

Final Evaluation Report

External End Evaluation of '*the humanitarian programme being evaluated*'

Protection of communities in the Great Lakes region

Submitted by:



Links Research & Evaluation

Supporting humanitarian & resilience programmes

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Acronyms

BFA	Basic First Aid
BRC-FL	Belgian “the client organization”-
‘THE PARTNER IN BURUNDI’	Burundi “the client organization” Society
CEA	Community Engagement and Accountability Strategy
DAPS	Dignity, Access, Participation and Safety
DRM	Disaster Risk Management
ECVA	Enhanced Vulnerability and Capacity Assessment
FAO	Food and Agricultural Organisation of the United Nations
GBV	Gender Based Violence
“THE HUMANITARIAN PROGRAMME BEING EVALUATED”	Humanitarian Protection Programme 1
HP2	Humanitarian Protection Programme 2
IASC	Inter Agency Standing Committee
IHL	International Humanitarian Law
IPV	Initiate Partner Violence
PDM	Post Distribution Monitoring
PGI	Protection, Gender and Inclusion
PWD	People with Disabilities
	“the client organization”
RFL	Restoring Family Links
	Rwanda “the client organization” Society
WFP	World Food PROGRAMME
‘THE PARTNER IN UGANDA’	Uganda “the client organization” Society
UNHCR	United Nations High Commissioner for Refugees



Contact details of the evaluation team

The table below presents the main contact details of the evaluation team, followed by brief information about the contracting organization.

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Links Research & Evaluation (www.links-res-eval.org), is registered in Kenya. All taxes are filed and paid according to Kenyan law.

Employer and public liability insurance are in place. The permanent staff are paid according to a salary scale, ensuring a fair salary system.

We hold and adhere to policies for the following for our employees; Ethics and Code of Conduct; Safeguarding; Anti-Slavery; we are also in the process of attaining the internationally recognised B CORP status.



1. Executive Summary and recommendations

1a. Programme background and evaluation context

The Great Lakes region has endured multiple and complex humanitarian crises since the 1960s and continues to face conflicts and insecurity, food insecurity, epidemics and natural hazards. Within this region, people's basic rights are compromised, including the right to life, security, health, adequate food and shelter. One of the many consequences is the high numbers of displaced, refugee and returnee populations. The East and Horn of Africa and the Great Lakes region host about 4.75 million refugees and asylum-seekers. In Rwanda, Burundi and Uganda specifically, 1.7 million refugees and asylum-seekers reside as a result of both conflict and natural Humanitarian Aid 3 disasters¹.

The Humanitarian Protection 1 ('THE HUMANITARIAN PROGRAMME BEING EVALUATED') regional response; 'Protection of communities in the Great Lakes region through multi-sectoral assistance, with special attention to the most vulnerable affected by humanitarian crisis', by the Belgian 'the client organization' was implemented with 'the client organization' partners in Burundi, Rwanda and Uganda from 1 December 2021 to 30 November 2023.

The programme aimed to ensure a comprehensive protection approach, through the two outcomes;

- **Outcome 1:** The vulnerabilities of displaced people, refugees, returnees, host communities and people living in conflict areas are reduced and the protection capacities are increased, so that they are more resilient and better prepared to manage and protect themselves against threats, this via a multi-sectoral approach.
- **Outcome 2:** National Societies have strengthened their capacities to deliver expertise-based and sustainable protection interventions and can fulfil their mandate as humanitarian actors with a focus on efficiency, quality and effectiveness.

In addition, the 'the client organization' follows the XXXX's minimum standards for Protection, Gender & Inclusion (PGI). The standards provide an approach in the way of working and are used by all RCRC staff and volunteers and aim to ensure that the programming provides Dignity, Access, Participation and Safety (DAPS) for all people.

'THE HUMANITARIAN PROGRAMME BEING EVALUATED' protection mainstreaming was also integrated in the following ways²:

- **Dignity and security;** preventing and minimising any negative impacts of the action. This includes limiting people's exposure to the risks of violence and abuse and ensuring that emergency operations "do no harm".
- **Equity;** ensuring that people have impartial access to the humanitarian aid and that services are according to their specific needs. Each intervention began with an initial assessment focusing on protection aspects (DAPS). Some of the results of this included;
 - Mobile money transfers for people with limited transportation abilities, as well as including people with special needs. The cash assistance was based on standard criteria established by UNHCR utilising a global distribution tool, that helped to ensure equal and fair assistance.
 - Health promotion sessions by 'the client organization' volunteers, in cases using sign language to increase accessibility.
- All RCRC staff and volunteers are trained in **Community Engagement and Accountability (CEA)** to allow the population to evaluate the merits of the intervention and to respond to their concerns and complaints. In addition., during needs assessments, 'input from affected populations was an integral part of the information. When new activities were launched, the 'the client organization' aimed to inform the communities through different communication channels.
- **Participation of community members** is integrated throughout the entire response process (e.g. during evaluations and when starting an exit phase).

¹ 'THE CLIENT'(16/12/22) Interim Programme Report, 'THE HUMANITAIRNA PROGRAMMEME BEING EVALUATED'

² 'THE CLIENT'(16/12/22) Interim Programme Report, 'THE HUMANITAIRNA PROGRAMMEME BEING EVALUATED'

“THE HUMANITARIAN PROGRAMME BEING EVALUATED’ direct beneficiaries

- **Burundi:** returnees who have been supported to reintegrate in their host community in Ruyigi and Makamba province. Furthermore, community members living in disaster-prone areas in these provinces were targeted for resilience building interventions. A mix of refugees and host community members for Bwagiriza camp (9,385 refugees) and Nyankanda (8,570 refugees) will also be assisted.
- **Rwanda:** host community members and refugees from Kiziba camp in the Western Province (approx. 17,172 people, 40% Burundian and 60% Congolese) and in the Eastern Province host communities and refugees from Nyabiheke camp (approx. 14,468 people, only Congolese) and Mahama camp (approx. 46,324 people, 50% Burundian and 50% Congolese).
- **Uganda:** the refugees from DRC and South Soudan arriving and/or already living in Imvepi (approx. 57,463 people), Bidibidi refugee camp, zone 4 (approx. 31,522 people) and Kyangwali refugee camp (approx. 124,961 people). Furthermore, IHL dissemination activities will reach about 138 ‘THE PARTNER IN UGANDA’ staff and volunteers in the branches within the central region.

Final evaluation approach and methodology:

The evaluation objectives were as follows;

- Examine the extent to which the programme has achieved the intended results and the predefined indicator targets.
- To assess the impact of the programme and other relevant OECD/DAC criteria by collecting qualitative data and an evaluation of the indicators, as well as each associated evaluation question in the terms of reference (**Annex A**).
- To identify lessons learnt and good practices from this programme that are relevant for future projects, either in humanitarian projects or any other project (more overarching lessons learned), including in relation to the application of the crisis modifier.

The evaluation had four main stages, as follows:

1. Inception and desk review of programme documents (Nov 2023 – January 2024)
2. Primary data collection remotely and in-person during 3 programme visits to Burundi, Rwanda and Uganda, including a debriefing meeting with key staff in each country (January and February 2024)
3. Analysis and draft evaluation report (March and April 2024)
4. Final evaluation report and presentation (May 2024)

In addition, the evaluators took all reasonable steps to ensure that the evaluation was designed and conducted to be ethical and to respect and protect the rights and well-being of people and the communities of which they are members. The team also worked to ensure that the process was technically accurate, reliable, and legitimate, conducted in a transparent and impartial manner and contributes to organisational learning and accountability. Further to this, the evaluation adopted a consultative approach, in close collaboration with the key stakeholders, to provide credible and reliable data. In addition, to help ensure reliable findings, a mix of question types was utilised in the KII and FGD tools (and survey) to enable trends to be more effectively identified. A debriefing meeting was also facilitated by the evaluation team in each country following the data collection, where the initial key findings and recommendations were validated and discussed.

Following a desk review of the available project documents and reports and other materials (around 100 sources), primary data collection took place with stakeholders remotely and in-person in Burundi, Rwanda and Uganda. This consisted of key informant interviews (KII) at the regional and country level, as well as focus group discussions (FGD) in host communities, refugee camps and refugee settlements. Stakeholders included regional programme representatives, national programme representatives, other key stakeholders in-country (e.g. local leaders, district government, UN), “the client organization’ volunteers, community members (with disaggregation including men and women, different age groups and refugees, returnees and host community members depending on the country).

The broad summary of the valuable primary data collection sample was as follows; regional level: 2 KIIs; Burundi: 14 KIIs and 12 FGDs; Rwanda: 16 KIIs and 17 FGDs and Uganda: 29 KIIs and 20 FGDs.

Summary of findings:

The overall “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ regional response aimed to ensure a comprehensive protection approach, through the two outcomes. In addition, the “the client organization’ Red Crescent Movement follows the IFRC’s minimum standards for Protection, Gender & Inclusion (PGI). The standards provide an approach in terms of the way of working are used by all RCRC staff and volunteers and aim to ensure that the programming provides Dignity, Access, Participation and Safety (DAPS) for all people.

The conclusions below are presented by each OECD/DAC evaluation criteria and are reflective of trends the findings from the whole regional “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ programme. Further below is a table of lessons learned and recommendations for each country where “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ was implemented (Burundi, Rwanda and Uganda).

Relevance

The extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies and priorities - and continue to do so if circumstances change³.

Overall, the PROGRAMME was assessed as being relevant to the needs of the affected population, especially given that in each country, the needs and challenges described before the programme began, align with how their situation had changed following “THE HUMANITARIAN PROGRAMME BEING EVALUATED’. Please see below some specific findings by country context.

Burundi:

- The intervention was, in general, assessed as being relevant to the community needs. During the evaluation it was indicated that some of the key challenges that people experienced before the programme were addressed, to different levels, by “THE HUMANITARIAN PROGRAMME BEING EVALUATED’, with some gaps. Several specific actions were implemented that also indicate that the response was relevant to the needs.
- A needs assessment was carried out in mid-2022, which focused on the restoring family links aspect of the programme and included data collection with the refugees and host community members (this assessment was also to support the ICRC).
- The team in Burundi also described how they had carried out a country wide assessment to inform the 2022 – 2026 strategy, which included some key informant interviews (KII). This helped to help identify the most vulnerable provinces but was not uniquely based in the communities where the “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ programme was implemented.
- During “THE HUMANITARIAN PROGRAMME BEING EVALUATED’, Enhanced Vulnerability and Capacity Assessments (EVCA) were carried out at the community level. This resulted in 61 community action plans, in relation to identifying risk and increasing resilience⁴.
- Further to this, a key informant from the government authorities said that “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ and it’s response to the risk and the crisis directly aligned with the objectives of the government and the national plan.
- In terms of the gaps that were indicated during the evaluation qualitative data collection, firstly across the 12 FGDs with men and women returnees and host community members, it was described how the assistance was very much needed and appreciated. Following this, it was described in three FGDs with women returnees and host community members that, although there was impact indicated in many areas, some of their key needs were not addressed, such as their housing needs, the need they have for seeds and fertiliser for the land that they said was very poor, there were gaps in terms of supporting their children with their basic needs, purchasing school supplies, rehabilitation of houses, lack of access to menstrual hygiene items for girls and

³ www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm

⁴ KII with ‘THE PARTNER IN BURUNDI’ staff member and input from ‘THE CLIENT’ staff member.



support to enter livelihoods and lack of farming or livestock groups/associations. It should be noted that it was foreseen by the programme that these needs would be met by the cash assistance⁵. It was not in the scope of this evaluation to determine to what extent any specific needs were not met, why gaps may have existed despite the cash assistance, the cash value versus the costs of purchasing such items and the level of access to the needed items.

- Lastly, the “the client organization’ followed a set criteria to select recipients of the assistance, which did support the overall cash assistance process and help to ensure vulnerable people were included in the assistance.

Rwanda:

- The intervention was assessed as being relevant to the community needs. The evaluation team concluded this after reviewing that a needs assessment was carried out for “THE HUMANITARIAN PROGRAMME BEING EVALUATED’, although it was more focused on key informant interviews (e.g. with UNHCR, government and other organisations). It was not as focused on discussions or interviews with community members themselves.
- At the same time, a trend from the FGDs in Rwanda was that people had been consulted by the “the client organization’ during meetings, during which vulnerable groups were discussed.
- There was a trend in FGDs with elderly people in the refugee camps that they were concerned about their homes. Several people said that their shelter had been constructed (usually by UNHCR) several years before and now there were issues with the homes, including leaking roofs, damaged foundations and damaged walls. One woman was worried the house would fall down during heavy rain, another man said that rain water enters his house under the walls. They did not feel able to maintain the houses themselves or have the resources to do so. It should be noted that 300 kitchens were constructed but housing shelter was not part of “THE HUMANITARIAN PROGRAMME BEING EVALUATED’.

Uganda:

- The intervention was also assessed as being relevant to the community needs. A key enabling factor was that several needs assessments and PDMs in different thematic areas were carried out. These studies each collected feedback directly from the affected population and other key informants, they also had a consistent and thorough reporting style which was helpful in the process of utilising the findings.
- Although these assessments were carried out, during the evaluation a staff member at the ‘THE PARTNER IN UGANDA’ noted that a constraint in carrying out such studies is that more time is still needed before the programme commences, as well as more M&E throughout the implementation of the activities, to enable monitoring and to help ensure quality and relevance. They also felt that there was still scope to improve the methodologies and enhance capacity within the ‘THE PARTNER IN UGANDA’ in the area of needs assessments.

Community engagement and accountability (CEA) was built into the design of the “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ programme. CEA is a way of working that recognizes and values community members as equal partners. There are seven commitments⁶, which aim to make sure the opinions of the affected population are heard and used to design and guide the work. It aims to ensure the active participation of people, in all their diversity, in the processes and decisions that affect them and transparency of “the client organization’. CEA is designed to enhance gender programming, as it requires an analysis of aspects relating to gender and diversity throughout the programme cycle. (IFRC).

Overall, the “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ programme employed CEA ways of working. The main ways it was integrated was through:

- Facilitating greater participation of local people and communities, including National Society volunteers.
- Responding to and acting on feedback from the people and communities we aim to serve, through contact with the volunteers (nb. a structured accountability mechanism was not noted).
- Conducting an analysis of the contexts (to different levels of depth).

⁵ Input from ‘THE CLIENT’ staff member.

⁶ [The seven commitments of the IFRC CEA ways of working](#)



Following this, in general accountability mechanisms/complaints channels were not solidly in place. Although community members could contact the “the client organization’ volunteers directly and this approach in itself was successful this did not replace a confidential way of contacting the “the client organization’, with any questions, feedback or complaints. This is an important issue in relation to safeguarding. In the camps and settlements, UNHCR does usually have a hotline in place that the project participants can utilise - but this is not the case in the host community contexts.

To what extent is the intervention based on a sound gender analysis? To what extent is the design and implementation of the intervention gender-sensitive?

The design of “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ also included the Protection, Gender & Inclusion (PGI) approach. PGI helps to integrate a protection dimension relating to gender and inclusion. PGI is defined by the IFRC as: working to address the causes, risks and consequences of violence discrimination and violence in an integrated way.

Overall, the “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ programme employed the PGI approach. For example, in all three countries, community consultations were in place, to inform the programme activities, as well as set criteria being applied for selecting recipients for cash assistance, which helped to ensure vulnerable people were included.

Some examples of CEA in action:

- **In Burundi** Enhanced Vulnerability and Capacity Assessments (EVCA) were carried out at the community level.
- **In Rwanda** “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ took into account their perception of the aid received, through different post distribution monitoring assessments, which took some gender perspectives into account and included women and men respondents in the communities.
- **In Uganda** a specific gender assessment and analysis was conducted, which had a focus on assessing gender and Prevention and Response to Sexual Exploitation and Abuse (PSEA) in the communities, as well as PGI gaps through assessing Knowledge, Attitudes and Practices towards PGI by the community and service providers. Gender sessions were conducted across villages where issues of GBV at family level, water points and communities in general were discussed and workable solutions suggested and agreed upon. The “the client organization’ also carried out some couples counselling sessions. Income generating activities were supported with women and men.

Overall, it was noted that throughout programme, specific gender analysis in each country context would enable more effectiveness in terms of gender sensitive programming and reducing/addressing gender related risks. A specific tool for a gender analysis could assist the societies to gain more insights into the specific needs of women and men (refugees, host community etc), as well as people with disabilities and other vulnerable groups. This could be built into the overall needs assessment process.

Efficiency:

The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

The main trend in the “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ programme was that in each country the available resources were used efficiently to reach both outcomes and the project strategies were efficient, in terms of financial and human resources. In terms of the overall “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ regional programme, the organisational set up of working with the national partners meant that many items were already in place and the start-up was relatively fast. In addition, the national societies were involved in writing the proposal and were able to input according to their capacities and what was feasible to achieve.

In addition, the “the client organization’ works in line with government priorities, which makes the design and implementation more efficient in general⁷. Across the programme, the existing synergies between the CRB-Cf and BRC-FI contributed to the efficient use of resources with more impact on the affected population⁸. In addition, the three national societies carried out needs assessments or elements of needs assessments/meeting with refugees and host communities, to different levels of depth and coverage of topics. Gathering information about the needs was also a key factor in applying resources efficiently, i.e. according to the needs. Post distribution monitoring exercises also helped to know if the project participants had used the resources well and informed efficiency.

Further to this, in Burundi, Rwanda and Uganda the programme funds were largely spent according to the planned budget, with regular reporting taking place to BRC-FI. There were some exceptions to this, which are highlighted in the main findings section.

In terms of timeliness, across “THE HUMANITARIAN PROGRAMME BEING EVALUATED’, overall the activities were implemented in a timely way. There were some examples of delays to specific activities or at certain times but in general the programme was delivered on time. To give specific examples;

- **Burundi:** Restoring Family Links did not begin until towards the end of the programme, due to delays in the Restoring Family Links assessment and procurement process for connectivity equipment.
- **Rwanda:** some approvals that were needed from the government to enter the camps took around six months to come through, which caused some initial delays with some activities. However, the programme was able to catch up in many places.
- **Uganda:** financial procedures and internal reporting processes between the national “the client organization’ Societies and BRC-FI need be fulfilled. However, in Uganda balancing these was challenging at times and it was suggested by a key informant that this could be strengthened in future programmes, such as the improving the quality of some aspects the reporting. On occasion the reporting requirements caused a delay in the processing and transfer of funds, potentially affecting the project timelines. Although this should not affect paying suppliers as there is normally a period of 30 days to make such payments⁹, one ‘THE PARTNER IN UGANDA’ staff member noted that on occasion there was a gap between payments to suppliers being due and the payments being made, especially in busy periods or towards the end of the programme when many activities were reaching their conclusion. In addition, it was noted that the signing of the contract for the programme between BRC-F and ‘THE PARTNER IN UGANDA’ had some delays, which contributed to a delay with the start up¹⁰.

Impact:

The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

In terms of the programme indicator results, for **outcome 1** (the vulnerabilities of displaced people, refugees, returnees, host communities and people living in conflict areas are reduced and the protection capacities are increased, so that they are more resilient and better prepared to manage and protect themselves against threats, this via a multi-sectoral approach), the summary is as follows:

- **In Burundi,** outcome 1 had a target of 85% and a result of 87.30%, exceeding the target. Of the five sub-indicators in outcome 1 (which had results), 4 were met or exceeded and one was not met. For the four that were met or exceeded, these related to cash assistance, crisis modifier funds and people trained in Basic First Aid. The indicator that was not met relates to the number of people who were able to make a phone call to a

⁷ KII with ‘THE CLIENT’ staff, regional.

⁸ ‘THE CLIENT’(16/12/22) Interim Report, ‘THE HUMANITAIRNA PROGRAMMEME BEING EVALUATED’.

⁹ 1 x KII with ‘THE CLIENT’ staff member.

¹⁰ 1 x KII with ‘THE PARTNER IN UGANDA’ staff member.



family member. There were issues around delays with the installation of connectivity systems, meaning that monitoring only began towards the end of the project (although other activities relating to Restoring Family Links (RFL), including a needs assessment, took place).

- **In Rwanda**, outcome 1 had a target of 85% and a result of 94%, exceeding the target. Of the five sub-indicators in outcome 1 (which had results), 4 were met or exceeded and one was not met. For the four that were met or exceeded, these related to cash assistance, in-kind distributions crisis modifier funds, people trained in Basic First Aid and farmers trained. The indicator (1.1.2) that was not met relates to the number of beneficiaries of multipurpose cash transfers (pre-disaster). This was because ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’ replaced some of the cash transfers with NFIs (n.b. this indicator was then exceeded). This was because it was difficult to transfer cash within the refugee camp. The transfer of cash through phones requires that refugees have a phone and have a registered sim card and some did not have an ID card – it was agreed to modify the activities and transfer in-kind through non food items.
- **In Uganda**, outcome 1 had a target of 85% and a result of 87.10%, exceeding the target. Of the five sub-indicators in outcome 1 (which had results available), 4 were met or exceeded and one was not met. For the four that were met or exceeded, these included cash assistance, WASH, in kind distributions and volunteers and lay-people trained in BFA in the community. The indicator that was not met related to number of minors reached by protection activities towards unaccompanied minors. There was an issue with an increase in the price of commodities, from the prices originally budgeted, in part because of the fluctuating exchange rate between Uganda Shillings and Euros.

For **Outcome 2** (% of staff and volunteers indicating a training increased the capacity of the National Society to fulfil their protection mandate), the summary is as follows:

- **In Burundi**, outcome 2 contained eight sub-indicators in Burundi. Six of these eight were met or exceeded. These related to; staff/volunteers trained in IHL, lay-people and volunteers trained in EVCA, staff trained in EVCA, staff trained in Cash Transfer Programmes and ‘the client organization’ staff and volunteers trained in blood. Indicator 2.2.3 was almost met (number of trainers trained in BFA) and 2.2.5 was also almost met (number of lay-people and volunteers trained in Cash Transfer Programmes).
- **In Rwanda**, outcome 2 had a target of 85% and a result of 99%, exceeding the target. Outcome 2 contained six sub-indicators in Rwanda. Five of these six were met or exceeded. These related to; staff/volunteers trained in IHL, people reached by an exchange/training on RFL guidelines, answers or quality improvement of the RFL services, staff trained in EVCA, trainers trained in youth BFA and staff trained in cash transferprogramming. Indicator 2.2.5 was not met (number of trainers trained in BFA) and 2.2.5 was also almost met (number of lay-people and volunteers trained in cash transferprogramming).
- **In Uganda**, outcome 2 had a target of 85% and was achieved with an average result of 85% . Outcome 2 contained six sub-indicators in Uganda (one did not have that have a result available). Five of these six were met or exceeded. These related to; staff/volunteers trained in IHL, staff and volunteers trained in blood, trainers trained in Youth FA, staff trained in Cash Transfer Programmes and lay-people and volunteers trained in Cash Transfer Programmes. The indicator relating to the number of trainers trained in BFA was almost met.

Please see **Annex F** for an indicator table with targets, results and the extent to which each indicator was achieved.

Outcome 1: The vulnerabilities of displaced people, refugees, returnees, host communities and people living in conflict areas are reduced and the protection capacities are increased, so that they are more resilient and better prepared to manage and protect themselves against threats, this via a multi-sectoral approach.

The main way that the evaluation reviewed impact was to compare the challenges people faced before the programme began in November 2021, with their situation at the time of the evaluation in January 2024. This approach was taken in the desk review and during primary data collection with different groups and within different districts and camps/settlements. This method has also enabled trends to be developed across different country contexts.

The evaluation found that, according to the qualitative data and triangulation between sources, the programme did address some of the key challenges and humanitarian needs that people faced, with some specific examples of impact within the community members engaged in the evaluation. These examples can be seen in the main findings section, by each of the three countries where the ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’ programme was based and in different humanitarian sectors (cash assistance, NFIs, WASH and protection).

In terms of the programme addressing the factors that could make people vulnerable, ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’ did consider the needs of specific groups in the activities, such as elderly people, children, people with disabilities (PWD), unaccompanied minors and women. These groups experienced specific vulnerabilities, notwithstanding that some essential needs were common across the affected population and the groups within it, such as lack of access to livelihoods, hygiene information, latrines or education for their children and lack of community cohesion, such as between refugees and host communities or communities working together to identify and address challenges.

In addition, the programme increased the access of the communities in the camps to health facilities, as well as making significant contributions to improving those health facilities and improving hygiene practices. According to the FGD groups, social connections were indicated as being improved. For example, with locally/community based conflict or disputes described as being reduced in some cases. Another main way in ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’ addressed factors that can make people vulnerable was through increasing knowledge in key areas such as first aid, personal hygiene and disaster identification and mitigation. The programme also worked to reduce insecure employment and the wider economic situation of households. ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’ also focused on increasing protection capacities and resilience to disasters/crises through the establishment of livelihood groups and associations, as well as other types of groups such as disaster management groups. The evaluation found that the greater the focus on such groups in any particular contexts, the greater the impact in terms of reducing vulnerabilities, increasing protection capacities and sustainability.

Further to this, when looking at protection focused work that was the main theme of the programme, during the FGDs with the affected population, the groups were asked about different aspects related to protection mainstreaming. For example, in terms of safe access to assistance, the process of distributions of the cash and if they felt safe during these or had any challenges with access. In terms of safe access to assistance, there were no safety concerns in the three countries. However, there were some cases of people having challenges accessing the cash assistance due to distances involved to the distribution points, access to sim cards and connectivity and delays with the distributions incurring accommodation costs.

A crisis modifier from BRC-FI was applicable to any disaster affected district across all targeted countries, following agreement with the donor. It was planned that if the crisis modifier was needed, the people that would benefit would be selected through community and local government identification methods, supported by a detailed house by house assessment based on pre-agreed selection criteria, informed by the nature and location of the response and the most prevalent protection needs as revealed from the rapid assessment. A needs-based approach from a protection perspective was in place, giving priority to the most vulnerable, the most affected and those least likely to receive support through other private, governmental, or non-governmental initiatives. The crisis modifier was activated in all three contexts, with the impact of this described in the main findings section. The crisis modifier enabled ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’ to be flexible and adapt to sudden increases in needs, in cash, WASH and NFIs (e.g. due to influxes of refugees in the programme locations). The strategy of a crisis modifier also helped to increase the overall impact of the programme.

Lastly, a key way that humanitarian programmes can enable impact, stay relevant to the needs and increase protection mechanisms/safeguarding is to have accountability mechanisms in place¹¹. Overall, the affected populations were able to communicate with the ‘the client organization’, through the volunteers in their communities and appreciated the in-person contact. Specific hotlines that allowed confidential feedback were seen advertised in some of the refugee camps (via UNHCR) but hotlines for the ‘the client organization’ were not available for the host community members.

¹¹ Core Humanitarian Standard, www.chsalliance.org

It is recommended that the communities and people included in programmes have access to a confidential and free telephone number to report any complaints, give other feedback or ask any questions. This is important for accountability and safeguarding purposes.

Outcome 2: National societies have strengthened their capacities to deliver expertise-based and sustainable protection interventions and can fulfil their mandate as humanitarian actors with a focus on efficiency, quality and effectiveness.

The evaluation determined that “THE HUMANITARIAN PROGRAMME BEING EVALUATED”, combined with previous programme experience, strengthened the preparedness and emergency response capacity of “the client organization” staff and volunteers. This was also noted by several key informants. In terms of the delivery of the programme itself, it can be seen that positive changes were reported by the returnees and host community members, following the support of the “the client organization”. In general, there were no significant delays in the activities and different types of assistance and trainings were, overall, a success.

Some of the key enabling factors to this include the commitment to training the “the client organization” Volunteers in different topics, as well as IHL, training of trainers and the “the client organization” code of conduct. Following this, some suggestions were made during the evaluation to enhance the trainings further, which are included in the table below.

When looking at accountability to affected populations, another crucial quality standard in humanitarian programmes¹², in terms of how the “the client organization” Volunteers interacted with refugees and host communities, the main trend was that this was very positive. There were also regular consultation meetings with the affected population throughout “THE HUMANITARIAN PROGRAMME BEING EVALUATED”. However, it was also noted that there is no complaints mechanism in place, aside from centralised phone numbers in the camps/settlements that were not well advertised to the project participants. Although the volunteers were often based in within the communities and available to discuss concerns and response to questions, additional and more formal complaints mechanisms are essential to enable confidential complaints and feedback to be made about any potentially serious issues (this could raise issues for protocols for safeguarding systems).

Coherence:

The compatibility of the intervention with other interventions in a country, sector or institution.

The “the client organization” “THE HUMANITARIAN PROGRAMME BEING EVALUATED” programme was aligned with the priorities of the governments in the respective countries. Specifically, this has been through supporting refugee response and host community development, with the provision of items and equipment such as ambulances, equipping health centres, water supply, livelihood support or construction of toilets. These items assist the Government to support communities to improve their wellbeing. The general approach of the “the client organization” is to work collaboratively with the authorities at the local, district, camp and higher levels¹³. A key factor that has enabled this process is positive relationships and regular engagement with stakeholders such as district government, camp management, working groups such as cash and with external partners such as UNHCR and INGOs.

Sustainability:

The extent to which the net benefits of the intervention continue or are likely to continue.

The evaluation found that local communities in each country context were involved in contributing towards the project activities in several key ways. These mainly revolved around regular community consultations by the volunteers during

¹² <https://corehumanitarianstandard.org/files/files/Core%20Humanitarian%20Standard%20-%20English.pdfv>

¹³ KII with regional staff member, BRC-F.

the implementation phase, the establishment of water committees to support the maintenance and upkeeps of taps, as well as the establishment or strengthening of other groups (e.g. for livelihoods or for community cohesion).

Following this, to sustain impact, some of the activities carried out during ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’ are recommended to be reviewed and followed-up in future interventions. To give one example, several government officials and FGD groups with adults, elderly and young people expressed that people needed refresher hygiene training to ensure that hygiene behaviour improvements continue.

In addition, this is also considering that new people are arriving into the refugee camps and settlements on a regular basis or through sudden influxes (due to disasters and crises in neighbouring countries or people returning).

Another related trend was that cash inputs and support for livelihoods associations was particularly appreciated, and there were requests for additional livelihood trainings and inputs, so people can build on their existing activities or start up activities. This seems especially important given that funding was indicated as reducing for actors such as UNHCR and WFP, as well government priorities moving more to self-sufficiency (e.g. examples of how the programme supported livelihood associations in Rwanda can be seen in the main findings section).

Further to this, another main trend across the regional ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’ programme was that the national societies are very clearly taking ownership of the programme, which is another factor that indicates sustainability. With the support of BRC-F in terms of funding, training in key topics such as IHL, technical advice and tools/guidelines, the societies are leading the activities, including coordination at different levels and leading the support functions such as M&E, logistics, HR, administration and information technology. A key enabling factor to this is the expertise of the societies in the different approaches sector areas such as project management, volunteer management, coordination with partners and authorities, cash, elements of WASH, construction of infrastructure, training in BFA and mobilising communities for blood donations, as well as the model of having volunteers and some staff living in or near to the communities and affected populations¹⁴.

In terms of the governments, in ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’, in general the governments took ownership of the programme through overseeing the quality of the service provided to the population in camps and host communities, hosting coordination meetings, as well as providing guidance regarding being aligned with government priorities. They work with the ‘the client organization’ to help maintain and ensure the sustainability of the activities for the affected populations. Also, at the district level, the district officers are usually involved in the approval and launch of projects. Each country had periodic meetings with all stakeholders to help identify challenges, successes and recommendations¹⁵. Evidence about financial contributions to the programme activities was not identified in any context, in general the different governments need partners to enable them to support the affected populations.

Effectiveness:

An examination of the factors that have influenced the results and which may influence an intervention to reach or not reach its goals (to help partners identify areas for improvement). Factors may be internal to the intervention or external.

Throughout the evaluation the team worked to identify practical enabling and challenging factors to programme implementation. These have been summarised in the tables below by country. It can be seen that some factors are present in all three contexts, with others in one or two contexts.

The main enabling factors included the following:

- In all contexts, prepositioning of stocks, quick procurement processes, following the procurement processes and working to the budget.

¹⁴ KII with ‘THE PARTNER IN UGANDA’ staff member.

¹⁵ ‘THE CLIENT’(16/12/22) Interim report, ‘THE HUMANITAIRNA PROGRAMMEME BEING EVALUATED’

- In Rwanda, using large contractors for construction work, which increased the economy of scale. Working closely with local suppliers and other partners, was reported to have made the activities more efficient¹⁶.
- In Uganda, the presence of internal technical capacity, especially the 'THE PARTNER IN UGANDA' staff with engineering backgrounds.
- In Burundi, a water truck was procured for emergency water supply at the end of "THE HUMANITARIAN PROGRAMME BEING EVALUATED", to be used in HP2¹⁷.
- In terms of coordination with other actors working on the response, this was emphasised in all three countries, including with government authorities, existing coordination structures and with INGOs and NGOs.
- In all countries, a network of volunteers of the "the client organization", are receive training and who are truly community-based, as well as being available and accessible to the community members.
- Good staff relationships, as well as between National Societies and BRC-F were noted.
- In Uganda, a focus on resourcing and digitization of system within the 'THE PARTNER IN UGANDA' has improved the efficiency and management of systems¹⁸.

The main challenging factors included the following:

- In all contexts, funding decreasing within key partners such as UNHCR and WFP, as well as less funds for the activities (e.g. due to exchange rates fluctuating). Both of these are external factors.
- In Burundi and Rwanda, staff and volunteer turnover was reported as having had a level of impact, especially when it followed training sessions and courses. In Uganda, some delays were experienced in the recruitment of technical WASH staff within the Austrian "the client organization" Society, who were a major WASH partner for "THE HUMANITARIAN PROGRAMME BEING EVALUATED", as well some delays within 'THE PARTNER IN UGANDA' of experienced WASH staff.
- The procedures of external actors and partners caused delays at times (e.g. approvals to begin the activities and reporting procedures of external partners).
- Inflation caused issues in Burundi¹⁹ and Uganda²⁰, affecting areas such as staff salaries effectively becoming higher and not enough funds to complete the cash assistance transfers.

Please see below a table of lessons and recommendations, resulting from this evaluation.

¹⁶ 2 x KII with 'THE PARTNER IN UGANDA' staff.

¹⁷ KII with 'THE CLIENT' staff.

¹⁸ 2 x KII with 'THE PARTNER IN UGANDA' staff.

¹⁹ KII with 'THE CLIENT' staff.

²⁰ 3 x FGDs with women and men host communities and volunteers in Uganda.

1b. Lessons learned and recommendations overall and by country

The table below presents the lessons learned and recommendations, based on the key findings from this evaluation. Please note that there is a section for each country individually (Burundi, Rwanda and Uganda), then a forth section at the end of the table. This forth section contains additional lessons learned and recommendations that are applicable for all the countries and are meant for each “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ context.

Table 2: Lessons learned and recommendations; overall and by country

1. Relevant all “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ countries; Burundi, Rwanda and Uganda		
Lessons learned	Recommendations	To be implemented by who (society or job role/team)
1ai. Needs assessments: although needs assessments were carried out by the national societies (to different levels of details and depth), a staff member at the ‘THE PARTNER IN UGANDA’ noted that a constraint in carrying out such studies is that more time is still needed before the programme commences, as well as more M&E throughout the implementation of the activities, to enable monitoring and to help ensure quality and relevance. Also, in Uganda needs assessments were carried out and it was noted that there was still scope to improve the methodologies and enhance capacity within the ‘THE PARTNER IN UGANDA’ in the area of needs assessments. Another staff member suggested regional exchange visits on gender, protection and other areas could be valuable to build capacity across the region.	1aii. It is recommended that each national society enhance the needs assessment process and carries them specific to the programme being designed, by developing a strategy for needs assessments in terms of their general aims, how far in advance of the programme they should be carried out, how they will be resourced and a standardised approach for the methodology, disaggregation, sampling and analysis and a template for reporting (that is in line with wider standards). This could help with efficiency of the process and their effectiveness, as well helping to build capacity within the National Societies. If feasible, regional training, even online, may provide an efficient way to share experiences and build on existing skills and capacities.	National societies (programme managers), with support from BRC-F.
1bi. Coverage and coordination: the “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ programme covered several sector areas and impact was clearly indicated for a range of groups and in different contexts. As would be expected due to the wide range of risks and needs present, was not able to address all of the needs reported by the communities in each context.	1bii. The “the client organization’ already coordinates and collaborates with other actors such as UNHCR, WFP, INGOS and government. At the same time, once needs assessments and other analysis have been carried out and programme concepts formulated, there may be more possibilities to share the findings and coordinate or collaborate with other actors, especially in relation to the specific activities or sectors that the “the client organization’ programmes will not address (e.g. housing repairs or new domestic shelters).	“the client organization’ Societies (programme managers and PMER), with the support of project officers and BRC-F.
1ci. Community Engagement & Accountability way of working: several of the seven commitments ²¹ were met, with potential to strengthen the other areas.	Although elements of the commitments below were in place and to different levels of depth, it is recommended to review them and assess where and how they could be strengthened: <ul style="list-style-type: none"> Regularly conducting an analysis of the contexts to better understand and address the diversity of 	

²¹ [IFRC Community Engagement & Accountability way of working: the seven commitments](#)

	<p>needs, vulnerabilities and capacities of the people and communities they seek to serve and assist.</p> <ul style="list-style-type: none"> • Strengthening knowledge, skills and competencies in community engagement and accountability at all levels, and systematically incorporating this learning into the work. • Coordinating approaches to community engagement and accountability when working in the same context, including with relevant external partners, in order to increase coherence and consistency, avoid duplication and improve effectiveness and efficiency (e.g. cross learning between the country level projects, sharing learning from assessments, analysis and feedback mechanisms more systematically with external partners). 	
<p>Accountability: there was also no advertising observed of a free hotline telephone number (or centralised number) in the specific host communities ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’ is supporting. In addition, the evaluation found mixed levels of awareness about any hotline number for complaints and feedback in the settlements/camps (e.g. for UNHCR). Although the volunteers are available for the communities to talk to and surveys like PDMs do take place, best practice is to also have access to a confidential and more independent mode of communication, as well as the volunteers. This is important for accountability and safeguarding reasons.</p>	<p>It is recommended to further advertise a hotline number (e.g. the centralised number used in camps/settlements), with a view to increasing awareness about this information. It is also recommended to review a solution for host communities in terms of a confidential way people can give feedback, ask questions or make complaints to the ‘the client organization’.</p>	
<p>1fi. Sustainability of BFA: in the different contexts, stakeholders such as ‘the client organization’ volunteers, community members and government official noted that more and progressive trainings in basic first aid, disaster management for the project participants and other topics, may enable more sustainability of this knowledge. It was noted by volunteers that when new volunteers join during the implementation phase, they may have missed some of the initial trainings that they needed.</p>	<p>1fii. During programmes, in all three contexts, it is recommended to conduct before and after surveys of each training course for volunteers, lay people and others (as feasible) to assess increases in knowledge/if learning objectives are being met and include specific assessments during programmes on key topics to assess behaviour change, with a sample of the included participants. This information will help to guide decisions and promote efficiency about if additional training is needed and in which specific areas/with which groups. It is also recommended to ensure that volunteers (and staff) who join later in the programme can have access to a handbook and summarised training on the key topics.</p>	<p>Led by Project/Programme Managers at the National Societies</p>
<p>1gi. Sustainability of livelihoods activities: many areas of impact and positive outcomes were demonstrated during the evaluation. Some issues with sustainability did arise, such as in relation to the livelihood groups/associations and hygiene training (in terms of both requests for more</p>	<p>1gii. It is recommended to review how follow up for the ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’ activities could take place in future programmes and how any potential additional needs could be met, to support long term impact and sustainability (and build this concept into future programmes). For example, the project included some awareness raising on</p>	<p>Led by ‘the client organization’ Societies (programme managers and PMER), with the support of project officers and BRC-F.</p>



training and inputs, as well as support for new arrivals in these areas).	management of cash, which was useful for participants, however more in-depth trainings on household management may help the participants in achieving more sustainable solutions with their cash.	
1hi. Access to training for the volunteers: “the client organization’ volunteers across the contexts described that they have challenges accessing and participating in training sessions, due to the distance to travel (with the transport costing more than expected). Training sessions were also reported to be too short to absorb all of the information and may also finish at the end of the day, meaning that they sometimes walk long distances in the night hours to their homes.	1hii. It is recommended to review the strategy for training for volunteers to review if any solutions are feasible to address some of these raised issues (e.g. provision of bicycles, review if the money for transport is sufficient, provide accommodation near the training, increasing the length of training to add an extra half day and finish in the day time).	Led by Project/Programme Managers and Branch Managers at the National Societies
1Iii. Certificates for volunteers: “the client organization’ volunteers across the contexts said that they did not always receive a certificate for the training they complete, this was important to them.	1Iii. As it may not always be possible to award certificates for each training, it is recommended to apply certificates for the major trainings and then award one overall certificate for the volunteer service on the whole programme (i.e. for volunteers who remain in their role until the end of the programme, even those who join during the programme. This could be accompanied by a joint debriefing/feedback session with the volunteers, to support their progress).	Led by Project/Programme Managers and Branch Managers at the National Societies
1ji. Baseline: Although some different thematic assessments did take place, there was not a set of baseline values in the indicator tables that could be used to compare to the final results, to further enhance the evaluation of impact.	1jii. It is recommended as a future plan to include resources to conduct two multisector baseline studies (baseline and endline) on a selected and prioritised set of key indicators that will link to the outcomes (e.g. in food security. WASH, household economics, education etc). It is recommended to include consistent methodologies, sampling approach and disaggregation in each of the three countries, to enable enhance evaluation of impact by country and by region (nb. additional mid-term studies would further enable the monitoring of progress).	Led by Project/Programme Managers and relevant project officers, with support from BRC-F in terms of the design and planning aspects.
1kii. It was noted by finance staff in Uganda (and this may also be the case in Rwanda and Burundi) that fluctuations in exchange rates sometimes negatively affected the value of cash transfer instalments from BRC-F. In Uganda this had a direct impact on the number of monthly cash instalments made to the included communities (7 were made instead of the planned 8, which was noted during the FGDs).	1kii. It is recommended to include contingency amounts in budgets for the cash assistance, to account for any budget shortfalls due to exchange rates – or ensure the crisis modifier could be used/is used for such situations. This is to avoid a negative impact on the affected population who rely on and plan for each planned cash instalment.	
	1kii. It is recommended to review if there are any alternative exchange rates than could be used, which may be more stable.	
1ci. PGI: overall, it was noted that throughout programme, specific gender analysis in each country context would enable more effectiveness in terms of gender sensitive programming and	1cii. It is recommended to look into national or regional level training (e.g. online) and a specific tool for a gender analysis, which could be built into the needs assessment process. Structured around the “the client organization’ approaches (PGI and CEA	“the client organization’ Societies (programme managers and PMER), with the support of

<p>reducing/addressing gender related risks. A gender analysis took place in Uganda in relation to WASH and this can be considered a success, with some specific needs identified such as support to girls with menstrual hygiene kits. Although women and men and vulnerable groups were included in ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’ in all three countries, there is potential to increase the scope of what gender analysis’ could cover.</p>	<p>etc). Gender analysis adds value to humanitarian programmes as it can provide more insights into the specific needs of women and men (refugees, host community etc), as well as people with disabilities and other vulnerable groups, as well as the risks they face and community based solutions. More specifically, more gender and inclusion considerations in cash and protection programming or how women, men, children and vulnerable groups are affected during a crisis and what resources they have – and how they can safely access assistance (e.g. distance to distributions, access for this with mobility issues or cash assistance may carry a risk relating to household dynamics). Gender analysis helps us to understand how to determine needs and priorities, as well as the factors that may hinder efforts to address them. Service providers and referrals (and specialised service providers such as victims of GBV) can also be clearly mapped (and associated training for the volunteers), as well as aligning with a national gender policy. It is also recommended to ensure gender analysis is conducted in good time before the programme design is finalised, to enhance the gender considerations even further²². In addition to the themes that were covered by the ‘THE PARTNER IN UGANDA’ in ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’ (including assessing KAPS and a stakeholder analysis), it is also recommended to include in the analysis a baseline and in the programme indicators that can then measure the extent to which identified needs and priorities are met and/or gender inequalities have changed (before this be clear about the desired change).</p>	<p>project officers and BRC-F.</p>
<p>1di. GBV: the evaluation team generally noted that GBV programming for women and girls would enhance the protection aspect further.</p>	<p>1dii. It is recommended to include aspects of GBV prevention and integrate these into the current programme model, such as through community engagement including with males. In gender analysis, include a focus on the risks in terms of gender based violence (e.g. using GBV safety audits)²³. In addition, more training for the staff and volunteers on psychological first aid, as well as the process of referrals to agencies working in case management and psychosocial support).</p>	<p>Led by Project/Programme Managers and relevant project officers, with support from BRC-F in terms of the design and planning aspects.</p>
<p>2. Specific to Burundi</p>		
<p>Key findings and associated lessons learned</p>	<p>Recommendations</p>	<p>To be implemented by who</p>
<p>2ai. Accessing cash assistance: in terms of the cash assistance, it was noted by three of the five FGD groups in Bweru that there were challenges accessing the cash</p>	<p>2aii. During programmes, it is recommended to continue with PDMs regarding cash assistance and other sectors, as well as community consultations to understand and communicate about any issues with access to cash</p>	<p>Led by ‘THE PARTNER IN BURUNDI’ (project management and PMER), with support</p>

²² [Inter Agency Standing Committee; the Gender Handbook for Humanitarian Action](#)

²³ Care Ethiopia (2016) ‘Integrating Gender into the Humanitarian Programme Cycle’
www.gihahandbook.org/media/pdf/en_topics/section_b.pdf



assistance. One main issue described was because people needed to purchase sim cards and for that they needed an identification card, which was complicated for them. Some people said they had delays of several days in receiving the cash or the sim cards and network connectivity had issues initially. Some reported that that they also had to travel a long distance to access the cash and due to the delay, had to rent houses whilst they waited (as well as buying a sim card and pay for transport), which cost them some of the cash assistance. A group of women returnees, said that they had to go to a different network provider to get the assistance, as the “the client organization’ had to use more than one company to go through. Some of the women also had to loan telephones to others or from others in order to receive the cash (nb. less issues reported in Butezi).	assistance. In addition, develop an action plan to address the challenges raised in “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ and any more emerging issues.	in terms of tools and approaches from ‘THE PARTNER IN BURUNDI’-F.
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3. Specific to Rwanda

Lessons learned	Recommendations	To be implemented by who
3ai. Engaging with local leadership: although the programme in Rwanda did engage well and continuously with stakeholders such as district government, camp management, UNHCR, NGOs and more, it was noted by a government officer that the programme could to engage more with local leadership (e.g. village elders) to further enable relevance, impact and sustainability of project activities. For example, invite and include local leaders and planning meeting at the start of the project, as well as more inclusion of PWDs and elderly people at the start of the project to understand their needs, capacities and recommendations ²⁴ (this was also noted in the section on relevance in relation to gender assessments/analysis).	3bii. Before programme designs are finalised, and during implementation, it is recommended to engage more with local leadership (e.g. village elders) to further enable further enable relevance, impact and sustainability of project activities. A stakeholder analysis during the needs assessment would assist this process, such as analysing the role of each stakeholder, their influence in the programme and a strategy to engage with them and why.	Led by ‘THE PARTNER IN RWANDA’ (project management and officers in WASH, Protection, Cash etc), with support, in terms of approaches, by ‘THE PARTNER IN BURUNDI’-F.

4. Specific to Uganda

Lessons learned	Recommendations	To be implemented by who
4ai. Reaching remote communities: in terms of protection mainstreaming, the evaluation findings overall positive.	4aai. It is recommend that programmes review the access and engagement with communities in settlements and host communities that are based in the furthest	‘THE PARTNER IN UGANDA’ (programme

²⁴ KII with government stakeholder.



<p>However, an external key informant in Imvepi Settlement (Terego District) recommended that the “the client organization’ visit the more remote area of the settlements, e.g. 15 – 25 kms away, when meeting the communities. They said that is a trend across organisations that do not regularly do this (or at all). At the same time, they explained that the ‘THE PARTNER IN UGANDA’ was somewhat better than others in this respect. In addition, the roads can be challenging during the rainy seasons but driving over them should be possible with the land cruisers the “the client organization’ uses. During the course of “THE HUMANITARIAN PROGRAMME BEING EVALUATED’, this stakeholder had approached “the client organization’ about this but were told they could not do more. They noted that these households are part of the scope of “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ and the people living there may not realise that they are entitled to assistance and miss out, becoming a protection issue²⁵. Further to this, 9% of cash recipients said that, in order to feel safer, distribution points should be closer to their homes and mobile money should be used instead of cash²⁶.</p>	<p>locations and assess if they are being fully included in all aspects of the activities, from needs assessments, ongoing meetings/consultations, awareness raising and all other activities/assistance. Special consideration should be given to potentially vulnerable groups in these locations.</p>	<p>manager, officers such as WASH, Cash and PMER), with support from BRC-F</p>
<p>4bi. Reporting requirements: due to the needed project reporting requirements between national societies and BRC-F, there were some cash flow issues in the project that sometimes affected normal procurement processes and the timely implementation of activities and strategies, especially when the large scale activities were underway²⁷.</p>	<p>4bii. It is recommended to create a common understanding of the reporting requirements and the quality needed, which support faster processing of cash transfers. In addition, review the possibility to facilitate larger cash instalments into the programme account, especially during periods when large supplier contracts and activities are envisioned, as well as during the quarters towards the end of the programme, when more activities are likely to be taking place, with the final date for implementation approaching. In addition, signing overall programme contracts as early as feasible in the process so activities can begin as soon as possible.</p>	<p>‘THE PARTNER IN UGANDA’ (finance staff) and BRC-F</p>
<p>4ci. Reporting procedures of external partners: KIs at the ‘THE PARTNER IN UGANDA’ said that sometimes external partners had different reporting procedures, which made such processes lengthy and time consuming for some of the ‘THE PARTNER IN UGANDA’ staff²⁸.</p>	<p>4cii. It is recommended to review if the programme partners in Uganda (who report to or with the ‘THE PARTNER IN UGANDA’) can adopt the ‘THE PARTNER IN UGANDA’ reporting formats.</p>	<p>‘THE PARTNER IN UGANDA’ (managers of different support functions and the programme manager)</p>
<p>4di. Training of the volunteers: it was recognised by key ‘THE PARTNER IN</p>	<p>4dii. It is recommended to apply more blended training for the volunteers when feasible would reduce training</p>	

²⁵ KII with external partner, Imvepi Settlement, Terego District.

²⁶ ‘THE PARTNER IN UGANDA’ PDM dated 12/11/23.

²⁷ 2 x KII with ‘THE PARTNER IN UGANDA’ staff and ‘THE CLIENT’ staff.

²⁸ 2 x KII with ‘THE PARTNER IN UGANDA’ staff.

UGANDA' staff that there were opportunities to build on the efficiency of volunteer training.	costs (e.g. for BFA and mixing other topics) enable more people and topics, as well as reviewing with Branch staff the tools available for volunteers to use in their awareness raising and training with communities to see if there are any additional items that would assist them.	
4ei. Timing of BFA training in the community: it was noted that some of the training sessions in BFA at the schools were at the same time as the school programme, which leads to low numbers of participants. In addition, more practical materials were needed ²⁹ .	4eii. It is recommended to review the timings of the of the training sessions in BFA at the schools, to see if there is indeed an issue with this and if there are any solutions that could be applied.	
4fii. Mobilisation of the BDR team: it was observed that the Blood Donor Recruitment team (staff and volunteers) based from Arua, who work across seven districts, had reduced transport options due to the motorbike allocated to them going missing and not replaced. They had to rely on the land cruisers more, which was not always available when they needed to travel to communities for their work.	4fii. It is recommended to review the transport situation of the BDR team based out of Arua, to see if it is sufficient to meet their needs and if there are any solutions that could be applied to support the whole team in this matter.	

²⁹ KII with an external stakeholder, Imvepi Settlement, Terego.

2. Overview of the “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ regional programme

The Humanitarian Protection 1 (“THE HUMANITARIAN PROGRAMME BEING EVALUATED’) regional response; ‘Protection of communities in the Great Lakes region through multi-sectoral assistance, with special attention to the most vulnerable affected by humanitarian crisis’, by the Belgian “the client organization’- was implemented with “the client organization’ National Society partners in Burundi, Rwanda and Uganda from 1 December 2021 for 24 months, until 30 November 2023.

The “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ aimed to ensure a comprehensive protection approach, through the two outcomes. In addition, the “the client organization’ Red Crescent Movement follows the IFRC’s minimum standards for Protection, Gender & Inclusion (PGI)³⁰. The standards are used by all RCRC staff and volunteers in their work and aim to ensure that the programming provides Dignity, Access, Participation and Safety (DAPS) for all people.

“THE HUMANITARIAN PROGRAMME BEING EVALUATED’ protection mainstreaming was integrated in the following ways³¹:

- **Dignity and security**; preventing and minimising any negative impacts of the action. This includes limiting people’s exposure to the risks of violence and abuse and ensuring that emergency operations “do no harm”.
- **Equity**; ensuring that people have impartial access to the humanitarian aid and that services are according to their specific needs. Each intervention began with an initial assessment focusing on protection aspects (DAPS). For example, this resulted in mobile money transfers can reach people with limited transportation abilities; health promotion sessions included a “the client organization’ volunteer who used sign language to reach deaf community members.
- All RCRC staff and volunteers are trained in **Community Engagement and Accountability (CEA)** to allow the population to evaluate the merits of the intervention and to respond to their concerns and complaints. During needs assessments, beneficiaries’ input was an integral part of the information. Also, when a new activity was launched, the “the client organization’ aimed to inform the communities upstream and downstream, through different communication channels.
- **Participation of community members** is integrated throughout the entire response process (e.g. during evaluations and when starting an exit phase).

Key information about the action

- **Intervention areas**: Burundi, Rwanda, Uganda
- **Start date of action**: 1 December 2021 **Duration**: 24 months

Outcome 1: The vulnerabilities of displaced people, refugees, returnees, host communities and people living in conflict areas are reduced and the protection capacities are increased, so that they are more resilient and better prepared to manage and protect themselves against threats, this via a multi-sectoral approach.

Sub outcome 1.1: address the basic needs (food, health, RFL, ...) of targeted beneficiaries, through cash/in-kind distributions, trainings, community engagement sessions, providing unaccompanied minors a package of basic goods (clothes, school materials, ...), etc.

Sub outcome 1.2: provide vulnerable households with improved shelter and aims to meet their essential hygiene and sanitation requirements in a dignified and safe manner.

Sub outcome 1.3: include the Crisis Modifier, which allows for a rapid and effective response to new humanitarian crises that arise during the project period, in order to reduce beneficiaries’ exposure to protection risks.

³⁰ [Protection, Gender and Inclusion \(PGI\)](#) describes the IFRC’s approach and way of working to address the causes, risks and consequences of violence, discrimination and exclusion in an integrated way.

³¹ ‘THE CLIENT’(16/12/22) Interim Programme Report, ‘THE HUMANITAIRNA PROGRAMMEME BEING EVALUATED’

Outcome 2: National Societies have strengthened their capacities to deliver expertise-based and sustainable protection interventions and can fulfil their mandate as humanitarian actors with a focus on efficiency, quality and effectiveness.

Sub outcome 2.1: strengthening protection capacity of “the client organization’ staff and volunteers.

Sub outcome 2.2 strengthening of the preparedness and emergency response capacity of “the client organization’ staff and volunteers.

“This project will respond to humanitarian protection needs in the region of the Great Lakes (Burundi, Rwanda and Uganda). Recognizing that the situations in this area are chronic protection crises, these continue to be the primary drivers of humanitarian needs. People in the region face a range of threats, including to life, liberty and security, destruction or damage to homes and other property, forced displacement, restrictions on freedom of movement and limited or no access to natural resources, livelihoods and basic services. These threats impact people differently, depending on their gender, age, origin, resources, etc” (Interim Report, Dec 2022).

“THE HUMANITARIAN PROGRAMME BEING EVALUATED’ planned direct beneficiaries

- **Burundi:** returnees who have been supported to reintegrate in their host community in Ruyigi and Makamba province. Furthermore, community members living in disaster-prone areas in these provinces were targeted for resilience building interventions. A mix of refugees and host community members for Bwagiriza camp (9,385 refugees) and Nyankanda (8,570 refugees) will also be assisted.
- **Rwanda:** host community members and refugees from Kiziba camp in the Western Province (approx. 17,172 people, 40% Burundian and 60% Congolese) and in the Eastern Province host communities and refugees from Nyabiheke camp (approx. 14,468 people, only Congolese) and Mahama camp (approx. 46,324 people, 50% Burundian and 50% Congolese).
- **Uganda:** the refugees from DRC and South Soudan arriving and/or already living in Imvepi (approx. 57,463 people), Bidibidi refugee camp, zone 4 (approx. 31,522 people) and Kyangwali refugee camp (approx. 124,961 people). Furthermore, IHL dissemination activities will reach about 138’THE PARTNER IN UGANDA’ staff and volunteers in the branches within the central region.

3. Evaluation approach and methodology

The evaluation of this intervention took place between December 2023 and March 2024. It has focused on activities in Burundi, Rwanda and Uganda. The evaluation management team has included: Belgian “the client organization’-, Burundi “the client organization’, Rwanda “the client organization’ and Uganda “the client organization’.

3a. Introduction to the methodology

Evaluation objectives:

- Examine the extent to which the programme has achieved the intended results and the predefined indicator targets.
- To assess the impact of the programme and the additional OECD/DAC evaluation criteria³² by collecting qualitative data and an evaluation of the indicators, as well as each associated evaluation question in the terms of reference (**Annex A**).
- To identify lessons learnt and good practices from this programme that are relevant for future projects, either in humanitarian projects or any other project (more overarching lessons learned), including in relation to the application of the crisis modifier.

Table 3: Evaluation research questions

Outcome 1	The vulnerabilities of displaced people, refugees, returnees, host communities and people living in conflict areas are reduced and the protection capacities are increased, so that they are more resilient and better prepared to manage and protect themselves against threats, this via a multi-sectoral approach.
1a. Relevance	1ai. How relevant was the intervention to the community needs?
	1aii. To what extent is the intervention based on a sound gender analysis? To what extent is the design and implementation of the intervention gender-sensitive?
1b. Efficiency	1bi. Were the available resources used efficiently to reach outcome 1? ³³
	1bii. Were the project strategies efficient in terms of financial and human resource inputs as compared to outputs?
1c. Impact	1ci. Have all indicators been reached in outcome 1, and why yes/no? (indicator: % of people who report that humanitarian assistance is provided in a safe and accessible location and in a dignified, safe, accountable and participatory manner).
	1cii. To what extent did the project address the basic needs (food, health, RFL, ...) of targeted beneficiaries, through cash/in-kind distributions, trainings, community engagement sessions, providing unaccompanied minors a package of basic goods (clothes, school materials, ...), etc.?
	1ciii. To what extent did the project provide vulnerable households with improved shelter and aims to meet their essential hygiene and sanitation requirements in a dignified and safe manner?
	1civ. what extent did the project – through a multi-sectoral approach - reduce the vulnerabilities of displaced people, refugees, returnees, host communities and people living in conflict areas?
	1cv. What extent did the project – through a multi-sectoral approach - increase the protection capacities of displaced people, refugees, returnees, host communities and people living in conflict areas?
	1cvi. To what extent was the crisis modifier used for a rapid and effective response to new humanitarian crises that arise during the project period, to reduce beneficiaries’ exposure to protection risks?

³² **Principle one of the OECD/DAC evaluation criteria:** the criteria should be applied thoughtfully to support high quality, useful evaluation. **Principle two:** the use of the criteria depends on the purpose of the evaluation. The criteria should not be applied mechanistically. www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm

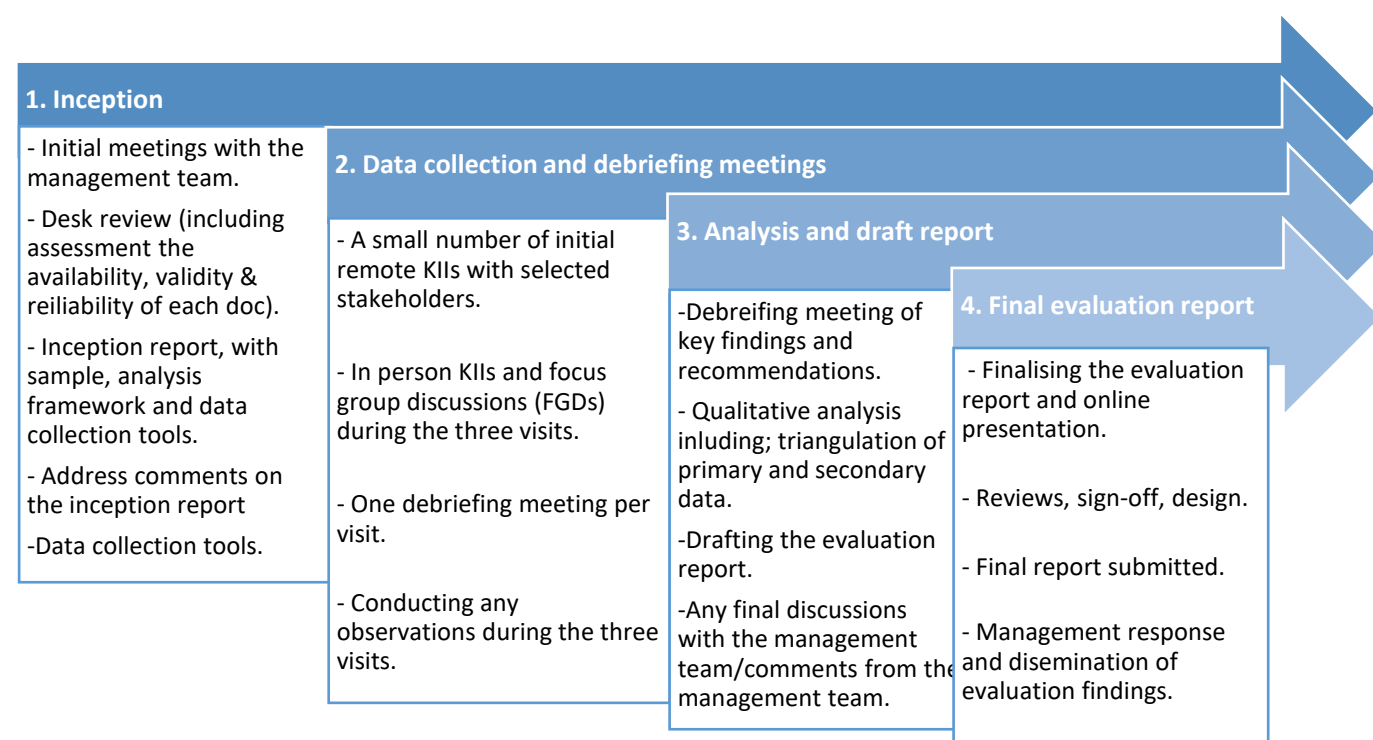
³³ Resources: Human resources, equipment, funding, time, knowledge Efficiently: meaning they were used for their intended purpose; when the occasion arose to use them they were actually used; they were used in a timely manner.



1d. Sustainability	1di. Were local communities fully involved in and contributing towards project activities to make the programme sustainable?
	1dii. To what extent is the government taking ownership of the programme (e.g. demonstrated commitment and contributions)?
Outcome 2	National societies have strengthened their capacities to deliver expertise-based and sustainable protection interventions and can fulfil their mandate as humanitarian actors with a focus on efficiency, quality and effectiveness.
2a. Efficiency	2ai. Were the available resources used efficiently to reach outcome 2?
2b. Impact	2bi. Have all indicators been reached in outcome 2, and why yes/no? (indicator: % of staff and volunteers indicating a training increased the capacity of the National Society to fulfil their protection mandate).
	2bii. To what extent did the project strengthen the capacities of the local “the client organization” Societies to deliver expertise-based and sustainable protection interventions in order to fulfil their mandates better with a focus on efficiency, quality and effectiveness?
	2biii. To what extent did the project strengthen the protection capacities of “the client organization” staff and volunteers?
	2biv. To what extent did the project strengthen the preparedness and emergency response capacity of “the client organization” staff and volunteers?
2c. Sustainability	2ci. To what extent are the National Societies taking ownership of the programme?
Whole “THE HUMANITARIAN PROGRAMME BEING EVALUATED” programme	
3a. Efficiency	3ai. Was the programme implemented in a timely way?
3b. Coherence	3aii. To what extent is the activity aligned with community, local government, and national government policies and priorities?
3c. Effectiveness	3biii. What are the major factors influencing progress in achievement or non-achievement of the outcomes/objectives of the intervention?

3b. Main stages of the methodology

Figure 1: Main stages of the evaluation



1. Desk review, inception, instruments	2. Data collection remotely and during 3 programme visits	3. Analysis and draft evaluation report	4. Final evaluation report and presentation
Nov 2023 – Jan 2024	Jan and Feb 2024	March and April 2024	By mid-May 2024

3bi. Inception phase

A kick-off meeting took place on 14 December 2023 with the regional and country representatives. During this call, various aspects of the evaluation were discussed including logistics planning, the desk review of around 100 sources, the indicators and definitions.

Annex B includes the secondary data sample/sources of information, with the evaluation matrix. This reflects the documents that were made available and analysed as a key part of the evaluation and the analysis.

3bii. Data collection, sample and debriefing meetings

Disaggregation: the evaluation applied the following levels of disaggregation:

- **Geographical:** the whole programme, as well as by Burundi, Rwanda and Uganda separately.
- **Groups of people:** within the scope of qualitative data collection, the evaluation considered the specific situation and impact for different groups. These include groups by displacement status, women, men, children and people with disabilities. The sample accounted for these different groups and help enable this disaggregation, as well as the desk review focusing on these groups. Please note that the specific age ranges used varied by county and these are noted in the findings section. The overall groups were as follows:
 - Women (elderly, adult and youth)
 - Men (elderly, adult and youth)
 - Refugees, returnees and host community members

Primary data collection sample: the full sample for the primary data collection is contained in **Annex C** attached (nb. the FGDs had an average number of 10 people each). The primary data collection consisted of key informant interviews (KII) at the regional and country level, as well as focus group discussions (FGD) in host communities, refugee camps and refugee settlements.

Stakeholders included regional programme representatives, national programme representatives, other key stakeholders in-country (e.g. local leaders, district government, UN), community members (refugee or host community depending on the country) and “the client organization” volunteers. Please see the data collection tools in **Annex D**.

The overall sample included the following:

- Regional: 2 KIIs
- Burundi: 15 KIIs and 12 FGDs
- Rwanda: 16 KIIs and 17 FGDs
- Uganda: 29 KIIs and 20 FGDs

Debriefing meetings: a key part of the visits to Burundi, Rwanda and Uganda were debriefing meetings with key “the client organization” staff (from the National Society and BRC-F). Following several days of data collection in each country, the evaluation team member(s) spent one day processing the data and conducting initial analysis. Presentation slides were also prepared that included findings for each OECD/DAC criteria, photos, initial recommendations and other feedback. The aims of this meetings were as follows:

- To validate the initial findings.
- To complete any gaps in information or clarify details as needed.
- To discuss the initial recommendations.
- To gain overall feedback from those participating in the meeting.

Please note that the presentations are attached to this report, in **Annex E**.

3biii. Analysis and draft evaluation report

Levels of analysis: the geographic levels of analysis were for the programme as a whole and for each individual country (and by district or camp/settlement where possible). However, direct comparisons made between countries have not been made.

Disaggregation: within the scope of qualitative data collection, the evaluation has considered the specific situation and impact for different groups. According to the available information, this has included groups by displacement status, women, men, children and people with disabilities. This was achieved by seeking information for each of these groups during the desk review and through the primary data collection sample.

Analysis process:

- An evaluation matrix was developed (**Annex C**), which includes the OECD/DAC criteria, the evaluation questions (as set out in the terms of reference for this evaluation, in **Annex A**), data analysis methods and sources of information. This was for both key informant interviews (KII) and focus group discussions (FGD).
- Analysis methods include content analysis, elements of ‘Outcome Harvesting’ and ‘Contribution to Change’ and ranking and categorisation of enabling and blocking factors. This has enabled a level of analysis of impact, through the utilization of qualitative data.

Draft evaluation report: a draft evaluation report was written by the evaluation team, in the structure requested in the terms of reference. The draft was then submitted for comments by key “the client organization” staff. This final version of the evaluation report has reflected on and accounted for this feedback, including adding more details during this stage, to add to the accuracy of the findings.

3biv. Final evaluation report and presentation

This evaluation report follows the structure as requested in the terms of reference for this evaluation. The findings are in their own section by country as possible, with some findings presented together when they were very similar across the three countries. The lessons learned and recommendations follows the same format (either by country or all together for all three countries).

3c. Ethical standards and quality

The evaluators took all reasonable steps to ensure that the evaluation was designed and conducted to respect and protect the rights and well-being of people and the communities of which they are members, as well as ensuring that the evaluation has been technically accurate, reliable, and legitimate, conducted in a transparent and impartial manner and contributes to organisational learning and accountability.

- Each member of the evaluation team signed the BRC-FL Code of Conduct.
- Considering that some of the questions in KIIs and FGDs could have been of a sensitive nature, the evaluators, with the support of “the client organization’ staff, were prepared to provide referrals to services in case of any disclosures or request for assistance (case management, health emergency services, etc).
- The evaluation has applied and adhered to the OECD/DAC Quality Standards for Development Evaluation.
- The evaluation team has adhered to the evaluation standards and specific, applicable practices outlined in the IFRC Framework for Evaluation³⁴ (utility, feasibility, ethics & legality, impartiality & independence, transparency, accuracy, participation, collaboration).
- We have respected the seven Fundamental Principles of the “the client organization’ and Red Crescent: 1) humanity, 2) impartiality, 3) neutrality, 4) independence, 5) voluntary service, 6) unity, and 7) universality.
- We developed and applied a Community Engagement & Accountability (CEA) during the evaluation. This demonstrated our strategy and methods to engage and involve the beneficiary community actively in the evaluation (as well as in the evaluation matrix later in this document).
- Permission to interview refugees and host communities who benefitted from the project was sought by the “the client organization’ from the respective Government authorities and the UNHCR in charge of refugee affairs, in each of the countries included in the evaluation.

In addition:

- All FGDs and KIIs with community members were anonymous – only data on their sex, age, location and other broad disaggregation was recorded (e.g. returnee, refugee or host community member).
- KIIs to FGDs with any “the client organization’ Volunteers, “the client organization’ staff, UN, INGOs, local leaders or district government representatives were not completely anonymous. Even if names were not recorded, it may be possible in this report to identify individuals, as the locations are stated.
- Interpreters were recruited to support the data collection, to ensure that the evaluation participants and the evaluation team could communicate effectively. However, the KIIs that were conducted in English in all contexts and in French (Burundi) did not require interpreters by the evaluation team.

3d. Steps to ensure reliable findings

The evaluation adopted a consultative approach, in close collaboration with the key stakeholders, to provide credible and reliable data. In addition, to help ensure reliable findings, a mix of question types was utilised in the KII and FGD tools (and survey) to enable trends to be more effectively identified. These question types included;

- Open-ended (semi-structured interviews) question styles enable more in-depth responses, enabling a range of views, perspectives and explanations to be collated.
- Likert scales provide a numeric value, to enable effective analysis and the generation of trends.

³⁴ IFRC Framework for Evaluation <https://www.ifrc.org/document/ifrc-framework-evaluation>



- The evaluation matrix will ensure that the evaluation questions and OECD/DAC criteria are directly responded to, as well as informing the data the data collection tools.
- Applying some participatory approaches within the primary data collection. For example;
 - To score people's appreciation of an intervention's impact, such as a matrix ranking³⁵.
 - To establish and explain causality – by listening to different perspectives on causal chains, synthesizing these and verifying these with different stakeholder groups.
 - Asking stakeholders to list successes, challenges, enabling/blocking factors (ranking where possible) and for their recommendations.
- During the inception phase, the evaluation identified several potential risks to the evaluation and steps that could be taken to mitigate these (please see the Annexes for the table of risks).

³⁵ https://www.betterevaluation.org/sites/default/files/Participatory_Approaches_ENG.pdf

4. Findings and recommendations by country

4a. Burundi

Burundi is one of the poorest countries in the world, ranking 185th out of 189 countries in the 2019 Human Development Index. More than 65% of the population lives in poverty, over 50% of them is chronically food insecure and 56% of Burundian children are stunted. Only 32% of Burundi's children complete their lower secondary education, and gender equality is among the poorest in the world. A high prevalence of infectious diseases, lack of diversity in diets and poor hygiene make the situation worse.⁴ The majority of the country's poor live in rural areas, where living conditions are harsh, and people rely heavily on subsistence agriculture and informal employment. For example, only 5% of households are connected to the central electricity grid and consequently, vulnerable persons, mainly women and girls, are exposed to a variety of risks, including protection risks, e.g., when they must travel long distances to obtain firewood. In addition, the hilly landscape makes the country vulnerable to natural disasters, in particular floods, mudslides and droughts.⁵ Crops are affected, further weakening the nutritional and food situation of the most vulnerable and causing displacement of populations in search of shelter and livelihoods. Adding to the pressure on Burundi's limited resources, over 80,390 refugees, mainly from DRC, are hosted in already food-insecure areas and rely on assistance for basic food Figure 1: Return trends of Burundian returnees (Burundi Regional Refugee Response Plan. January-December 2021. UNHCR) Humanitarian Aid 4 and nutrition.⁶ Since 2015, many Burundians fled to neighbouring countries following election-related violence. ⁷ It is estimated that 400,000 Burundians will return and reintegrate in their home country the coming years³⁶.

Summary of the programme activities: in Burundi, the 'THE HUMANITARIAN PROGRAMME BEING EVALUATED' included the following main activities in communes and host community locations (nb. not all project participants were engaged in each activity);

- Multi-purpose cash assistance, training of volunteers and lay people in Basic First Aid (BFA), restoring family links, support of crisis modifier funds that included in-kind distributions, such as hygiene kits, first aid kits, mattresses, kitenge clothing (outcome 1).
- Staff and volunteers training in IHL, staff, lay people and volunteers trained in ECVA, trainers trained in BFA and staff, lay-people and volunteers trained in cash transfer programmes.

Main locations for the 'THE HUMANITARIAN PROGRAMME BEING EVALUATED' programme activities:

- Ruyigi Province; Communes of Bweru (20 collines) and Butezi (15 collines)
- Makamba Province: Commune of Nyanza Lac (26 collines)
- Bujumbura city (national level)

The data collection for the 'THE HUMANITARIAN PROGRAMME BEING EVALUATED' evaluation took places in Bujumbura and within Bweru and Butezi Communes, with 15 KIIs and 12 FGDs.

Disaggregation applied in the primary data collection:

- The overall groups were as follows:
 - Women: youth (13-17), adult (18-59) and elderly (60+).
 - Men: youth (13-17), adult (18-59) and elderly (60+).
 - Returnees and host community members

³⁶ BRC-F, interim programme report for 'THE HUMANITAIRNA PROGRAMMEME BEING EVALUATED'.

Outcome 1: The vulnerabilities of displaced people, refugees, returnees, host communities and people living in conflict areas are reduced and the protection capacities are increased, so that they are more resilient and better prepared to manage and protect themselves against threats, this via a multi-sectoral approach.

4a. Relevance

The extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies and priorities - and continue to do so if circumstances change³⁷.

4ai. How relevant was the intervention to the community needs?

In **Burundi** the intervention was, in general, assessed as being relevant to the community needs. During the evaluation it was indicated that some of the key challenges that people experienced before the programme were addressed, to different levels, by “THE HUMANITARIAN PROGRAMME BEING EVALUATED”, with some gaps noted by the community members included in the evaluation. Several specific actions were implemented that also indicate that the response was relevant to the needs.



FGD with women during the ‘THE HUMANITAIRNA PROGRAMMEME BEING EVALUATED’ evaluation in Burundi

A thematic needs assessment was carried out in mid-2022, which focused on the restoring family links aspect of the programme and included data collection with the refugees and host community members (this assessment was also to support the ICRC).

The team in Burundi also described how they had carried out a country wide assessment to inform the 2022 – 2026 strategy, which included some key informant interviews (KII). This helped to help identify the most vulnerable provinces but was not uniquely based in the communities where the “THE HUMANITARIAN PROGRAMME BEING EVALUATED” programme was implemented. During “THE HUMANITARIAN PROGRAMME BEING EVALUATED”, Enhanced Vulnerability and Capacity Assessments (EVCA) were also carried out at the community level. This resulted in 61 community action plans, in relation to identifying risk and increasing resilience³⁸.

Further to this, a key informant from the government authorities said that “THE HUMANITARIAN PROGRAMME BEING EVALUATED” and its response to the risk and the crisis directly aligned with the objectives of the government and the national plan.

In terms of the gaps that were indicated during the evaluation qualitative data collection, firstly across the 12 FGDs with men and women returnees and host community members, it was described how the assistance was very much needed and appreciated. Following this, it was described in three FGDs with women returnees and host community members that, although there was impact indicated in many areas, some of their key needs were not addressed, such as their housing needs, the need they have for seeds and fertiliser for the land that they said was very poor, there were gaps in terms of supporting their children with their basic needs, purchasing school supplies, rehabilitation of houses, lack of access to menstrual hygiene items for girls and support to enter livelihoods and lack of farming or

³⁷ www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm

³⁸ KII with ‘THE PARTNER IN BURUNDI’ staff member and input from ‘THE CLIENT’ staff member.

livestock groups/associations. It should be noted that it was foreseen by the programme that these needs would be met by the cash assistance³⁹. It was not in the scope of this evaluation to determine to what extent any specific needs were not met, why gaps may have existed despite the cash assistance, the cash value versus the costs of purchasing such items and the level of access to the needed items.

Lastly, the “the client organization” followed a set criteria to select recipients of the assistance, which did support the overall cash assistance process and help to ensure vulnerable people were included in the assistance.

“Within the project, there has been a huge contribution to change the situation of people, households that are vulnerable, exposed to crisis and catastrophes. The targeting considered the households and their situation when formulating the project activities. Within the criteria that we considered, there were women, widows, unaccompanied minors, elders, people with disabilities and the project looked to support them. Children were able to go back to school with the cash support. Some of the widowed women have been able to buy food and to start their own income generating activities” (KII with ‘THE PARTNER IN BURUNDI’ staff member, Bujumbura).

4a.ii. To what extent is the intervention based on a sound gender analysis? To what extent is the design and implementation of the intervention gender-sensitive?

Overall, the “THE HUMANITARIAN PROGRAMME BEING EVALUATED” programme aimed to employ the CEA approach of the “the client organization”, which ensures the active participation of people, in all their diversity, in the processes and decisions that affect them and transparency of “the client organization”. CEA is designed to enhance gender programming, as it requires an analysis of aspects relating to gender and diversity throughout the programme cycle. In addition, the “the client organization” PGI approach helps to integrate a protection dimension relating to gender and inclusion⁴⁰.

In Burundi, it was indicated that some of these aspects were in place. In terms of PGI, this approach⁴¹ was taken into account in Burundi in terms of the ways of working⁴², some gaps were indicated as remaining, in terms of gender analysis and programming.

A key informant at ‘THE PARTNER IN BURUNDI’ indicated that one of the main considerations in terms of gender in Burundi was to ensure that the programme included an equal number of women and men as far as possible, as well as an equal number of female and male volunteers. It was explained that they did not have the tools to carry out a gender analysis, as well as no training about gender considerations in cash and protection programming or how women and children are affected during disasters⁴³.

“A gender analysis was not carried out and this was a challenge. During distributions, even if the cash is given to women, the husband was right there waiting for the money. An analysis before would help to see how this might impact the family. Also, there were more male volunteers than female and no female volunteers in the RFL process – it would be better to try to equal it” (KII with ‘THE PARTNER IN BURUNDI’ staff, Bujumbura).

A gender analysis can be integrated to needs assessment and involves asking questions about the different experiences of an environment for men, women, boys, girls, and sexual and gender minorities. These questions could focus on experiences, expectations and relationships⁴⁴. This process may help to identify potential risks and solutions. For example, how women and girls have different needs and how to mitigate the risks that programming could have on women and girls. For example, some evaluation participants described how, although the cash was distributed to the women, the men in the family just took it from them.

³⁹ Input from ‘THE CLIENT’ staff member.

⁴⁰ ‘THE CLIENT’ (16/12/22) Regional Programme Report, ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’

⁴¹ IFRC [Protection, Gender and Inclusion](#)

⁴² KII with ‘THE PARTNER IN BURUNDI’ staff, Bujumbura.

⁴³ KII with ‘THE PARTNER IN BURUNDI’ staff, Bujumbura.

⁴⁴ [Inter Agency Standing Committee; the Gender Handbook for Humanitarian Action](#)

“The women in rural areas often live in a hard situation. They don’t know their rights, they have to take care of the children and the man makes all decisions in the house. She must respect her husband’s decisions, if she gets money she must give it to her husband” (KII with ‘THE PARTNER IN BURUNDI’ staff, Bujumbura).

4b. Impact

The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects⁴⁵.

4bi. Have all indicators been reached in outcome 1? (outcome indicator: % of people who report that humanitarian assistance is provided in a safe and accessible location and in a dignified, safe, accountable and participatory manner).

In Burundi, outcome 1 had a target of 85% and a result of 87.30%, exceeding the target (outcome 1: the vulnerabilities of displaced people, refugees, returnees, host communities and people living in conflict areas are reduced and the protection capacities are increased, so that they are more resilient and better prepared to manage and protect themselves against threats, this via a multi-sectoral approach). Of the five sub-indicators in outcome 1 (which had results), 4 were met or exceeded and one was not met.

For the four that were met or exceeded, these related to cash assistance, crisis modifier funds and people trained in Basic First Aid. The indicator that was not met relates to the number of people who were able to make a phone call to a family member. There were issues around delays with the installation of connectivity systems, meaning that monitoring only began towards the end of the project (although other activities relating to Restoring Family Links (RFL), including a needs assessment, took place).

Please see **Annex F** for more information about the targets, results and the extent to which each indicator was met.

4bi. To what extent did the project address the basic needs. Also, to what extent did the project provide vulnerable households with improved shelter and aims to meet their essential hygiene and sanitation requirements in a dignified and safe manner?

The main way that the evaluation reviewed the extent to which basic needs were met was by comparing the situation of people before the intervention, in 2021, and after the intervention in 2023. This approach was taken in the desk review and during primary data collection with different groups and within different districts and camps/settlements. This approach has also enabled trends to be developed. The information below demonstrates that the programme did address the challenges that people faced, with reports about how the “the client organization’ addressed these needs, with some specific examples of impact for the women and men engaged in the evaluation.

Needs and challenges before “THE HUMANITARIAN PROGRAMME BEING EVALUATED”

The FGDs with refugees and host community members aligned with this initial analysis by the programme. The main problems and challenges described before the programme were as follows (nb. these are listed approximately according to the number of times each sector was referred to across and within the KIIs and FGDs):

⁴⁵ www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm

- **Protection/gender based violence:** women and girls living in the communities face extreme poverty. In some of the most extreme cases women were living in the street and without adequate clothing. Existing entrenched gender norms have led to discrimination against women and girls. Examples of this were gathered from FGDs with returnee women, who faced discrimination from



FGD with men during the evaluation

their families when coming back from Tanzania and are forced out of their homes. Multiple cases of husbands leaving their wives and children for other women were reported; widows taking care of children/debts that they cannot pay; women being told by men that the projects are not for women or not realizing they could participate in community activities; gender based violence – including intimate partner violence at the household and sexual violence reported by adolescent girls; fighting between couples due to stresses; women and girls being unable to afford pads while menstruating and being ridiculed in different ways as a result (women being chased out by their husbands for being “unclean”, adolescent girls missing days in school during their period); not being to pay for health needs⁴⁶. One FGD group with adult women in Butezi host community talked about how they were discriminated for having albino children. As a result of poverty, women and girls resorted to negative coping mechanisms, including survival sex for exchange of money/goods, begging and precarious labour work (including child labour), putting them at higher risk of violence and other protection issues.

- **Livelihoods and shelter:** returnees living in poverty/no grain to cultivate with debts they could not pay and house destroyed/no roof⁴⁷. Some returnees do not have a shelter at all. Some participants reported not having knowledge about how to manage their land and agricultural techniques in an adequate way, leading to lost crops and putting them at risk of starvation. For example, participants reported not knowing how to protect the soil from erosion⁴⁸.
- **Social cohesion:** people worked for themselves and did not understand why it was important to help each other. The community was not collaborative. No knowledge on first aid, blood donation or how to mitigate/manage environmental risks/disasters⁴⁹.
- **Protection/people with disabilities:** community not accepting people with disabilities/discrimination and preventing them from accessing basic needs such as health, other assistance or work; same issues as the general community but less ability to address the issues; homeless and begging; sometimes cannot leave the house and no one to help them⁵⁰.
- **Education:** young people wanted to study but they could not as their parents could not support this⁵¹.

⁴⁶ 9 x FGD; in Bweru with adult women host community; adult men host community; adult women returnees; youth males & females; adult women & men host community. In Butezi with adult women returnees; elderly women returnees; with adult men host community; adult males & females in host community.

⁴⁷ 4 x FGD; in Bweru with adult men returnees; in Butezi with adult men returnees; in Butezi with adult women returnees; in Butezi with adult men host community.

⁴⁸ 8 x FGDs in Bweru with adult men returnees; adult women host community; adult men host community. In Butezi with adult male & female host community; adult female host community adult male host community; adult male returnees; adult female returnees.

⁴⁹ 3 FGD in Bweru; with adult men host community; with young people female & male. In Butezi with adult males & females in host community.

⁵⁰ FGD; in Bweru with adult women host community; adult men host community; adult men returnees

⁵¹ FGDs in Bweru; with adult women host community; adult men host community; adult men returnees, youth male & female returnees & host communities. In Butezi with adult women & men host community; adult men returnees; adult women returnees; adult women host community.

“In one case, a woman left Burundi with her husband, later he returned before her. He then used all the assistance that she had received from UNHCR and then started being violent towards her” (FGD in Butezi with adult women returnees).

“Men are the ones that manage the money. When they are drunk, men will hit them, and they are chased out of the house with children for fear of violence. Men generally live outside of the house in bars and only come back to eat” (FGD with adult women, host community, Bweru).

“There are many people with disabilities, and they had to beg to try to meet their basic needs” (FGD in Butezi with adult men, returnees).

Children born to refugee parents in Tanzania sometimes come back alone and don’t have any food, any housing or support” (FGD in Butezi with adult women, host community).

Changes to the situation of returnees and host community members

Ruyigi, Bweru:

Agriculture, land management & livelihoods:

- In Bweru, the positive effect on cash assistance on agriculture and small livestock management was cited in all five FGD in this location. For example, men and women talked about their increased knowledge about how to manage the environment such as planting trees to prevent landslides, buying plots of land and evolved in their agricultural skills. Men described how they have bought some animals and materials for agriculture. One young person in Bweru described how their mother was able to buy a goat, breed it and sell the others to other people. A group of adult women in Bweru also described how they had purchased small livestock.

Social cohesion and knowledge

- Four of the five FGD groups said that their knowledge of risks and some mitigation strategies had increased. For example, a group of adult returnee men in Bweru said that the trainings on risks and catastrophes meant they know how they can better protect the land, this has led to better harvesting. Another group of men in the host community said that the training provided them with awareness on how to manage their cash and their goods. Three groups of women noted that, following the trainings, the community had become more cohesive.

Education:

- Four of the five FGD groups described that the cash assistance enabled them to support their children to go to school, as well as buy them some of the materials they needed.

Health:

- Two FGDs with adult men and women in the host community talked about how trainings on first aid meant that they now they don’t need to go to the hospital in every case of an incident.

Protection:

- A woman with disabilities in the host community in Bweru mentioned that following the trainings from the “the client organization”, when she is sick, people come to help her and transport her to the doctor.

“Poverty has diminished and the land is better” (FGD with young female & males, Bweru).

“People have been able to buy animals, sell them, breed them, collect fertiliser. The women who are part of the risk and environmental management activities, and the committees, they feel part of community. They have materials and know how to use them to protect themselves” (KII with ‘THE PARTNER IN BURUNDI’ staff member, Bujumbura).

“Men particularly have changed their behavior and are more collaborative” (FGD with adult women in the host community, Bweru).

“Cash assistance helped us to go back to school” (FGD with young female & males, Bweru).

At the same time, in terms of the cash, it was noted by three of the five FGD groups in Bweru that there were challenges accessing the cash assistance. One group of women from the host community said that the main issue was because they needed to purchase sim cards and for that they needed an identification card, which is complicated for them. Some of them had delays of several days in receiving the cash. Another group of women in the host community described how they had issues with the sim cards and network connectivity, which also caused delays. Some evaluation participants also said that had to travel a long distance to access the cash and due to the delay, had to rent houses whilst they waited (as well as buying a sim card and pay for transport), which cost them some of the cash assistance. The third group, who were women returnees, said that they had to go to a different network provider to get the assistance, which cost them extra time and money. Some of the women also had to loan telephones to others or from others in order to receive the cash. Some participants also stated that due to some of the abovementioned issues, some people that were entitled to cash assistance did not receive it.

Following this, a post-distribution monitoring report for the crisis modifier and cash assistance reported that 83% of respondents said they wanted to receive cash in hand, 12% wanted to receive in-kind assistance and 5% wanted cash but in several instalments. At the same time, this PDM noted that even if cash in hand is most preferred by the recipients, this mechanism may present a greater risks of theft and fraud (02/11/23).

A second PDM focusing on the cash for school support indicated that there had been complaints relating the amount of cash received, leading to a recommendation for greater awareness raising about the value of cash distributions. This report also recommended that more time is needed for the people included in the programme to make claims, as in “THE HUMANITARIAN PROGRAMME BEING EVALUATED” some people did not receive assistance even though they were targeted (10/2/23).

Further to this, a government official noted that, in general in the “the client organization” work in Burundi, more trainings on how to protect and manage their resources better would be beneficial and add more value (they suggested that the “the client organization” could assist them to do more environmental work, build ditches to manage landslides and provide more materials to do this. In addition, more materials for first aid and refresher trainings on first aid). Another official also noted that more trainings in basic first aid and disaster management for the project participants, may enable more sustainability of this knowledge.

Ruyigi, Butezi:

Agriculture, land management & livelihoods:

- In Butezi, the positive effect on cash assistance on agriculture and small livestock management was cited in all seven FGDs. For example, four groups of (3 with women & 1 with men, 3 with returnees and 1 with host community) described how they purchased plots of land animals, seeds, fertilisers or corn with the cash. One group said that they have purchased goats and bred/sold them (FGD with women returnees). The FGD with young people said they bought food with the cash, with one participant describing how they had been able to start a small business. Another trend was their increased knowledge and tools about how to manage the environment.

Education:

- Five of the seven FGD groups described that the cash assistance enabled them to support their children to go to school, as well as buy them some of the materials they needed.

Health:

- Two FGD with adult men and women in the host community talked about how trainings on first aid meant that they now they don't need to go to the hospital for small injuries.

Social cohesion and knowledge:

- Three of the seven FGD groups said that the level of community cohesion has improved, as well as their knowledge of risks and some mitigation strategies. For example, a group of elderly women returnees said that they have entered into a credit association. Two groups in the host community (women and men) said that women are now more involved in risk and environmental catastrophes management and they now all participate in these activities.

Protection:



- One man in the host community said that he has several handicapped children – previously he could not meet their needs. Now the community has intervened and helped him to take care of his children.

In Butezi, in terms of accessing the cash, it was noted by six of the seven FGD groups that accessing the cash was overall fine. Two of these six did note some connectivity issues but these had not caused major problems for them. However one group of men in the host community commented that it was challenging for elderly people to travel to access the assistance.

“Before I had to look for little jobs in order to sustain myself, now I can access and collect my own food” (women returnee).

“With the cash I started my own business, which is a commerce for apricots, then I bought land and I am now cultivating it” (young person in Butezi).

“There is a change in the relationships in the community, we need to help each other and we see more of this” (FGD with adult women & men in the host community, Butwezi).

“We now understand the importance of assisting someone else from the community and how that can change someone's life. We hope that we will keep helping each other” (FGD with adult men in Butwezi).

“We feel better able to protect ourselves from risks and catastrophes” (FGD with adult men in the host community, Butwezi).

4biv. To what extent did the project – through a multi-sectoral approach - reduce the vulnerabilities of displaced people, refugees, returnees, host communities and people living in conflict areas?

In this evaluation, the team considered this to refer to reducing the factors that could make people more vulnerable to cope with the situations such as relating to age, sex, medical conditions, mental health conditions, social connections, insecure employment and their wider economic situation. The evaluation also considered if ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’ had project improved the organisational understanding of which groups or communities are in vulnerable situations⁵².

In response to the second point above, through the meetings with communities and the RFL assessment, the programme in Burundi did contribute to organisational understanding of which groups or communities are in vulnerable situations. In addition, throughout the programme period, staff had positive engagement and relations with key stakeholders who are also experts in the context, such as Government officials and INGOs⁵³.

⁵² British “the client organization”, 2023

⁵³ 5 x KIs with external stakeholders



FGD with elderly women during the evaluation

Further to this, during the programme in Burundi, 61 Community Disaster Risk Reduction Committees (CCRR) were established. In Ruyigi, 'the partner in Rwanda' was set up in different localities in the Communes of Butezi and Bweru, as well as in Makamba, in the Nyanza-Lac Commune. Each committee has 8 members. In the Ruyigi branch, 595 volunteers and community leaders were also invited to take part in the election of the CCRR

members in the 2 communes. Throughout 'THE HUMANITARIAN PROGRAMME BEING EVALUATED', 248 members, including 93 women, were elected. 248 members of the D'the partner in Rwanda' have been trained in basic First Aid during the programme and 256 on EVCA (Enhanced Vulnerability and Capacity Assessment) and how to develop community action plans, with 61 plans made in total. The plans focused on reducing risks to the environment, such as erosion, through modern agricultural techniques.

In addition, as noted in the section above, according to the FGD groups, social cohesion and the level of collaboration has improved following the programme. A key trend across the twelve FGDs was how their knowledge of risks and some mitigation strategies had increased, as well as their knowledge about managing the cash assistance. In addition, there were examples cited of returnees and host community purchasing land and being able to grow food and buy/sell small livestock. The majority of the FGD groups across men, women, returnees and host communities noted that, following the trainings, the community had become more cohesive and supportive of each other. Of note, this included increased support to people with disabilities, where a level of discrimination had been described before the programme.

"Due to the 'the client organization', we have learned how to identify problems and how to respond to them, as well as how to prioritise the assistance we have received" (FGD with adult men, host community, Bweru).

4bv. To what extent did the project – through a multi-sectoral approach - increase the protection capacities of displaced people, refugees, returnees, host communities and people living in conflict areas?

The evaluation asked the participants asked the project participants if they felt better able to cope with threats, following the support of the 'the client organization' (in line with outcome 1). Some groups were also asked if they felt safer since the support from the 'the client organization', also a proxy for increased protection capacities. This is according to the definition that resilience is a process of positive adaptation before, during and after adversity. It is a multi-sectoral process that involves multiple actors with strong coordination and long-term commitment. Resilience can be strengthened at different levels: individual, household, community⁵⁴.

Out of the 11 FGDs with adult returnees and host community members, nine were asked if they felt safer or better organised to cope with threats now than before the programme and better able to cope. Of these seven responded yes or somewhat yes, one said they felt the same and four said no (please see the reasons for this below). The main reasons for the positive responses were as follows:

- **Social cohesion and increased knowledge:** trainings on knowledge about identifying and work to mitigate environmental risks and disasters, as well as training in first aid and community cohesion, was valuable to the

⁵⁴ www.redcross.eu, 2014

project participants. There were reports that this information has helped to manage land better, manage the cash assistance and support their fellow community members. This included reports of reduced family conflict, elderly people joining credit/savings groups and more support to people with disabilities.

“Before, the people in the community wanted to work independently. With the project, they tried to put them in the committees, and it was a factor for social cohesion. Before they didn’t have materials to use manage the soil, to fight against degradation, floods, etc. Now we see more that they do” (KII with ‘THE PARTNER IN BURUNDI’ staff member, Bujumbura).

“We have been trained to help each other and we look for solutions together” (FGD with adult women, host community, Bweru).

“We formed the committees to make sure that the activities continued past the end of the project. These committees continue to do awareness raising. We want people that were not direct beneficiaries of the project to also benefit from some of the activities. The committees have different members from different part of the community” (FGD with female & male adults, host community, Butezi)

“Before we didn’t know about the importance of engaging in the community, now we know it is important to work together, to help each other, to be involved in community groups to solve issues” (FGD with male adults, host community, Bweru)

As noted above, four of the FGD groups described how they did not feel safer now, than compared to before the ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’, indicating that there is still potential to further improve protection capacities amongst a portion of the affected population. One group of men returnees and one group of female returnees in Butezi both talked about how when they received the assistance, their life changed for some months, but now it has gone back to the same. The third FGD with men returnees, also in Butezi, described how they had to share the cash assistance with others so it didn’t give them a chance to use it in a way to increase their security (although some commented it is still overall better than before). The fourth group (female returnees) said that their feeling of security got better for a short while only, however, this group did also say that the protection of the environment has improved.

Following this, there was a trend that FGD participants noted that some people in the wider community were not assisted who, in their view needed the assistance, especially elderly people and widows. However, in terms of those that were included in the programme the overall trend was that their protection capacities had increased, compared to before the intervention.

4c. Sustainability

*The extent to which the net benefits of the intervention continue or are likely to continue*⁵⁵.

4ci. Were local communities fully involved in and contributing towards project activities to make the programme sustainable?

The evaluation found that local communities were fully involved in contributing towards the project activities in several key ways, these are described below.

Consultations during the implementation:

- The returnees and host community members who participated in the evaluation were asked by their representative to form groups, as a way to communicate and receive information about the programme. Any

⁵⁵ www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm

communication or feedback then went through the committees (made up of “the client organization’ Volunteers, local authorities, representatives of different sectors such as health and education)⁵⁶.

- Further to this, it was reported by the project participants that several consultations were carried out with them by the “the client organization’ Volunteers during the project where challenges and needs could be discussed (but not before the programme began as part of a needs assessment process)⁵⁷. However, they were able to provide feedback to the volunteers through these consultations/committees and there was good collaboration and communication. The volunteers also helped them with sim card issues at these events. The “the client organization’ also went to schools for information meetings, so that young people could also be part of the awareness raising and information sharing⁵⁸.
- In addition, a post distribution monitoring report relating to the crisis modifier and cash assistance, it was stated that, according to the survey results, information about the assistance had been widely disseminated in the communities. 70% of respondents said they had been fully informed about the assistance, 23% had been informed once on site of the assistance to be received, and 7% of respondents said they had not been informed (10/02/23).
- A group of women host community members in Bweru also said that after trainings on catastrophes and risks, there was a follow-up from the RC. They said the volunteers did other further follow-ups as well, for example, if children were not in school, they tried to find out why.

Presence of “the client organization’ Volunteers in communities:

- In general, the volunteers live in the communities they are supporting, meaning that they are usually available and known to the affected populations. This has contributed to sustainability as they are on-hand to hear any concerns or questions about the assistance/activities and can help to overcome these and follow up.

“The communities we have supported have changed their attitudes - there has been some behavior changes around the management of goods and their household. They have increased ability to recognise risks to the community and to come up with plans to react to them” (KII with ‘THE PARTNER IN BURUNDI’ staff member, Bujumbura).

“We collaborated with local authorities who had meetings with the community, which made us feel included” (FGD with men host community members, Bweru).

Lack of initial needs assessment:

- Following this, as noted in an earlier section, the evaluation did not note a needs assessment for “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ that directly engaged with the affected population, with the exception of a key assessment on the theme of Restoring Family Links.

“We felt like our needs were not consulted. Some people asked us about their needs but we are not sure what organisation they were from. We do not have shelter and would have preferred that kind of support. Some of us were consulted after the cash assistance. We do not know how to make complaints or give feedback” (FGD with male returnees).

- In addition, one FGD with women returnees described how the “the client organization’ Volunteers were the ones to decide the recipients of the cash assistance, the affected population was not consulted, although groups said they were at least informed about the overall process of selection. At the same time, two other groups of women and men host community members said that they believed it was better for the “the client organization’ to select the recipients as they could do this objectively and they felt this would reduce the risk of fraud.

⁵⁶ FGD with men host community, Bweru.

⁵⁷ 4 x FGD with; female host community; male host community; female returnees; youth male & female, all in Bweru.

⁵⁸ 2 x FGD with women returnees, Bweru and women returnees, Butezi.

Outcome 2: Societies have strengthened their capacities to deliver expertise-based & sustainable protection interventions & can fulfil their mandate as humanitarian actors with focus on efficiency, quality & effectiveness.

4c. Impact

The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

4ci. Have all indicators been reached in outcome 2, and why yes/no? (indicator: % of staff and volunteers indicating a training increased the capacity of the National Society to fulfil their protection mandate).

Outcome 2 (% of staff and volunteers indicating a training increased the capacity of the National Society to fulfil their protection mandate) contained eight sub-indicators in Burundi. Six of these eight were met or exceeded. These related to; staff/volunteers trained in IHL, lay-people and volunteers trained in EVCA, staff trained in EVCA, staff trained in Cash Transfer Programmes and “the client organization” staff and volunteers trained in blood and

Indicator 2.2.3 was almost met (number of trainers trained in BFA) and 2.2.5 was also almost met (number of lay-people and volunteers trained in Cash Transfer Programmes). Please see **Annex F** for more information about the targets, results and the extent to which indicator was met.

4cii. To what extent did the project strengthen the capacities of the local “the client organization” Societies (staff and volunteers) to deliver expertise-based and sustainable protection interventions in order to fulfil their mandates better with a focus on efficiency, quality and effectiveness?

Overall “THE HUMANITARIAN PROGRAMME BEING EVALUATED” has performed well across the different quality criteria applied in this evaluation in Burundi and the indicators have mainly reached their targets, giving a quality programme and indicating that “THE HUMANITARIAN PROGRAMME BEING EVALUATED” has strengthened the capacities of ‘THE PARTNER IN BURUNDI’. In addition, in post distribution monitoring reports (PDM) for cash/school support (2/11/2023) and the crisis modifier cash distribution report (10/02/2023) gave positive results. Some of the main findings from these two reports included;

1. 89% of households surveyed were satisfied with the assistance they received, while 11% were not and did not want to give their reasons.
2. 290 people (97.31%) were totally satisfied with the project's implementation by staff and volunteers, 7 people (2.34%) were more or less satisfied and 1 person (0.33%) was not.

When looking at protection focused work, across the FGDs with the affected population, the groups were asked about different aspects related to protection mainstreaming. For example, in terms of safe access to assistance, the process of distributions of the cash and if they felt safe during these or had any challenges with access. According to the evaluation participants, the main trend indicated in Butezi was that there were no major problems with the process (apart from some issues with connection). However, there were challenges in Bweru, with sim card issues and delays, as well as additional expenses caused by the distance to the distribution point and the need to rent accommodation whilst waiting for the cash.

When looking at accountability to affected populations, another crucial quality standard in humanitarian programmes⁵⁹, in terms of how the “the client organization” Volunteers interacted with refugees and host communities, the main trend was that there were consultation meetings with the volunteers throughout “THE HUMANITARIAN PROGRAMME BEING EVALUATED”.

⁵⁹ <https://corehumanitarianstandard.org/files/files/Core%20Humanitarian%20Standard%20-%20English.pdfv>

However, it was also noted that there is no complaints mechanism in place, which is essential to enable confidential complaints and feedback to be made about any potentially serious issues (this could raise issues for protocols for safeguarding systems). The ‘THE PARTNER IN BURUNDI’ said during the evaluation that they had formed community groups for the purpose of obtaining any feedback. However participants in some of the FGDs indicated that they were not actively participating/did not know about them.

As noted above, it was reported in a PDM for the crisis modifier and cash assistance (10/02/2023) that the majority of project participants were totally satisfied with the project's implementation by staff and volunteers. In addition, in the PDM report, it was stated that all respondents stated that they felt CRB staff had treated them with respect during the intervention: exactly 85% said they had been treated with dignity and respect, compared with 15% who said they had rather been treated with respect and dignity by CRB teams. The second PDM reported that 100% of respondents said they felt respected by “the client organization’ staff during the intervention (2/11/2023).

Enabling factors to strengthening the capacities of the ‘THE PARTNER IN BURUNDI’:

- The Burundi “the client organization’ Society is very present in the whole country, especially where they implement projects. Having volunteers and staff present in the communities to implement the activities⁶⁰.
- Training sessions; from in October 2023, a training of trainers session for national society staff was held. The training was facilitated by the ICRC and the National Defense Force. 19 staff and one volunteer (6 women and 14 men) were trained as trainers; this training brought together 5 Branches, including 2 from the intervention areas. In addition, in October 2023, a final training of trainers training session was carried out on EVCA in the Muramvya branch. 15 people were trained (5 staff and 10 volunteers; 5 women, 10 men)⁶¹.
- During the implementation regular collaboration and coordination with community members and the local authorities⁶², as well as collaboration at a higher governmental level⁶³.
- Useful materials provided the community committees to enhance their activities⁶⁴.
- ‘THE PARTNER IN BURUNDI’ has the right expertise in the different sectors that “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ intervened in (i.e. cash assistance and first aid) and have been working with them for some time to strengthen their knowledge on cash⁶⁵.
- The overall experience of the “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ programme, as well as a previous refugee response project, helped to build the capacity of the “the client organization’ in terms of livelihoods support and other thematic areas⁶⁶.
- The general status of the “the client organization’ being a positive factor in the ability to launch programmes⁶⁷.
- The number of volunteers increased, as they knew that the “the client organization’ is an international organisation and they want to be part of the network, this was indicated as increasing the capacity of the programme⁶⁸.

4ciii. To what extent did the project strengthen the preparedness and emergency response capacity of “the client organization’ staff and volunteers?

The evaluation determined that “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ strengthened the preparedness and emergency response capacity of “the client organization’ staff and volunteers. In terms of the delivery of the programme itself, it can be seen that positive changes were reported by the returnees and host community members, following the support of the “the client organization’. In general there were no significant delays

⁶⁰ 2 x KII with staff members from ‘THE PARTNER IN BURUNDI’.

⁶¹ ‘THE PARTNER IN BURUNDI’ (Oct 23) Rapport Narratif T4 23

⁶² KII with staff member from BRC-F.

⁶³ KII with regional staff member from BRC-F.

⁶⁴ KII with staff member from ‘THE PARTNER IN BURUNDI’.

⁶⁵ KII with staff member from BRC-F.

⁶⁶ KII with ‘THE PARTNER IN RWANDA’ staff member, Kigali.

⁶⁷ KII with staff member from BRC-F.

⁶⁸ KII with staff member from ‘THE PARTNER IN BURUNDI’.



in the activities and emergency cash assistance was, overall, a success. A government official also noted during the evaluation that, in their view, the volunteers were now better prepared and better trained to respond to emergencies.

Enabling factors:

- Coordinators were very good at planning and prepared and logistics services worked well⁶⁹.
- Good collaboration with programme management and administration.
- Sharing of experiences through consultations/meetings with the affected population and the authorities⁷⁰.
- In addition, the crisis modifier meant that there were more funds available for affected populations.

“Already have some teams of volunteers are better trained on how to intervene in a disaster, such as registration of households and beneficiary targeting. A factor that helped this was training in disaster preparedness and prepositioning of stocks and procurement systems” (KII with staff member from BRC-F).

Challenging factors:

- In Bweru, with sim card issues and delays, as well as additional expenses caused by the distance to the distribution point and the need to rent accommodation whilst waiting for the cash.

⁶⁹ KII with staff member from ‘THE PARTNER IN BURUNDI’.

⁷⁰ KII with government official.

5. Rwanda

Rwanda is one of the most densely populated countries in Africa, also a small and landlocked country with a population of more than 13.2 million people⁷¹, growing at 2.4% annually. Agriculture is the backbone of the economy, with 89% of Rwandan rural households practicing small-scale farming. However, Rwanda is a country prone to a wide range of natural hazards including floods, landslides, droughts, lightning, windstorms, earthquake, rainstorms etc., that every year put a strain on the most vulnerable. The protracted armed conflict in DRC generates a continuous flow of refugees to neighbouring countries since the nineties, including Rwanda. The recent eruption of the Nyiragongo volcano in the Goma region caused the displacement of more than 56,000 people, of whom 5,241 crossed the Rwandan border in search of assistance. Aside from refugees from DRC, Rwanda hosts Burundian refugees who fled insecurity and unrest due to the political situation. By the end of 2020, Rwanda hosted 144,662 refugees⁷², mainly from DRC and Burundi, most of them residing in five camps (Gihembe, Kigeme, Kiziba, Mugombwa and Nyabiheke), though the urban areas (Kigali and Huye) are increasingly hosting refugees as well. Refugees in Rwanda face violations of their rights and therefore specific vulnerabilities to protection risks. The main challenges are dignified and safe housing, access to water, health and food and access to dignified working conditions⁷².

Summary of the programme activities: in Rwanda, “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ included the following main activities in refugee camps and host community locations (nb. not all project participants were engaged in each activity);

- Multi-purpose cash assistance to associations, in-kind distributions (e.g. hygiene kits, first aid kits, mattresses, kitenge clothing), training of volunteers and lay people in Basic First Aid (BFA), training of farmers, protection activities for unaccompanied minors, family links. training of volunteers and lay people in WASH, improved latrine and handwashing, construction of kitchens, support of crisis modifier funds (outcome 1).
- Staff/volunteers trained in International Humanitarian Law (IHL), exchange/training on Restoring Family Links (RFL) guidelines and quality improvement of the RFL services, staff and trainers trained in Enhanced Vulnerability and Capacity Assessment (EVCA) and staff/volunteers/lay-people trained in Cash Transfer Programmes (outcome 2).

Main locations of the “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ programme activities:

- Gatsibo District (Nyabiheke Camp and host community locations).
- Karongi District (Kiziba Camp and host community locations).
- Kihere District (Mahama Camp and host community locations).
- Rwamagana (Fumbwe, Gahengeri, Gishari, Karengye, Kigabiro, Muhazi, Munyaga, Munyiginya, Musha, Muyumbu, Mwulire, Nyakariro, Nzige and Rubona).
- Kigali city (national level)

The data collection for “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ took place in Gatsibo District (Nyabiheke Camp and host community locations), Karongi District (Kiziba Camp and host community locations) and in Kigali, with 16 KIIs and 17 FGDs.

Disaggregation applied in the primary data collection:

- The overall groups were as follows:
 - Women (elderly, adult 18 – 35 and youth 12 - 16)
 - Men (elderly, adult 18 – 35 and youth 12 - 16)
 - Refugees or host community members

⁷¹ [Rwanda's population reaches 13,2 million in 2022 | National Institute of Statistics Rwanda](#)

⁷² BRC-F, interim programme report for ‘THE HUMANITAIRNA PROGRAMMEME BEING EVALUATED’.

Outcome 1: The vulnerabilities of displaced people, refugees, returnees, host communities and people living in conflict areas are reduced and the protection capacities are increased, so that they are more resilient and better prepared to manage and protect themselves against threats, this via a multi-sectoral approach.

5a. Relevance

The extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies and priorities - and continue to do so if circumstances change.

5ai. How relevant was the intervention to the community needs?

In Rwanda, the intervention was assessed as being relevant to the community needs. The evaluation team concluded this after reviewing that a needs assessment was carried out for ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’, although it was more focused on key informant interviews (e.g. with UNHCR, government and other organisations). It was not as focused on discussions or interviews with community members themselves. At the same time, a trend from the FGDs in Rwanda was that people had been consulted by the ‘the client organization’ during meetings, during which vulnerable groups were discussed.

Further to this, the evaluation team asked each key informant and FGD participant in Rwanda what the needs were before ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’ began and what the situation was like at the time of the evaluation. The main trend was that the needs described by these stakeholders aligned with the activities, as well as the effects of those activities. Please see the section below on impact for more information.

Further to this, relevance was enabled through the engagement of refugees and host community members throughout the duration of ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’, through regular consultations with the affected population. At the same time, although shelter was not part of ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’, there was a trend in FGDs with elderly people in the refugee camps that they were concerned about their homes. Several people said that their shelter had been constructed (usually by UNHCR) several years ago and now there were issues with the homes in terms of areas including the roofing leaking, foundations and walls. One woman was worried the house would fall down during heavy rain. They did not feel able to maintain the houses themselves or have the resources to do so.

“The programme involved the community members in the implementation of activities and what was to be done” (KII with ‘THE PARTNER IN RWANDA’ staff, Kigali).

5aii. To what extent is the intervention based on a sound gender analysis? To what extent is the design and implementation of the intervention gender-sensitive?

In the ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’ programme, the CEA approach of the ‘the client organization’ ensures the active participation of people, in all their diversity, in the processes and decisions that affect them and transparency of ‘the client organization’. CEA enhances gender programming, as it requires an analysis of aspects relating to gender and diversity throughout the programme cycle. In addition, the ‘the client organization’ PGI approach helps to integrate a protection dimension relating to gender and inclusion⁷³. In Rwanda, in practice CEA and PGI were applied in several ways, including:

⁷³ ‘THE CLIENT’(16/12/22) Regional Programme Report, ‘THE HUMANITAIRNA PROGRAMMEME BEING EVALUATED’

The programme ensured the quality of assistance and respect for people's rights and dignity, by taking into account their perception of the aid received (through the needs assessment that took some gender perspectives into account, the community consultations and this evaluations).

WASH and livelihoods: identifying and meeting the specific needs of women and girls, for example, hygiene kits/sanitary pads, better access to health services for pre and post-natal care, income generating activities for women and men, relevant hygiene information for women and men.



FGD during the evaluation of 'THE HUMANITAIRNA PROGRAMMEME BEING EVALUATED' in Nyabiheke Camp, Gatsibo District

"When looking at WASH, we identified that women had needs in terms of feminine hygiene. In terms of the economic situation, we found that integrating them in economic support would be very important. Of course, all affected people would benefit from distributions of NFIs, and more, but there was an economic focus on women. We also had to consider the different situations of women, for example, women who were married, widowed, single, their age or with children" (KII with 'THE PARTNER IN RWANDA' staff member, Kigali).

"We took account of vulnerable groups such as elderly people and people with disabilities, who did not have previous support or who had little support - such groups were the primary focus" (KII with 'THE PARTNER IN RWANDA' staff member, Kigali).

In Rwanda, it was noted that a specific gender analysis would enable more effectiveness in terms of gender sensitive programming (e.g. a specific tool for a gender analysis could give more insights into the specific needs of women and men (by refugees, host community etc), as well as people with disabilities and other vulnerable groups. This could also be part of the overall needs assessment process⁷⁴.

5b. Impact

The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

5bi. Have all indicators been reached in outcome 1? (outcome indicator: % of people who report that humanitarian assistance is provided in a safe and accessible location and in a dignified, safe, accountable and participatory manner).

In Rwanda, outcome 1 had a target of 85% and a result of 94%, exceeding the target (outcome 1: the vulnerabilities of displaced people, refugees, returnees, host communities and people living in conflict areas are reduced and the protection capacities are increased, so that they are more resilient and better prepared to manage and protect themselves against threats, this via a multi-sectoral approach).

Of the five sub-indicators in outcome 1 (which had results), 4 were met or exceeded and one was not met. For the four that were met or exceeded, these related to cash assistance, in-kind distributions crisis modifier funds, people trained in Basic First Aid and farmers trained. The indicator (1.1.2) that was not met relates to the number of

⁷⁴ KII with 'THE PARTNER IN RWANDA' staff, Kigali

beneficiaries of multipurpose cash transfers (pre-disaster). This was because ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’ replaced some of the cash transfers with NFIs (n.b. this indicator was then exceeded). This was because it was difficult to transfer cash within the refugee camp. The transfer of cash through phones requires that refugees have a phone and have a registered sim card and some did not have an ID card – it was agreed to modify the activities and transfer in-kind through non food items.

5bii. To what extent did the project address the basic needs (food, health, RFL, ...) of targeted beneficiaries, through cash/in-kind distributions, trainings, community engagement sessions, providing unaccompanied minors a package of basic goods. Also, to what extent did the project provide vulnerable households with improved shelter and aims to meet their essential hygiene and sanitation requirements in a dignified and safe manner?

The main way that the evaluation reviewed the extent to which basic needs were met was by comparing the situation of people before the intervention, in 2021, and after the intervention in 2023. This approach was taken across the desk review and the whole primary sample, enabling trends to be built up.

Needs and challenges before ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’

In the case of WASH, through the needs assessments by the ‘THE PARTNER IN RWANDA’ for ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’, the programme identified specific needs (e.g. women needs in relation to feminine hygiene). In terms of the economic situation, the programme found that integrating economic support would be very important especially for women, as well as all affected people would benefit from distributions of NFIs. A gap was noted in terms of women livelihood groups or savings groups, as well as the level of social cohesion between the refugee population and the host communities⁷⁵. Men faced challenges because they often didn’t have means of how to support and take care of their family and there were cases of chronic diseases noted amongst men⁷⁶.

The FGDs with refugees and host community members aligned with this initial analysis by the programme. In Nyabiheke Camp, Gatsibo District, four FGDs took place with ‘the client organization’ Volunteers, adult women, adult men, elderly women and elderly men (nb. the FGD for adult and elderly women was mixed, due to time constraints). The main problems they said they faced before the programme began were: lack of nutrition, lack of homes/shelter, no kitchen, little or no basic items such as mattresses (including for people with disabilities), no access to livelihoods, problems relating to healthcare, diseases and sickness. The majority of the FGD groups also talked about problems with their houses, which had mainly been provided by UNHCR (and some by the ‘the client organization’ previously), which are now very old and the foundations are wearing away – people were afraid that their house would fall down and did not have the means or physical ability to rebuild.

Following this, three FGDs were conducted in the host community members in Gatsibo District (adult women, elderly women and elderly & adult men together). The main challenges they described before the programme began was a lack of awareness about how hygiene could impact health, lack of access to latrines (digging holes in the bush and covering them with peat) and not feeling safe when going to the toilet in such rural locations.

In Kiziba Camp, Karongi District, four FGDs took place with adult women, adult men, elderly women, adult men and elderly men. The main problems described were: no capacity to support themselves, as well as no materials for livelihood activities, such as tailoring, with youth having no access to work. In addition, lack of basic household items such as mattresses, soap. Both adult men and women said that they were not able to support their family with food. Further to this, when the previously cooked inside their house, this created a very bad environment within the household due to the heat and smoke generated. They had poor access to the health facilities – the FGD with elderly men said that this had led to higher mortality. This same group said they had no knowledge of hygiene practices or first aid. Lastly it was noted that people with disabilities did not come out of their houses as they felt ashamed and wanted to isolate themselves. Similarly to Nyabiheke Camp, the majority of the FGD groups also talked about problems with their houses.

⁷⁵ 1 x KII with ‘THE PARTNER IN RWANDA’ staff, Kigali.

⁷⁶ 2 x KII with ‘THE PARTNER IN RWANDA’ staff, Kigali.

Lastly, three FGDs were conducted in the host community members in Karongi District (young people, adult & elderly women and adult & elderly men). The group of young people (mixed) said that before the intervention they were unable to support themselves with livelihoods and other basic needs. The women and men both said that could not support their agricultural activities, especially in terms of inputs such as manure for fertiliser. They did not have access to latrines and there was conflict within the community/a lack of unity.

Please see **Annex F** for more information about the targets, results and the extent to which each indicator was achieved.

Changes to the situation of refugees and host community members

Gatsibo District:

In Nyabiheke Camp, when asked what their situation is now due to the “the client organization”, the main responses were as follows (listed approx. from the sectors mentioned the most, across and within the FGDs):

- **WASH:** feminine hygiene kits and sensitisation about the importance of keeping their environment clean. Rainwater harvesting at schools to improve access for children to hand washing facilities.
- **Health and wellbeing:** all four FGD groups said improved access to healthcare services such as via the ambulance and the volunteers carrying people on stretchers to the clinic. One group of men said that the activities have reduced the spread of disease. Elderly and adult women described how the volunteers support them with home visits. In addition, provision of health clinic buildings and health equipment, ultrasound machines and, incubators that has improved the healthcare services in the camps.



In the host community in Gatsibo District, following the intervention, the main changes, according to the community members, were:

- **WASH:** Following training from the “the client organization’ Volunteers, community members widely said that they have improved their hygiene and nutrition practices and have seen an improvement in other homes as well.
- **Health and wellbeing:** One group of women said that they have noticed that those with latrines have less incident of disease, such as diarrhea.

“I do not have a husband so I really appreciate the support from the “the client organization’ – I could not build a latrine by myself” (women participant in an FGD, Gatsibo District).

Karongi District:

In Kiziba Camp, the main change following “THE HUMANITARIAN PROGRAMME BEING EVALUATED’, according to the refugees and host communities included in the evaluation, were:

- **WASH:** hygiene training has meant that the house is cleaner and they are personally cleaner, they also have clean clothes.
- Latrines constructed at their households in the host communities.

Health and wellbeing:

- Access/referrals to bigger health care facilities with more facilities, due to the ambulance in Kiziwa camp (two FGDs with adult and elderly men). In quarter 3 and 4 in 2023, 78 men and women were referred in this way⁷⁷.
- The volunteers will also carry people on stretchers to the local clinic (FGD with adult women). The adult and elderly women said the mattresses had greatly helped them. However, one group noted that the ambulance does not operate in the evenings or on the weekends, they felt that this did not match the rate of patients who need to be transferred to bigger hospitals. The same challenge was also described by a government official during a KII.

Nutrition:

- Construction of around 300 kitchens with strong materials and latrines, which improved hygiene practices and the sanitation situation (two FGDs with adult and elderly men and 1 FGD with elderly women).
- In addition, challenges with the household environment due to cooking in the house were also addressed.
- During two FGDs with women, it was also noted that some of the pots and pans needed to be replaced and that cooking with charcoal was challenging for them (due to insufficient charcoal from the organisation that provides it, they sometimes had to collect wood themselves which, according to them, is not allowed).

Livelihoods:

- Training on income generation activities has helped to support their families (FGD with elderly men and 2 x FGDs with women in the house communities). In addition, the FGD with adult women said that their standard of living has increased (through more livelihood activities and the provision of the NFIs) and they can better take care of their children and pay school fees, after they had funds for buy inputs for livelihoods and provided them with kitenge clothes (for wearing and selling).

Social cohesion:

- Better ability to resolve conflicts within their family, following a sensitisation from the “the client organization’. (FGD with elderly men).

In terms of household structures, there was a trend in FGDs with elderly people in both refugee camps including in the evaluation that they were concerned about their homes. Several people said that their shelter had been constructed (usually by UNHCR) several years ago and now there were issues with the homes in terms of areas including the roofing leaking, foundations and walls. One woman was worried the house would fall down during heavy rain. They did not feel able to maintain the houses themselves or have the resources to do so.

“My husband is physically disabled, and the “the client organization’ took him to the hospital when he needed to go urgently” (women participant in a FGD, Kiziwa Camp, Karongi).

“Before we had to cook in the middle of the house and it would make it so hot that children were crying and we would get headaches, sometimes we would faint. The new kitchen has meant we can cook somewhere else” (FGD in Kiziwa Camp, Karongi, with refugee with adult and elderly women).

“We would greatly benefit from more modern cooking stoves that do not use charcoal” (FGD with elderly women and men, Kiziwa Camp, Karongi).

⁷⁷ ‘THE PARTNER IN RWANDA’ final report for ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’

In the host community, the main change following “THE HUMANITARIAN PROGRAMME BEING EVALUATED”, according to the people included in the evaluation, were:

WASH:

- During FGDs with women, men and the young people, it was said that they have latrines at the households, that are made with cement - they believe that the sanitation levels in the community have improved.

Livelihoods:

- Several FGDs with women said that the “the client organization” provided start-up funds. Some of the participants said that they had purchased chickens and goats. Training by the volunteers to some existing associations in the community have improved these groups, which were described as being an example to other community members. The groups of women and men also said they have formed associations which help them in savings to support themselves.

Social cohesion:

- During two FGDs with men, they said that elderly people and PWDs are able to express themselves better and are included during project activities. They also said that they have more unity have are better at resolving issues together.

Nutrition:

- During a FGD with women said that they can now buy manure. The “the client organization” have also supported them with seeds, farming tools and the funds to rent plots of land. They are yet to harvest but, from what they can see, they predict a bigger harvest than usual. The men said they training and inputs for agricultural practices like livestock keeping and farming have supported their farming activities.

Health and wellbeing:

- During the FGD with young people it was said that due to the “the client organization” training, they can support ourselves and other students when they have injuries, as they are able to conduct some first aid. The group expressed that they would like more first aid training to move to the next levels.

“My son has been trained in first aid and how to maintain good personal hygiene - he has taught other young children how to do the same thing” (women participant in a FGD with host communities, Karongi District).

“Cleaning of our hands after visiting the toilets and before eating and even after first aid was important knowledge” (in FGD with young people, host communities, Karongi District).

1civ. To what extent did the project – through a multi-sectoral approach - reduce the vulnerabilities of displaced people, refugees, returnees, host communities and people living in conflict areas?

In this evaluation, the team considered this to refer to reducing the factors that could make people more vulnerable to cope with the situations such as relating to age, sex, medical conditions, mental health conditions, social connections, insecure employment and their wider economic situation. The evaluation also considered if “THE HUMANITARIAN PROGRAMME BEING EVALUATED” had project improved the organisational understanding of which groups or communities are in vulnerable situations⁷⁸.

In response to the second point above, through the process of the initial needs assessments, the programme in Rwanda did contribute to organisational understanding of which groups or communities are in vulnerable situations. In addition, during the assessments and ongoing throughout the programme period, staff had positive engagement and relations with key stakeholders who are also experts in the context, such as Government officials, UNHCR and INGOs⁷⁹. Knowledge exchange about vulnerable groups in camps and host communities was two-way during “THE HUMANITARIAN PROGRAMME BEING EVALUATED”.

Following this, in terms of addressing the factors that could make people vulnerable, the programme did consider the needs specific groups in the activities, such as elderly people and women. In addition, the programme increased the

⁷⁸ British “the client organization”, 2023

⁷⁹ 5 x KIIs with external stakeholders

access of the communities in the camps to health facilities, as well as making significant contributions to improving those health facilities and improving hygiene practices. According to the FGD groups, social connections were addressed with conflict described as being reduced in some cases. Another main way in “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ addressed factors that can make people vulnerable was through support to insecure employment and their wider economic situation. This was through the training by the volunteers to some existing associations that some people received in the host communities and inputs livelihoods groups in the camps and host communities. Across the programme in Rwanda, 14 Farming associations, 7 sewing associations, 100 vocational training graduates 122 livestock farmers supported with cash and two livestock groups opened bank accounts, with over 90 million transferred to support their livelihood activities. Many groups have started the implementation of the proposed businesses⁸⁰. Below are two cases of associations that could start up due to the support from the “the client organization’.

Improved livelihoods for a mushroom association in Kiziba Camp, Karongi: the evaluation team visited two associations within Kiziwa. The first was related to growing and selling mushrooms. The people running the association that the team talked to said that the “the client organization’ provided them with some raw material to get them started, such as the building for the cultivation and the raised beds. They also aim to cultivate the seeds themselves and Plan International provided training for them.

The system is to sell the mushrooms at the market within the camp, for approximately 2000 Rwandan Francs (around 1.60 USD) per kilogram. The head of the association that cultivates and sells the mushrooms meets three times a month and they do an evaluation of what they need and of the business.



A problem they sometimes face is not having seeds - if this happens they order seeds externally (this doesn't happen very often though). At the same time, the seeds they order are generally of better quality – now that the “the client organization’ gave them support to start up the business, they take care of such purchases themselves with any profit. In terms of making profit, the head of the association said that they also use it for expanding the business. In terms of their own household food intake, they have cash distributions from WFP. Their future plan is to expand the business so they can become more self-sufficient. In addition, they recommended that although the building for the cultivation is relatively new, they would prefer some additional materials so they can work on it make more solid walls (like the kitchen buildings). This is because when it rains the mud comes off, so more solid walls would be more sustainable, as well as to protect the wood from termites. Overall they were happy with the support from the “the client organization’.

⁸⁰ ‘THE CLIENT’and ‘THE PARTNER IN RWANDA’ (Dec 2023) Final ‘THE HUMANITAIRNA PROGRAMMEME BEING EVALUATED’ Programme Progress Report.



Improved livelihoods for a kitenge dresses association in Kiziba Camp, Karongi: the “the client organization’ provided the association with the initial inputs such as the kitenge dress material and sewing machines. The dresses that they tailor are sold within the camp, at make 10,000 RF profit (around 8 USD). Some are even sold overseas, with support from the UN, with these they can make 20,000 or 30,000 RF profit. The main way that the profit is spent is on their families, as well as putting money back to the business with the aim of increasing profit and saving for the future. In terms of challenges, the people in the association said that they do not always have enough capital to purchase the material needed. Although they have 23 sewing machines, they are all standard machines and they do not have any that can increase the quality (such as embroidery on the dresses) or the quantity that they could make. They can outsource tasks but they have to pay. In addition, they said they need lights and electricity for the sewing house, so they can also work at night – often needed to finish the dresses in time for the market or to produce more. They want to relocate to be closer to the camp market, which is very far away. In addition some people do not know where they are/will not visit the sewing house directly. They believe they have the potential to do much more. Overall they are also very happy with the support from

the “the client organization’.

1cv. To what extent did the project – through a multi-sectoral approach - increase the protection capacities of displaced people, refugees, returnees, host communities and people living in conflict areas?

The evaluation asked the participants asked the project participants if they felt better able to cope with threats, following the support of the “the client organization’ (in line with outcome 1). Some groups were also asked if they felt safer since the support from the “the client organization’, also a proxy for increased protection capacities. This is according to the definition that resilience is a process of positive adaptation before, during and after adversity. It is a multi-sectoral process that involves multiple actors with strong coordination and long-term commitment. Resilience can be strengthened at different levels: individual, household, community⁸¹.

Out of the 13 FGDs with refugees and host community members, nine were asked if they felt safer now than before the programme and better able to cope. Of these nine all responded yes, with the main reasons given being as follows (in approx. order of the items mentioned the most across/within the FGDs):

Positive relations with “the client organization’:

- Seven FGD groups talked about this, for example, two groups talked about feeling safer due to the “the client organization’ being reliable with regular consultations/meetings, even helping them with emotional problems in confidence within the camp. In addition, carrying them to the clinic on a stretcher or taking them to the hospital in urgent cases⁸². Another group said that they know they can talk to the volunteers if they have any problems. Young people in the host community talked about the positive interaction with the “the client

⁸¹ www.redcross.eu, 2014

⁸² 3 x FGD with; adult and elderly women, Kiziwa Camp, Karongi District and FGD with adult men, host community, Karongi District.

organization', they said that this makes them happier at school and with their parents⁸³. Lastly, two groups also talked about the good relationship with the camp manager for Kiziwa who was available and flexible⁸⁴.

Livelihoods:

- Several FGD groups said that the "the client organization' has helped them to form groups or associations in different thematic areas (livelihoods, hygiene and more). One group said that they feel safer now than before the project, as before they did not have a source of income or any work but now they can earn a living and this has improved their living standards. In another cases, the respondents said that the "the client organization' has supported them in the creation and forming groups through sensitisation programmes, for livelihoods and addressing challenges together/having unity⁸⁵ (please see section 1civ above for more information).

WASH:

- Two groups said they feel safer now, due to the better hygiene practices in the community⁸⁶. Overall, a key aim of "THE HUMANITARIAN PROGRAMME BEING EVALUATED' was that skills and tools remain present after the programme has finished, resulting in sustained empowerment of the targeted population and its supporting institutions. Another example is the training of Youth FA trainers by BRC-FI experts, who will then train schoolteachers to provide FA training to the pupils in their schools⁸⁷.

Social cohesion:

- Two groups said they feel safer now and better able to cope due to better relations in the community following the sensitisation⁸⁸.

Nutrition:

- One male participant said that they are better able to handle small issues and challenges, such as with their kitchen garden and his better able to support his family⁸⁹.
- Another group of women in Kiziwa Camp said that the kitchen help them to cook and raise their living standards, as well as helping to reduce domestic conflicts, as before the women would ask their husbands to provide/build a kitchen but this was not usually possible. In general, living standards have improved⁹⁰.

Family reunification:

- This was important for the children who were separated from their families in DRC⁹¹.

"When someone has a problem (such as some people do not have the latrines), they help these households to make one themselves, in a more traditional way (e.g. using mud for the walls). There was also a problem with dirty water at the time of the evaluation; some of the participants had met with local leaders the day before to discuss this and how to work together to resolve the issue (it had not yet been resolved)" (FGD with elderly women, host community, Gatsibo District).

"Before we were in bad situation and some things were not done by other partners. Since this time, the "the client organization' have helped us to feel more secure. One reason is the availability of medical facilities, which have improved our health status and gives us confidence in the "the client organization"" (FGD with elderly men, Nyabiheke Camp, Gatsibo District).

One of the key reasons that has contributed to increased ability to cope with threats and greater resilience, as listed above, is the "the client organization' working with the communities to become more organised in groups/associations to address problems. In terms of being better able to cope with threats beyond "THE HUMANITARIAN PROGRAMME BEING EVALUATED', as long as these groups can continue to sustain themselves as was generally indicated, there was some evidence to say that these project participants will be able to cope better after "THE HUMANITARIAN

⁸³ FGD with young people, host community, Gatsibo District.

⁸⁴ 2 x FGD with adult and elderly men, Kiziwa Camp, Karongi District.

⁸⁵ 4 x FGD with adult and elderly men, Nyabiheke Camp, Gatsibo District and with adult men and elderly women, host community, Gatsibo District.

⁸⁶ 2 x FGD with; adult females, host community, Karongi District and FGD with adult men, Kiziwa Camp, Karongi District.

⁸⁷ 'the client' (16/12/22) Interim Report, 'THE HUMANITAIRNA PROGRAMMEME BEING EVALUATED'

⁸⁸ 2 x FGD with; adult & elderly men, host community, Gatsibo District and adult men, Kiziwa Camp, Karongi District.

⁸⁹ FGD with adult men, Nyabiheke Camp, Gatsibo District.

⁹⁰ FGD with; adult women, Kiziwa Camp, Karongi District.

⁹¹ KII with partner INGO

PROGRAMME BEING EVALUATED’. At the same time, findings suggested that more support will be needed to help the groups and associations to sustain themselves after the programme, as well as other people who are not yet part of an associations or other types of groups. In addition, before the programme it was considered that previous support to affected people was decreasing, due to a decrease of humanitarian agencies in the camps. This has affected their ability to meet their basic needs and develop livelihood activities.

Evidence to indicate that the project participants need additional support to be better able to cope with threats beyond “THE HUMANITARIAN PROGRAMME BEING EVALUATED’:

- **Livelihoods groups and associations:**
 - According to the evaluation participants, some of the livelihoods associations and savings groups in Kiziba Camp still need more skills and knowledge and funds/grants to support themselves⁹². In the host community in Gatsibo, the female evaluation participants said that they appreciate the support from the “the client organization’ but in terms of livelihoods, they can only save 200 RF per week (most of the women are farmers and they sell fruit). To resolve this, they would like to be able to form a cooperative in farming to raise their crop yields and their standard of living.
 - The adult and elderly women, as well as adult and elderly men, in Gatsibo host community also said they need support to form associations and cooperatives for other types of livelihood activities so they can diversify, such as for tailoring, as well as more skills for savings⁹³. This last sentiment was also the case with men the host community in Karongi District⁹⁴.
 - Similarly in Nyabiheke and Kiziba Camps, two FGDs with adult men said if more land could be rented for them, they could cultivate more for their families and invest in their livelihoods. The same sentiment was echoed by adult women in the host community in Karongi.
 - It was noted in the previous section that the two described livelihoods associations in Kiziba Camp (for mushroom cultivation and tailoring) need additional support to sustain themselves currently and to expand further. Lastly, in Kiziba, some adult women who had recently arrived into the camp were not part of any association but were motivated to do so if they had start up funding. In Gatsibo host community, it was described that there are many young people who are not working and would benefit from livelihoods and skills training.
- **Vulnerable groups:** there are still many elderly people in the camps who need more sensitisation support them with cash and clothes⁹⁵. Some of the elderly women in Kiziba said they did not feel able to join a livelihoods group due to their age. In an FGD with people with disabilities (PWD), they said that other PWDs still stay at home and do not express themselves/engage in the community⁹⁶.
- **Wider needs:** there was a trend that FGD participants noted that some people in the wider community were not assisted who, in their view needed the assistance, especially elderly people and widows. However, in terms of those that were included in the programme the overall trend was that their protection capacities had increased, compared to before the intervention.

⁹² Observations by the evaluation team and FGD with adult men, Kiziwa Camp, Karongi District.

⁹³ 3 x FGD with adult and elderly women and adult & elderly men, host community, Gatsibo District.

⁹⁴ FGD with adult men, host community, Karongi District.

⁹⁵ FGD with adult men, Nyabiheke Camop, Gatsibo District.

⁹⁶ FGD with adult men, Nyabiheke Camop, Gatsibo District.



5c. Sustainability

The extent to which the net benefits of the intervention continue or are likely to continue.

5ci. Were local communities fully involved in and contributing towards project activities to make the programme sustainable?

The evaluation found that local communities were fully involved in contributing towards the project activities in several key ways, these are described below.

Presence of “the client organization’ Volunteers in communities:

In general, the volunteers live in the communities they are supporting, meaning that they are usually available and known to the affected populations. This has contributed to sustainability as they are on-hand to hear any concerns or questions about the assistance/activities and can help to overcome these and follow up.

Regular meetings:

Several consultations were facilitated by the volunteers and other staff during the project with the affected population. These had the aim of sharing information, training, sensitisation and hearing/addressing any challenges and issues⁹⁷. In addition, an Enhanced Vulnerability Capacity Assessment (EVCA) took place in Gatsibo, Kirehe and Karongi Districts, which is a preparatory process developed to enable communities to become more resilient through the assessment and analysis of the risks they face, as well as the identification of actions to reduce these risks. It aims to determine people’s vulnerability to those risks and their capacity to cope and recover from disasters⁹⁸.

Ongoing meetings through the programme:

The ‘THE PARTNER IN RWANDA’ volunteers described how they regularly do community home visits and identify vulnerable people through sensitization, mobilisations and consultations/meetings held within the camp⁹⁹. One FGD group also said that community meetings had enabled them, with the “the client organization’, to identify and select project participants and families who were vulnerable¹⁰⁰. Other participants in the evaluation said that the “the client organization’ responds to individual questions and general technical issues¹⁰¹.

“On Mondays, the volunteers came and met with the community and train us in certain areas like hygiene and more”
(FGD with elderly women, host community, Gatsibo)

Increasing knowledge:

WASH; Hygiene training in camps and host communities has been a key part of “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ in Rwanda, with a trend across the FGD groups being how this information has been so valuable to them.

⁹⁷ 6 x FGD; elderly men and adult male in Nyabiheke Camp, adult females in host communities Karongi, adult men in host communities in Gatsibo, adult and elderly females Kiziwa Camp.

⁹⁸ ‘THE PARTNER IN RWANDA’ (Q3 & Q4 2023) Progress Report, ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’.

⁹⁹ FGD with ‘THE PARTNER IN RWANDA’ volunteers, Nyabiheke Camp, Gatsibo District.

¹⁰⁰ FGD with adult and elderly men, host community, Gatsibo District.

¹⁰¹ FGD with adult females, Kiziwa Camp, Karongi District.



Maintenance of infrastructure:

WASH; the “the client organization’ Volunteers showed the community members who had received latrines how to use and maintain the new latrines, as well as emptying them when they are full¹⁰².

“If there are any problems with the maintenance of the latrines, or they need a repair, they tell the Volunteers. In addition, neighbours also help each other” (women participant in a FGD, host community, Karongi District).

Strengthening of groups, associations and utilising existing structures:

Overall, the “the client organization’ strengthened some pre-existing associations in host communities with support to enhance and continue their activities (and enabled the development of new associations). The programme also utilised existing systems for cash transfer processes¹⁰³.

One group described how although they said that they do have not fully enough in terms of seeds and manure, they do have more than before¹⁰⁴. The evaluation also observed how the programme had enabled new livelihoods associations to be set up in the camps, which can enable people to sustain themselves.

They now have a group for savings (men and women), they meet every Monday at 3.00pm. To establish this group, the Volunteers originally called them together and advised them about how to save. They have not yet spent the funds on anything. The leader is a women and was elected¹⁰⁵.

At the same time, it was noted by a government officer that the programme could engage more with local leadership (e.g. village elders) to further enable sustainability of project activities. For example, invite and include local leaders and planning meeting at the start of the project, as well as more inclusion of PWDs and elderly people at the start of the project to understand their needs, capacities and recommendations¹⁰⁶ (this was also noted in the section on relevance in relation to gender assessments/analysis).

Outcome 2: National societies have strengthened their capacities to deliver expertise-based and sustainable protection interventions and can fulfil their mandate as humanitarian actors with a focus on efficiency, quality and effectiveness.

5d. Impact

The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

5di. Have all indicators been reached in outcome 2, and why yes/no? (indicator: % of staff and volunteers indicating a training increased the capacity of the National Society to fulfil their protection mandate).

Outcome 2 (% of staff and volunteers indicating a training increased the capacity of the National Society to fulfil their protection mandate), had a target of 85% and a result of 99%, exceeding the target. Outcome 2 contained six sub-indicators in Rwanda. Five of these six were met or exceeded. These related to; staff/volunteers trained in IHL, people reached by an exchange/training on RFL guidelines, answers or quality improvement of the RFL services, staff trained in EVCA, trainers trained in youth BFA and staff trained in cash transfer programming.

¹⁰² FGD with adult women, host community, Gatsibo District.

¹⁰³ 2 x KII with ‘THE PARTNER IN RWANDA’ staff, Kigali and programme reports.

¹⁰⁴ FGD with adult women, host community, Karongi District.

¹⁰⁵ FGD with elderly women, host community, Gatsibo District.

¹⁰⁶ KII with government stakeholder.

Indicator 2.2.5 was not met (number of trainers trained in BFA) and 2.2.5 was also almost met (number of lay-people and volunteers trained in cash transfer programming). Please see **Annex F** for more information about the targets, results and the extent to which each indicator was met.

5dii. To what extent did the project strengthen the capacities of the local “the client organization” Societies (staff and volunteers) to deliver expertise-based and sustainable protection interventions in order to fulfil their mandates better with a focus on efficiency, quality and effectiveness?

When looking at protection focused work, across the FGDs with the affected population, the groups were asked about different aspects related to protection mainstreaming. For example, in terms of safe access to assistance, the process of distributions of NFIs and cash and if they felt safe during these. The main trend was that there were no problems with the process.

In addition, there were overall positive results from PDM surveys in Nyabiheke and Kiziba in Rwanda, which showed that key protection aspects were in place in terms of safe access to assistance. It was reported that people felt safe at all times travelling to receive the assistance/services, staff treated them with respect during the intervention, satisfaction with the assistance/service provided, people knew how to make a suggestion or lodge a complaint, views were taken into account and they felt well informed about the assistance (nb. relatively small sample sizes)¹⁰⁷.

When looking at accountability to affected populations, another crucial quality standard in humanitarian programmes¹⁰⁸, in terms of how the “the client organization” Volunteers interacted with refugees and host communities, the main trend was positive feedback. One group of adult females in Kiziwa Camp, Karongi, also said that they felt that the volunteers maintain their confidence.

Another point made by this group was that if a person is due to have some assistance, the volunteers will ensure they find/reach the person concerned so that they can get the assistance to them.

In terms of the delivery of the programme itself, which was overall protection focused, this report has shown how the programme performed well across the quality categories, such as efficiency. Within the framework of a qualitative methodology, it can be seen that positive changes were reported by the refugees and host community members, following the support of the “the client organization”.

“We follow the “the client organization” rules and the regulations, which build integrity and dignity. We have good relationships with the “the client organization” staff and have follow up from them daily., they are available for us. We have a good relationship from community and collaboration with the community in the camp and have good relationships between we ourselves as the “the client organization” Volunteers” (FGD with “the client organization” Volunteers, Nyabiheke Camp, Gatsibo District).

“The volunteers are respectful and kind” (FGD with elderly women, Kiziwa Camp, Karongi).

“We have the contacts of volunteers should we need to call them” (FGD with elderly women, host community, Gatsibo).

¹⁰⁷ ‘THE PARTNER IN RWANDA’ (Dec 2023) Two Post Distribution Monitoring surveys in Kiziba and Nyabiheke, ‘THE HUMANITAIRNA PROGRAMMEME BEING EVALUATED’

¹⁰⁸ <https://corehumanitarianstandard.org/files/files/Core%20Humanitarian%20Standard%20-%20English.pdfv>

Enabling factors:

- According to an external partner, one key enabling factor for this was constant collaboration and coordination with partners in sharing challenges and upcoming activities with inclusion of the beneficiaries and PWDs in meetings and local authorities¹⁰⁹. Also, the overall experience of the “THE HUMANITARIAN PROGRAMME BEING EVALUATED” programme, as well as a previous refugee response project, helped to build the capacity of the “the client organization” in terms of livelihoods support and other thematic areas¹¹⁰.
- The “the client organization” demonstrated flexibility, for example, some of the cash transfers were replaced with NFIs. This was because it emerged that it was difficult to transfer cash within the refugee camp, as the transfer of cash through phones requires that refugees have a phone and have a registered sim card. Some do not have an ID card. So a proposal was made to transfer in-kind as NFIs instead in these cases¹¹¹.
- In addition, regarding the trainings for branch staff and volunteers in different topics, a factor that helped these to go well was having a good selection of the trainees and the trainers (experts) and working in partnership with other Movement members (PNS, ICRC).

Challenging factors:

- In terms of these trainings, it was also noted that some of the trainings did not happen at the right time, according to the timing of the activities¹¹².
- More funds for trainings would enable more people and topics (e.g. fire and disaster management) to be included, for example, new staff and volunteers who have joined the programme later¹¹³ (as well as support with transport costs or bicycle’s if this is deemed appropriate and certificates¹¹⁴).
- The volunteers felt that the length of time for the training sessions was too short, with day 1 not achieving all planned objectives and then day 2 being very compressed. They said this is not effective for learning¹¹⁵.

5diii. To what extent did the project strengthen the preparedness and emergency response capacity of “the client organization” staff and volunteers?

The evaluation determined that “THE HUMANITARIAN PROGRAMME BEING EVALUATED” strengthened the preparedness and emergency response capacity of “the client organization” staff and volunteers. For example, it was noted by a ‘THE PARTNER IN RWANDA’ key informant that the emergency response for new refugee influx (January – February 2023), as well as the response to flooding (May 2023) had improved compared to previous responses, with the volunteers being better prepared and prepositioning of items in strategic stocks. In terms of factors that supported this improvement, several were identified.

Enabling factors:

- Collaboration with PNS in Mahama and Nyabiheke camps; human and financial resources were coordinated to increase the impact.
- Sharing of experiences through coordination meetings, with some of the successful ideas applied in different camps.
- In addition, the crisis modifier meant that there were more funds available for affected populations.

“The ‘THE PARTNER IN RWANDA’ has been consistently present in refugee response since 2015, with large influx of Burundian refugees. Since then, there has been support to refugees on a consistent basis (from BRC-F, Danish RC, ICRC, IFRC). Therefore, this has helped to generate trust from the government (particularly the MINEMA), which has greatly assisted the whole planning process” (KII with ‘THE PARTNER IN RWANDA’ staff member, Kigali).

¹⁰⁹ KII with external stakeholder, Nyabiheke Camp, Gatsibo.

¹¹⁰ KII with ‘THE PARTNER IN RWANDA’ staff member, Kigali.

¹¹¹ ‘THE PARTNER IN RWANDA’ and ‘THE CLIENT’ (Jan 2024) Debriefing meeting with evaluation team, Kigali.

¹¹² KII with ‘THE CLIENT’ staff member, Kigali.

¹¹³ 2 x KII with ‘THE PARTNER IN RWANDA’ staff members, Kigali.

¹¹⁴ FGD with ‘THE PARTNER IN RWANDA’ volunteers.

¹¹⁵ FGD with ‘THE PARTNER IN RWANDA’ volunteers.



6. Uganda

In Uganda, 41% of people live in poverty, and almost half of Uganda's population is aged under 15, representing one of the youngest populations in the world. Over the next decade, agricultural development will be a main priority to help improve outcomes for low-income families and will also be an increasingly important industry for youth and vulnerable people to find viable opportunities to earn sustainable and dignified livelihoods for themselves.¹⁴ Uganda's disaster risk profile is characterised by drought, floods, landslides, earthquakes and volcanos. Moreover, Uganda hosts one of the largest refugee populations in the world, sheltering over 1.4 million refugees and about 59% of refugees are children. With expected refugee influxes from the DRC, South Sudan, Burundi and other countries, Uganda is likely to host more than 1.56 million refugees by the end of 2021. The unprecedented mass influx of refugees into Uganda in 2016-2018 has put enormous pressure on the provision of basic services, in particular on health and education services.

Summary of the programme activities: in Uganda, "THE HUMANITARIAN PROGRAMME BEING EVALUATED" included the following main activities in refugee settlements and host community locations (nb. Not all project participants were engaged in each activity);

- Multi-purpose cash assistance, in-kind distributions (e.g. hygiene kits, first aid kits, mattresses, kitenge clothing), training of volunteers and lay people in Basic First Aid (BFA), training of farmers, protection activities for unaccompanied minors, family links. Training of volunteers and lay people in WASH, improved latrine and handwashing, construction of kitchens, support of crisis modifier funds (outcome 1).
- Staff/volunteers trained in International Humanitarian Law (IHL), exchange/training on Restoring Family Links (RFL) guidelines and quality improvement of the RFL services, staff and trainers trained in Enhanced Vulnerability and Capacity Assessment (EVCA) and staff/volunteers/lay-people trained in Cash Transfer Programmes (outcome 2).

Main locations of the "THE HUMANITARIAN PROGRAMME BEING EVALUATED" programme activities:

- Northern Region, Terego District (Imvepi Settlement and host community locations).
- Northern Region, Yumbe District (Bidi Bidi Settlement and host community locations).
- Western Region, Kikuube District (Kyangwali Refugee settlement and host community locations).
- Central region, Kampala city (national level and 'THE PARTNER IN UGANDA' Branches in Hoima and Arua).

The data collection for the "THE HUMANITARIAN PROGRAMME BEING EVALUATED" evaluation took place in the Northern Region, Terego District (Imvepi and Bidibidi Refugee settlements and host community locations), with 29 KIIs and 20 FGDs.

Disaggregation applied in the primary data collection:

- The overall groups were as follows:
 - Women (elderly approx over 60 years, adult 36 – 60 and youth 18-35)
 - Men (elderly approx over 60 years, adult 36 - 60 and youth 18-35)
 - Refugees and host community members

Outcome 1: The vulnerabilities of displaced people, refugees, returnees, host communities and people living in conflict areas are reduced and the protection capacities are increased, so that they are more resilient and better prepared to manage and protect themselves against threats, this via a multi-sectoral approach.

6a. Relevance

The extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies and priorities - and continue to do so if circumstances change.

5ai. How relevant was the intervention to the community needs?

In Uganda the intervention was assessed as being relevant to the community needs. A key enabling factor was that several needs assessments and PDMs in different thematic areas were carried out. These studies each collected feedback directly from the affected population and other key informants, they also had a consistent and thorough reporting style which was helpful in the process of utilising the findings. The studies included;

- ‘THE PARTNER IN UGANDA’; two cash and livelihood market assessments the Uganda “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ programme
- ‘THE PARTNER IN UGANDA’; Protection Needs Assessment report Uganda
- ‘THE PARTNER IN UGANDA’ and Austrian “the client organization’; Gender analysis Baseline Survey Report for WASH Component (2022)
- ‘THE PARTNER IN UGANDA’; three Post Distribution Monitoring Reports (2/2/23, 9/30/22 and 30/11/22)

Although these assessments were carried out, during the evaluation a staff member at the ‘THE PARTNER IN UGANDA’ noted that a constraint in carrying out such studies is that more time is still needed before the programme commences, as well as more M&E throughout the implementation of the activities, to enable monitoring and to help ensure quality and relevance. They felt that there was still scope to improve the methodologies and enhance capacity within the ‘THE PARTNER IN UGANDA’ in the area of needs assessments. Another staff member suggested regional exchange visits on gender, protection and other areas could be valuable to build capacity across the region.



Visibility at a water tank in Bidi Bidi Settlement

6a. To what extent is the intervention based on a sound gender analysis? To what extent is the design and implementation of the intervention gender-sensitive?

Sound gender analysis helps us to understand how to determine needs and priorities, as well as the factors that may hinder efforts to address them¹¹⁶. In the “THE HUMANITARIAN PROGRAMME BEING EVALUATED” programme, the CEA approach of the “the client organization” ensures the active participation of people, in all their diversity, in the processes and decisions that affect them and transparency of “the client organization”. CEA enhances genderprogramming, as it requires an analysis of aspects relating to gender and diversity throughout the programme cycle. In addition, the “the client organization” PGI approach helps to integrate a protection dimension relating to gender and inclusion¹¹⁷. In Uganda, in practice CEA and PGI were applied in several ways, including:

- **A gender assessment and analysis** was conducted, which had a focus on assessing gender and Prevention and Response to Sexual Exploitation and Abuse (PSEA) in the communities, as well as PGI gaps. It also looked at community Knowledge, Attitudes and Practices towards PGI and attitude of Service providers towards PGI in Gaboro, Kerwa and Bidibidi zone 4 and how Gender mainstreaming can be a point of integration in all the WASH and other project activities being implemented. It also generated several recommendations for “THE HUMANITARIAN PROGRAMME BEING EVALUATED”.
- **Obtaining feedback from different groups:** the programme in Uganda ensured the quality of assistance and respect for people's rights and dignity, by taking into account their perception of the aid received (through the needs assessment that took some gender perspectives into account, the gender analysis, the community consultations, PDMs and this evaluation).
- Gender sessions were conducted across villages where issues of GBV at family level, water points and communities in general were discussed and workable solutions suggested and agreed upon. The “the client organization” also carried out couples counselling sessions¹¹⁸.
- **WASH and health:** identifying and meeting the specific needs of women and girls, for example, hygiene kits/sanitary pads, gender sensitive access to public latrines and improved access to health services for pre and post-natal care through the ambulance service.
- **Livelihoods:** income generating activities for women and men, relevant hygiene information for women and men.

During the evaluation, several key informants made suggestions to enhance the gender analysis in Uganda even further:

“It would improve the gender analysis further to have a standardised process that is aligned with the national ministries and the local gender offices at the district level” (KII with ‘THE PARTNER IN UGANDA’ staff member).

“We discovered many areas of concern about the participation of women and the challenges they face. Some areas of inclusion were left out, such as people with disabilities and it was done relatively late on so there wasn’t the time for fuller gender analysis” (KII with ‘THE PARTNER IN UGANDA’ staff member).

“Need to ensure that gender analysis is aligned to gender inclusivity and the special groups of people, such as people living with disabilities” (KII with ‘THE PARTNER IN UGANDA’ staff member).

6b. Impact

The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

¹¹⁶ https://www.gihahandbook.org/media/pdf/en_topics/section_b.pdf

¹¹⁷ ‘THE CLIENT’(16/12/22) Regional Programme Report, ‘THE HUMANITAIRNA PROGRAMMEME BEING EVALUATED’

¹¹⁸ ‘THE PARTNER IN UGANDA’ final national report for ‘THE HUMANITAIRNA PROGRAMMEME BEING EVALUATED’.



6bi. Have all indicators been reached in outcome 1? (outcome indicator: % of people who report that humanitarian assistance is provided in a safe and accessible location and in a dignified, safe, accountable and participatory manner).

In Uganda, outcome 1 had a target of 85% and a result of 87.10%, exceeding the target (outcome 1: the vulnerabilities of displaced people, refugees, returnees, host communities and people living in conflict areas are reduced and the protection capacities are increased, so that they are more resilient and better prepared to manage and protect themselves against threats, this via a multi-sectoral approach). Of the five sub-indicators in outcome 1 (which had results), 4 were met or exceeded and one was not met.

For the four that were met or exceeded, these included cash assistance, WASH, in kind distributions and volunteers and lay-people trained in BFA in the community.

The indicator that was not met related to number of minors reached by protection activities towards unaccompanied minors. There was an issue with an increase in the price of commodities, from the prices originally budgeted, in part because of the fluctuating exchange rate between Uganda Shillings and Euros.

Please see **Annex F** for more information about the targets, results and the extent to which each indicator was achieved.

6bii. To what extent did the project address the basic needs (food, health, RFL, ...) of targeted beneficiaries, through cash/in-kind distributions, trainings, community engagement sessions, providing unaccompanied minors a package of basic goods. Also, to what extent did the project aim to meet their essential hygiene and sanitation requirements in a dignified and safe manner?

The main way that the evaluation reviewed the extent to which basic needs were met was by comparing the situation of people before the intervention, in 2021, and after the intervention in 2023. This approach was taken across the desk review and the whole primary sample, enabling trends to be built up.

Needs and challenges before “THE HUMANITARIAN PROGRAMME BEING EVALUATED”

The FGDs with refugees and host community members aligned with this initial analysis by the programme. The main trends of problems they said they faced before the programme, also supported by key informants, related to the following areas (nb. these are listed approximately according to the number of times each sector was referred to across and within the KIIs and FGDs);

WASH:

- Poor access hygiene and sanitation in terms of knowledge and infrastructure.
- Lack of water near their shelter and taking risks to obtain, such as digging a deep hole in the ground or refugees going to host community areas, which often resulted in being chased away; lack of access of sanitary pads and girls not feeling able to go to school during menstruation; lack of latrines’ lack of access to soap; lack of knowledge about maintaining clean homes.

Livelihoods, food security and agriculture:

- Economically, many men faced difficulties in sustaining their families due to limited employment opportunities, particularly



FGD with young women during the evaluation

limited land for cultivation. The lack of stable income sources often led to heightened financial stress, impacting their ability to provide for basic needs such as food, shelter, and education for their families.

- Most Men had run to Uganda with nothing with them and thus supporting the families had become very difficult in terms for food clothing and education. More so with the reduction of the food ratios by World Food Programme thus to prevent them from involving themselves into harmful activities we looked at their Social Economic situation and enrolled them for the project.
- First during the first community visits we found that women and mothers (single, widows and elderly) had a lot of challenges as a result of the load they carried in the family in terms of feeding, clothing and Education in general providing basic needs they could not meet all these needs rendering the children malnourished, and unable to go to school¹¹⁹.

Protection:

- Traditional gender roles and expectations sometimes constrained men's ability to express vulnerability or seek support. Societal norms often dictated rigid expectations for men, creating challenges in acknowledging and addressing their own mental health and well-being resulting in alcoholism.
- Accessibility barriers were prevalent in the physical environment, public spaces, and essential services. Infrastructure shortcomings, such as the absence of ramps or accessible transportation, made it challenging for people with disabilities to move freely, access healthcare facilities, or participate in community activities.
- Socially, individuals with disabilities often faced discrimination and exclusion, limiting their involvement in community events and decision-making processes. Stigmatization further hindered their ability to assert their rights and actively participate in various aspects of daily life.
- New arrival female with limited or no emergency shelter; inadequate food rations, limited livelihood sources, little access to Water and sanitation facilities; health and psycho- social support, lack of support for special needs and vulnerable adult females.
- Access to education and healthcare varied, with disparities evident in different communities. Limited awareness about their rights and opportunities for personal development hindered their ability to break free from cyclical challenges and poverty¹²⁰.
- Elderly widowed/single women were especially vulnerable, as well as unaccompanied children and people with disabilities, who were not able to address many key challenges, such as constructing latrines or walking long distances to collect water.
- There were little protections for women and young girls was high, which brought about early marriages, GBV/exploitation, and family conflicts¹²¹.

Health:

- The health facility was very far, and some people deliver their baby on the way. Then if this happened the nurses would beat them for not waiting to get to the health centre to deliver, according to one participant's personal account.
- The need for blood in the blood banks is always very high, with consumption is high versus intake¹²².

"When we first arrived from South Sudan into the settlement, we had to sleep in the long grass with our children. It was so hard to look after them, get them medicine or to keep them safe" (FGD with refugee adult women).

Changes to the situation of refugees and host community members

"The Humanitarian Protection Project, sought to address these pre-existing issues by implementing targeted interventions. Economic empowerment programmes were designed to create sustainable livelihoods for men, providing them with opportunities for skill development and income generation through cash distribution, livelihood support and other interventions" (KII with 'THE PARTNER IN UGANDA' staff member).

Terego District:

¹¹⁹ KII with 'THE PARTNER IN UGANDA' staff member.

¹²⁰ KII with 'THE PARTNER IN UGANDA' staff member.

¹²¹ 2 x KII with 'THE PARTNER IN UGANDA' staff member and external stakeholder.

¹²² 2 x KII with 'THE PARTNER IN UGANDA' staff members.



In Imvepi Camp and the host communities, when the evaluation participants were asked what their situation is now due to the “the client organization”, the main responses were as follows:

Food security, livelihoods and agriculture:

- Six of the nine FGD groups in Terego (settlement, host community and volunteers) talked about the impact of the cash assistance on their livelihood situation and access to food. A group of female young people said that through cash we can support our families in livelihood and with basic needs like food provision. Other groups said that we are able to have food, which is more balanced, and they felt this had improved their nutrition. Four of these groups also said that they now engaging in livelihood activities such as poultry. During an FGD with elderly refugee men, a person with disabilities said he used the money to hire people to support him in farming, latrine construction and has started also poultry business.



Market inside Imvepi Settlement and the rubbish pile

WASH:

- Six of the nine FGD groups in Terego talked about how hygiene and sanitation practices have improved due to the hygiene training from the volunteers. One FGD group with refugee men said that before people would defecate anywhere due to lack of latrines. They also said that they had cleaned the market area up and public latrines constructed, which the market committee now manages.
- However, they did also note that the system for collecting and disposing of the rubbish in the market had ceased at the time of the evaluation, with rubbish piling up and no personal protective equipment for them to remove it or place to take it, which some of the FGD male participants said they needed. This does call into question the longer-term impact/sustainability of the “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ activities in the important and central location within the refugee settlement.

Education:

- Three of the nine FGD groups (one with young people and two with elderly women) described the impact on education. They said that they can support their families through the cash with school fees, uniforms and food

Health:

- One FGD group of adult refugee men talked about how they think there has been a reduction in sickness and spread of diseases due to hygiene practices and as they can access health facilities and buy medicines for our families.

“I do not have a husband so I really appreciate the support from the “the client organization’ – I could not build a latrine by myself” (women participant in an FGD, Gatsibo District).

Yumbe District:

In Bidi Bidi Camp and the host communities, the main change following “THE HUMANITARIAN PROGRAMME BEING EVALUATED’, according to the people included in the evaluation, were:

WASH:

- Six of the ten FGD groups in Yumbe talked about how the hygiene training and materials have meant that hygiene and sanitation practices have improved. These including collecting rubbish from around their house and disposing of it, drying cutlery in a proper place (not on the ground), better cleanliness with drinking water, hand washing after using the latrine.

Food security, livelihoods and agriculture:

- Two of the ten FGD groups said that the cash has helped them to invest in livelihood activities, such as agriculture and small livestock.

Health:

- A group of adult women refugees said that due to the support from the “the client organization’ sickness in the communities has decreased, such as diarrhoea and urinary tract infections, with all of the participants agreeing to this.

Protection:

- Three of the FGD groups described how some protection issues have improved, for example, more gender equality, with men doing cooking, through training about joint responsibilities.
- A group of adult and elderly men said that the “the client organization’ has helped with collaboration and unity within the host community, including participation through meetings and regular collaboration.

Social cohesion:

- Two groups of women from the host community said that they have better access to water in the settlement. They said that this has also improved relations between the refugees and host community, as the host community members can access the taps.

At the same time, one group of female youth in the host community said that they believe that malaria is still an issue, as some people do not have tools to clear the bush around the compound that can exacerbate the problem. They said that the government provided nets in the past in a mass distribution - but now the nets are older they are not protecting them as well.

“We practice better general hygiene such as making a place to bath and storing water using a lid (e.g. in a jerry can). We now also boil the water before we store it” (FGD with young women, host communities, Yumbe District).

““THE HUMANITARIAN PROGRAMME BEING EVALUATED’ focused on the specific health needs of women, such as menstrual health” (FGD with “the client organization’ Volunteers, Yumbe District).

6civ. To what extent did the project – through a multi-sectoral approach - reduce the vulnerabilities of displaced people, refugees, returnees, host communities and people living in conflict areas?

In this evaluation, the team considered this to refer to reducing the factors that could make people more vulnerable to cope with the situations such as relating to age, sex, medical conditions, mental health conditions, social connections, insecure employment and their wider economic situation. The evaluation also considered if “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ had project improved the organisational understanding of which groups or communities are in vulnerable situations¹²³.

¹²³ British “the client organization’, 2023





Public latrine in market in Imvepi Settlement

In response to the second point above, through the process of the initial needs assessments, the programme in Uganda did contribute to organisational understanding of which groups or communities are in vulnerable situations. In addition, during the assessments and ongoing throughout the programme period, staff had positive engagement and relations with key stakeholders who are also experts in the context, such as Government officials, UNHCR and INGOs¹²⁴. Knowledge exchange about vulnerable groups in camps and host communities was two-way during “THE HUMANITARIAN PROGRAMME BEING EVALUATED’.

Following this, in terms of addressing the factors that could make people vulnerable, the programme did consider the needs specific groups in the activities, such as elderly people and women. In addition, the programme increased the access of the communities in the camps to health facilities, as well as making significant contributions to improving those health facilities and improving hygiene practices. According to the FGD groups, social connections were addressed with conflict described as being reduced in some cases. Another main way in “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ addressed factors that can make people vulnerable was through support to insecure employment and their wider economic situation. This was through the training by the volunteers to some existing associations

that some people received in the host communities and inputs livelihoods groups in the camps and host communities.

6cv. To what extent did the project – through a multi-sectoral approach - increase the protection capacities of displaced people, refugees, returnees, host communities and people living in conflict areas?

The “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ in Uganda supported communities to cope with threats and increased their level resilience. One key way that this was carried out was working with the refugee and host communities to become more organised and form groups/associations to work to address the problems they face. One ‘THE PARTNER IN UGANDA’ staff member described how the “the client organization’ employed various strategies, for example, actively engaging with community members from the outset through town hall meetings, community forums, and consultations.

In addition, ensuring that the affected population is involved in decision-making processes related to project planning, implementation and evaluation.

Another staff member said that this collaborative approach ensures that the projects initiated are responsive to the specific needs of the community. Lastly, through the formation of community committees or task forces composed of local residents. These committees are made up of representatives of the community and play a vital role in decision-making, project oversight and communication between the community and the “the client organization’.

Some examples of these groups were as follows:

- Monthly sensitisations in the community about ways to collaborate and coordinate, as well as follow up by the “the client organization’¹²⁵.
- Some evaluation participants said that they had used the cash assistance to form livelihood groups, better enabling them to support their families and move towards self-reliance. Four of the 18 FGDs with refugees or host community members, all of which were based in Imvepi Settlement, Terego District (three with men and one with women). Examples of activities they had started included savings groups, using the savings to

¹²⁴ 5 x KIIs with external stakeholders

¹²⁵ 2 X KIIs with ‘THE PARTNER IN UGANDA’ staff members.

purchase chickens and one elderly man with physical disabilities said he had used the cash to hire people to support him in farming, latrine construction and has also started poultry business.

- Forming groups of students and in the communities, for sharing information and mobilisation¹²⁶. For example, the project established community engagement and accountability structures by establishing three committees of six people (elders and youth) in the three villages; zones 1, 3 and 5. In total there are 18 committee members (8 males and 10 females). The committees are a platform for sharing project views and challenges between 'THE PARTNER IN UGANDA' and communities, which has supported the "the client organization" to understand needs are being addressed, as well as challenges and solutions¹²⁷.
- Market Management Committee trainings on community awareness and market management¹²⁸.
- Financial literacy and management and how to invest money together helped some of the project participants realise the importance of this, as well as sustainability and self-reliance¹²⁹.
- Formation of around 20 water user committees to support the WASH infrastructure, such as taps in terms of the cleanliness of the area, fencing, access and maintenance.
- training of Youth FA trainers by BRC-FI experts, who will then train schoolteachers to provide FA training to the pupils in their schools.
- Early warning groups in host communities and refugee settlements. This involved training community members in disaster response and risk reduction strategies, enabling them to take the lead in managing and mitigating potential risks¹³⁰.
- Special attention is given to empowering women and marginalised groups within the community. The "the client organization" implemented initiatives that promote gender equality, inclusion and the active participation of women in decision-making processes¹³¹.

"As a group, when we see that someone person has a problem, we will meet with them and try to provide support, talk together and try to find a solution" (FGD with elderly women in Imvepi settlement, Terego District).

"By implementing these strategies, the "the client organization" aimed to build the resilience of communities, enhance their capacity to identify and address problems and create sustainable solutions that reflect the unique needs and aspirations of the affected populations. This approach aimed to foster community ownership and ensure that interventions are contextually relevant and impactful" (KII with 'THE PARTNER IN UGANDA' staff member).

In terms of being better able to cope with threats beyond "THE HUMANITARIAN PROGRAMME BEING EVALUATED", as long as these groups can continue to sustain themselves as was generally indicated, there was a level of evidence to say that these project participants will be able to cope better after "THE HUMANITARIAN PROGRAMME BEING EVALUATED". Through capacity building the knowledge, a key aim of "THE HUMANITARIAN PROGRAMME BEING EVALUATED" was that skills and tools remain present after the programme has finished, resulting in sustained empowerment and its supporting institutions¹³².

In addition, during three FGDs with elderly refugee women in Imvepi and Bidi Bidi Settlement, as well as an FGD with elderly men in Imvepi Settlement, the participants said that they feel safer now than compared to before the "THE HUMANITARIAN PROGRAMME BEING EVALUATED" programme started. The reasons for this included being able to move around without fear, feeling smarter with soap to wash themselves and kitenge dresses to wear and having cash to provide and buy food.

At the same time, findings suggested that more support will be needed to help the groups and associations to sustain themselves after the programme, as well as other people who are not yet part of an associations or other types of groups. In addition, before the programme it was considered that previous support to affected people was decreasing,

¹²⁶ KII with 'THE PARTNER IN UGANDA' staff member.

¹²⁷ 'THE PARTNER IN UGANDA', final national programme report for 'THE HUMANITAIRNA PROGRAMMEME BEING EVALUATED'.

¹²⁸ KII with 'THE PARTNER IN UGANDA' staff member and FGD with men refugees.

¹²⁹ FGD with young people in Imvepi Camp, Yumbe District.

¹³⁰ 2 x KII with 'THE PARTNER IN UGANDA' staff members.

¹³¹ KII with 'THE PARTNER IN UGANDA' staff member.

¹³² BRC-F, final regional programme report for 'THE HUMANITAIRNA PROGRAMMEME BEING EVALUATED'.



due to a decrease of humanitarian agencies in the camps. This has affected their ability to meet their basic needs and develop livelihood activities.

“We worked with both refugee and host communities integration for peace, also with dialogue with local leaders about topics such as unity and hygiene” (KII with staff member from ‘THE PARTNER IN UGANDA’).

Evidence to indicate that the project participants need additional support to be better able to cope with threats beyond “THE HUMANITARIAN PROGRAMME BEING EVALUATED”:

- Forming groups of students and in the communities, for sharing information and mobilisation.
- Wider needs: there was a trend that FGD participants noted that some people in the wider community were not assisted who, in their view needed the assistance, especially elderly people and widows and new arrivals¹³³. However, in terms of those that were included in the programme the overall trend was that their protection capacities had increased, compared to before the intervention.

6c. Sustainability

6ci. Were local communities fully involved in and contributing towards project activities to make the programme sustainable?

The evaluation found that local communities were fully involved in contributing towards the project activities in several key ways, these are described below.

Consultations:

- The project actively engaged with the community, including women and girls, during the planning and design phase. Their inputs were considered to ensure that the locations of water points and the design of facilities take into account safety concerns and preferences. Awareness and Education: Awareness campaigns have been conducted to educate the community about the importance of gender-sensitive WASH facilities. This includes information on maintaining a safe and clean environment and fostering a community culture that respects the safety and rights of women and girls. Security Measures: The project has implemented security measures around the WASH facilities, such as proper lighting, to create a secure environment. This is particularly important for women and girls who may need to access these facilities during early mornings or late evenings. Inclusive Design for People with Disabilities¹³⁴.
- The ‘THE PARTNER IN UGANDA’ held regular meetings with the community members in the settlements and host communities, for training, awareness raising and general discussions¹³⁵. The volunteers were also reported as being available to talk one on one with individuals about their concerns. A key trend was that the



FGD with women in a refugee settlement in Uganda

¹³³ 4 x FGD with refugees, Uganda

¹³⁴ KII with ‘THE PARTNER IN UGANDA’ staff member.

¹³⁵ 2 x FGD with “the client organization” Volunteers in Uganda

participants in the evaluation said that the “the client organization’ Volunteers were available to them and were responsive to individual questions and issues.

Presence of “the client organization’ Volunteers in communities:

- In general, the volunteers live in the communities they are supporting, meaning that they are usually available and known to the affected populations. This has contributed to sustainability as they are on-hand to hear any concerns or questions about the assistance/activities and can help to overcome these and follow up.

Community committees:

There are several examples of groups and committees established and supported during “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ to enhance engagement with the affected population and sustainability of the activities.

Maintenance of infrastructure:

- **WASH;** around 20 water committees were formed in the refugee settlements to support the maintenance and upkeep of the public taps.

Outcome 2: National societies have strengthened their capacities to deliver expertise-based and sustainable protection interventions and can fulfil their mandate as humanitarian actors with a focus on efficiency, quality and effectiveness.

6d. Impact

The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

6di. Have all indicators been reached in outcome 2, and why yes/no? (indicator: % of staff and volunteers indicating a training increased the capacity of the National Society to fulfil their protection mandate).

Outcome 2 had a target of 85% and was achieved with an average result of 85% (% of staff and volunteers indicating a training increased the capacity of the National Society to fulfil their protection mandate). Outcome 2 contained six sub-indicators in Uganda (one did not have that have a result available).

Five of these six were met or exceeded. These related to; staff/volunteers trained in IHL, staff and volunteers trained in blood, trainers trained in Youth FA, staff trained in Cash Transfer Programmes and lay-people and volunteers trained in Cash Transfer Programmes. The indicator relating to the number of trainers trained in BFA was almost met.

Please see **Annex F** for more information about the targets, results and the extent to which each indicator was achieved.

6dii. To what extent did the project strengthen the capacities of the local “the client organization’ Societies (staff and volunteers) to deliver expertise-based and sustainable protection interventions in order to fulfil their mandates better with a focus on efficiency, quality and effectiveness?

In terms of the delivery of the programme itself in Uganda, which was overall protection focused, this report has shown how the programme performed well across the quality categories, such as efficiency. Within the framework of a qualitative methodology, it can be seen that positive changes were reported by the refugees and host community members, following the support of the “the client organization”.

It is of note that four external stakeholders said during the evaluation that the “the client organization” is a key protection partner in the settlements in their areas of focus (e.g. not including direct case management). It should also be noted that a staff members from the ‘THE PARTNER IN UGANDA’ and another external WASH partner said that some other partners are withdrawing their activities, increasing the demand for the “the client organization” activities, also in the area of WASH.

When looking at protection focused work, across the FGDs with the affected population, the groups were asked about different aspects related to protection mainstreaming. For example, in terms of safe access to assistance, the process of distributions of NFIs and cash and if they felt safe during these. The main trend was that there were no problems with the process.

In addition, there were overall positive results from PDM surveys in Uganda, which showed that key protection aspects were in place in terms of safe access to assistance, with some exceptions as noted below. In addition, three FGD groups with elderly women and men said they felt safer at the time of the evaluation, as compared to the programme period. A selection of PDM findings relating to safe access to the assistance are summarised below on the following page.

- In Terego District, 86% of the beneficiaries reported that humanitarian assistance was delivered in a safe, accessible, accountable and participatory manner. 90 % said the same in Kikuube District (PDM dated 2/2/23).
- In Kikuube district, 90% of the beneficiaries reported that humanitarian assistance was delivered in a safe, accessible, accountable and participatory manner. 86% said the same in Terego District (PDM dated 12/11/23).
- Overall, 91% of the respondents reported that they did not feel unsafe or have any concerns about safety as a result of receiving the financial aid. Distribution points tended to be in centralised locations, which were physically secure. However, 9% of cash recipients said that, in order to feel safer, distribution points should be closer to their homes and mobile money should be used instead of cash (PDM dated 12/11/23).



Evaluation team at a “the client organization” public

In terms of protection mainstreaming, the PDM results were overall positive. However, to follow the last point above, an external key informant from Imvepi Settlement (Terego District) recommended that the “the client organization” visit the more remote area of the settlements, e.g. 15 – 25 kms away, when meeting the communities. They said that is a trend across organisations that do not regularly do this (or at all). At the same time, they explained that the ‘THE PARTNER IN UGANDA’ was somewhat better than others in this respect. In addition, the roads can be challenging during the rainy seasons but driving over them should be possible with the land cruisers the “the client organization” uses. During the course of “THE HUMANITARIAN PROGRAMME BEING EVALUATED”, this stakeholder had approached “the client organization” about this but were told they could not do more. However, they noted that these households are part of the scope of “THE HUMANITARIAN PROGRAMME BEING EVALUATED” and the people living there may not realise that they are entitled to assistance and miss out, risking this becoming a protection issue¹³⁶.

¹³⁶ KII with external partner, Imvepi Settlement, Terego District.

In addition, 'THE PARTNER IN UGANDA' has put in place policies regarding safeguarding and sexual exploitation. This is included as part of the training of volunteers and the code of conduct, with their responsibilities. Such policies and systems contribute to efficiency in the event of reporting on any such concerns¹³⁷.

When looking at accountability to affected populations, another crucial quality standard in humanitarian programmes¹³⁸, in terms of how the "the client organization' Volunteers interacted with refugees and host communities, the main trend was positive feedback across the FGD groups.

Enabling factors:

- According to an external partner, one key enabling factor for this was constant collaboration and coordination with partners in sharing challenges and upcoming activities with inclusion of the community members in meetings and local authorities.
- The overall experience of the "THE HUMANITARIAN PROGRAMME BEING EVALUATED' programme, as well as a previous projects, helped to build the capacity of the "the client organization' in terms of livelihoods support and other thematic areas¹³⁹.
- Good quality trainers for the patrons who are based in the communities and support first aid training¹⁴⁰. Also, good quality trainers from BRC-F for Basic First Aid (BFA) and Blood Donor Recruitment and updated training content and Training curriculum¹⁴¹.
- An external stakeholder noted that there was good communication by the volunteers and staff at the "the client organization'.
- Training of volunteers in participatory Hygiene and sanitation transformation training (PHAST). The training was integrated with Gender, protection and inclusion as well as the "the client organization' principles and policies, especially the volunteer policy code of conduct. This meant that the "THE HUMANITARIAN PROGRAMME BEING EVALUATED' could be effective with the number of community members that be reached with training and awareness (1,200 people were planned to be reached by the end of the project, trained in groups of around 20 people)¹⁴². Also sets of sanitation tool kits were handed over to PHAST groups, the tools were aimed for the construction of sanitation facilities, latrine construction, waste pits, drying racks and home improvements.

Challenging factors:

- It was noted that some of the training sessions in BFA at the schools were at the same time as the school programme, which leads to low numbers of participants. In addition, more practical materials were needed¹⁴³.
- More blended training for the volunteers when feasible would reduce training costs (e.g. for BFA) enable more people and topics, as well as more tools for them to use in their awareness raising and training with communities¹⁴⁴.
- More support with transport costs or bicycles for volunteers, if this is deemed appropriate and certificates¹⁴⁵.
- It was observed that the Blood Donor Recruitment team based from Arua, who work across seven districts, had reduced transport options due to the motorbike allocated to them going missing and not being replaced. They had to rely on the landcruisers more, which was not always available when they needed to travel to communities for their work.

¹³⁷ Evaluation debriefing meeting with 'THE PARTNER IN UGANDA' staff, Jan 2024.

¹³⁸ <https://corehumanitarianstandard.org/files/files/Core%20Humanitarian%20Standard%20-%20English.pdfv>

¹³⁹ KII with 'THE PARTNER IN RWANDA' staff member, Kigali.

¹⁴⁰ KII with an external stakeholder, Imvepi Settlement, Terego.

¹⁴¹ KII with 'THE PARTNER IN UGANDA' staff member, Arua.

¹⁴² 'THE PARTNER IN UGANDA' final national report for 'THE HUMANITAIRNA PROGRAMMEME BEING EVALUATED'.

¹⁴³ KII with an external stakeholder, Imvepi Settlement, Terego.

¹⁴⁴ KII with 'THE PARTNER IN UGANDA' staff member, Arua.

¹⁴⁵ FGD with 'THE PARTNER IN UGANDA' volunteers.



6diii. To what extent did the project strengthen the preparedness and emergency response capacity of “the client organization’ staff and volunteers?

The evaluation determined that “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ strengthened the preparedness and emergency response capacity of “the client organization’ staff and volunteers. For example, it was noted by an external partner in Imvepi Settlement that in addition to family tracing, cash and more, the “the client organization’ has expanded their services more into WASH.

Enabling factors:

- Sharing of experiences through coordination meetings, with some of the successful ideas applied in different camps.
- In addition, the crisis modifier meant that there were more funds available for affected populations.
- Training of volunteers and experience from previous interventions.



FGD with adult men in a refugee settlement

7. Findings for all three countries; Burundi, Rwanda & Uganda

7a. Efficiency

The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

7ai. Were the available resources used efficiently to reach both outcomes/ were the project strategies efficient in terms of financial and human resource inputs as compared to outputs?¹⁴⁶

The main trend in the “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ regional programme was that in each country the available resources were used efficiently to reach both outcomes and the project strategies were efficient, in terms of financial and human resource inputs as compared to outputs. In terms of the overall “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ regional programme, the organisational set up of working with the national partners meant that many items were already in place and the start up was relatively fast. In addition, the national societies were involved in writing the proposal and were able to input according to their capacities and what is feasible.

In addition, the “the client organization’ works in line with government priorities, which makes the design and implementation more efficient in general¹⁴⁷. Across the programme, the existing synergies between the CRB-Cf and BRC-FI contributed to the efficient use of resources with more impact on the beneficiaries¹⁴⁸. In addition, the three national societies carried out needs assessments or elements of needs assessments/meeting with refugees and host communities. Gathering information about the needs was also a key factor in applying resources efficiently, i.e.

¹⁴⁶ Resources: Human resources, equipment, funding, time, knowledge Efficiently: meaning they were used for their intended purpose; when the occasion arose to use them they were actually used; they were used in a timely manner.

¹⁴⁷ KII with ‘THE CLIENT’ staff, regional.

¹⁴⁸ ‘THE CLIENT’(16/12/22) Interim Report, ‘THE HUMANITAIRNA PROGRAMMEME BEING EVALUATED’.

according to the needs. Post distribution monitoring exercises also helped to know if the project participants had used the resources well and informed efficiency.

Further to this, in Burundi, Rwanda and Uganda the programme was largely spent according to the planned budget, with regular reporting taking place to BRC-F (nb. in Burundi, the salaries were higher than budgeted for, due to inflation¹⁴⁹. Another factor was indicated as being because some staff members were recruited too early/before the activities began). In addition, as described in the earlier sections on impact, overall the indicators were met across the ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’ programme. This further indicates that the resources were used efficiently.

7a.ii. Was the programme implemented in a timely way?

Across ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’, overall the activities were implemented in a timely way. There were some examples of delays to specific activities or at certain times (please see below) but in general the programme was delivered on time.

- **Burundi:** RFL did not begin until towards the end of the programme, due to delays in the Restoring Family Links assessment and procurement process for connectivity equipment.
- **Rwanda:** some approvals that were needed from the government to enter the camps took around six months to come through, which caused some initial delays with some activities. However, the programme was able to catch up in many places.
- **Uganda:** ‘THE PARTNER IN UGANDA’ and BRC-FI financial procedures and internal reporting processes need be fulfilled. However, balancing these was challenging at times and this could be strengthened in future programmes. For example, on occasion the reporting requirements caused a delay in the processing of funds transfer, potentially affecting the project timelines (it was also indicated the improving the quality of some aspects the reporting by ‘THE PARTNER IN UGANDA’ could assist efficiency)¹⁵⁰. Although this should not affect paying suppliers as there is normally a period of 30 days to make such payments¹⁵¹, one ‘THE PARTNER IN UGANDA’ staff member noted that on occasion there was a gap between payments to suppliers being due and the payments being made, especially in busy periods or towards the end of the programme when many activities were reaching their conclusion. In addition, it was noted that the signing of the contract for the programme between BRC-F and ‘THE PARTNER IN UGANDA’ had some delays, which contributed to a delay with the start up¹⁵².

“To support the governments to move to greater self-reliance, the ‘the client organization’ could lobby for more funds to recruit more staff to enhance support their priorities such as training for livelihoods, protection, health and education (either in HP2 or other programmes)” (KII with external partner).

7b. Impact

The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

7bi. To what extent was the crisis modifier used for a rapid and effective response to new humanitarian crises that arise during the project period, to reduce beneficiaries’ exposure to protection risks?

In ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’, a crisis modifier from BRC-F was applicable to any disaster affected district across all targeted countries, following agreement with the donor. It was planned that if the crisis modifier was needed, the people that would benefit would be selected through community and local government

¹⁴⁹ KII with ‘THE CLIENT’ staff.

¹⁵⁰ 2 x KII with ‘THE PARTNER IN UGANDA’ staff and ‘THE CLIENT’ staff.

¹⁵¹ 1 x KII with ‘THE CLIENT’ staff member.

¹⁵² 1 x KII with ‘THE PARTNER IN UGANDA’ staff member.

identification methods, supported by a detailed house by house assessment based on pre-agreed selection criteria, informed by the nature and location of the response and the most prevalent protection needs as revealed from the rapid assessment. A needs-based approach from a protection perspective was in place, giving priority to the most vulnerable, the most affected and those least likely to receive support through other private, governmental, or non-governmental initiatives. The crisis modifier enable “THE HUMANITARIAN PROGRAMME BEING EVALUATED” to be flexible and adapt to sudden increases in needs in cash and WASH (e.g. due to influxes of refugees in the programme locations) and to increase the overall impact of the programme.

A challenge noted during the evaluation was that the national societies were not clear initially about what documentation was required to access the crisis modifier (i.e. a whole proposal was not needed, just a brief overview of the situation)¹⁵³.

During “THE HUMANITARIAN PROGRAMME BEING EVALUATED”, the crisis modifier was utilised in each country as follows¹⁵⁴;

Burundi: In May 2023, the ‘THE PARTNER IN BURUNDI’ received funding from Crisis Modifier to respond to a flooding crisis in the Bujumbura Rural branch, causing the displacement of 1,155 households. The funds were utilised as follows:

- **Activation 1:** Support to 957 households affected by torrential rains in Kirundo & Ngozi provinces with multi-purpose cash transfers (November 2022).
Multipurpose Cash transfers
- **Activation 2:** Cholera response in Bujumbura & Cibitoke provinces (January 2023).
 - Infection Prevention and Control actions (including disinfection in 2305 households and public places) as well as Risk Communication and Community Engagement (RCCE) activities in the provinces affected by the epidemic.
 - Emergency water supply by tanker truck and installation of water storage bladders in communities where the lack of safe water is severe.
- **Activation 3:** Support to households affected by floods in Bujumbura – May 2023
 - 3721 households supported with distribution of NFIs, disinfection and RCCE activities.
 - Water trucking and water storage bladders installation.
 - Installation of latrines and showers at the site for displaced persons.

Rwanda: the crisis modifier was activated in November 2022 to meet the most urgent needs. These included the provision of food for the 104 refugees (41F, 5M, 66 children) currently staying at the Kijote reception centre. Different food items such as rice, maize flour, porridge, milk for children and sugar were procured and meals were prepared and distributed within the reception centre. The ‘THE PARTNER IN RWANDA’ provided assistance with this intervention by deploying their volunteers in the reception centre. The budget foreseen for one month was for a total of RWF 4,830,000 (+/- EUR 4,300). In “THE HUMANITARIAN PROGRAMME BEING EVALUATED”, less funds than planned were needed to reach each person, leading to a higher indicator result than planned (compared to the target). During the debrief meeting in Rwanda, staff from ‘THE PARTNER IN RWANDA’ and BRC-F described how this type of funding is very beneficial, as it is flexible and be used according to sudden and new/enhanced needs.

Uganda: Emergency Cash Assistance was provided to 926 households (5556 beneficiaries) in Kaabong district in 2021. Following the Food Security & Nutrition Assessment (FSNA) conducted by MAAIF, FAO and WFP, as well as the IPC report that indicated that Karamoja had reached an acute food insecurity (Phase 3+) with malnutrition levels, with Global Acute Malnutrition (GAM) prevalence levels slightly increased from 9.7% in 2020 to 10.7% in 2021, especially for Kaabong, Kotido, Nakapiripirit and Amudat districts, a Crisis Modifier was triggered. This was to use cash as an early action to support 950 of the extremely vulnerable affected households in Kaabong district.

In 2022, the crisis modifier funds under “THE HUMANITARIAN PROGRAMME BEING EVALUATED” were used to support WASH interventions in Kisoro and Kasese holding centres. The activities that were proposed for implementation in response to the high influx of refugees including building latrines, shower tents, training and supervising hygiene

¹⁵³ KII with ‘THE CLIENT’ regional staff.

¹⁵⁴ ‘THE PARTNER IN BURUNDI’ Project Narrative Project Report, April-June 2023.

promotion teams, building the drainages and lights needed in the sanitation area for protection and safety of women and children. The lighting system also helped to reduce open defecation, which was causing serious sanitation and health risks. The lighting also aimed to increase accessibility for people with vision and mobility issues. Additionally, for inclusion of people with mobility disabilities, a special focus was placed on ramps and poles for the latrines, to increase access¹⁵⁵.

7c. Coherence

The compatibility of the intervention with other interventions in a country, sector or institution.

7ci. To what extent is the activity aligned with community, local government, and national government policies and priorities?

The “the client organization” “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ programme was aligned with the priorities of the governments in the respective countries. Specifically, this has been through supporting refugee response and host community development, with the provision of items and equipment such as ambulances, equipping health centres, water supply, livelihood support or construction of toilets. These items assist the Government to support communities to improve their wellbeing. The general approach of the “the client organization’ is to work collaboratively with the authorities at the local, district, camp and higher levels¹⁵⁶.

A key factor that has enabled this process is positive relationships with stakeholders such as district government, camp management, working groups such as cash and with external partners such as UNHCR and INGOs. For example, in all three countries, during the assessments and ongoing throughout the programme period, staff had positive engagement and relations with these stakeholders.

In these forums the “the client organization’ has participated in information exchange and working to any agreements in place (e.g. in Burundi, an alignment was made with CRB-cf concerning the Crisis Modifier and activation policies¹⁵⁷). In Uganda, a government official in settlement management noted that they value consistent engagement right up to the end of the programme period, especially as activities are still being implemented towards the end of the programme period.

7d. Sustainability

7di. To what extent are the National Societies taking ownership of the programme?

The main trend across the regional “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ programme is that the national societies are very clearly taking ownership of the programme. With the support of BRC-F in terms of funding, training in key topics such as IHL, technical advice and tools/guidelines, the societies are leading the activities, including g coordination at different levels and leading the support functions such as M&E, logistics, HR, administration and information technology. A key enabling factor to this is the expertise of the societies in the different approaches sector areas such as project management, volunteer management, coordination with partners and authorities, cash, elements of WASH, construction of infrastructure, training in BFA and mobilising communities for blood donations, as well as the model of having volunteers and some staff living in or near to the communities and affected populations¹⁵⁸.

7dii. To what extent is the government taking ownership of the programme (e.g. demonstrated commitment and contributions)?

¹⁵⁵ ‘THE PARTNER IN UGANDA’, final programme report for ‘THE HUMANITAIRNA PROGRAMMEME BEING EVALUATED’.

¹⁵⁶ KII with regional staff member, BRC-F.

¹⁵⁷ ‘THE CLIENT’(16/12/22) Interim report, ‘THE HUMANITAIRNA PROGRAMMEME BEING EVALUATED’

¹⁵⁸ KII with ‘THE PARTNER IN UGANDA’ staff member.

Overall in “THE HUMANITARIAN PROGRAMME BEING EVALUATED”, the government took ownership of the programme through overseeing the quality of the service provided to the population in camps and host communities, as well as providing guidance regarding being aligned with government priorities. They work with the “the client organization” to help maintain and ensure the sustainability of the activities for the affected populations. Also, at the district level, the district officers are involved in the approval and launch of projects. They always need to be informed of the activities to help enable an efficient flow of activities¹⁵⁹. Each country had periodic meetings with all stakeholders to help identify challenges, successes and recommendations¹⁶⁰. Evidence about financial contributions to the programme activities was not identified in any context, in general the government need partners to enable them to support the affected populations.

For more specific information by country:

- **Burundi:** ‘THE PARTNER IN BURUNDI’ has good connection with the local authorities and they have been involved in most of the activities. The ‘THE PARTNER IN BURUNDI’ aim to involve them in every step of the project. For example, the head of the committee for reduction of catastrophes is the chef de colline (local government), to make sure that the committee is active¹⁶¹. The “the client organization” is part of the coordination mechanisms and co-chair some activities with the government¹⁶².
- **Rwanda:** one FGD group talked about how local authorities have been involved in their association and spent some time with them¹⁶³.
- **Uganda:** at times the government engaged on implementation of activities in collaboration with the ‘THE PARTNER IN UGANDA’. For example, the Office of the Prime Minister engaged in activities when their assistance was needed, such as for approvals and access¹⁶⁴.

“To support the governments to move to greater self-reliance, the “the client organization” could lobby for more funds to recruit more staff to enhance support their priorities such as training for livelihoods, protection, health and education (either in HP2 or other programmes)” (KII with external partner).

¹⁵⁹ KII with camp management, Rwanda.

¹⁶⁰ ‘THE CLIENT’(16/12/22) Interim report, ‘THE HUMANITAIRNA PROGRAMMEME BEING EVALUATED’

¹⁶¹ KII with staff member, BRC-F.

¹⁶² KII with staff member, ‘THE PARTNER IN BURUNDI’.

¹⁶³ FGD with adult women, Kiziwa Camp, Karongi.

¹⁶⁴ KII with ‘THE PARTNER IN UGANDA’ staff member.

7e. Effectiveness

An examination of the factors that have influenced the results and which may influence an intervention to reach or not reach its goals (to help partners identify areas for improvement). Factors may be internal to the intervention or external.

Throughout the evaluation the team worked to identify practical enabling and challenging factors to programme implementation. These have been summarised in the tables below by country. It can be seen that some factors are present in all three contexts, with others in one or two contexts.

Table 4: Enabling factors to effectiveness

Enabling factors to effectiveness		
Burundi	Rwanda	Uganda
Training and prepositioning of stocks and procurement was helpful ¹⁶⁵ . Making sure that activities are within their means and that the programme has the capacity and feasibility to act ¹⁶⁶ . Resources were planned from the beginning between the 'THE PARTNER IN BURUNDI' and the BRC-F ¹⁶⁷ .	Well managed and quick procurement processes, with optimisation of a warehouse ¹⁶⁸ , as well as timely reporting and payment processing/adherence to the budget ¹⁶⁹ .	Following up on staff advances, procurements in line with internal policies, following up on procurements, adherence to the budget running to avoid budget overruns ¹⁷⁰ . Entrusting 'THE PARTNER IN UGANDA' to handle all procurement and more budget monitoring ensured a more centralised and smoother process with fewer steps involved (in previous years BRC-F had conducted more procurement, which involved more back and forth to discuss budget thresholds etc). The staff were aware of the procurement procedures and played their roles well ¹⁷¹ .
A water truck was procured for emergency water supply – it arrived one week before the end of the project – it will be used for the HP2 – will support with fuel, and other logistics ¹⁷² .	Using large contractors for construction work, which increased the economy of scale. Working closely with local suppliers and other partners, made the activities more efficient ¹⁷³ .	Presence of internal technical capacity, especially the 'THE PARTNER IN UGANDA' staff with engineering backgrounds has been helpful in contracting and managing construction services procured in the project.
Coordination with other actors within the existing structures, as well as meetings with the government and the volunteers.	Working together with the Government authorities and local partners on aligned priorities ¹⁷⁴ . The "the client organization" societies are strongly engaged with local authorities at all levels, as well as at national level with several ministries such as the Ministry of Health ¹⁷⁵ . For example, through mobile cinema, 20 sessions on disaster risk reduction,	In Uganda, "THE HUMANITARIAN PROGRAMME BEING EVALUATED" activities were coordinated with local government and with other partners working in WASH and other areas. It should be noted that a government official working in settlement management noted that they value consistent engagement right up to the end of the programme period, especially as activities are still being implemented towards the end of the programme period (they indicated that they

¹⁶⁵ KII with 'THE CLIENT' staff.

¹⁶⁶ KII with 'THE CLIENT' staff.

¹⁶⁷ KII with 'THE CLIENT' staff, regional and national.

¹⁶⁸ 1 x KII with 'THE CLIENT' staff, Kigali.

¹⁶⁹ 2 x KII with 'THE CLIENT' staff and "the client organization" staff, Kigali.

¹⁷⁰ KII with 'THE PARTNER IN UGANDA' staff.

¹⁷¹ KII with 'THE PARTNER IN UGANDA' staff.

¹⁷² KII with 'THE CLIENT' staff.

¹⁷³ 2 x KII with 'THE PARTNER IN UGANDA' staff.

¹⁷⁴ 2 x KII with 'THE CLIENT' staff and "the client organization" staff, Kigali.

¹⁷⁵ 'THE CLIENT' (16/12/22) Interim Report, 'THE HUMANITAIRNA PROGRAMMEME BEING EVALUATED'.

	management and hygiene promotion were conducted jointly by MINEMA, RRC, and Karongi Gatsibo and Kirehe Local Authorities ¹⁷⁶ . Also, referrals to INGOs and their services, such as Save the Children ¹⁷⁷ .	missed some information/ meetings about the concluding activities).
Network of volunteers of the “the client organization”, that is truly community-based, they are involved in the mobilization and the mitigation actions ¹⁷⁸ .	There is a country-wide network of branches and volunteers, who have knowledge about the activities of other actors present in the communities.	Network of volunteers of the “the client organization”, are who truly community-based.
The volunteers are trained beforehand so they can have more capacities, are able to manage the activities, how to manage the complaints and the feedback.	The volunteers participate in different trainings and once the programme phases out, the volunteers can still support in other ways with the skills (e.g. cash transfer skills, first aid or any other need that arises at the branch level) ¹⁷⁹ .	Closely monitoring resourcing of volunteers for BDR ¹⁸⁰ .
Adopted use of the PDM tool from BRC-F in “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ has helped to inform the programme work ¹⁸¹ .	Adopted use of the PDM tool from BRC-F in “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ has helped to inform the programme work.	Adopted use of the PDM tool from BRC-F in “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ has helped to inform the programme work.
Good staff relationships, as well as between ‘THE PARTNER IN BURUNDI’ and BRC-F were noted.	Good staff relationships, as well as between ‘THE PARTNER IN RWANDA’ and BRC-F ¹⁸² .	Good staff relationships, as well as between ‘THE PARTNER IN UGANDA’ and BRC-F were noted.
		Relatively less staff turnover in Uganda within the ‘THE PARTNER IN UGANDA’, compared to the other two contexts, has helped to increase the efficiency and sustainability of training and capacity building.
		A focus on resourcing and digitization of system within the ‘THE PARTNER IN UGANDA’ has improved the efficiency and management of systems ¹⁸³ .
		‘THE PARTNER IN UGANDA’ has put in place policies regarding safeguarding and sexual exploitation. This is included as part of the training of volunteers and the code of conduct, with their responsibilities. Such policies and systems contribute to efficiency in the event of reporting on any such concerns ¹⁸⁴ .

¹⁷⁶ ‘THE PARTNER IN RWANDA’ final report for ‘THE HUMANITAIRNA PROGRAMMEME BEING EVALUATED’.

¹⁷⁷ ‘THE PARTNER IN RWANDA’ final report for ‘THE HUMANITAIRNA PROGRAMMEME BEING EVALUATED’.

¹⁷⁸ KII with ‘THE PARTNER IN BURUNDI’ staff, Bujumbura.

¹⁷⁹ KII with ‘THE PARTNER IN RWANDA’ staff, Arua branch.

¹⁸⁰ KII with ‘THE PARTNER IN UGANDA’ staff.

¹⁸¹ KII with ‘THE CLIENT’ ‘THE HUMANITAIRNA PROGRAMMEME BEING EVALUATED’ regional staff.

¹⁸² KII with ‘THE CLIENT’ staff, Kigali.

¹⁸³ 2 x KII with ‘THE PARTNER IN UGANDA’ staff.

¹⁸⁴ Evaluation debriefing meeting with ‘THE PARTNER IN UGANDA’ staff, Jan 2024.

Table 5: Challenging factors to effectiveness

Challenging factors to effectiveness		
Burundi	Rwanda	Uganda
Funding decreasing within partners such as WFP (external factor).	Funding decreasing within partners such as UNHCR and WFP (external factor).	Less funds for the activities (e.g. due to exchange rates fluctuating) and funding decreasing within partners such as UNHCR and WFP (external factor).
Volunteer turnover, especially following training sessions can impact efficiency and the sustainability of capacity building.	Staff turnover, especially following training sessions can impact efficiency and the sustainability of capacity building (changes in the last two years).	Delays experienced in recruitment of technical WASH staff within the Austrian “the client organization’ Society, who were a major WASH partner for ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’, as well some delays within ‘THE PARTNER IN UGANDA’ of experienced WASH staff.
Some resources were not allocated at the right time. E.g. people were hired and working something even though the activities were not running yet ¹⁸⁵ .		In Uganda balancing the financial procedures and internal reporting processes between the national “the client organization’ Societies and BRC-FI was challenging at times and it was suggested by a key informant ¹⁸⁶ that this could be strengthened in future programmes, such as the improving the quality of some aspects the reporting. On occasion the reporting requirements caused a delay in the processing and transfer of funds, potentially affecting the project timelines ¹⁸⁷ .
	Decisions and approvals from external stakeholders to start the work can cause a delay. For example, in Rwanda, the approvals to work in the camps took up to six months to obtain (external factor).	External partners had different reporting procedures that made such processes lengthy and time consuming for some of the ‘THE PARTNER IN UGANDA’ staff ¹⁸⁸ .
The salaries were higher than budgeted for, due to inflation ¹⁸⁹ .		Inflation lowered the value of the cash assistance available, with the final/8th monthly instalment not being made, when it was expected by communities ¹⁹⁰ .

¹⁸⁵ KII with ‘THE CLIENT’ staff.

¹⁸⁶ 1 x KII with ‘THE CLIENT’ staff member

¹⁸⁷ 1 x KII with ‘THE PARTNER IN UGANDA’ staff member

¹⁸⁸ KII with ‘THE PARTNER IN UGANDA’ staff.

¹⁸⁹ KII with ‘THE CLIENT’ staff.

¹⁹⁰ 3 x FGDs with women and men host communities and volunteers in Uganda.

8. Overall conclusion

The overall “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ regional response aimed to ensure a comprehensive protection approach, through the two outcomes. In addition, the “the client organization’ Red Crescent Movement follows the IFRC’s minimum standards for Protection, Gender & Inclusion (PGI). The standards provide an approach in terms of the way of working are used by all RCRC staff and volunteers and aim to ensure that the programming provides Dignity, Access, Participation and Safety (DAPS) for all people.

The conclusions below are presented by each OECD/DAC evaluation criteria and are reflective of trends the findings from the whole regional “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ programme. Further below is a table of lessons learned and recommendations for each country where “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ was implemented (Burundi, Rwanda and Uganda).

Relevance

The extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies and priorities - and continue to do so if circumstances change¹⁹¹.

Overall, the PROGRAMME was assessed as being relevant to the needs of the affected population, especially given that in each country, the needs and challenges described before the programme began, align with how their situation had changed following “THE HUMANITARIAN PROGRAMME BEING EVALUATED’. Please see below some specific findings by country context.

Burundi:

- The intervention was, in general, assessed as being relevant to the community needs. During the evaluation it was indicated that some of the key challenges that people experienced before the programme were addressed, to different levels, by “THE HUMANITARIAN PROGRAMME BEING EVALUATED’, with some gaps. Several specific actions were implemented that also indicate that the response was relevant to the needs.
- A needs assessment was carried out in mid-2022, which focused on the restoring family links aspect of the programme and included data collection with the refugees and host community members (this assessment was also to support the ICRC).
- The team in Burundi also described how they had carried out a country wide assessment to inform the 2022 – 2026 strategy, which included some key informant interviews (KII). This helped to help identify the most vulnerable provinces but was not uniquely based in the communities where the “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ programme was implemented.
- During “THE HUMANITARIAN PROGRAMME BEING EVALUATED’, Enhanced Vulnerability and Capacity Assessments (EVCA) were carried out at the community level. This resulted in 61 community action plans, in relation to identifying risk and increasing resilience¹⁹².
- Further to this, a key informant from the government authorities said that “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ and its response to the risk and the crisis directly aligned with the objectives of the government and the national plan.
- In terms of the gaps that were indicated during the evaluation qualitative data collection, firstly across the 12 FGDs with men and women returnees and host community members, it was described how the assistance was very much needed and appreciated. Following this, it was described in three FGDs with women returnees and host community members that, although there was impact indicated in many areas, some of their key needs were not addressed, such as their housing needs, the need they have for seeds and fertiliser for the land that they said was very poor, there were gaps in terms of supporting their children with their basic needs, purchasing school supplies, rehabilitation of houses, lack of access to menstrual hygiene items for girls and support to enter livelihoods and lack of farming or livestock groups/associations. It should be noted that it was

¹⁹¹ www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm

¹⁹² KII with ‘THE PARTNER IN BURUNDI’ staff member and input from ‘THE CLIENT’ staff member.



foreseen by the programme that these needs would be met by the cash assistance¹⁹³. It was not in the scope of this evaluation to determine to what extent any specific needs were not met, why gaps may have existed despite the cash assistance, the cash value versus the costs of purchasing such items and the level of access to the needed items.

- Lastly, the “the client organization’ followed a set criteria to select recipients of the assistance, which did support the overall cash assistance process and help to ensure vulnerable people were included in the assistance.

Rwanda:

- The intervention was assessed as being relevant to the community needs. The evaluation team concluded this after reviewing that a needs assessment was carried out for “THE HUMANITARIAN PROGRAMME BEING EVALUATED’, although it was more focused on key informant interviews (e.g. with UNHCR, government and other organisations). It was not as focused on discussions or interviews with community members themselves.
- At the same time, a trend from the FGDs in Rwanda was that people had been consulted by the “the client organization’ during meetings, during which vulnerable groups were discussed.
- There was a trend in FGDs with elderly people in the refugee camps that they were concerned about their homes. Several people said that their shelter had been constructed (usually by UNHCR) several years before and now there were issues with the homes, including leaking roofs, damaged foundations and damaged walls. One woman was worried the house would fall down during heavy rain, another man said that rain water enters his house under the walls. They did not feel able to maintain the houses themselves or have the resources to do so. It should be noted that 300 kitchens were constructed but housing shelter was not part of “THE HUMANITARIAN PROGRAMME BEING EVALUATED’.

Uganda:

- The intervention was also assessed as being relevant to the community needs. A key enabling factor was that several needs assessments and PDMs in different thematic areas were carried out. These studies each collected feedback directly from the affected population and other key informants, they also had a consistent and thorough reporting style which was helpful in the process of utilising the findings.
- Although these assessments were carried out, during the evaluation a staff member at the ‘THE PARTNER IN UGANDA’ noted that a constraint in carrying out such studies is that more time is still needed before the programme commences, as well as more M&E throughout the implementation of the activities, to enable monitoring and to help ensure quality and relevance. They also felt that there was still scope to improve the methodologies and enhance capacity within the ‘THE PARTNER IN UGANDA’ in the area of needs assessments.

Community engagement and accountability (CEA) was built into the design of the “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ programme. CEA is a way of working that recognizes and values community members as equal partners. There are seven commitments¹⁹⁴, which aim to make sure the opinions of the affected population are heard and used to design and guide the work. It aims to ensure the active participation of people, in all their diversity, in the processes and decisions that affect them and transparency of “the client organization’. CEA is designed to enhance gender programming, as it requires an analysis of aspects relating to gender and diversity throughout the programme cycle. (IFRC).

Overall, the “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ programme employed CEA ways of working. The main ways it was integrated was through:

- Facilitating greater participation of local people and communities, including National Society volunteers.
- Responding to and acting on feedback from the people and communities we aim to serve, through contact with the volunteers (nb. a structured accountability mechanisms was not noted).
- Conducting an analysis of the contexts (to different levels of depth).

Following this, in general accountability mechanisms/complaints channels were not solidly in place. Although community members could contact the “the client organization’ volunteers directly and this approach in itself was

¹⁹³ Input from ‘THE CLIENT’ staff member.

¹⁹⁴ [The seven commitments of the IFRC CEA ways of working](#)

successful this did not replace a confidential way of contacting the “the client organization”, with any questions, feedback or complaints. This is an important issue in relation to safeguarding. In the camps and settlements, UNHCR does usually have a hotline in place that the project participants can utilise - but this is not the case in the host community contexts.

To what extent is the intervention based on a sound gender analysis? To what extent is the design and implementation of the intervention gender-sensitive?

The design of “THE HUMANITARIAN PROGRAMME BEING EVALUATED” also included the Protection, Gender & Inclusion (PGI) approach. PGI helps to integrate a protection dimension relating to gender and inclusion. PGI is defined by the IFRC as: working to address the causes, risks and consequences of violence discrimination and violence in an integrated way.

Overall, the “THE HUMANITARIAN PROGRAMME BEING EVALUATED” programme employed the PGI approach. For example, in all three countries, community consultations were in place, to inform the programme activities, as well as set criteria being applied for selecting recipients for cash assistance, which helped to ensure vulnerable people were included.

Some examples of CEA in action:

- **In Burundi** Enhanced Vulnerability and Capacity Assessments (EVCA) were carried out at the community level.
- **In Rwanda** “THE HUMANITARIAN PROGRAMME BEING EVALUATED” took into account their perception of the aid received, through different post distribution monitoring assessments, which took some gender perspectives into account and included women and men respondents in the communities.
- **In Uganda** a specific gender assessment and analysis was conducted, which had a focus on assessing gender and Prevention and Response to Sexual Exploitation and Abuse (PSEA) in the communities, as well as PGI gaps through assessing Knowledge, Attitudes and Practices towards PGI by the community and service providers. Gender sessions were conducted across villages where issues of GBV at family level, water points and communities in general were discussed and workable solutions suggested and agreed upon. The “the client organization” also carried out some couples counselling sessions. Income generating activities were supported with women and men.

Overall, it was noted that throughout programme, specific gender analysis in each country context would enable more effectiveness in terms of gender sensitive programming and reducing/addressing gender related risks. A specific tool for a gender analysis could assist the societies to gain more insights into the specific needs of women and men (refugees, host community etc), as well as people with disabilities and other vulnerable groups. This could be built into the overall needs assessment process.

Efficiency:

The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

The main trend in the “THE HUMANITARIAN PROGRAMME BEING EVALUATED” programme was that in each country the available resources were used efficiently to reach both outcomes and the project strategies were efficient, in terms of financial and human resources. In terms of the overall “THE HUMANITARIAN PROGRAMME BEING EVALUATED” regional programme, the organisational set up of working with the national partners meant that many items were already in place and the start-up was relatively fast. In addition, the national societies were involved in writing the proposal and were able to input according to their capacities and what was feasible to achieve.

In addition, the “the client organization” works in line with government priorities, which makes the design and implementation more efficient in general¹⁹⁵. Across the programme, the existing synergies between the CRB-Cf and

¹⁹⁵ KII with ‘THE CLIENT’ staff, regional.



BRC-FI contributed to the efficient use of resources with more impact on the affected population¹⁹⁶. In addition, the three national societies carried out needs assessments or elements of needs assessments/meeting with refugees and host communities, to different levels of depth and coverage of topics. Gathering information about the needs was also a key factor in applying resources efficiently, i.e. according to the needs. Post distribution monitoring exercises also helped to know if the project participants had used the resources well and informed efficiency.

Further to this, in Burundi, Rwanda and Uganda the programme funds were largely spent according to the planned budget, with regular reporting taking place to BRC-FI. There were some exceptions to this, which are highlighted in the main findings section.

In terms of timeliness, across ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’, overall the activities were implemented in a timely way. There were some examples of delays to specific activities or at certain times but in general the programme was delivered on time. To give specific examples;

- **Burundi:** Restoring Family Links did not begin until towards the end of the programme, due to delays in the Restoring Family Links assessment and procurement process for connectivity equipment.
- **Rwanda:** some approvals that were needed from the government to enter the camps took around six months to come through, which caused some initial delays with some activities. However, the programme was able to catch up in many places.
- **Uganda:** financial procedures and internal reporting processes between the national ‘the client organization’ Societies and BRC-FI need be fulfilled. However, in Uganda balancing these was challenging at times and it was suggested by a key informant that this could be strengthened in future programmes, such as the improving the quality of some aspects the reporting. On occasion the reporting requirements caused a delay in the processing and transfer of funds, potentially affecting the project timelines. Although this should not affect paying suppliers as there is normally a period of 30 days to make such payments¹⁹⁷, one ‘THE PARTNER IN UGANDA’ staff member noted that on occasion there was a gap between payments to suppliers being due and the payments being made, especially in busy periods or towards the end of the programme when many activities were reaching their conclusion. In addition, it was noted that the signing of the contract for the programme between BRC-F and ‘THE PARTNER IN UGANDA’ had some delays, which contributed to a delay with the start up¹⁹⁸.

Impact:

The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

In terms of the programme indicator results, for **outcome 1** (the vulnerabilities of displaced people, refugees, returnees, host communities and people living in conflict areas are reduced and the protection capacities are increased, so that they are more resilient and better prepared to manage and protect themselves against threats, this via a multi-sectoral approach), the summary is as follows:

- **In Burundi**, outcome 1 had a target of 85% and a result of 87.30%, exceeding the target. Of the five sub-indicators in outcome 1 (which had results), 4 were met or exceeded and one was not met. For the four that were met or exceeded, these related to cash assistance, crisis modifier funds and people trained in Basic First Aid. The indicator that was not met relates to the number of people who were able to make a phone call to a family member. There were issues around delays with the installation of connectivity systems, meaning that monitoring only began towards the end of the project (although other activities relating to Restoring Family Links (RFL), including a needs assessment, took place).
- **In Rwanda**, outcome 1 had a target of 85% and a result of 94%, exceeding the target. Of the five sub-indicators in outcome 1 (which had results), 4 were met or exceeded and one was not met. For the four that were met

¹⁹⁶ ‘THE CLIENT’(16/12/22) Interim Report, ‘THE HUMANITAIRNA PROGRAMMEME BEING EVALUATED’.

¹⁹⁷ 1 x KII with ‘THE CLIENT’staff member.

¹⁹⁸ 1 x KII with ‘THE PARTNER IN UGANDA’ staff member.

or exceeded, these related to cash assistance, in-kind distributions crisis modifier funds, people trained in Basic First Aid and farmers trained. The indicator (1.1.2) that was not met relates to the number of beneficiaries of multipurpose cash transfers (pre-disaster). This was because ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’ replaced some of the cash transfers with NFIs (n.b. this indicator was then exceeded). This was because it was difficult to transfer cash within the refugee camp. The transfer of cash through phones requires that refugees have a phone and have a registered sim card and some did not have an ID card – it was agreed to modify the activities and transfer in-kind through non food items.

- **In Uganda**, outcome 1 had a target of 85% and a result of 87.10%, exceeding the target. Of the five sub-indicators in outcome 1 (which had results available), 4 were met or exceeded and one was not met. For the four that were met or exceeded, these included cash assistance, WASH, in kind distributions and volunteers and lay-people trained in BFA in the community. The indicator that was not met related to number of minors reached by protection activities towards unaccompanied minors. There was an issue with an increase in the price of commodities, from the prices originally budgeted, in part because of the fluctuating exchange rate between Uganda Shillings and Euros.

For **Outcome 2** (% of staff and volunteers indicating a training increased the capacity of the National Society to fulfil their protection mandate), the summary is as follows:

- **In Burundi**, outcome 2 contained eight sub-indicators in Burundi. Six of these eight were met or exceeded. These related to; staff/volunteers trained in IHL, lay-people and volunteers trained in EVCA, staff trained in EVCA, staff trained in Cash Transfer Programmes and ‘the client organization’ staff and volunteers trained in blood. Indicator 2.2.3 was almost met (number of trainers trained in BFA) and 2.2.5 was also almost met (number of lay-people and volunteers trained in Cash Transfer Programmes).
- **In Rwanda**, outcome 2 had a target of 85% and a result of 99%, exceeding the target. Outcome 2 contained six sub-indicators in Rwanda. Five of these six were met or exceeded. These related to; staff/volunteers trained in IHL, people reached by an exchange/training on RFL guidelines, answers or quality improvement of the RFL services, staff trained in EVCA, trainers trained in youth BFA and staff trained in cash transfer programming. Indicator 2.2.5 was not met (number of trainers trained in BFA) and 2.2.5 was also almost met (number of lay-people and volunteers trained in cash transfer programming).
- **In Uganda**, outcome 2 had a target of 85% and was achieved with an average result of 85% . Outcome 2 contained six sub-indicators in Uganda (one did not have that have a result available). Five of these six were met or exceeded. These related to; staff/volunteers trained in IHL, staff and volunteers trained in blood, trainers trained in Youth FA, staff trained in Cash Transfer Programmes and lay-people and volunteers trained in Cash Transfer Programmes. The indicator relating to the number of trainers trained in BFA was almost met.

Please see **Annex F** for an indicator table with targets, results and the extent to which each indicator was achieved.

Outcome 1: The vulnerabilities of displaced people, refugees, returnees, host communities and people living in conflict areas are reduced and the protection capacities are increased, so that they are more resilient and better prepared to manage and protect themselves against threats, this via a multi-sectoral approach.

The main way that the evaluation reviewed impact was to compare the challenges people faced before the programme began in November 2021, with their situation at the time of the evaluation in January 2024. This approach was taken in the desk review and during primary data collection with different groups and within different districts and camps/settlements. This method has also enabled trends to be developed across different country contexts.

The evaluation found that, according to the qualitative data and triangulation between sources, the programme did address some of the key challenges and humanitarian needs that people faced, with some specific examples of impact within the community members engaged in the evaluation. These examples can be seen in the main findings section, by each of the three countries where the ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’ programme was based and in different humanitarian sectors (cash assistance, NFIs, WASH and protection).

In terms of the programme addressing the factors that could make people vulnerable, ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’ did consider the needs of specific groups in the activities, such as elderly people, children, people with disabilities (PWD), unaccompanied minors and women. These groups experienced specific vulnerabilities, notwithstanding that some essential needs were common across the affected population and the groups within it, such as lack of access to livelihoods, hygiene information, latrines or education for their children and lack of community cohesion, such as between refugees and host communities or communities working together to identify and address challenges.

In addition, the programme increased the access of the communities in the camps to health facilities, as well as making significant contributions to improving those health facilities and improving hygiene practices. According to the FGD groups, social connections were indicated as being improved. For example, with locally/community based conflict or disputes described as being reduced in some cases. Another main way in ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’ addressed factors that can make people vulnerable was through increasing knowledge in key areas such as first aid, personal hygiene and disaster identification and mitigation. The programme also worked to reduce insecure employment and the wider economic situation of households. ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’ also focused on increasing protection capacities and resilience to disasters/crises through the establishment of livelihood groups and associations, as well as other types of groups such as disaster management groups. The evaluation found that the greater the focus on such groups in any particular contexts, the greater the impact in terms of reducing vulnerabilities, increasing protection capacities and sustainability.

Further to this, when looking at protection focused work that was the main theme of the programme, during the FGDs with the affected population, the groups were asked about different aspects related to protection mainstreaming. For example, in terms of safe access to assistance, the process of distributions of the cash and if they felt safe during these or had any challenges with access. In terms of safe access to assistance, there were no safety concerns in the three countries. However, there were some cases of people having challenges accessing the cash assistance due to distances involved to the distribution points, access to sim cards and connectivity and delays with the distributions incurring accommodation costs.

A crisis modifier from BRC-FI was applicable to any disaster affected district across all targeted countries, following agreement with the donor. It was planned that if the crisis modifier was needed, the people that would benefit would be selected through community and local government identification methods, supported by a detailed house by house assessment based on pre-agreed selection criteria, informed by the nature and location of the response and the most prevalent protection needs as revealed from the rapid assessment. A needs-based approach from a protection perspective was in place, giving priority to the most vulnerable, the most affected and those least likely to receive support through other private, governmental, or non-governmental initiatives. The crisis modifier was activated in all three contexts, with the impact of this described in the main findings section. The crisis modifier enabled ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’ to be flexible and adapt to sudden increases in needs, in cash, WASH and NFIs (e.g. due to influxes of refugees in the programme locations). The strategy of a crisis modifier also helped to increase the overall impact of the programme.

Lastly, a key way that humanitarian programmes can enable impact, stay relevant to the needs and increase protection mechanisms/safeguarding is to have accountability mechanisms in place¹⁹⁹. Overall, the affected populations were able to communicate with the ‘the client organization’, through the volunteers in their communities and appreciated the in-person contact. Specific hotlines that allowed confidential feedback were seen advertised in some of the refugee camps (via UNHCR) but hotlines for the ‘the client organization’ were not available for the host community members. It is recommended that the communities and people included in programmes have access to a confidential and free telephone number to report any complaints, give other feedback or ask any questions. This is important for accountability and safeguarding purposes.

Outcome 2: National societies have strengthened their capacities to deliver expertise-based and sustainable protection interventions and can fulfil their mandate as humanitarian actors with a focus on efficiency, quality and effectiveness.

¹⁹⁹ Core Humanitarian Standard, www.chsalliance.org

The evaluation determined that “THE HUMANITARIAN PROGRAMME BEING EVALUATED”, combined with previous programme experience, strengthened the preparedness and emergency response capacity of “the client organization” staff and volunteers. This was also noted by several key informants. In terms of the delivery of the programme itself, it can be seen that positive changes were reported by the returnees and host community members, following the support of the “the client organization”. In general, there were no significant delays in the activities and different types of assistance and trainings were, overall, a success.

Some of the key enabling factors to this include the commitment to training the “the client organization” Volunteers in different topics, as well as IHL, training of trainers and the “the client organization” code of conduct. Following this, some suggestions were made during the evaluation to enhance the trainings further, which are included in the table below.

When looking at accountability to affected populations, another crucial quality standard in humanitarian programmes²⁰⁰, in terms of how the “the client organization” Volunteers interacted with refugees and host communities, the main trend was that this was very positive. There were also regular consultation meetings with the affected population throughout “THE HUMANITARIAN PROGRAMME BEING EVALUATED”. However, it was also noted that there is no complaints mechanism in place, aside from centralised phone numbers in the camps/settlements that were not well advertised to the project participants. Although the volunteers were often based in within the communities and available to discuss concerns and response to questions, additional and more formal complaints mechanisms are essential to enable confidential complaints and feedback to be made about any potentially serious issues (this could raise issues for protocols for safeguarding systems).

Coherence:

The compatibility of the intervention with other interventions in a country, sector or institution.

The “the client organization” “THE HUMANITARIAN PROGRAMME BEING EVALUATED” programme was aligned with the priorities of the governments in the respective countries. Specifically, this has been through supporting refugee response and host community development, with the provision of items and equipment such as ambulances, equipping health centres, water supply, livelihood support or construction of toilets. These items assist the Government to support communities to improve their wellbeing. The general approach of the “the client organization” is to work collaboratively with the authorities at the local, district, camp and higher levels²⁰¹. A key factor that has enabled this process is positive relationships and regular engagement with stakeholders such as district government, camp management, working groups such as cash and with external partners such as UNHCR and INGOs.

Sustainability:

The extent to which the net benefits of the intervention continue or are likely to continue.

The evaluation found that local communities in each country context were involved in contributing towards the project activities in several key ways. These mainly revolved around regular community consultations by the volunteers during the implementation phase, the establishment of water committees to support the maintenance and upkeeps of taps, as well as the establishment or strengthening of other groups (e.g. for livelihoods or for community cohesion).

Following this, to sustain impact, some of the activities carried out during “THE HUMANITARIAN PROGRAMME BEING EVALUATED” are recommended to be reviewed and followed-up in future interventions. To give one example, several government officials and FGD groups with adults, elderly and young people expressed that people needed refresher hygiene training to ensure that hygiene behaviour improvements continue. In addition, this is also considering that new people are arriving into the refugee camps and settlements on a regular basis or through sudden influxes (due to disasters and crises in neighbouring countries or people returning).

²⁰⁰ <https://corehumanitarianstandard.org/files/files/Core%20Humanitarian%20Standard%20-%20English.pdfv>

²⁰¹ KII with regional staff member, BRC-F.

Another related trend was that cash inputs and support for livelihoods associations was particularly appreciated, and there were requests for additional livelihood trainings and inputs, so people can build on their existing activities or start up activities. This seems especially important given that funding was indicated as reducing for actors such as UNHCR and WFP, as well government priorities moving more to self-sufficiency (e.g. examples of how the programme supported livelihood associations in Rwanda can be seen in the main findings section).

Further to this, another main trend across the regional ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’ programme was that the national societies are very clearly taking ownership of the programme, which is another factor that indicates sustainability. With the support of BRC-F in terms of funding, training in key topics such as IHL, technical advice and tools/guidelines, the societies are leading the activities, including coordination at different levels and leading the support functions such as M&E, logistics, HR, administration and information technology. A key enabling factor to this is the expertise of the societies in the different approaches sector areas such as project management, volunteer management, coordination with partners and authorities, cash, elements of WASH, construction of infrastructure, training in BFA and mobilising communities for blood donations, as well as the model of having volunteers and some staff living in or near to the communities and affected populations²⁰².

In terms of the governments, in ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’, in general the governments took ownership of the programme through overseeing the quality of the service provided to the population in camps and host communities, hosting coordination meetings, as well as providing guidance regarding being aligned with government priorities. They work with the ‘the client organization’ to help maintain and ensure the sustainability of the activities for the affected populations. Also, at the district level, the district officers are usually involved in the approval and launch of projects. Each country had periodic meetings with all stakeholders to help identify challenges, successes and recommendations²⁰³. Evidence about financial contributions to the programme activities was not identified in any context, in general the different governments need partners to enable them to support the affected populations.

Effectiveness:

An examination of the factors that have influenced the results and which may influence an intervention to reach or not reach its goals (to help partners identify areas for improvement). Factors may be internal to the intervention or external.

Throughout the evaluation the team worked to identify practical enabling and challenging factors to programme implementation. These have been summarised in the tables below by country. It can be seen that some factors are present in all three contexts, with others in one or two contexts.

The main enabling factors included the following:

- In all contexts, prepositioning of stocks, quick procurement processes, following the procurement processes and working to the budget.
- In Rwanda, using large contractors for construction work, which increased the economy of scale. Working closely with local suppliers and other partners, was reported to have made the activities more efficient²⁰⁴.
- In Uganda, the presence of internal technical capacity, especially the ‘THE PARTNER IN UGANDA’ staff with engineering backgrounds.
- In Burundi, a water truck was procured for emergency water supply at the end of ‘THE HUMANITARIAN PROGRAMME BEING EVALUATED’, to be used in HP2²⁰⁵.
- In terms of coordination with other actors working on the response, this was emphasised in all three countries, including with government authorities, existing coordination structures and with INGOs and NGOs.

²⁰² KII with ‘THE PARTNER IN UGANDA’ staff member.

²⁰³ ‘THE CLIENT’(16/12/22) Interim report, ‘THE HUMANITAIRNA PROGRAMMEME BEING EVALUATED’

²⁰⁴ 2 x KII with ‘THE PARTNER IN UGANDA’ staff.

²⁰⁵ KII with ‘THE CLIENT’ staff.

- In all countries, a network of volunteers of the “the client organization’, are receive training and who are truly community-based, as well as being available and accessible to the community members.
- Good staff relationships, as well as between National Societies and BRC-F were noted.
- In Uganda, a focus on resourcing and digitization of system within the ‘THE PARTNER IN UGANDA’ has improved the efficiency and management of systems²⁰⁶.

The main challenging factors included the following:

- In all contexts, funding decreasing within key partners such as UNHCR and WFP, as well as less funds for the activities (e.g. due to exchange rates fluctuating). Both of these are external factors.
- In Burundi and Rwanda, staff and volunteer turnover was reported as having had a level of impact, especially when it followed training sessions and courses. In Uganda, some delays were experienced in the recruitment of technical WASH staff within the Austrian “the client organization’ Society, who were a major WASH partner for “THE HUMANITARIAN PROGRAMME BEING EVALUATED’, as well some delays within ‘THE PARTNER IN UGANDA’ of experienced WASH staff.
- The procedures of external actors and partners caused delays at times (e.g. approvals to begin the activities and reporting procedures of external partners).
- Inflation caused issues in Burundi²⁰⁷ and Uganda²⁰⁸, affecting areas such as staff salaries effectively becoming higher and not enough funds to complete the cash assistance transfers.

Please see the executive summary section for a table of lessons and recommendations, resulting from this evaluation.

²⁰⁶ 2 x KII with ‘THE PARTNER IN UGANDA’ staff.

²⁰⁷ KII with ‘THE CLIENT’ staff.

²⁰⁸ 3 x FGDs with women and men host communities and volunteers in Uganda.

Annexes

Annexes attached as separate documents or folders:

Annex A: Terms of reference for the final evaluation of “THE HUMANITARIAN PROGRAMME BEING EVALUATED’

Annex B: The secondary data collection sample and the documents

Annex C: Evaluation matrix, primary data collection sample and itinerary of the team

Annex D: Data collection instruments for KIIs and FGDs

Annex E: Debriefing presentations by country

Annex F: Indicator results tables Burundi, Rwanda and Uganda

Annex G: Raw data (anonymous)

Three annexes within the report below:

Annex G: Definitions of terms

Within the OECD/DAC criteria and the “THE HUMANITARIAN PROGRAMME BEING EVALUATED’ evaluation research questions, some technical terms were included. The evaluation team defined these terms as presented in the table below. These definitions were also reflected in the data collection instruments.

Table 6: Definitions of some terms used in the evaluation

To what extent did the project address the basic needs (food, health, RFL, ...) of targeted beneficiaries, through cash/in-kind distributions, trainings, community engagement sessions, providing unaccompanied minors a package of basic goods (clothes, school materials, ...), etc.?	A basic needs approach has been defined by UNCHR (2018) as 'as a way to enable refugees to meet their basic needs and achieve longer term wellbeing through means to survive and services based on their socio-economic vulnerabilities and capacities'. The evaluation will apply this definition, in addition with host community members and returnees.
To what extent did the project – through a multi-sectoral approach - reduce the vulnerabilities of displaced people, refugees, returnees, host communities and people living in conflict areas?	Improving understanding of which groups or communities are in vulnerable situations and the factors that could make people more vulnerable to cope with the situations such as age, sex, medical conditions, mental health conditions, social connections, insecure employment and their wider economic situation - and enabling the “the client organization’ to puts the needs of those most adversely affected by a crisis first. A recommended action to reduce vulnerabilities is improving community engagement and resilience; strong and inclusive engagement with communities (British “the client organization’, 2023). Therefore the evaluation will focus on; to what extent did the project improve understanding of which groups or communities are in vulnerable situations and the factors that could make people more vulnerable to cope with the situations.

<p>To what extent did the project – through a multi-sectoral approach - increase the protection capacities of displaced people, refugees, returnees, host communities and people living in conflict areas?</p>	<p>When looking at outcome 1, the wording shows that in this project 'protection capacities' refers to increasing resilience of the project participants and better prepared to manage and protect themselves against threats. Therefore, for this question, the evaluation will focus on how stakeholders (especially the project participants) perceive to what extent their resilience has been increased and to what extent they are better prepared to protect themselves against threats. When looking the “the client organization’ definition of resilience, this is 'the ability of individuals, communities, organizations, or countries exposed to disasters and crises and underlying vulnerabilities to anticipate, reduce the impact of, cope with and recover from the effects of adversity without compromising their long term prospects. Resilience is not just the immediate ability to respond to negative events but rather a process of positive adaptation before, during and after adversity. As any adaptation process it requires a long term commitment. It also highlights the interconnections between preparedness, relief, and recovery to build longer-term, sustainable outcomes. It is therefore a multi-sectoral process that involves multiple actors requiring strong coordination. Resilience can be strengthened at different levels: individual, household, community, Government (local or national) and finally regional and Global level. As recommended in this reference source, the evaluation will focus on several selected sub-questions to help evaluate resilience that that are applicable to this project (www.redcross.eu, 2014).</p> <p>The evaluation also considered; to what extent did the project improve community engagement and resilience; strong and inclusive engagement with communities. The evaluation matrix contains sub-questions relating to these two areas.</p>
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Annex H: Community Engagement and Accountability (CEA) Strategy for the evaluation

The CEA strategy in this evaluation was based on the IFRC strategy, with the intended impact being: ‘Communities are equal and valued partners in IFRC and National Society efforts, whose active and meaningful participation strengthens the relevance, impact, and quality of our work, while enabling them to drive change for themselves, their communities, and the world’²⁰⁹. The table below presents the main components of our strategy.

Table 7: CEA strategy for this evaluation

Aims of CEA strategy	More information about each aim will be worked towards	More information
The evaluation team will be informed about the context	We will conduct an analysis of the programme in each country, as well as an analysis of the context itself. This will help us to understand the diversity of needs, vulnerabilities and capacities of the people the programmes seek to assist. Where possible, this will be reflected in the data collection tools (e.g. the capacities of the people included).	Map secondary data into the evaluation matrix, ready for triangulation with the primary data in the matrix.
The evaluation will take a participatory approach	This will be done in the following main ways: initial remote KIIs with key stakeholders within the Belgian “the client organization”, Burundi “the client organization”, Uganda “the client organization” and other “the client organization” movement partners as possible. This will ensure that the different national societies are included in the evaluation process, with their reflections taken into account in the in-person KIIs and FGDs with community members and other stakeholders during the three programme visits. Following this, the KIIs and FGDs during the three visits will take a participatory approach. Firstly by conducting a KII with the relevant local leaders to ensure their engagement and agreement, as well as priorities are heard. Secondly, be employment participatory techniques in the FGDs with community members, to help enable each participant to contribute. For example, by ensuring FGDs take place with the main groups as specified in the ToR, by explaining the purpose of the data collection and how the information they provide will be use and that the FGDs are anonymous and no personal information will be recording. In addition, through exercises such as mapping and ranking. Lastly, inviting quieter individuals to contribute if they wish.	<p>Initial KIIs with Belgian “the client organization” stakeholders Initial KIIs with 1 x ONS HQ staff member per programme country KIIs with “the client organization” staff and volunteers and stakeholders during the visits.</p> <p>Considerations for participatory FGDs with the main groups;</p> <ul style="list-style-type: none"> - Outcome 1.1 (in relation to any of sub outcomes 1.1.1, 1.1.2, 1.1.3): questions about how they accessed the assistance they received and their experience. Ranking of the factors that made the experience positive and the factors that were challenges. Asking for their recommendations and ranking these. - Outcomes 1 and 2 (in relation to 1.1.4, 1.1.5, 1.2.1): ranking of the factors that made the experience of training positive and the factors that were challenges. Asking for their recommendations and ranking these. - Outcome 1: (1.1.6 in Uganda): Questions around accessibility and reasonable accommodations during assistance (was there attention paid to security, accessibility, social and cultural factors that might impact the way assistance was accessed by different community groups? Were they consulted and informed during the selection, distribution and follow-up

²⁰⁹ IRC CEA Strategy 2023-2025 file:///C:/Users/eliza_ntuxn31/Dropbox/PC/Downloads/20230523_CEA_Strategy_ONLINE%20(1).pdf

		<p>process? Questions on the impact of the assistance on vulnerabilities (security, access, preparedness, response to shocks, etc).</p> <p>- Outcome 2 (in relation to 1.2.2): mapping of WASH challenges and needs before and after the programme.</p>
<p>The evaluation team will aim to support the findings being heard and acted on by the Movement</p>	<p>This CEA strategy will enable the voices of women, girls, men and boys, as well as other vulnerable groups such as refugees, IDP and host communities to be heard and documented. The team will take steps to support the Movement with this aim, including the initial engagement with the societies, final debriefing meetings with stakeholders for the validation of findings and discussing the recommendations developed by the evaluation team.</p>	<p>Final plan for debrief meetings to be developed during the evaluation process. The main aspects of the debrief meetings will include: presenting each main finding and recommendation by research question and asking for input from those present (any additional information to be added? validation of recommendations or adaption of recommendations?</p>



Annex I: Potential risks to the evaluation and solutions/migration actions that were in place

Table 8: Risks to the evaluation and mitigation strategies

Risks/ Limitations	Solution/mitigation actions
Not enough access to stakeholders or other actors	<p>Research of factors that could affect the data collection, such as, seasonal weather patterns, agricultural calendar, main livelihoods, key events in the communities that could mean people are absent from their community location. Establishing relationships with local authorities and leaders, as well as sharing regular updates with “the client organization’ staff, volunteers and local leaders.</p> <p>Ensuring inclusive practices and accommodations for different community members (e.g. hold FGDs in easily accessible and secure locations and times, etc)</p>
Within community members and other stakeholders, unwillingness to participate in FGDs	<p>Working to enable acceptance level in the community (i.e. run an acceptance level assessment before the data collection begins, with the support of the National Societies, and take any steps needed to address any identified issues).</p> <p>Involving and listening to community needs in an inclusive manner before and during data collection, as possible. For example, explaining the project, the purpose of the data collection with the appropriate authorities and leaders – and how the data will be stored and used.</p> <p>The point above also applied to the participants of FGDs and KIIs.</p>
Communications challenges during the KIIs and FGDs	<p>Data collection tools were well designed and tested, with participatory means of data collection utilised. Using clear terms/language, support of interpreters. Prompting for responses to check for understanding. Planning adequate time for data collection so any re-organisation can be done if needed. Further to this, a plan will be agreed upon with the “the client organization’ about what to do if a participant becomes distressed during the data collection.</p>
Security or other external factors prevent visits	<p>Ensuring a thorough desk review and contingency plans to collect primary data online, as possible and according to the access of stakeholders to the internet.</p>