengthen further the integration of the literacy strategy in each partner support; over 80% of rural women are illiterate; • Continue to support income generating and micro projects in order to consolidate the economic aspect of the struggle with the political and socio-cultural aspects, empowering groups to become more involved in the popular mobilization in defense of human rights and the fight against HIV/AIDS; • Integrate the different strategies with each other to achieve a significant affect on the behavior of target groups and in order to enable them to spread to others what they have learnt through the support.
DRC ASBL LIGUE CONGOLAISE DE LUTTE CONTRE LA CORRUPTION	<p>The partner organization should</p> <ul style="list-style-type: none"> • Not only communicate via internet but work on direct outreach on the results of surveys to the communities • Use the well designed strategic plan to strengthen the capacities of other civil society actors on interactive activities.
DRC CRONGD	<ul style="list-style-type: none"> • Next project formulation must be based on the participation of all stakeholders; • Ensure to address the real needs of the public within the mandate of Diakonia and accordingly to sustainable development; • CRONGD should make better use of management tool to increase for stronger transparency;

	<ul style="list-style-type: none"> Strengthen and involve the women's movement in CRONGD; Develop tools and provide information on gender and HIV/Aids for the activities of the member organizations; The bulletin should aim to share experiences of the members. The newsletter should be available in local languages to include people in the province of Bas Congo.
DRC JPAAction	<ul style="list-style-type: none"> Next project formulation must be based on the participation of all stakeholders; Include other aspects of rights of youth (detentions, women's role in society, HIV/Aids) in the activities; The acute situation of human rights, especially the rights of women, calls for a stronger focus on raising awareness of local authorities in villages; Make the family code and other documents available in local languages and to the local committees; Establish monitoring mechanism to enable the measurement of results.
DRC RECIC	<ul style="list-style-type: none"> To increase the efficiency and the effectiveness of the support provided to RECICE the organization needs a solid base on institutional level to be a credible intermediary of the population vis-à-vis the public administration and political authorities; Support RECIC in its work in structuring community organizations; Support RECIV in a forward looking strategic plan on the issues and challenges of local governance and decentralization in DRC.
DRC RODHECIC	<ul style="list-style-type: none"> Deepen the analysis through the member organizations on the situation of women and their needs, particularly in the municipalities, making use of local committees to ensure women's participation (progressive gender balance); Consult with members of the CDCE on gender in order to enrich the policy already in place and once completed train members on the strategy using their experiences on working with women; Decide a percentage of women and youth that should be included in all activities; The Bulletin "Femme debout " could also open up a wider audience of women and men at community level (reserving a larger space to the woman). This might diversify the topics and the reports on women's achievements of and attract the interest of more women.
Zambia WFC	<ul style="list-style-type: none"> WFC should develop a remediation plan to rectify the twin problems of debt burden and ongoing deficits; continue its efforts to address the causes of its financial difficulties, including developing balanced budgets, developing realistic budgets in its proposals, and advocating for change to partner policies; Make improvements in its financial system to allow it to track expenditures to the source of funds; Partners should consider allocating reasonable amounts for administrative costs, particularly to cover statutory obligations, and should consider differences in organizations when determining acceptable levels for administrative expenditures; Partners should consider ways to alleviate ongoing financial management issues experienced by WFC resulting from overly strict partner requirements; WFC and partners should discuss issues around Board selection and executive duties, in order to ensure all stakeholders are satisfied with the level of accountability the Board provides.
Zambia YWCA WHRP	<p>Selected recommendations out of many and very comprehensive:</p> <ul style="list-style-type: none"> It is recommended that the programme carries out a) local baseline and periodic (e.g. annually or bi-annually) follow-up/up-date surveys in order to guide design and implementation of interventions; b) thorough strategic planning for 2009 - 2011; Thoroughly analyse the problem and response, with well articulated internal and external environmental scan, upon which development of required goals, SMART objectives, and activities shall be based; M&E and reporting systems of the programme as well as YWCA as a whole be reviewed

	<p>and improved; conducts community based and in-house basic training on gender and related aspects for staff and regular volunteers. Standard guidelines and manuals will be required and should be developed for this training;</p> <ul style="list-style-type: none"> • At senior staff level, the organization should facilitate appropriate training in gender to enable staff to carry out comprehensive gender analysis of national policy and legislation. The YWCA should also develop and have in place its own gender policy document; • Develop and implement an advocacy plan around 1 or 2 prioritised issues each year. Awareness raising should be scaled up and innovative ideas; • Governance structure should be streamlined with the aim of increasing organizational performance support, while retaining member participation and control.
Zambia WLSA	<ul style="list-style-type: none"> • Comprehensive set of recommendations; just the general ones recorded here: Change its relationship to its external environment, that is, the nature of its ties to its target populations (its market) and major stakeholders by structuring or redefining its identity and boundaries through well defined alliances and partnerships. This measure will require raising to another level the branding and marketing of WLSA Zambia as a unique and an effective developmental organization in Zambia; • It is recommended WLSA Zambia aligns itself properly to the political environment (including the values and attitudes of the leaders, laws and legislation); the administrative environment (attitudes of civil servants and technicians, as well as GRZ regulations and procedures) and the legal environment; • Change its relationship to its external environment, that is, the nature of its ties to its target populations (its market) and major stakeholders by structuring or redefining its identity and boundaries through well defined alliances and partnerships. This measure will require raising to another level the branding and marketing of WLSA Zambia as a unique and an effective developmental organization in Zambia; • Change the nature of its control structures - the parties involved in the dominant coalition of interests that govern the organization and determine how benefits are distributed among them. There should be movement towards more openness, transparency and accountability through sustained decentralization of power and effective delegation of functions, roles and responsibilities. Every member of staff should feel they are an indispensable part of the organization.
Zambia LADA	<ul style="list-style-type: none"> • Very comprehensive assessment, only some recommendations included: • Reorganize its governance structures and streamline them in order to make decision making, communication flow and involvement of members in the day to day activities of the organization more effective; The LADA constitution needs to be reviewed and revised; • In order to effectively facilitate the process of transformation of LADA which includes the review of systems, structure and programme implementation, a Transitional Board should be appointed to include expertise from outside the LADA membership; • Organizational Structure needs to be reviewed and aligned to the new strategic plan to be developed; • The Programmes Manager portfolio should be reviewed by the Interim Board and the added value of such a position carefully considered; • The number of districts in which LADA is operating in, should be reduced particularly as the funding challenges the organization is facing may continue for some time to come; • LADA and the co-operating Partners should devise a more appropriate core funding arrangement to cater for overheads which include salaries and other personal emoluments. The current approach implies that there will be several periods where LADA will have funds for programmes but with little capacity to pay overheads like salaries to staff.
Zambia CCZ	<ul style="list-style-type: none"> • CCZ Secretariat: Training in Disaster Preparedness Response; • Strengthen systems (marketing, communication, public relations etc);

	<ul style="list-style-type: none"> • Implementation of the M&E plan; • Develop a media plan; • Develop a capacity building Strategy or Plan for staff. • Local offices: Training in disaster preparedness and risk reduction; • Programme Development: Programme Sustainability; resource mobilization; M&E, CCZ should reorganize the district LCC, Training in Organizational Development
Zambia NGOCC	<ul style="list-style-type: none"> • NGOCC should strengthen its planning procedures by adopting a comprehensive approach to identifying and analysing risks and developing mitigation strategies, which will improve the organization's likelihood of achieving planned results and contribute to the sustainability of the organization and its programmes; • It is recommended that facilitation of development of workplace HIV&AIDS policies by MOs should be followed up and that the six (6) MOs (already with policies) share their experiences and policies with fellow MOs in a systematic manner; follow up on and ensure that the process of developing its advocacy strategy is completed; • NGOCC should be proactive and take initiatives to engage with relevant GRZ institutions in order to access GRZ funding (already allocated gender activities through Provincial and District Gender Sub-Committees), for possible collaborative or joint implementation of some of its gender related activities such as translation of IEC materials into local languages, conducting baseline studies for more accurate information on gender issues of concern at community level; • NGOCC should strengthen the Capacity Building and Networking Unit to provide systematic gender institutional and technical capacity building to MOs as well as to strategic position people particularly in the Public Service (e.g. Planners, Controlling Officers, Human Resources Development Officers, etc); • NGOCC should design and implement tailor-made institutional capacity and gender technical skills building programmes for different levels and sectors that should be systematic (i.e. logically sequenced) and also based on comprehensive institutional capacity/HRD training needs assessments covering all member organizations and NGOCC programme staff – for relevance and effectiveness; • To ensure availability of relevant sex- and gender-disaggregated data to feed into its future programming, NGOCC should make use of its old and new partners as well as individuals with existing capacity for research; • Develop and implement an overall organizational M&E framework and recruit an M&E officer to facilitate an internal system of collecting sex-disaggregated data/information on critical issues and actual experiences particularly of small MOs and branches, with a view to identifying options for their improved access to financial support given that for many of them the Basket Fund is the only source of funding to implement their projects.

Annex 4: Diagrams showing reported partner training provided and reported partner capacity in related areas.

The diagrams below are based on data provided in Diakonia matrices indicating partners' capacity and the training they have received over the past five years.

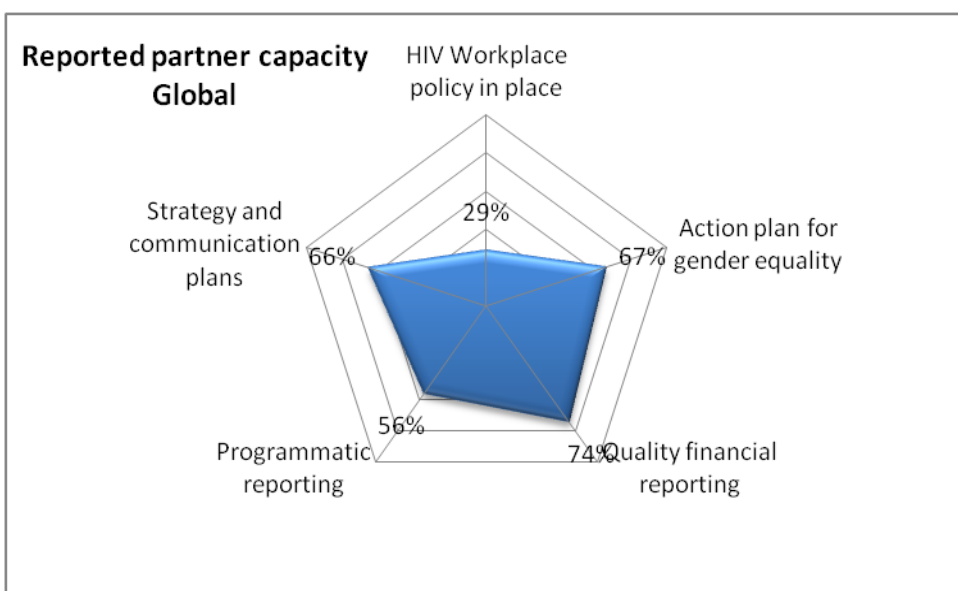
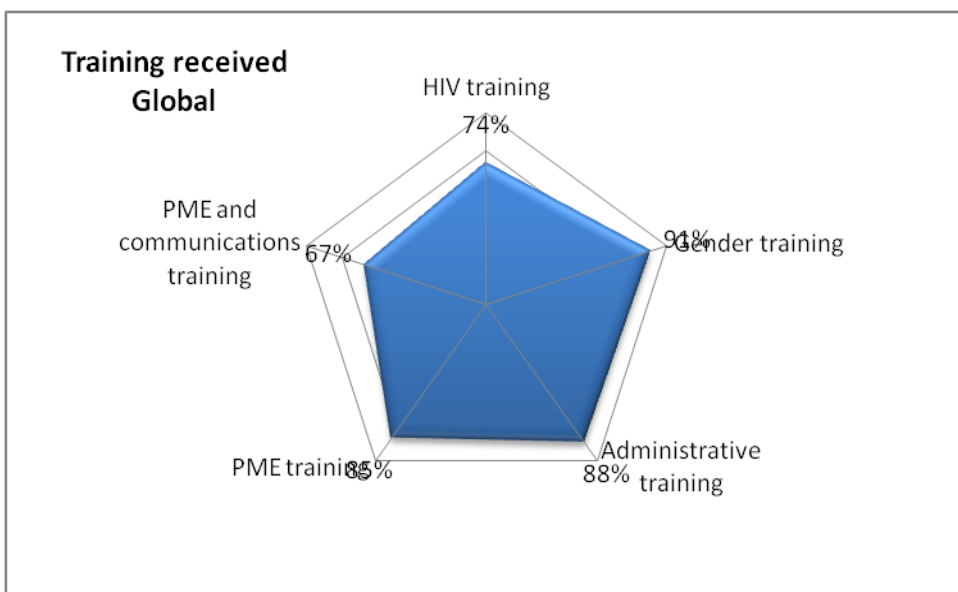
The first diagram shows the training received by the partner organization as reported in annex B of the indicator matrices. In each case a partner has been reported to have received training in one of the areas it is counted towards the overall percentage of the region.

The second diagram show the capacity of the partner organisation as reported in annex B of the indicators matrices. The axes plot questions answered in the annual monitoring of partner organizations. The result is expressed as a percentage where 100% would correspond to all partner organizations showing positive result on question. The indicators for each of the axes are:

- A. Partner has HIV/AIDS workplace policy in place (Y/N).
- B. Partner has an action plan for promoting gender equality (Y/N).
- C. Partner's financial report is clear (Low=0, Medium=0.5, High=1).
- D. Partner monitors and reports on indicators beyond outputs and draws conclusions thereof (Low=0, Medium=0.5, High=1).
- E. Partner has a comprehensive strategy plan (Y/N) and Partner has elaborated a strategy for external communication (Y/N).

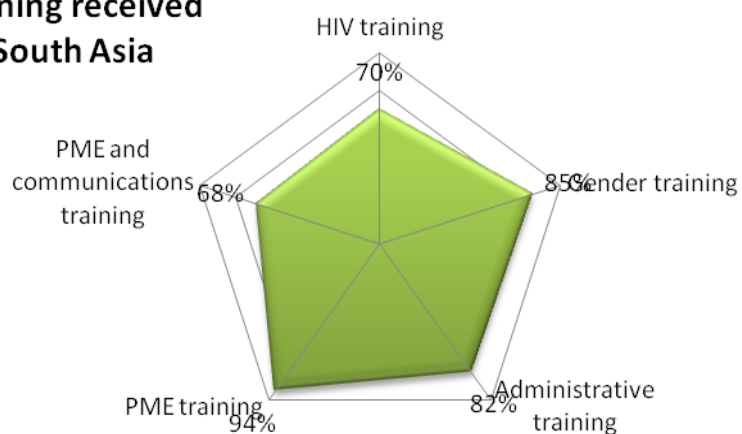
There is perhaps nothing surprising in that the reported capacity is below the level of training received. The one area where the difference is striking is in the area of HIV where the trainings seem to have had a very limited impact on the partner organizations across all regions.

Global view

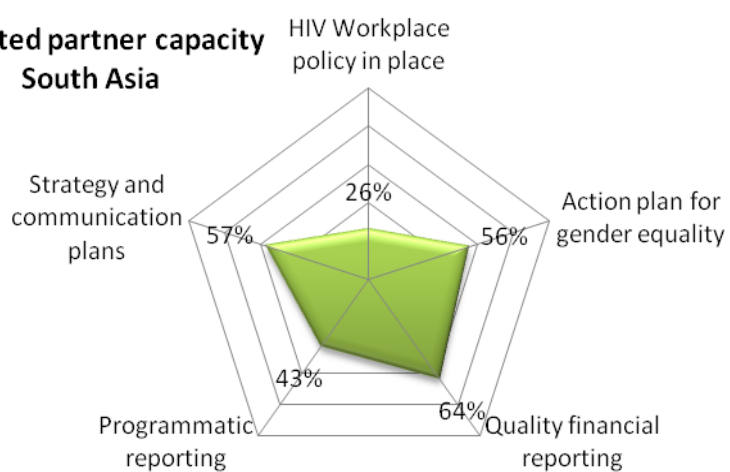


South Asia Region

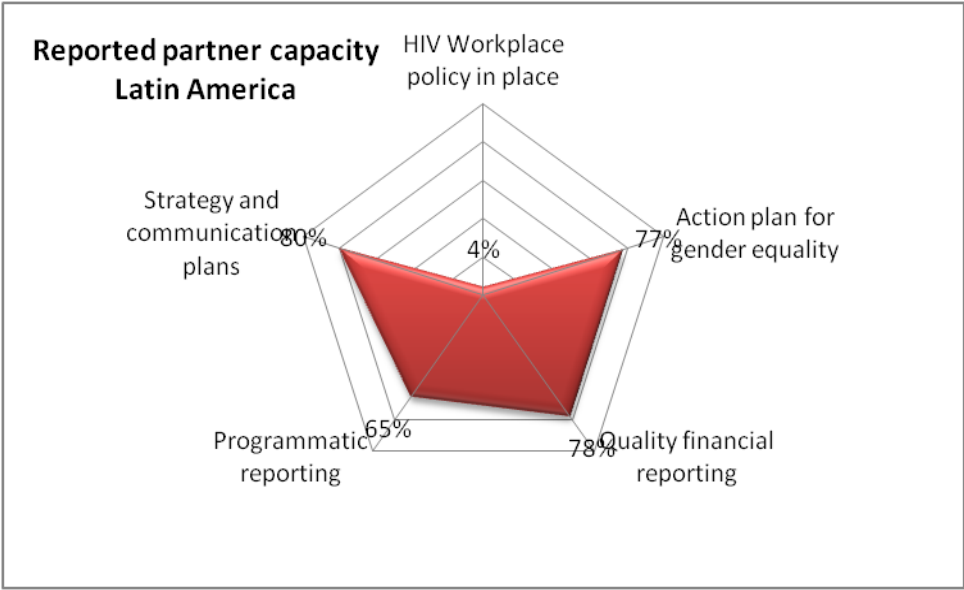
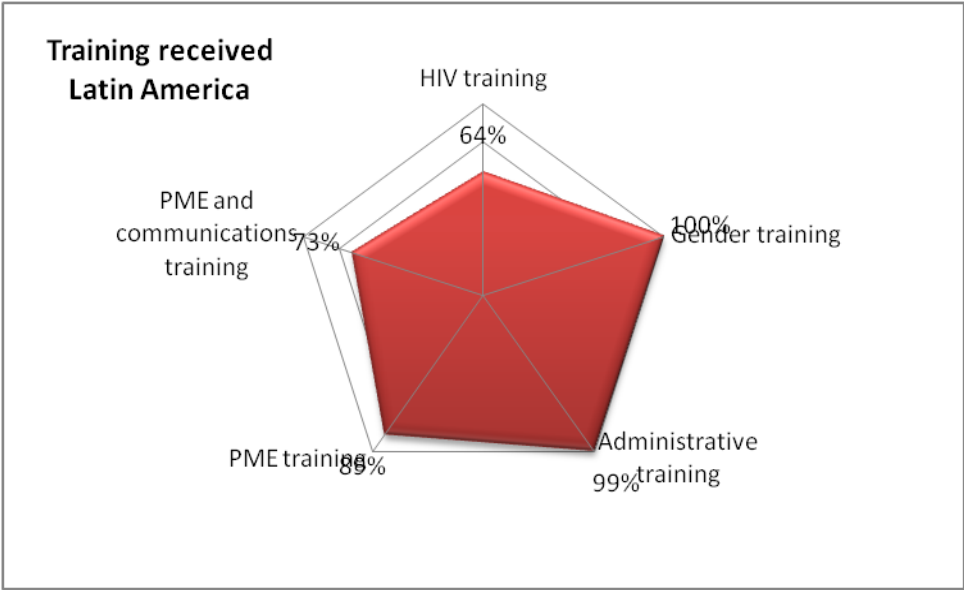
Training received South Asia



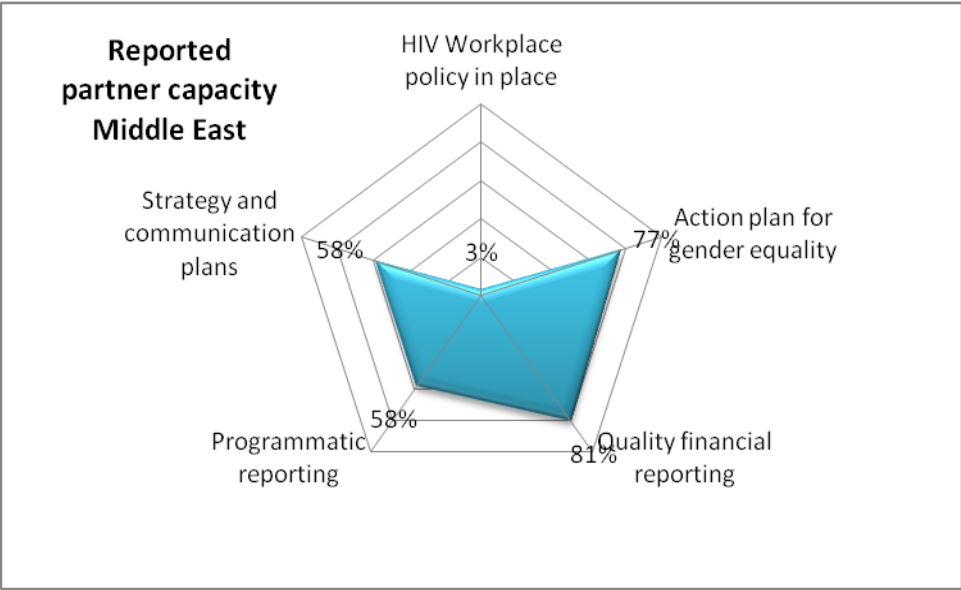
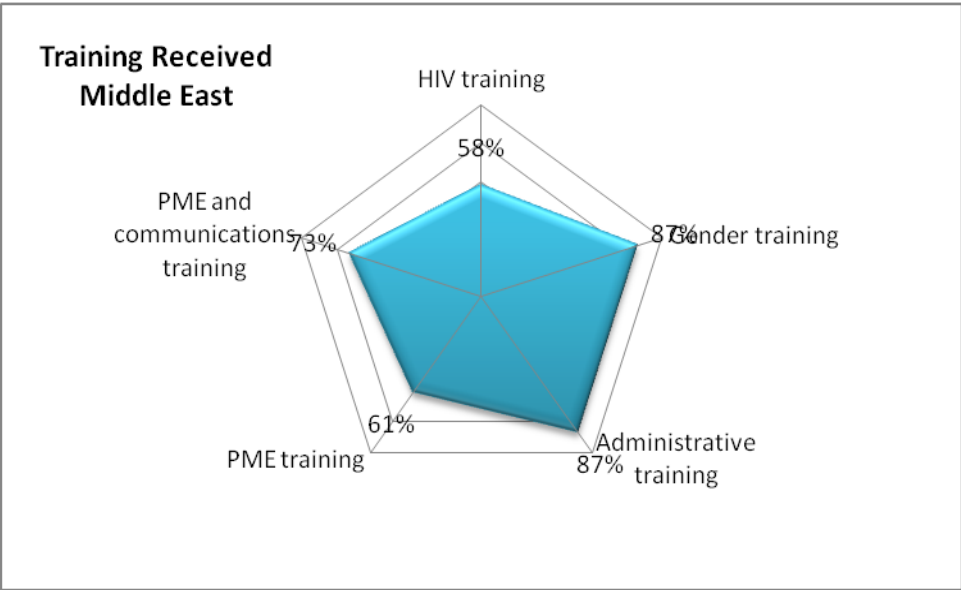
Reported partner capacity South Asia



Latin America Region



Middle East Region





DESK STUDY OF DIAKONIA

This desk study reviews 47 evaluation reports conducted between 2007 and 2010 with focus on projects directly supported by Diakonia, on partner organizations whose activities are support by Diakonia, or on a Diakonia country programme. The findings confirm that Diakonia's work is in line with Sida's civil society policy and that it provides manifestation of the strategy on the ground. Diakonia's efforts to integrate a gender and rights-based approach in its programmes have borne fruit and the partner organizations are empowering groups of rights holders to claim their rights and hold duty bearers accountable. The evaluation reports reviewed show great variation in quality. The usefulness of the majority of the reports can be questioned. This poses a challenge for Diakonia and the partner organizations in terms of learning and improvement. Diakonia is encouraged to continue its efforts to strengthen the capacity of partner organizations to develop monitoring systems that can capture results and contribute to learning.

SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Address: S-105 25 Stockholm, Sweden. Office: Valhallavägen 199, Stockholm

Telephone: +46 [0]8-698 50 00. Telefax: +46 [0]8-20 88 64

Postgiro: 1 56 34-9. VAT. No. SE 202100-478901

E-mail: info@sida.se. Homepage: <http://www.sida.se>

