

Final Evaluation of Hand in Hand Sweden's Programme  
*Socio-Economic and Civic Empowerment; a Human  
Rights Based Approach to Development* in Kenya and  
India

**Evaluation Report**

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## Abbreviations

BLN	Block Level Network
CLN	Cluster Level Network
EDP	Entrepreneurship Development Program
GBV	Gender Based Violence
HiH EA	Hand in Hand Eastern Africa
HRBA	Human Rights Based Approach
KEQ	Key Evaluation Question
MGNREGS	Mahatma Gandhi National Rural Employment guarantee Scheme
MSC	Most Significant Change
PO	Partner Organisation
RSETI	Rural Self-Employment Training Institute
SHG	Self Help Group
ToC	Theory of Change
ToR	Terms of Reference

## Definitions

**Gender Mainstreaming:** Gender mainstreaming is the process of assessing the implications for women and men of any planned action, policy or programme, in all areas and at all levels before any decisions are made and throughout the whole process. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes so that both women and men benefit and inequality is not perpetuated. Gender mainstreaming is not a goal in itself but an approach for promoting gender equality. *(source: Sida)*

**Gender Responsiveness:** Gender responsiveness refers to outcomes that reflect an understanding of gender roles and inequalities and encourage equal participation, including equal and fair distribution of benefits. Gender responsiveness is accomplished through gender analysis, that informs inclusiveness. *(source: UNDP)*

**Human Rights Based Approach:** A human rights-based approach is a framework for human development. Using international human rights standards, HRBA ensures that people know about their human rights and can claim them. It also targets, supports and enables the entities responsible for delivering and protecting human rights, so they're equipped to fulfill their obligations. A Human rights-based approach applies to areas like healthcare access, economic development, gender equality, education, social justice and others. *(source: UN)*

**Integrated Human Rights Based Approach:** - This is being explicit about the combined human rights perspective with other programming approaches such as economic and environmental rights perspectives. Furthermore, a human rights-based approach to development and gender mainstreaming are complementary and mutually reinforcing and can be undertaken without conflict or duplication. Gender mainstreaming calls for the integration of a gender perspective in development activities, with the ultimate goal of achieving gender equality. A human rights-based approach integrates international human rights standards and principles in development activities, including women's human rights and the prohibition of sex discrimination. *(source: UNDP; FAO)*

**Women's empowerment:** Women's empowerment has five components: women's sense of self-worth; their right to have and to determine choices; their right to have access to opportunities and resources; their right to have power to control their own lives, both within and outside the home; and their ability to influence the direction of social change to create a more just social and economic order, nationally and internationally. Education, training, awareness raising, building self-confidence, expansion of choices, increased access to and control over resources, and actions to transform the structures and institutions that reinforce and perpetuate gender discrimination and inequality are important tools for empowering women and girls to claim their rights. *(source: European Institute for Gender Equality, EIGE)*

## EXECUTIVE SUMMARY

Hand in Hand consists of several geographically distinct not-for-profit organisations with the common premise that women's economic empowerment and poverty alleviation is achieved through entrepreneurship and women's help to self-help. Through a model based on social mobilisation, business training, access to credit and linking entrepreneurs to markets, it intends to facilitate the path out of poverty for women and broader communities.

Hand in Hand Sweden (HiH Sweden), Hand in Hand Eastern Africa (HiH EA) and Hand in Hand India (HiH India) received funding from ForumCiv for a three-year programme called *Socio-Economic and Civic Empowerment: a Human Rights Based Approach to Development* in Kenya and India. The programme was originally set to run between 2017-2019, but an additional bridge year was approved for 2020.

In both programme locations, Kenya and India, the typical HiH entrepreneurship and women's economic empowerment approach was to be combined with a rights-based approach. The country specific projects have had their distinct results logic and objectives, while at the same time having similar focus and work streams on account of being part of one programme.

As the bridge year was coming to an end, HiH Sweden commissioned a final evaluation of the programme, to understand the effectiveness and to inform future initiatives. In particular, the three HiH-organisations wanted to understand how effectively it had applied a rights-based perspective on its interventions and how this perspective could be strengthened in future programmes. Karlberg Consulting was commissioned to conduct evaluation, which took place November 2020 – March 2021. The evaluation, based on focus group discussion and interviews with over 300 individuals, and a review of around 30 primarily internal HiH documents, draws a set of conclusions at the programme level, presented below. For country-specific summary of achievements and effectiveness, please refer to page 30 for Kenya, and 45 for India in the main report.

### Is the programme relevant in the country contexts?

The programme presents good relevance in **both Kenya and India**. It responds to a clear need, in neglected areas, where people, especially women, need both enhanced livelihoods and strengthened rights. The programme has been more relevant in poor communities, and to women who are already to some extent empowered.

The relevance would have been stronger if there had been better integration between the ForumCiv application and the contextual problem analysis from the respective countries. The analysis in the programme application has a focus on the concept of human rights and inequality, but greater connection could have been made to HiH's unique value proposition – entrepreneurship. The evaluators hold that this has led to missed opportunities in addressing systemic and normative obstacles to women's economic empowerment. For example, rights to land, exclusive spaces for women entrepreneurs in government markets, non-traditional activities etc

For **Kenya** in particular, the design could have clarified the need to engage duty bearers as important boundary partners. The design would also have contributed to better sustainability prospects, had it entailed a clearer strategy for how to capacity strengthening the Community Based Organisations (CBOs), on which the sustainability of the project hinges.

An ambitious and detailed structure for collecting data on various outputs and activities has allowed for rigorous monitoring by the Partner Organisations (POs) and informed changes in implementation and roll-out. However, to be able to measure effectiveness HiH needs to shift its monitoring focus to higher results levels and track gradual changes in norms, practices, services and income levels by way of qualitative indicators at outcome level.

### Is the programme coherent?

**HiH India** has successfully interacted with the eco system in which it operates and is able to facilitate for the women to connect with different partners, systems and services that they need in order to exercise their rights.

In Kenya, **HiH EA** has good coordination with organisations and institutions where there are formal partnerships. However, some important processes and actors have been missed. By early on strategically map all relevant actors within its project context, it could have provided access for women to a larger range of services and stakeholders available and required for them to realise their rights.

### To what extent has the programme achieved its objectives and what were the enabling and disabling factors?

Overall, the programme has achieved its objectives and presents good effectiveness. With intensity and ambition in outreach, trainings and mobilisation activities, many women and communities have been reached and empowered to improve their situation. Incomes have been raised for 5400 participants on average by 2500-3500 INR in India and in Kenya a significant positive income change has been observed between the project's mid- and end-term. HiH is one of several partners working to improve socio-economic outcomes for women, yet it is clear that HiH has contributed to the results to a decent extent and in some cases to a large extent.

There are good social empowerment results in **both countries**. The women have been strengthened in terms of agency and access to protection and social services. The collective organising and mobilisation have worked fairly well. In **India** it has worked particularly well where there is broader mobilisation and where the majority of women in a village participate in Self-Help Groups and where these groups are connected to larger Cluster Level Networks. In **Kenya** it has worked well at the Self-help Group level, but scaling will be challenging until the concerned villages' Community Based Organisations (SHG umbrellas) have gained institutional strength and matured organisationally. For both countries, the women's position and situation have been more enhanced when men have taken part of the mobilisation and advocacy activities.

The Covid-19 pandemic has demonstrated that many businesses are vulnerable to external shocks. This has raised concerns about the need for insurances of enterprises/livelihoods promoted by HiH (in India) and multiple parallel businesses (in Kenya).

### Efficiency and quality of the implementation, partnerships used and POs capacities strengthened as a result of the programme.

**Both POs** are reliant on and use a range of partnerships to implement the projects. This is particularly true for India, where the PO has worked extensively with and through partners in all project locations and a multitude of important results for the women have materialised due to these partnerships. Both country projects could benefit from a thorough stakeholder mapping to understand the full breath of stakeholders and potential partners that are available with whom it could collaborate to further the participants' rights in an optimal manner.

**Both POs** have strengthened their capacities to work more rights-based, and the approach is now applied to other projects. The POs see the benefit of a wider, systemic approach to poverty reduction (beyond focus on individual empowerment and entrepreneurship). While there was a lack of stakeholder analysis in both countries, in **India** duty bearers were identified and engaged as partners. This was less systematic in **Kenya** and important linkages were missed. Furthermore, both countries could have made greater efforts to support women with market analysis and innovative business ideas that might challenge existing gender norms.

### **Are there grounds for sustainability?**

The prospects for sustainability of results are considered reasonable. Sustainable socio-economic results require the participants and boundary partners to feel ownership of the initiatives. It also requires certain structures and systems to institutionalise the changes at organisational level. At the individual level, the participants' agency has remarkably improved and HiH has contributed to this improvement. At the collective organisational level, the prospects for sustainability are varied both in India and Kenya, but especially in Kenya, where the CBOs are newly formed and are struggling to find their purpose and local ownership.

### **What are the key lessons for a future programme?**

Moving forward, HiH should conceptualise its unique position and offering that is the dual relationship between a human-rights based approach and entrepreneurship/economic empowerment. Strengthening women's rights more broadly generates the empowerment and confidence for women to seek and access information, and subsequently claim their (economic and social) rights. Several structural vulnerability barriers to unleashing women's economic agency stand a better chance to be resolved through this process.

HiH needs to acknowledge its role as one actor in a complex context. This includes identifying and making use of other stakeholders working towards similar rights objectives as well as those working towards removing structural barriers for women's empowerment that may lie outside HiH's core mandate. To do this, HiH needs move beyond the current focus on output monitoring. It needs strengthening its generic Theory of Change and outcome story and identify what normative and behavioural changes it seeks for the rights holders as well as the outcomes and changes it would like to see for boundary partners and stakeholders.



# 1 INTRODUCTION

Hand in Hand India (HiH India) and Hand in Hand Eastern Africa (HiH EA), in collaboration with Hand in Hand Sweden (HiH Sweden) implemented a three-year programme 2017-2019, with an additional bridge year in 2020, called *Socio-Economic and Civic Empowerment; a Human Rights Based Approach to Development* in Kenya and India. The programme objective was to contribute significantly to reduce poverty, enhance gender equality, improve democracy, improve health and sustainable use of natural resources in targeted communities in India and Kenya.

The programme is funded by ForumCiv, a politically and religiously unaffiliated development cooperation organisation with around 150 member organisations from Swedish civil society and that mediates grants from Sida to Swedish organisations cooperating with local partners in 70 countries.

HiH Sweden acts as contracting partner for the programme. Given that ForumCiv's work centres on enabling people to organise to claim their rights and take control of their lives; and that HiH is looking to secure future funding from ForumCiv, HiH has an interest in understanding how effective it has worked with the application of a Human Rights Based Approach (HRBA) in this programme. To understand the effectiveness of the programme and to inform future initiatives, HiH Sweden therefore sought an external evaluator to provide a final external assessment of the programme, focusing on the key learning needs.

Karlberg Consulting was commissioned by HiH Sweden to evaluate the programme. The evaluation sought evidence to respond to the overarching evaluation question:

*The overall effectiveness, efficiency of implementation, and potential for sustainability of the programme, in particular regarding effort to apply an integrated human rights-based approach.*

The evaluation was set to answer six key evaluation questions in Kenya and India and providing recommendation for how a human rights perspective could be strengthened in HiH's investments.

The evaluation has been carried out by a four-person team, located in Sweden, Kenya and India. It took place November 2020 to April 2021. Data collection was based on field-based and remote interviews and consultations in Kenya and India. The interviews and in-field consultations were supplemented by document reviews.

This report summarises the findings of the evaluation. It has the following structure:

- Section 2 explains the evaluation design, methodology and method.
- Section 3 describes the programme.
- Section 4 presents the findings of the evaluation per country, structured according to the Key Evaluation Questions.
- Section 5 analysis the findings and key themes.
- Section 6 offers a concluding remark.
- Section 7 lists the key recommendations for a future programme phase.

Lessons learnt and a discussion on forward looking changes for the specific country projects are rolled into the country themes in section 5. The key recommendations from this evaluation, section 7, are deliberately kept programme and HiH organisation-wide and are few in numbers.

## 2 EVALUATION DESIGN

### 2.1 Purpose and objective

HiH Sweden, HiH EA and HiH India clarified the purpose of the evaluation together with Karlberg Consulting in the evaluation inception phase in November-December 2020. A priority for all three organisations was to learn about how effectively the rights-based approach had been applied, and how this contributes to economic empowerment and improved livelihoods.

In the process of clarifying the purposes, the evaluation objectives stipulated in the ToR were revised. The agreed revised objectives became:

1. Assess the overall effectiveness and conditions for sustainability of the programme in terms of:
  - a) Changes in participants' economic and social conditions.
  - b) Participants' mobilisation, organising and voice.
  - c) Changed practices of duty-bearers and other people and agents with power.<sup>1</sup>
2. Assess how the two projects have contributed to the POs and HiH Sweden's practices pertaining to application of human rights-based approach and gender mainstreaming.
3. Assess how learning has featured in the implementation of the programme and how monitoring and evaluation has been used to continually improve the implementation.
4. Provide recommendations for strengthening a human rights perspective in HiH's investments in all three organisations.

### 2.2 Approach and data collection

The evaluation has been based on a learning, an interactive and a participatory approach, where rights-based principles, gender perspective and conflict sensitivity have underpinned the design, the consultation process, as well as the analysis of the findings and the effect on different participants and boundary partners.

The primary methodologies used have been **Outcome Mapping** and **Most Significant Change (MSC)**. Outcome Mapping was considered the most relevant methodology for this evaluation, as HiH's ForumCiv programme has substantive quantitative information on targets reached. Outcome Mapping offers an ideal complementary approach to this existing quantitative dominated monitoring information, as the methodology has the potential to uncover transformational changes that have taken place amongst the participants and boundary partners but that were not easily discernible from existing internal monitoring data. The approach was therefore considered of most value to HiH, compared to other approaches.

Most Significant Change, in turn, was considered a relevant complement to Outcome Mapping, as it focuses on the relative priority of the individual changes. From a sufficient sample of MSC stories, it is possible to determine what change(s) has been the most dominant for most individuals.

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<sup>1</sup> With people in power it is inferred men, community leaders, religious leaders, government programmes etc.

## M

**Outcome Mapping** defines “Provides a framework to collect data on immediate, basic changes that lead to longer, more transformative change, and allows for the plausible assessment of the initiative’s contribution to results. Outcomes are defined as changes in the “behaviour writ large” (such as actions, relationships, policies, practices) of one or more social actors influenced by an intervention. Outcome Mapping is explicit about the fact that change occurs as a result of many actors and factors.

**Most Significant Change** asks questions such as to what extent the programme has contributed to the outcomes identified; what the role of external factors were in achieving the outcomes; what conditions are necessary to make the programme succeed and what does that mean for the current RBM/theory of change?

## I

### definitions

Six high level questions were set as Key Evaluation Questions (KEQs), based on the current OECD/DAC evaluation criteria<sup>2</sup> (except the impact criteria). They were:

1. Is the programme **relevant** in the country contexts?
2. Is the programme **coherent**?
3. To what extent has the programme **achieved its objectives** and what were the enabling and disabling factors?
4. **Efficiency and quality of the implementation**, partnerships used and POs capacities strengthened as a result of the programme.
5. Is there grounds for **sustainability**?
6. What are the **key lessons** for a future programme?

The inception phase established that effectiveness in achieving set objectives (KEQ 3) was the key focus of the evaluation. The other criteria were to be pursued based on an understanding of the effectiveness and results achieved.

Guiding evaluation questions were based on the KEQs. The KEQs and the guiding evaluation questions are used as structure in the presentation of the evaluation findings in this report, section 4.

The data collection methods used were:

- Document review of approximately 30 internal reports.
- Field interviews, with a total of approximately 220 individuals participating in Self-Help Group (SHG) discussions and interviews, and 70 individuals in community organisation interviews across the two country projects, interviews with duty bearers, enterprises, and training institutes.

The field consultations encompassed the following:

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<sup>2</sup> The OECD DAC Network on Development Evaluation (EvalNet) has defined six evaluation criteria – relevance, coherence, effectiveness, efficiency, impact and sustainability – and two principles for their use. The two principles that guide the use of the criteria are: 1) The criteria should be applied thoughtfully to support high quality, useful evaluation. They should be contextualized. 2) Use of the criteria depends on the purpose of the evaluation. The criteria should not be applied mechanistically.



## Key informants per country

Kenya	India
<p>8 FGDs with SHGs (88 individuals)</p> <p>10 MSC interviews</p> <p>Right holders (88):</p> <ul style="list-style-type: none"> <li>- Urban dwellers – Kibarage informal settlement in Nairobi</li> <li>- Peri urban dwellers -Kiambu county in the outskirts of Nairobi</li> <li>- Rural dwellers - Kajiado county, predominantly Maasai community</li> </ul> <p>9 representatives from 3 CBOs. Group interviews.</p> <p>2 interviews with local chiefs</p> <p>3 interviews with partner NGOs (Mainly involved in rights and civic education)</p> <p>2 interviews with local government (Health and agriculture/livestock ministries)</p> <p>6 individual in-depth interviews with HiH EA staff</p>	<p>12 SHGs in Tamil Nadu, 6 in Rajasthan (130 individuals)</p> <p>Right holders in</p> <ul style="list-style-type: none"> <li>- Kanchepuraam,</li> <li>- Ramnadapuram</li> <li>- Jodphur</li> </ul> <p>3 MSCs per SHGs in Tamil Nadu, total of 36 interviews</p> <p>4 CLNs in Tamil Nadu, 1 in Rajasthan</p> <p>1 BLN</p> <p>1 SMC (Tamil Nadu)</p> <p>7 Interviews with duty bearers</p> <p>8 separate entrepreneurs in Tamil Nadu, 6 in Rajasthan</p> <p>9 men in Tamil Nadu and 3 in Rajasthan interviewed.</p> <p>50 HiH staff participating in interviews, individual or group</p>

Data limitations included the following:

For Kenya, due to limited time and time required to travel to, from and between SHGs, the sample size is small. From over 100 SHGs, ten were selected for field consultations but two of those SHGs could not take part due to bereavement. Distribution of the eight SHG surveyed may not be proportionately representative of right holders from the three sites (urban=2, peri urban = 1, rural Kajiado = 5).

In terms of data methods, a lack of business performance data for the individual enterprises run by right holders impairs the analytical power of this evaluation on changes in economic conditions. Second, to get a robust assessment of the project's core hypothesis (that combining economic empowerment and rights-based perspective contributes to broader empowerment of right holders, and especially women), an individual level survey is considered a necessary data method. This could not be integrated within the design of this evaluation.

For India, data collection consisted of two phases separated in time – one for the districts in Tamil Nadu (South India project), and one for the districts in Rajasthan (North India project). For Rajasthan, due to sudden travel restriction after a new spike in cases of Covid-19 in March 2021, the districts here could not be visited and data collection was more limited than planned and based on remote methods. Proportionally fewer SHGs members were consulted here as a result.

Monitoring information related to outcomes or impact measures are missing on account of output focused RBMs/goal matrices.

### 3 PROGRAMME DESCRIPTION

*This section describes the overall programme, as well as the two country projects, and makes an initial analysis of the different levels of objectives.*

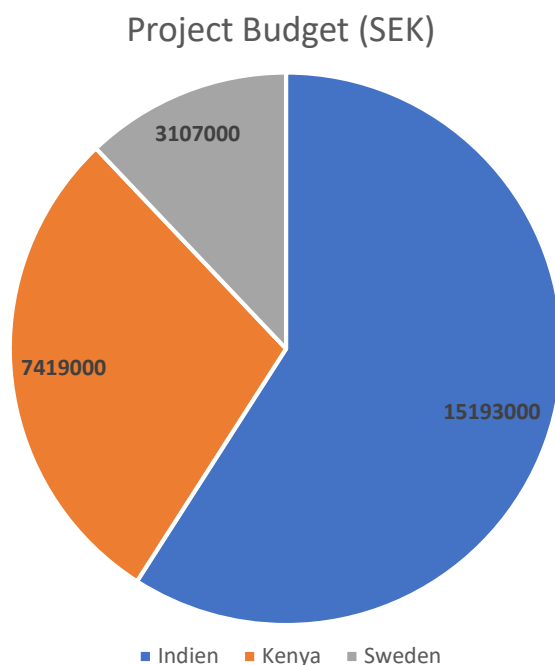
#### 3.1 Overall Programme

The programme *Socio-Economic and Civic Empowerment; a Human Rights Based Approach to Development* in Kenya and India, implemented with the support of HiH Sweden, represents the first HiH initiative funded by ForumCiv. The programme's overall objective is to "significantly contribute to reduced poverty, enhanced gender equality, improved democracy, improved health, higher education levels among children and sustainable use of natural resources in the targeted communities in India, Kenya and Zimbabwe". The programme objective, the situation at the end of the programme period, is that the "POs more efficiently and effectively capacitate communities in India, Kenya and Zimbabwe to work their way out of poverty".

HiH Zimbabwe was part of the original application to ForumCiv. Due to conflict of interest at governance level, this PO was in the end not able to participate and the full programme therefore came to include only Kenya and India.

The programme budget was approximately 27 million SEK for the four-year programme, including the 2020 bridge year.

#### Programme budget allocation per country



Common for both country projects is HiH's entrepreneurship approach whereby a model based on social mobilisation, business training, access to credit and linking entrepreneurs to markets, is thought to facilitate the path out of poverty for women and broader communities. In the ForumCiv programme, this model was to be combined with activities aimed at raising the awareness of the women, for them to claim their rights more broadly. Central to the programme and both country projects have also been raising the POs capacities in conducting gender analysis, gender mainstreaming, and applying a HRBA to its projects and strategies.

There are different Theories of Change (ToC) for the three HiH organisations. The ForumCiv application has the strongest HRBA conceptualisation. However, the focus on entrepreneurship as a mean to economic empowerment and rights of women living in poverty is invisible in the application, even though this is the key essence of the actual programmes carried out in the field. In the application, it appears that HiH in its efforts to align to the ForumCiv funding criteria has focussed mainly on the HRBA concepts, without including a discourse on how this should be married to the business and entrepreneurship focus of HiH programmes. Potential goal conflicts between these aspects are not identified and discussed either.

At country level, the ToCs are based on the realities on the ground. This means that in Kenya, a structured way to work with HRBA was largely missing initially (although the rights-based perspective has been strengthened during the course of the project), while in India it was translated to mean social empowerment, a concept and pillar already part of HiH India's approach. This said, the ToC for India does a good job in adopting the HRBA into its programme and context.

The above misalignments are likely to stem from HiH's bottom-up design approach whereby the POs take a lead on what is relevant project interventions in their respective communities. This is an enormous strength and means that the interventions are likely to be very relevant and responsive to well observed and experienced needs. The challenge is to create an integrated product and design, where all three organisations intervention logics align and harmonise. This is an area for improvement in a future programme. More on this in *section 5.2*.

The comparison of the three ToCs is mapped on the following page.

## Objectives hierarchy mapped

Objectives hierarchy	Programme Application	Kenya	India	Comment
<b>Overall objective</b>	Significantly contribute to reduced poverty, enhanced gender equality, improved democracy, improved health, higher education levels among children and sustainable use of natural resources in the targeted communities in India, Kenya and Zimbabwe			<i>Same for all</i> <i>The vision of the overall objective is audacious and not translated into project objective. The programme does not work with health and education, as the overall objective suggests.</i>
<b>Project objective</b>	POs more efficiently and effectively capacitate communities in India, Kenya and Zimbabwe to work their way out of poverty	Rights-holders in poor and marginalised communities in Kawangware are socially and economically empowered and have improved their civic status.	Rights-holders and community members in poor and marginalised areas in Kancheepuram and Ramnad districts in Tamil Nadu and Jodhpur districts in Rajasthan are socially and economically empowered and have improved their capacity to address environmental rights.	<i>Programme application measures the POs contribution to poverty alleviation.</i> <i>Both Kenya and India focus on social and economic empowerment. India also focuses on environmental rights.</i> <i>Kenya also on civic status</i>  <b>Summary:</b> <i>the project objectives are relatively aligned.</i>
<b>Intermediate /specific objective 1</b>	POs more effectively promote <u>gender equality</u> in targeted communities in India, Kenya (and Zimbabwe)	Increased right-holders' capacity to establish new or enhance sustainable income generating activities.	Improved opportunities for social and economic empowerment of women and enabling gender equality in the targeted communities.	<i>Programme application focuses on POs contribution.</i> <i>Kenya focus on women's economic rights.</i> <i>India includes both social and economic empowerment of women.</i>  <b>Summary:</b> <i>India more aligned with the programme application, Kenya has a narrower focus on income generation for women.</i>
<b>Intermediate /specific objective 2</b>	POs more effectively support target communities in India, Kenya (and Zimbabwe) to better organise themselves around <b>community development and claim basic rights.</b>	Increased awareness of systemic issues relating to socio-economic, civic, cultural and local governance rights of the marginalised communities in Kawangware area	Communities in Kancheepuram and Jodhpur districts have increased their capacity to organise themselves around community development and claim basic rights.	<i>Programme application about claiming rights through community organising.</i> <i>Kenya focuses on awareness of rights (which is a first step towards agency, but hard to measure).</i> <i>India focuses on increased capacity for community organising (which also entails agency of rights holders).</i>  <b>Summary:</b> <i>India more aligned with the programme application.</i>
<b>Intermediate /specific objective 3</b>	POs increase <b>duty-bearers' presence and fulfilment of obligations</b> in targeted communities in India, Kenya (and Zimbabwe)	People living in poverty in marginalised communities, of Kawangware, are empowered to demand/claim their socio-economic, civic and environmental rights through sustainable community development processes.	Duty-bearers has increased their presence and fulfilment of obligations in targeted communities in Kancheepuram, Ramanathapuram and Jodhpur districts.	<i>The programme application and the India project focus on duty-bearers increased their presence and fulfilment of obligations. Kenya instead focus on the rights-holders empowerment.</i>  <b>Summary:</b> <i>very different nature between Kenya on the one hand and programme application and India on the other. One focus on rights-holders, the others on duty-bearers. Kenya's formulation for this objective does not align with the programme application and should sit under objective 2.</i>
<b>Intermediate /specific objective 4</b>	POs in India, Kenya and Zimbabwe have <b>strengthened</b> their strategic and operational <b>management</b>	Strengthen capacity of HiH EA who operates in a more effective and efficient manner, both at strategic and operational level.	HiH India operates in a more effective and efficient manner, both at a strategic and operational level	<i>All objectives align.</i>



## 3.2 Kenya

HiH EA ForumCiv sponsored project in Kenya had the following objective:

Rights-holders in poor and marginalised communities in Kawangware are socially and economically empowered and have improved their civic status.

The project targeted some 3,000 rights-holders and was to facilitate the establishment of originally 10 CBOs (target adjusted to 5 during the course of the project), which were to act in the interest of the local community towards duty-bearers. The project sought to increase the right holders economic and social standards, as well as their participation and engagement in good governance issues. With a focus on poor and marginalised communities in Kawangware (an informal suburb within Nairobi), Kajiado and Kiambu, it has attempted to increase citizens' participation in local governance by supporting them in assessing their own needs and in participating in local project planning and budget monitoring. This to hold public servants and political leaders accountable.

The below figure explains the interventions logic, based on the project's goal matrix, with intermediate objectives and associated outputs. The second intermediate objective concerning increased awareness was not underpinned by any outputs and activities.

## Intermediate objectives

## Key outputs

Increased right-holders' capacity to establish new or enhance sustainable income generating activities.

- HiH EA has delivered entrepreneurship training to rights holders in the project, including motivational training, group dynamics, leadership, internal saving and lending and business skills.
- Rights holders have received training in climate resilient practices.
- Demo sites are established to showcase climate resilient practices
- Agricultural exposure visits conducted by the staff and rights holders
- Rights holders have access to external credit (outside the SHG) from EIF and external financial institutions.

Increased awareness of systemic issues relating to socio-economic, civic, cultural and local governance rights of the marginalised communities in Kawangware/Kajiado/Kiambu area

- *There are not outputs for this outcome in any project documentation. This needs to be explored in the evaluation.*

People living in poverty in marginalised communities, of Kawangware, are empowered to demand/claim their socio-economic, civic and environmental rights through sustainable community development processes.

- HiH EA has mobilised Self Help Groups (SHGs)
- SHG leaders have received knowledge in basic civil rights and in gender issues.
- HiH EA has organised and/or strengthen CBOs
- CBO representatives have been trained in the human right based approach (HRBA) to development
- Clusters are formed in the community
- Legal aid clinics have been held to assist rights holders in claiming their rights

Strengthen capacity of HiH EA who operates in a more effective and efficient manner, both at strategic and operational level.

- HiH EA staff has enhanced their capacity in HRBA, RBM, Gender equality and Behavioural change strategies
- HiH EA has established strategic partnerships in advocating for HRBA to development, civic rights, and gender equality
- HiH EA has established partnerships with duty-bearers for community development and informed them on their responsibilities in fulfilling rights holders' basic rights
- HiH EA has adopted and implemented an Administrative & Operational Capacity Management Tool (AOCM)
- HiH EA strengthen partnerships established

### 3.3 India

The HiH India ForumCiv project focused on communities two states (Tamil Nadu and Rajasthan), targeting 7,200 female rights-holders, with specific objectives pertaining to socio-economic empowerment, improved capacities for mobilisation to claim basic human rights, and to have duty-bearers increase their presence and fulfil their obligations as such.

The project had two distinct ToCs, or goal matrices – one for Tamil Nadu (South project) and one for Rajasthan (North project). The two projects were very similar, but emphasis for the South project has been on leveraging off SHGs and strengthen Cluster Level Networks (CLNs), whereas in the North, an initial focus was on mobilising women from a low level. Livelihood and market context vary significantly between the project locations.

The following outputs are underpinning each intermediate objective:

#### ToC India, intermediate objectives level

<i><b>Intermediate objectives</b></i>	<i><b>Key outputs</b></i>
Improved opportunities for social and economic empowerment of women and enabling gender equality in the targeted communities.	<ul style="list-style-type: none"> <li>• Women in the targeted communities have been mobilised into SHGs.</li> <li>• Women in SHGs have received motivational training, group dynamics, leadership, gender awareness, internal saving and lending and business skills.</li> </ul>
Communities in Kancheepuram and Jodhpur districts have increased their capacity to organise themselves around community development and claim basic rights.	<ul style="list-style-type: none"> <li>• HiH India has promoted the creation and strengthening of federations to advocate for women's financial inclusion and basic rights.</li> <li>• HiH India has raised communities' awareness on basic rights (e.g. women's rights, children's rights, health and environmental rights).</li> </ul>
Duty-bearers has increased their presence and fulfilment of obligations in targeted communities in Kancheepuram, Ramanathapuram and Jodhpur districts.	<ul style="list-style-type: none"> <li>• HiH India has informed duty bearers on basic civil rights and duty bearers responsibilities of fulfilling these</li> <li>• HiH India has established partnerships with duty bearers for community development and/or for support directly to rights' holders.</li> </ul>
HiH India operates in a more effective and efficient manner, both at a strategic and operational level	<ul style="list-style-type: none"> <li>• HiH India has enhanced their staff capacity in terms of competence in areas such as communication, programme management, networking and advocacy, financial management.</li> <li>• HiH India has received training in RBM.</li> <li>• HiH India has adopted and implemented an Administrative &amp; Operational Capacity Management Tool (AOCM).</li> <li>• The vision, mission, organisation's culture and strategic plan of the organisation has been shared among staff and relevant stakeholders.</li> </ul>

## 4 EVALUATION FINDINGS

*This section presents the evaluation findings per country. It is structured according to the KEQs and guiding evaluation questions from the evaluation framework (attachment 1).*

### 4.1 Kenya

#### 4.1.1 Relevance

The ForumCiv funded project in Kenya generally presents good relevance and responds to a clear need. This was confirmed by the evaluation's document review, beneficiary consultations and stakeholder interviews. HiH EA evaluation respondents confirmed the relevance of the intervention logic in that it addresses the problem of low awareness amongst people, women primarily, about their rights and how to claim their rights, including those rights that will facilitate their entrepreneurship ambitions.

Similar conclusion was made in the internal mid-term evaluation of the project in 2018. While it is important to caution from making conclusions based on an internal assessment, the mid-term evaluation noted that the project objectives would lead to the overall goal as demonstrated by the progress made in the achievement of the objective at midline.<sup>3</sup>

Half of the respondents from HiH EA consulted in this final evaluation stated that the project left no one behind and that it was "very inclusive". However, inclusion requires active, deliberate and visible measures and identification of those of risk of being left out, but the evaluation has not found evidence of such process. For example, youth did not really participate in the project, but it was noted that it would be relevant for them to do so as the majority of the population is young.

*"We had very few youth. We targeted to reach out to disabled groups. We didn't reach out to these sufficiently. For youth, based on our experience, to target them you need to come up with a very catchy concept. Our model is a bit old-fashioned so we would need to re-organise the model."*

Other gaps appear to also be omitted and the evaluation therefore has to conclude that the articulation of the beneficiary selection procedures and targeting approaches could be stronger.

In terms of the design of the Kenya project, the role of entrepreneurship development in contributing to socio-economic empowerment of targeted groups is not clearly articulated, and the linkages between enterprise development and rights-based perspectives not elaborated. This is most likely a result of the lack of integration between the three HiH organisations' ToC at the design stage (mentioned in section 3.1). For Kenya, the consequence is that the uniqueness of the project approach – the relevance of bi-directional relationships of economic empowerment factors and agency on human rights in enhancing women's empowerment - is not used as a basis for the programme. This gap is considered to have led to missed opportunities in addressing systemic and normative obstacles in the communities in Kawangware.

It should be noted that the staff's awareness pertaining to HRBA grew during the project, in particular after being capacity strengthened in the approach. The way the project is implemented is therefore closer to the HRBA concept and how the ForumCiv programme was most likely intended to work, compared to how this was articulated in Kenya's own ToC. This observation is further elaborated in *section 4.1.4*.

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<sup>3</sup> Internal midterm evaluation 2018

Interviews with HiH EA staff confirmed the importance the organisation places on duty bearers in the rights-based project. One respondent noted that:

*“The issue of the accountability of duty bearers has been a key in the project. The right holders were not aware of where to turn to exercise their rights. Through this project we have been able to invite leaders /duty bearers to get them to know that they need to be accountable to the rights holders.”*

However, the gaps in the ToC or the missing connection between entrepreneurship and HRBA has also led to an absence of duty bearers in the project intervention logic. This is important to note as a more deliberate and systematic work with the duty bearers from the outset could have enhanced the results. Similarly, men have not been included as change agents *per se*, next to women. As a result, they are also absent in the design but as per HRBA principles they too need to be sensitised and included in advocacy for the women to see significant attitude changes. There is an end-of-project indicator for “Men’s changed attitude towards women’s decision-making power at family and community level”, but there is not intermediate outcome or accompanying activities and outputs for this aspiration.

A final design aspect of note is that the ToC for Kenya has a gap in how the project finishes. It does not include deliberate sustainability strategies and a clear pathway for the participants and how the results of the project, or lack thereof, will impact on them. Nor does it have thought through strategy how the participants will continue be informed or raise their awareness around certain rights and information in the in the event the project has unfinished results. The project was in this way considered to be “left hanging”.

#### 4.1.2 Coherence

##### To what extent has the project complemented other organisations’ interventions (external coherence)?

Notwithstanding the gaps in conceptualising the nexus between HRBA and entrepreneurship in the design noted in the section above, on the ground, the Kenya project has quite successfully bridged the gap and made a connection between HRBA and economic empowerment. There are other organisations working with raising rights awareness and how to claim rights, but these interventions are specific, sector or issue orientated (e.g. pertaining to health, GBV, or education). In contrast, the HiH model offer a holistic approach by linking awareness on human rights and entrepreneurship development.

However, the project approach has not been designed based on a stakeholder analysis that account for which stakeholders and duty bearers that the project needs to align and coordinate with to ensure optimal rights outcomes for the participants. This means that there are some “blind spots” in terms of who to work with to facilitate access for the women to essential components, such as helplines, full spectre of credit opportunities or life insurance companies. To ensure systematic coherence, HiH need to understand the full eco-system pertaining to women’s economic empowerment and rights that affect engaging in entrepreneurship.

##### Is there convergence between the objectives of the project and HiH’s strategies, policies and priorities, so called Internal coherence?

Our analysis of the three ToCs (section 3.1) showed that there are gaps in alignment. The project application has a conceptual emphasis on human rights, while the Kenya project has articulated intermediate objectives in silos that appear independent from one another. This is for example the case for the objective for income generation, which does not make a connection to strengthening of rights awareness and claiming (economic) rights. Our conclusion is that Kenya’s interpretation of HRBA has been under development during the course of the project.

In terms of the alignment with HiH EA's other projects and policies, this has developed over time. There has been an increased understanding among staff of the mutually reinforcing nexus between business development/entrepreneurship and human rights. The staff noted, for example:

*"When we add Human Rights, we have seen that this contributes to the overall HiH goals. When we add the Human Rights component the results of the business-as-usual HiH activities are improved."*

*"When a person does his or her business, he/she need to know their rights. For example, when we do our entrepreneurship training, we can raise the participants rights to start business, access finance etc."*

Learnings about HRBA application from the ForumCiv project have started to be applied to other HiH EA projects. Staff on other projects have asked for the same human rights and gender training for their projects.

### 4.1.3 Effectiveness

#### Breath of reach: actual versus plan

According to internal progress reports, by the end of 2020 the ForumCiv funded projects in Kenya had reached 3534 direct participants, and indirectly – considering children and household members – 14550 people in the local communities targeted.<sup>4</sup> Of the direct participants, 3021 were women and 513 were men. 30 percent fewer men than planned were reached.

Further, 2504 enterprises are reported to have been created and/or enhanced, which is on target, an achievement considering the project has been partially implemented during a global health pandemic. From the enterprises created, 3218 jobs were created in turn. During the second and third quarter of 2020, very few enterprises and jobs were indeed created and most of the right holders' businesses were severely hit by Covid 19 pandemic. Some had to close down, those that survived struggle to revamp.<sup>5</sup>

In terms of the key performance indicators by project end date, we conclude that by and large the targets have been met, an impressive achievement considering the operational context during the 2020 Corona pandemic.

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<sup>4</sup> Q3 2020 Report

<sup>5</sup> Q3 report 2020

## End of project targets versus actuals

Kenya ForumCiv project		
End of project indicators (31/12/2020)	Kenya targets	Actuals
<i>Number of rights holders (women and men respectively) reached directly and indirectly by the project.</i>	>3,000 right holders (80% women and 20% men) reached directly and 12 000 reached indirectly	of 3534 (85% female and 15% male) rights holders 14550 (not disaggregated)
<i>Percentage of rights holders with economic condition improved with more than 20% (women and men respectively).</i>	> 60% of the rights holders	93% (93% women and 88% men).
<i>Women's perceived level of participation in decision-making within the family and at community level.</i>	80% of women feel they have improved their ability to participate in decision making within the family	76% at community level,
<i>Change in women's self-esteem and self-confidence.</i>	80% of women have significantly improved their self-esteem and self-confidence and feel they can speak up privately and publicly.	81%
<i>Men's changed attitude towards women's decision-making power at family and community level.</i>	80% of men are more open to include women in decision making power at family and community level.	90% +
<i>Examples of rights holders who have started to claim their rights.</i>	At least 5 examples of rights holders who have claimed their basic rights.	8 + Case studies
<i>Number of CBOs working to claim and enforce basic civil rights, including gender equality, of their community members.</i>	5 CBOs (target revised down from 10)	5

## To what extent have women's/right holders' social and economic conditions improved in targeted communities?

Internal progress reports have suggested improvements in right holders' socio-economic conditions. Regarding improved **economic conditions**, the targets had been reached and, in some instances, also exceeded. 2547 enterprises were created, exceeding target. However, the severe shock from and impact of the Covid-19 pandemic would without doubt have reversed some of these results, which is why it is important for HiH to look at figures and data for both end of 2019 and 2020 to draw lessons for the future.

Generally, without more in-depth information about the 2020 statistics, it is not possible to determine the degree of financial and assets improvements for the project participants. Access to such information is necessary to understand how sustainable the enterprises created are, how many enterprises of the 2547 formed are still in operation, how likely they are to scale etc.

Notwithstanding the above limitations, data generated during FGDs with right holders and interviews with CBO representatives has provided an understanding of the economic and business enterprise **contexts in which change occur** (or not). Generally speaking, the evaluation discerned three context variables:

- The potential for economic/business opportunities seem to vary by location (i.e. rural vs peri urban vs urban/informal settlement).
- The businesses run by the right holders seem to be in the low growth enterprise category. The common types of businesses are small scale retailing, vending agrifood products (vegetables, eggs, poultry, goats, pigs, dairy/milk, fish, groundnuts), homebased artisanal processing (detergent/soap, milk, baking/pastry) beadwork (predominant in Kajiado) and tailoring.
- Engagement in employment (e.g., as casual workers-as security guards) and self-employment in service oriented (e.g., hairdressing and MPESA in informal settlements) business opportunities seemed minimal.

FGD discussions suggested outcomes that speak to strengthened resilience and constitute steps towards diversifying livelihoods activities rather than economic specialisation. The outcomes mentioned include:

- **Diversification of livelihood activities.** Over 50 percent of participants in all FGDs self-reported to have either expanded their main businesses or started additional enterprises. Engaging in additional sources of income (starting a second business enterprise or venturing into one for those previously relying on wage employment as main source of livelihood); and producing for market and home consumption (mainly detergents/soap, food/vegetables).
- **Enhanced business skills and financial discipline amongst participants.** For example, business accounting, segregating business revenue and home expenses, adjusting family lifestyle, controlling impulse buying.
- **Acquisition of technical/productive skills.** For example, in homebased artisanal processing: detergents/soap, yoghurt, tomato paste/sauce, jams; and new farming techniques, such as vertical gardening on pyramid sacks, poultry and piggery production; and use of digital technologies to improve business operations and performance.
- **Improved culture of pooling savings and repaying loans.** Outcomes such as increase in group pooled funds for lending to members, improved access to business start-up/expansion capital, and individual savings as an insurance against risks and shocks.

From our Most Significant Change stories collected, a few reported changes stand out. Three women from Maasai community identify ‘**awareness about the right to do business as a woman**’ as the most significant change that triggered them to venture into more profitable enterprises that hitherto they perceived were only reserved for men/spouses (e.g., the business of trading in livestock-goats mainly). Another group of three single women from Kiambu identify ‘**awareness about their right to inherit land from their parents**’ as the most significant change that triggered them to negotiate with their parents and siblings to be allocated a plot of land. In other words, by raising awareness about rights, including inheritance and land rights, these women are positioning themselves to better earn their livelihoods.

In terms of key changes in **social conditions** and rights awareness, the evaluation notes the following:

All data sources used by the evaluation – document review, FGDs, individual interviews – conclude that the project has contributed to **raised awareness among participants about their rights, as well as how to claim their rights**. Data from FGDs and individual interviews speaks to enhanced awareness about different types of rights - social, economic, cultural, civil and, political. At the individual level, the enhanced agency seems to be the most prominent result, meaning that women feel empowered to act and take their lives in their own hands. From a FGD in Kajiado, the following quote speaks to this raised awareness and agency:

*“In our SHG there are two women who have started taking care of their grandchildren infants so as to allow their daughters (the mothers) go back school and complete their education. This has been possible because of the trainings on the right to education, especially for girl child in Maasai community.”*

There appears to be an **increased ability to recognise and initiate action against common human rights abuses**. Examples were cited of women right holders who have initiated actions either as individuals or by mobilizing a group driven approach. Actions include speaking out in community fora (such as in churches and community and school meetings), reporting to relevant authorities, adhering to protocols (e.g., how to secure evidence for defilement cases), creating awareness among peers. Anecdotal evidence about enhanced civil rights and freedoms include acquiring Identity Cards, seeking leadership roles in the community, and participating in decision making at household and community levels. Women state knowledge of what protocols to follow if pursuing an action as an important outcome of awareness raising interventions.



The project appears to have **contributed to a reduction on the level of gender inequality and discrimination cases**. For example, the 2019 Annual Report notes that, according to the Maasai culture, not much effort is put to ensure girls go to school, but that most right holders that participated in HiH's awareness raising activities have sent their girls back to school. The report also notes that the right holders now understand the governance system through undergoing trainings by Uraia Trust on devolution and the process of devolution. In case of sexual violence, the right holders know the steps to follow in order to secure evidence and which offices to report to in such cases.<sup>6</sup>

Still, the 2019 Annual Report mentions that at times right holders are afraid of talking about violations and abuses in fear of confrontation by the perpetrators and accomplices, in particular issues such as GBV and rape and defilement cases. Some human rights issues are discrete and personal, making it difficult for some to share with HiH EA officers and other duty-bearers' rights advocates and peers. Failure to get full information or evidence required to handle some human rights issues thus making it difficult to proceed with some cases.<sup>7</sup>

Signs of improved gender relations at household and community levels were noted. Anecdotal cases were cited suggesting an increasing acceptance (and presence) of women participation in community and public affairs in the history of the Maasai community-including confidence to speak in meetings, sit next to men and take leadership roles.

### Which groups of women/participants have experienced these changes and which groups have not done so?

According to FGD participants, some women have benefitted more than others from the project interventions. Groups of women experiencing the most positive changes as well as the least positive changes can be categorised according to the following intersectionality dimensions<sup>8</sup>:

Groups experience most positive changes	Groups experience positive changes the least
<p><b>Family factor</b> - women experiencing supportive spouses -either by way of a positive relationship (intangible resource) or material support.</p> <p><b>Education factor</b> - those with some formal education are more able to apply the knowledge and skills imparted via HiH trainings.</p> <p><b>Group factor</b> - those with more experience in SHG – mainly in terms of years of experiences and/or membership in more than one group promoting socio-economic development (and especially groups that practice savings and loan activities).</p> <p><b>Income factor</b> - Women engaged in businesses that generate a daily/regular flow of revenue – such women were cited to perform better in savings schemes.</p> <p><b>Individual/functional characteristics</b> - those who are focused and determined.</p>	<p><b>Young women factor</b> - young women, especially those serving as young mothers in rural Kajiado – due to heavy responsibility on reproductive roles coupled with unfavourable conditions for mobility in the county. This condition deprives them of time and mobility, which are critical factors in acquiring and applying business knowledge and skills imparted by HiH.</p> <p><b>Education (and age) factor</b> - older women who tend also to be less literate – are limited by low literacy, numeracy, and mobile phone skills – predominant in Kajiado.</p> <p><b>Income factor</b> - those whose main source of income is employment in the informal/casual sector – examples cited include those providing cleaning and laundry services and fetching water services in the urban settings of Nairobi.</p> <p>Those running their business in <b>rented</b> premises – in</p>

<sup>6</sup> Ibid.

<sup>7</sup> 2019 Annual Report

<sup>8</sup> FAO - - Food and Agriculture Organization. (2016). *Developing gender-sensitive value chains - A guiding framework*. Rome; IFAD- - International Fund for Agricultural Development. (2019). *Creating opportunities for rural youths: 2019 Rural development report*. ROME.

Time in the project also matters. One evaluation respondent noted:

*“We are dealing with communities where the majority has never seen any sort of intervention. In terms of knowing rights, knowing how to do business, most of them [participants] are very fresh. Time matters because if someone is that fresh they will quickly forget. So they need to be there longer to experience change.”*

Groups of women which have experienced the least changes are identified along the following intersectionality dimensions:

These findings indicate that the women who benefited most were those that already had a certain level of empowerment. HiH needs to reflect on this and possible consequences for future programming. If the intention is to reach the most marginalised, additional steps or focus areas are needed.

### **To what extent has the project contributed to empowering women to organise in SHG and claim their rights collectively at various levels?**

Collective action is important for human rights as it is in the collective and group mobilisation that many rights issues have stronger prospects to be addressed. This component is therefore part of the ForumCiv programme, and of the Kenya project.

Of the eight SHGs consulted during the evaluation, five existed before collaboration with HiH in this project. This suggests that many right holders were already participating in collective action, and that many SHGs may have benefited from support from other external actors. This poses some challenges in attributing change to this particular component, but the evaluation concludes that key outcomes specifically attributed to HiH work relating to group mobilisation include:

- **Peer to peer knowledge exchange** on civic/human rights aspects by project participants, by leveraging other community platforms for interactions with peers (acting as ambassadors of civic/human rights).
- **Improved awareness about public resources that are accessible to women who are self-organised** – commonly cited sources include National Government Affirmative Action Fund (NGAAF). At the same time there was evidence that the FGD participants were unaware of many important resources<sup>9</sup>.
- **Improved internal governance for SHGs** – examples cited include learning to respect each other in the group, making reference to bylaws when making decisions.
- **Spaces for women to develop confidence** and mastery of leadership roles, through SHG participation.
- Several examples of increased prevalence of **collective action**, e.g. an issue with an illicit brew, raised by many respondents, and through collective action the need to pay bribes to the fire brigades to come to Kawangware when a fire erupted was stopped.

The CBOs were included in the project to act in the interest of the local community towards duty-bearers. The intention was that the project would train the organisations to become democratic entities. However, the CBOs are relatively young and weak compared to most SHG and they have not yet been able to influence community-wide development. Furthermore, the unclear land tenure conditions in informal settlements

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<sup>9</sup> Notably, all FGDs did not mention of Women Enterprise Fund, Uwezo fund or the Youth Enterprise Fund, which are key mechanisms/equity funds enacted by the government of Kenya to address the problem of unemployment among women and the youth. These funds provide start-up and expansion capital for women and youth owned businesses.

weakens the legitimacy of the group concept in influencing community development initiatives that entail provision of basic infrastructure, amenities, and other pooled services by local authorities.

Attempts at promoting groups to engage in collective enterprises (e.g. beekeeping in Puan Osupuko CBO, strawberry production in Shalom CBO) were noted during field consultations. However, given the short period of engagement the enterprises had not yet had satisfactory experiences of running collective enterprises.<sup>10</sup>

#### **To what extent has men's, community and religious leaders' attitudes and practices to women's decision making at family and community level improved?**

HiH annual reports point to anecdotal evidence that some males have changed their attitudes, perceptions, and practices towards women at the household and community level. Changes in attitude and practices are suggested via signs such as men joining SHG that hitherto were perceived to be a women's only affair; men and women sitting next to each other in trainings and meetings; Women have been 'allowed or encouraged' to contribute in meetings, decision making and in taking leadership roles in community institutions – schools, village committees etc (although one male CBO leader suggested that men may have encouraged women to take leadership roles in the groups in order fulfil HiH's requirement for collaboration).<sup>11</sup>

However, the evaluators main observation is a space and need for more dedicated work with men, sensitisation and participation in mass mobilisation.

#### **To what extent have duty-bearers presence and fulfilment of obligations in targeted communities changed?**

The project has interacted with several categories of duty bearers. According to right holders consulted, the awareness that duty bearers have an obligation to serve them changed the relationship between the rights holder and the duty bearers, as well as it gave the rights holders' the confidence to request accountability. Before the HiH project, the people used to perceive that duty bearers were offering them a favour, according to the individuals consulted.

##### *Types of duty bearers commonly engaged in Kawangware:*

- Local administrators – mainly chiefs and few cases Assistant Deputy County Commissioners.
- Village elders – Nyumba Kumi leaders.
- Representatives in county (MCAs) and national (MPs, Women Representative) legislative assemblies.
- Children's office
- Office for the governor
- Public health centre
- Livestock and agriculture office

While the evaluation has inconclusive data regarding the depth of outreach to and engagement from duty bearers, a few observations are noteworthy:

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<sup>10</sup> Previous research on running collective enterprises organised by civil society organisations have proven difficult to manage effectively. See for example, Research on income generation initiated by NGOs e.g. NGOs and Income-Generation Projects: Lessons from the Joint Funding Scheme and Some Further Thoughts [www.jstor.org](http://www.jstor.org). Cooperative societies with formalised operational systems and regulations have sometimes worked better (e.g. We Effect).

<sup>11</sup> 2018 Annual Report

The duty bearers were engaged late in the project, in an *ad hoc* fashion. As has been discussed earlier, they were largely absent in the ToC for the Kenya project. But this group require a more deliberate approach for the participants to harvest the full results and potential that can be expected from the application of HRBA.

Interest among duty bearers to engage with the rights-based agenda appears mixed and dependent on the nature of roles and responsibilities they are obligated to fulfil. Some chiefs in Kajiado did not appear enthusiastic about attending meetings mobilised by the targeted women's SHGs/CBOs. The perception of the right holders as of low social status was suspected by one rights advocate as a reason why chiefs did not themselves participate but instead sent village elders (Nyumba Kumi) to represent them in such meetings. However, where the duty bearers are mandated to provide knowledge/professional oriented services (such as agriculture, adult education, health), a mutual relationship seems more feasible to establish than the case of duty bearers mandated to administer law and order, such as the role of the chiefs.

Aspects that have meant challenges for the duty bears in their fulfilment of their obligations included frustrations caused by recurrence of problems after some time (e.g. prevalence of illicit alcohol), risk of backlash especially from abusers who end up back in the society, perception that sometimes male duty bearers are corruptible or do not belief in women rights, inability of duty bearers to solve most of the problems due to lack of resources, capacity or willingness.

#### **What factors contributed to the results and what factors inhibited good results?**

HiH EA is considered to have contributed to the results and outcomes presented in this evaluation to a great extent. Although several other actors implementing similar interventions were highlighted, the HiH project was cited by respondents as the only organisation that has made deliberate efforts to combine enterprise development and rights awareness interventions.

The SHGs noted the following types of support that contributed to the results:

- Trainings on self-help group formation and management
- Hand handling/coaching and advisory by HiH Business Relationship Officers (BRO) on how to work together/manage group affairs
- Creating awareness among male members to support women to take leadership roles in SHGs/CBOs
- Improved awareness about the power of collective action in protecting rights

From a design perspective, the following aspects could have enhanced the results:

- The ToC needs to be better documented, especially reflecting the experiences from the ground. Better alignment and integration of the project application and the specific ToC/goal matrix for the Kenya project would have helped in informing the rights- based approach and its application to Kenya.
- The selection criteria for group participants could be made more systematic.
- A categorisation of different types of rights and freedoms, in combination with understanding the concrete rights issues faced by the women in the communities would help in designing tailored strategies for claiming each type of right and how to engage different types of duty bearers.

Some of the right holders have taken longer to complete the training especially among the Maasai Community as significant training time is spent interpreting between languages. This has resulted in some training modules not being completed within the expected duration, which in turn is considered to have led to delay in

creation of enterprises and jobs by the members.<sup>12</sup> It would be relevant to explore engaging Maasai speaking trainers for this community.

Key disabling factors include limited space for women friendly commercial activities in rural areas; short period of engagement for some project participants (in some cases 2 years and less), and; poor state of conditions under which duty bearers operate, such as limited allocation of public resources to facilitate their work.

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<sup>12</sup> 2019 Annual Report

#### 4.1.4 Efficiency and quality of implementation

##### How efficient was the overall implementation of the project?

The supportive work of the HiH Kawangware branch and business relations staff is considered by the respondents as key for good outcomes for the economic components of the project. In particular, the business relations officers coaching of the women entrepreneurs has been mentioned time and again during the in-field consultation as key to successful project implementation.

An area for improvement is the selection criteria for group participants. It needs systemisation and intent, by more clearly and deliberately explaining the process for selecting participants and targeting approaches. This is important especially for a project that intends to address inclusion/exclusion dynamics, to ensure that important prospective participants are not left behind.

During the 2020 bridge year, public gatherings were suspended for several months due to the Covid-19 pandemic. This affected implementation of activities of the project and of the SHG (such as group internal meetings, especially to practice table banking/savings). With the exception from the first quarter of 2020, it is clear from the project key indicator reports that most planned activities dropped right back from higher to very low numbers.<sup>13</sup> After the second quarter in 2020, the government ban on social gatherings was eased, allowing for gatherings of 100 members. This allowed HiH EA to catch up on some of the activities that had to be deferred earlier in the year, such as demo establishment, CBO leaders training and training of 1282 non-members on human rights. Yet, the toll of the pandemic is that most of the right holders' businesses were badly hit by covid 19 pandemic to an extent of closing and those that survived struggling to revamp them.

##### What partnerships were used to deliver the programme, how and why?

HiH EA uses different partnerships to deliver the project. Selection of partners is evolving on an *ad-hoc* basis as the project develops and appears to depend on the networks and interests of individual staff members. Some key valuable partnerships that have been established are explained below.

Expertise seems to be the main consideration in selecting partners to provide capacity development support on human rights and civic education matters, while mandate seem to guide choice of duty bearers. Relationship with rights advocates such as MIDI seem to depend on converge in terms of geographic coverage. Partnerships for economic linkages seem to emerge organically or by fit in terms of business interests (such as Sun King by Greenlight Planet, Post Bank, and Farmers choice ltd)

The level of coordination seems to vary depending on the nature of the partner. For example, HiH has relied heavily on CREAM & URAIA for capacity strengthening on the rights component. Therefore, with these partners there is a more formalised, long term and results-oriented partnership arrangements. It has similar arrangements regarding partners contributing to the enterprise development component, i.e. local community organisations such as MIDI, Kajiado linked for life.

As has been mentioned in the section on coherence, a systematic stakeholder analysis is preferred, with a strategic approach to partnerships and to avoid missing networking opportunities. Potentially because HiH considers itself to have an advanced expertise in enterprise development (mainly in the area of knowledge and skills development and mobilising group-based savings and credit activities) it did not engage (in a formalised and regular basis) partners specialising in women and/or youth entrepreneurship development.

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<sup>13</sup> Q3 2020 Forum Syd quantitative report

In this regard some gaps appear are noted:

- Weak/or lack of partnerships with organisations with expertise/ specialising on youth entrepreneurship;
- Ad hoc efforts to link right holders to government run enterprise development funds such as the Women Enterprise Development fund (WED); the Youth, Women, and People With Disability (PWD) focused Uwezo fund; and the Youth Enterprise Fund (YEF);
- Missed opportunity to strengthen the capacity of local community-based organisations (e.g., *MIDI and Kajiado linked for life* that focus on rights issues) on the blended approach of combining rights advocacy with enterprise development. Also, these local organizations provide a better scope for securing sustainability.

Partnership guided by an agreement on outcomes to strive for and contributions to be made by both parties towards the process, is generally more efficient than a donor/recipient focussed administrative agreement. This would likely contribute to a more systemic approach to coordination and coherence, making use of opportunities to connect with other programmes focusing on women's economic empowerment or rights (government and civil society).

#### **How were lessons learned taken into account in programme adjustments? How have they been used in and applied to other projects?**

According to the HiH EA staff who work on the ForumCiv project, learning occurs during the continuous monitoring of the communities. According to staff, the way the relationship officers work with the communities has changed over time due to the ongoing learning. Every day the officers report how things were done and what worked and not. Learning is facilitated by the internal monitoring and evaluation team, through baseline and midline surveys. The surveys have provided an overview on expected and achievements.

The adaptive approach and learning about programme management is a continuous process. The staff appear very flexible and adaptive in their implementation and that is something that they need to keep doing. According to the HiH EA respondents, the MEL plan, based on the ToC, is used actively and as such a source for reflection, learning and adaptation.

Two of the HiH EA staff consulted spoke warmly about a trip that some from HiH EA made to HiH India in 2019, to observe the ForumCiv project there. This was considered very successful by the two respondents. Learning about how India structures their version of the CBOs (CLNs) was picked up by HiH EA, and the importance of advocacy. After the trip, HiH EA started introducing advocacy as a component in the project and that it needs to be included in all projects.

The other respondents hold that the learning between the two POs could be better and that not sufficient exchanges are made.

#### **Has HiH EA enhanced its capacity to work in a gender-transformative and human rights-based manner, as a result of the project?**

HiH staff spoke about how the learnings from the ForumCiv project have been applied to other HiH projects and how it has improved those projects. Staff on other projects have asked for the same human rights and gender training to apply to their projects. The project has resulted in HiH doing for example gender assessments on other projects, and in understanding the importance of the human right perspectives in all operations.

Respondents at HiH EA note that there is better internal capacity to work with gender and human rights as the staff has been capacity strengthened in these areas. If new staff come, there is an induction on the training material. Other responses detailed that it has been a learning experience but that now the organisation knows well how to apply these two perspectives on other projects as well and already in the design.

#### 4.1.5 Sustainability

**Are there systems and structures in place for the results attained to continue after the programme is completed at individual level, SHG/movement level, duty bearer level?**

**Is there sufficient awareness, ownership and leadership in the communities for the results to be sustained?**

At the individual level, it is plausible that the knowledge and awareness on human rights acquired will have self-sustaining effects and impact on most participants. The culture of peer-to-peer sharing among right holders is a practice that supports sustainability and scaling. Threats cited include failure to sustain the collective spirit despite negative or frustrating experiences and results.

In the area of economic empowerment, a number of self-sustaining outcomes were noted, such as the culture of pooling savings, discipline in managing business finances, acquisition of productive technical skills. However, a lack of business enterprise productivity and resilience assessment impairs ability to conclude on sustainability. The selection of trades has mainly been based on the interest of women participants, rather than on a proper market analysis. Many trades selected are stereotypical (because that is what women has seen others do) and there is space for more innovation.

The SHGs are older and more established than the CBOs. A majority of the SHG participating in the ForumCiv project existed before. This means that prospects for lasting results where these results and outcomes have been generated at the SHG level are promising and won't dwindle when the project ends.

At the CBO level, however, the conditions for sustainability are less certain. The three CBOs sampled had hardly been in operation for two years, as such still in early stages of formation. The (inorganic) process of mobilising already existing SGHs into membership of a CBO is unpredictable and takes longer time than the project period. The CBO leaders interviewed confessed that they felt their CBOs were still very young organisations. Considering that the project proposal to ForumCiv and the HiH ToC take the sustainability of the project to mean the CBOs, this is concerning. HiH needs to look at ways to more systematically and deliberately strengthen these. In a future programme, this work needs to start from day one.



## **Summary Findings Kenya**

### ***Relevance***

The project is very relevant and respond to the needs of the deprived communities in Kawangware. The relevance could have been further strengthened if the design had a better integration of HRBA and entrepreneurship as interacting concepts. This missing aspect means that some project strategies, interventions and stakeholder analysis that would enhance rights outcomes were not applied.

### ***Coherence***

HiH aligns well in the project context, filling a gap in terms of holistic HRBA application and combining rights with entrepreneurship. Yet, if a mapping an analysis of stakeholders and boundary partners were done, some key partners in the broader beneficiary rights agenda could have been identified.

### ***Effectiveness***

There are many good and important outcomes (pre Covid) - business creation, expanding enterprises, skills upgrading, raised awareness and claiming rights, signs of collective action. Work with and sensitisation of duty bearers needs strengthening.

### ***Implementation***

The branch and business relations officers were considered instrumental in delivering good results. They had created very good relationships with the communities and with partners. Different partnerships have been used, generally through good collaboration. However, some potential and strategic partners may not be used, as a structured stakeholder analysis has not been done.

The PO has been significantly strengthened in its understanding and application of HRBA. The concept is now being used on all other HiH EA projects.

### ***Sustainability***

The prospects for the outcomes generated to be sustained once the project finishes are considered moderate. At the individual level, the beneficiaries have been empowered to understand and claim their rights. This no outside factor can take away, and the individual ownership is therefore considered strong. However, for the outcomes to truly be sustained and institutionalised, the COBs need to be stronger, and the socio-economic context cannot be unfavourable for too long (such as a recession and market collapse in the wake of the Covid 19 pandemic).

## 4.2 India

### 4.2.1 Relevance

The India ForumCiv project responds well to needs of participants and communities. It addresses the problems of poor financial literacy, awareness of government programmes, legal awareness, intra household decision making and community decision making through Gram Sabha<sup>14</sup>. It also responds to government priorities on strengthening rural livelihoods, financial literacy, empowerment of women, total sanitation and Right to Education Act.

HiH India has translated HRBA to mean social mobilisation (SHGs, CLNs and BLNs), legal literacy on rights of poor women and financial literacy. The outcome of these three elements is expected to be economic and social empowerment based on women's free choices.

A representative comment from women in SHGs, from CLNs in all three project districts, and from the only BLN was:

*"Initiatives of other organisations stop at promoting savings or credit, but do not include EDP15 support, legal/policy literacy, financial literacy and women's empowerment, which Hand in hand does."*

According to HiH India, several partners and stakeholders appreciate the structure and operationalisation of HiH's ForumCiv project, confirming the initiative's relevance. For example, the World Bank has approached HiH India to implement a project working in the same HRBA spirit, and India Institute of Technology has approached HiH India for a similar collaboration. The states governments are also supportive of the project's approach.

As social development levels differ across the country the project approach is different in Rajasthan and Tamil Nadu. The evaluation found that relevance is higher where poverty levels are higher, such as in Ramnathapuram (Tamil Nadu) and Jodhpur district (Rajasthan). Further, in Rajasthan an added element of female adult literacy was introduced to deal with prevalence of female illiteracy, responding to a clear need.

Low levels of drop-out from HiH SHGs is considered to confirm the relevance and validity of the project. Drop-outs have been few (less than 10 percent) and drop out of SHGs from clusters in Tamil Nadu (nascent in Rajasthan) has been negligible in field areas visited by the evaluators. Drop-out rates on the other hand were, according to women and bank officials, higher in the case of SHGs formed by other stakeholders.

Marginalised groups are well represented in the project (e.g. Dalit and women headed households), but women with disabilities and women above 60 years of age are less reached (considered too poor to be able to benefit from the project in its present design and focus). The 60 years cut-off age is in keeping with policy of HiH as they find it difficult to launch enterprises. Muslim women were more seen in Kancheepuram. It is encouraging that the project reaches young women (lower than 29 years<sup>16</sup>). CLNs and BLNs were of mixed castes, while this aspect (mixing of castes) varied with SHGs.

The ToC for the India project is relevant and includes intervention logic pertaining to the duty bearers. However, there is an unresolved confusion if the project is about poverty reduction through women's economic empowerment - or if women's empowerment is an intrinsic value.

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<sup>14</sup> 2017 Baseline Study

<sup>15</sup> Entrepreneurship Development Programme

<sup>16</sup> As per Indian government's National Youth Policy

The strengthening of the School Management Committees (SMCs) of government schools were part of the original project. While important they were not supported by the government with necessary budget. Without such government funding, effort to strengthen SMCs was not considered feasible. Partly due to this fact, the SMC project component was given less priority and eventually phased out.

## 4.2.2 Coherence

### To what extent has the project complemented other organisations' interventions (external coherence)?

The project in India complements interventions of several organisations, agencies and governments. The government programmes with SHG approach have focused mainly on savings and credit. HiH adds to this approach the enterprise component. This is validated by stakeholders such as banks and the women themselves. Furthermore, governments in all three project location districts implements the Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) (wage employment), while HiH has focused on self-employment. That said, HiH has some collaboration with MGNREGS (mobilising MGNREGS for desilting ponds).

Other MFIs focus only on credit and do little by way of social mobilisation and enterprise development. HiH's combined approach is therefore complementary. Furthermore, HiH coordinates and complements other organisations through expanding their outreach and thereby the effectiveness of the interventions. The project has strengthened linkage of rights holders to some institutions to leverage support for the realisation of specific rights. More on this in *section 4.2.4, partnerships*.

### Is there convergence between the objectives of the project and HiH's strategies, policies and priorities, so called Internal coherence?

There is good strategy and policy alignment between this project and other operations of HiH India. The fundamental job creation model has not changed, but the ForumCiv project in some manner forces the design and implementation to structurally address the social context of the project through a rights-based approach.

The goal of the project in India is largely aligned with the vision and mission of HiH India's priorities- in particular poverty reduction, skill development, entrepreneurship, financial inclusion and education. Through adopting a rights-based approach, HiH India has enhanced coherence between programme objective and the POs vision and mission. For example, increasingly women are claiming financial products they are entitled to which would contribute them working their way out of poverty. However, there are still some gaps regarding connecting poverty alleviation with specific yet important structural socio-economic rights such as claiming rights to agriculture land and house, spaces in government markets, and securing 100 days of work under MGNREGA.

### 4.2.3 Effectiveness

#### Breath of reach: actual versus plan

The ForumCiv funded project in India has reached around 11 200 women and 3100 men with mass awareness on women's rights. 9700 women were mobilised as participants in the project, leading to the creation of 5750 enterprises and 8400 jobs. Targets of the project (mainly output, some outcome) have largely been met, apart from the number of duty bearers trained (45 percent) and percentage of women receiving loans form SHGs (78 percent). Considering this took place when the extension year coincided with the worst global health pandemic since the 1918 Spanish flu, this is considered impressive. In addition, for social and economic transformational change to take place, number and breath do matter and these outcomes are therefore important.

The end of project indicators are presented below. At the time of completing this report, the actuals for the end of the project as per 31 of December 2020 had not yet been collected by HiH India, other than right holders reached by the projects (which by and large exceeded target). The evaluators have still chosen to keep this table in this section, as the findings speaks to the qualitative achievement of several of the targets. However, the true actual numbers will be collected by HiH India in due course.

India ForumCiv project		
End of project indicators (31/12/2020)	Targets	Actuals
<i>Number of rights holders (SHG women members) reached directly and indirectly by the project</i>	7200	9739
<i>Percentage of rights holders with an income improved by more than 20% from the current family monthly income range of Rs.3000-Rs.8000</i>	> 70% of rights holders will have a decent source of income and report increased income with >20% from base line.	No data
<i>Proportion of women with increased decision-making in the household.</i>	> 70 % of the women will participate in family decision making process.	No data
<i>Attendance level and quality of participation of women in community meetings.</i>	>70% of the members participate in the Grama Sabha meetings, among those participating 50% raise an issue in the meeting	No data
<i>Proportion of men's changed attitude towards women's decision-making power at family and community level.</i>	Men are more open to include women in decision-making power at family and community level.	When having participate in mass mobilisation, yes
<i>Examples of community members' active participation in claiming their basic rights (e.g. social, economic ).</i>	>60% of the target group have started to claim their rights as citizens.	No data
<i>Number of active and vibrant CBOs and SHG federations acting as change agents for integrated community development on rights and entitlements</i>	600 new SHGs and 11 federations (BLNs) will be functioning (8 Kancheepuram, 1 in Ramnad and 2 in Rajasthan).	829 SHGs formed as at 30/06/2020 BLN only 1
<i>Community members' increased awareness on environmental issues with regard to solid and liquid waste management</i>	> 60% Rights holders have good awareness and started to claim their environmental rights as citizens	No data

Our overall view is that the project objectives have been more achieved in Kancheepuraam (Tamil Nadu), and less so in Ramnadapuram (Tamil Nadu) and Jodhpur (Rajasthan) districts. Kancheepuraam is more developed than the agriculturally dominated Ramnadapuram and the desert areas of Jodhpur districts. Gender norms are more rigid in Rajasthan. This poses challenges regarding what services and products can be pursued in Ramnadapuram and Jodhpur and here the project could have been more innovative. For example, more emphasis could have been placed on working with men and boys, and in Ramnathapuram on agriculture and dairying/animal husbandry value chains.

However, for the targets to indicate whether sustainable transformation has indeed taken place in the communities reached, similarly to Kenya, monitoring data need to include information on how many enterprises are still in operation, insurance levels of the entrepreneurs to protect from different kinds of shocks and how to reduce slips into poverty due to cultural norms around expenditure on daughters.

Beyond the end of project targets and actuals, quantitative monitoring data is mainly – and extensively - collected at the output level and as such does not provide insights into outcomes or progression towards impact. To collect data at this level, HiH first need to articulate what impact and outcomes are being sought and then break that down into quantitative data that can be measured.

#### **To what extent have women's/right holders' social and economic conditions improved in targeted communities?**

Our assessment from primary data collection is that the gains at **social empowerment** of women is good in terms of:

- women's enhanced mobility and agency
- financial literacy
- access to intra household decision-making
- community decision making
- reduction in prevalence of child marriages
- reduced domestic violence and violence in public space

SHG members have commented on their strengthened position in the following lines:

*"Earlier I would never leave my homestead, now I come for meetings, go the bank and go to markets. After I started bringing income, my decision-making power has increased. My children now consult me about what career to pursue, and ask me for money"*  
[ SHG members in Jodhpur district]

*"In my group, the younger members operate the ATM by themselves after financial literacy training. Some of us who are older either take their help or that of our educated children"*  
[SHG leader Ramnathapuram]

...and an experience from the BLN in Kanchepuram was:

*"We took the case of rape of a girl child and supported the parents to file a case. The perpetrator's family said they will facilitate the marriage of the boy and girl but we convinced the parents to not agree. The man is in jail serving his term".*

Social change was more marked in the case of women who faced restrictions more, like women in Jodhpur district of Rajasthan and Muslim women in all three districts.

An additional important change in the individual lives of women, is the reduction in drudgery and improvement in the quality of women's lives.<sup>17</sup> Even though access to water is still in a struggle in several of villages of Ramnathapuram and Jodhpur district, in some villages women now fetch water from hand pumps closer to home or get water at home due to construction of water tanks. Several women have indicated that their lives are safer as streetlights are now switched on in the nights, speaking to the outcome above on women's enhanced mobility.

Women consulted at SHG, Cluster and Block level appear to have increased their agency and are taking responsibility for their own situation and lives. Women leaders have phone numbers of relevant duty bearers and contact them, and are now also able to mobilise government funding for community initiatives.

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<sup>17</sup> 2019 Annual Report to ForumCiv

*"Before we did not know the number of these women help lines, and people sitting there. Now if a man gets drunk and harasses his wife and children, there is discussion in the family and neighbourhood of whether help line should be called" [women's group in Kancheepuram]*

*"Now we have the government veterinary doctor's number. When my animal is sick, I call her instead of using traditional medicines. She comes. She is aware that we have been trained on our rights, and does not charge or just for her travel"*

[women dairy farmer, Ramanathapuram]

*"Before we never used to go to Gram Sabha. Now we go and place our demands- mainly related to MGNREGA work and basic amenities, and have a say in how money is spent"-*

[SHG member, Rajasthan]

The basic trainings help the women operate the SHGs better. Better SHGs means improved social cohesion, trust among members, and safer internal lending. As a result of these trainings, dissolution in SHGs has been minimal in the project areas. This also speaks to the social empowerment gains, on community decision making.

Social and **political empowerment** is further manifested by **women** cluster leaders **contested** and won Gram Panchayat **elections** in Ramanathapuram, and a few are planning to contest in Kancheepuram (elections yet to be held). In Rajasthan, the elections were held when the project was new, and some women leaders of SHGs and one CLN met did aspire to contest the next elections.

*"Joining HiH SHG empowered me not only economically but also politically. In the beginning I was proxy for my husband, but gained confidence to speak, to know my rights, and other women's rights. By the end of my term I was representing myself in the local government, and making decisions"*

[A poor SC elected member, commenting on her developments after joining the HiH group, gradually acting 'independently' in the local government and not depending on her husband or a member of upper caste]

In Rajasthan, using the over 30 group enterprises created during the project, HiH ran and/or facilitated a voter campaign, organised rallies for and by women, advocating that voting is their fundamental right, and **women did turn out to vote on a higher scale** at panchayat level than previously.

**Economic empowerment** of women in **Tamil Nadu** was stronger in Kancheepuram than Ramanathapuram, wherein the project has a longer history and is near a thriving town. In the Kancheepuram SHGs visited by the evaluation team, around two thirds of women reported having improved economically till March 2019 by 25 percent.<sup>18</sup> There was considerable **livelihood diversification** until the situation took a fall post COVID-19 and is again picking up (but is still progressing towards pre-pandemic levels). In predominantly rural Ramanathapuram, 40-50 percent of women consulted during the evaluation reported improvement.<sup>19</sup> The livelihoods were largely agriculture and livestock based, and link with crop and animal insurance is considered necessary for resilience. The figure cited in Jodhpur district (6 SHGs), online interviews, was somewhere between the two districts, but through a less reliable sample<sup>20</sup>.

Through the HiH **digital and literacy programme**, women have understood **how they can access government funding programmes**, and the young, educated women know how to do digital payments. This is a time saver, and they can use the time for income generation activities. In both locations in Tamil Nadu almost all members had ATM cards. They had taken life insurance for themselves and in some instances for their husband. Access

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<sup>18</sup> Economic ranking/wealth ranking exercise with 8 SHGs, with tracking of change

<sup>19</sup> Economic ranking/Wealth ranking exercise with 4 SHGs

<sup>20</sup> Online interviews with only 3-4 women per SHG attending (leaders and 1-2 members)

of women members to public health insurance was higher in Kancheepuram than Ramnathapuram, while none in the groups remotely visited in Jodhpur district had that access.

The visits to SHGs suggested that enterprise promotion strategies have varied across districts:

In more urban Kancheepuram, a few non-farm enterprises (tailoring, embroidery, catering, snack, cloth/sari business work, grocery shop, beauty parlours) have been promoted while in Ramnathapuram enterprises have been largely agriculture and animal husbandry based. In Jodhpur, a combination of both strategies has been adopted.

Value chain approach has emerged with regard to dairy products and technology upgradation with regard to pappadam manufacture.

Three key aspects that could have enhanced or leveraged outcomes for the participants were observed by the evaluation team:

- i. There is a missed opportunity in terms of **strengthening the women's assets and enterprise arrangements**, including legal aspects such as lease agreements and titles. When immovable asset has been created through the loan or profits generated like purchase of small plot for house, of two-wheeler, lease of shop etc., there is an opportunity to register on women's name and expand their assets. This opportunity has been varyingly realised.
- ii. There is a concern that **enterprise insurance has not been carried out systematically**. Enterprises have not been insured in Ramnathapuram and Jodhpur district, and in Kancheepuram only in a few villages. As a result, animal deaths, crop failures, flooding of brick kilns have led to losses for participants.
- iii. Adopting of a collective enterprise and value chain approach can be done more systematically, as was done in dairying, garment unit (both Kancheepuram) and pappad making in Jodhpur. By coming together for milk marketing, women dairy farmers have been able to get better prices. Now they are considering processing and selling other dairy products.

For **Rajasthan**, the project challenges cultural norms in an important manner. The training pointed to the need for women coming outside the house, going to markets to government offices and banks and women's decision making and property rights. However, some issues were not adequately addressed in training like unnecessary spending (while poor, through borrowing) on girls wedding, puberty ceremonies, pregnancy ceremonies etc.

Remote interviews with the women suggest that **women have come together to initiate economic interventions**. While the activities seem traditional (tailoring, beautician, dairying, making of pickles and the snack pappad), what is empowering is that unlike the case of Tamil Nadu **several of these women were not earning earlier**. Further, women were using new technologies. A good example is the machine purchased by a group to make pappad and sell, with members working in rotation. Another sign of empowerment is **shifting from home-based enterprise to rent a premise**. Finally, women were engaged in marketing and those with formal education were using whatsapp to market. When asked who controls the income, it was largely the women themselves. Most of the women members **reported income increase**, other than women whose family members had fallen ill or met with an accident. Women with young children were constrained because of their dual responsibilities.

The **bridge year of 2020** coincided with the offset of the Corona pandemic. HiH India adapted to the situation and worked through its partners to support its participants, and to contribute to livelihoods as explained below.



In **Tamil Nadu**, HiH worked with many duty bearers to support the rights holders to enhance their social and economic empowerment.<sup>21</sup> While initially HiH supported the linkage between duty bearers and BLNs, CLN and SHGs, over time **these organisations learnt to directly make demands on the officials** and made their own linkage with panchayat officials and Gram Sabhas (village councils). Through the CLNs and BLN, HiH worked with Panchayat officials to create Covid 19 awareness in all project villages.<sup>22</sup> More than 4.5 lakhs masks were stitched by HiH's women entrepreneurs and distributed to various duty bearers' offices in Kanchipuram thereby **providing work in the crisis time** as well as supporting in the fight against the Covid-19. Partnership with local nationalised banks and other Government Programme offices like Women Development Corporation and National Livelihood Mission in Rajasthan provided **opportunities for women and their families to benefit from economic and technical resources**, to improve their social and economic conditions during the pandemic. A total of 341 women were facilitated to access credit due to these partnerships.

In **Rajasthan**, COVID-19 awareness campaign was conducted in partnership with Police Department in September-October 2020, covering over 43 villages. The campaign generated awareness on access to COVID relief and other social security schemes.

After Covid, the emphasis has been on crisis recovery. Many people have lost their livelihoods or seen a decline. The loss in livelihood was apparent in most enterprises, other than those who were running groceries and dairying and vegetable cultivation did moderately.

#### Which groups of women/participants have experienced these changes and which groups have not done so?

The groups of women who experienced positive changes the most and the least are categorised according to the following intersectionality dimensions:

Groups experience most positive changes	Groups experience positive changes the least
<b>Education factor</b> – women with formal education	<b>Family factor</b> - women with unsupportive husbands- at worst may not allow women to join SHGs or use credit for their enterprises. In the same category, women without husband- widow, deserted, divorced, separated etc.
<b>Family factor</b> - women with support of their husband	<b>Social vulnerability factor</b> - Women going through domestic violence or depression.
<b>Financial security factor</b> - Women with no loans with mainstream MFIs and traditional money lenders	<b>Individual/functional characteristics</b> - differently abled women- exceptions there; and families with health issues.
<b>Demographic factor</b> - women with more sons than daughters	<b>Financial vulnerability factor</b> - Women with loans in MFIs, and hence have not taken loans from SHGs.
<b>Resource factor</b> - Women from households with land with irrigation	<b>Young women and age factor</b> - women with young children (0-5) and older women (50+). Former, due to heavy responsibility on reproductive roles, older due to less e-literacy and health issues.
<b>Time factor</b> – women who have participated in the project longer. The women that joined already in 2017 have reaped more benefits than those who joined in 2019/2020.	<b>Resource factor</b> - Women from landless households (SCs/STs in particular), women from marginal and small farming households with no irrigation
<b>Leadership factor</b> - were leaders of SHGs/CLNs who are committed to the betterment of all SHG members, and not just themselves.	

<sup>21</sup> The organisation joined hands with District Collector Office, Agriculture Department, Farmers Training Center, District Industrial Center, veterinary department, nationalized banks, health officials and social welfare department.

<sup>22</sup> Jan-June Biannual Report 2020.



Much like for Kenya, the findings indicate that the women who were already empowered to a certain extent have benefited more. This speaks to a need for tailored strategies for economic and social empowerment of women facing specific vulnerabilities, as per above.

### **To what extent has the project contributed to empowering women to organise in SHG and claim their rights collectively at various levels?**

Against a target of forming 600 SHGs, 824 have been formed under this project as of 2020. In **Tamil Nadu**, HiH had contributed to setting up some SHGs prior to this project, but they were isolated and working in silos. Under the ForumCiv project, HiH used the networks established (CLNs and BLNs) for connection, further mobilisation and expansion of SHGs. As a result, women got to know women from other villages, enabling collective bargaining with the local government.

In **Rajasthan**, it proved challenging to mobilise the women due to a strong culture of 'purdah'<sup>23</sup> amongst women. It required significant preparatory work and discussions with family members before the women were prepared to join SHGs. By 2020, however, HiH concludes that it has created collective strengths of the women, an assertion that was supported by the evaluation team. There is now good participation of women in Gram Sabha meetings in Jodhpur and that women are actively placing their demands. In the case of 6 SHGs and one CLN e-visited by the evaluation team, all but one reported such participation, while earlier they were not. HiH's believes it has contributed to this outcome as in every panchat it has a community organiser who facilitates the groups.

The evaluation has found that the awareness among the CLNs and the BLN in Tamil Nadu of their rights was strong. Where SHGs were linked to CLNs they were more socially aware of their rights. In Jodhpur (Rajasthan) the CLNs were still at a formative stage. Around half of the SHGs consulted in this evaluation were able to articulate gender specific goals like women's empowerment or women's development, with majority articulating goals of livelihood strengthening or poverty reduction. CLNs and BLN were able to articulate strategic gender goals better.

CLNs have been recently created in Jodhpur district of Rajasthan and has begun to strengthen social capital further. However, they are expected to need another two years to come to the organisational maturity levels of the CLNs of Kancheepuram.

Scale matters regarding the power of SHGs. When there are many SHGs in a village and when they come together as CLNs, the men become aware of the power of the women. This phenomenon is further enhanced when coverage of households under SHGs is high.

The evaluation has furthermore found that where men had taken part in mass awareness activities, the women had better support.

Two outcomes due to the group mobilisation and CLN/BLN strengthening stand out:

- **Raised awareness and enhanced access to essential services.** As has been mentioned earlier, as a result of the project the SHG leaders/CLN leaders/BLN leaders had the women and child help lines on their fingertips, and had phone number of Village health nurses, anganwadi workers (early childhood care) veterinary doctor and agriculture extension officer (Ramnad).
- **Improvements in claiming rights** as evidenced by number of petitions that the communities have submitted to the government due to the CLNs listing their various demands. Participation of women during Gram Sabha meetings has improved significantly. By 2019 more than 600 women had not only

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<sup>23</sup> Practice involving the seclusion of women from public observation by means of concealing clothing (including the veil) and by the use of high-walled enclosures, screens, and curtains within the home.

participated but also presented their demand resolutions on issues such as infrastructural support, water, sanitation and education before the Gram Panchayat. 45 such resolutions were passed by Gram Panchayat in 2019.<sup>24</sup>

### **To what extent have men's, community and religious leaders' attitudes and practices to women's decision making at family and community level improved?**

As has been mentioned, the evaluation has found that where men have participated in mass awareness activities, women had better support. Discussion with men relatives in all three districts suggests that those who have been exposed to gender-related messages and the importance of women's enterprise promotion are far more supportive of their wives who are SHG members, than those who are not, and were able to recognise their women being strengthened- mobility, ability to handle bank, take decisions in their absence. Some reported doing household tasks at home when their wives attended meetings and ran enterprises.

*"My wife is in the SHG. I have seen her becoming confident and going out to markets and banks by herself. She earns her own income, and this gives me confidence that the house will run even if god forbid something were to happen to me. My children look up to her. When I attended the mass awareness programme I realised my role in her journey. We take decisions together on family matters. When she has to attend meetings, go for training or bank i make 'tiffin' for the children and her, and helped the children with homework"- [member's husband, Kancheepuram]*

### **What factors contributed to and inhibited the results?**

The evaluation concludes that **HiH India's contribution to economic and social empowerment is very clear**. Social empowerment seen is largely due to HiH's HRBA and the collective action taken through the formation of SHGs, CLNs (all three districts) and BLNs (only Kancheepuram).

HiH directly contribute to the women's economic outcomes by working in collaboration with the government's 100-day employment guarantee in rural areas and awareness generation programmes of government. In 11 of 12 project sites in Tamil Nadu, the primary contributor to the results was HiH. In Rajasthan, HiH was the main contributor of income.

Key success factors in **HiH's design and part of the delivery mechanism** include:

- Training, mentoring and facilitating linkages with other institutions, which enhanced financial literacy and agency.
- Awareness raising, which empowered participants on women's and children's rights, provided help line numbers and linkages to government programmes. This has led to greater mobility, intra-household decision making, enterprise creation and use of help lines in instances of early marriage, domestic violence, sexual violence in public arena.
- Access to credit and enterprise loan and linkage with banks/insurance schemes.
- Linkages with other initiatives, as explained in section on partnership, 4.2.4
- Strong cluster and block networks supporting the SHGs as well as the women.
- The use of digital technology to enhance outreach (as a brought out by the Covid-19 pandemic).

**External factors** that contributed to the results include:

- Gender equality messages of government through Gram Sabha (cited only in Tamil Nadu)
- Television news and debates (cited only in Tamil Nadu)
- Messages through adolescent children on what they learnt through life skill education in schools (cited in Tamil Nadu)

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<sup>24</sup> 2019 Annual Report

- Presence of government schemes for poverty reduction and women's empowerment
- Access to MGNREGA government programme and social awareness messages by government during 100 days MGNREGA
- Coincidence in agenda of government departments and that of HiH and women's needs
- Emergency of affordable smart phones in market
- Gender/rights messages during TV programmes, and life skill training

A few external as well as internal factors **inhibit optimal project results**. The 2020 bi-annual report to ForumCiv notes that the caste system, deeply seated patriarchy and illiteracy in Rajasthan not only perpetuates but also strengthens women's subjugation in the society. Due to these practices, customs, and traditions, women's participation in this area is more limited. There is also a social acceptance for this discrimination and the attitude towards women's participation in personal and public sphere appear to be a challenge across all the project's field activities.

#### To what extent have duty-bearers presence and fulfilment of obligations in targeted communities changed?

HiH has strong collaboration with duty-bearers and representatives from some departments were already present in most project locations. What mainly changed during the project period related to the **nature and quality of the collaboration between SHGs and duty bearers**.<sup>25</sup>

The 2019 Annual report to ForumCiv noted that the **government has been responsive to the demand for resolutions presented by women to Gran Panchayat**. By the end of 2019, most of the demands had been met, except in cases where there was insufficient budget available to meet the demands. With respect to women's rights, in 2019, six complaints of women affected by violence were recorded from different branches and were forwarded to the government one-stop center. Four of the complaints were resolved and the women have settled with their family peacefully. The remaining two were under process.<sup>26</sup> However, whether women are happy with the outcomes is not systematically monitored.

### 4.2.4 Efficiency and quality of implementation

#### How efficient was the overall implementation of the project?

The evaluators' impression is that the project has been efficiently implemented, scaled and used a range of partnerships. It has been designed and based on an assessment of comparative needs and geographical gaps in attention and levels of service deprivation.

The ToC has largely been used in implementation of the project. The environmental rights aspect of ToC could have been more systematically fleshed out, as well as the aspect of engaging with men on gender equality. The understanding of the Toc is higher at senior levels than amongst field level staff.

During the first three years of the project – the original timeframe – an impressive number of outreach activities, social mobilisation and trainings of members were rolled-out, contributing the outcomes described in the previous section. With a budget of 15 million SEK, a maximum of 9700 women have been socially and economically empowered. Moving beyond the SHGs, to federating them into CLNs and BLNs was particularly effective, and a combination of financial literacy/products, legal literacy, technical skill and managerial

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<sup>25</sup> Discussions with SHGs and BLNs indicate that in particular Government Veterinary doctors and assistant, Agricultural extension officers, and Social welfare officer (when necessary) visit villages more often than earlier.

<sup>26</sup> 2019 Annual Report

trainings has enabled the results. Adding mentorship to entrepreneurs (through IIT) in Kancheepuram was found most efficient.

At the same time, inadequate attention to loan life insurance or enterprise insurance, crop insurance and backward/forward linkages in the case of goat rearing (like insisting on a shed) proved to be inefficient, in particular in Ramnathapuram where heavy rains leading to crop failure, failure of brick kilns and death of goats was a problem. This can be improved, to strengthen economic resilience.

During the **2020 bridge year**, Covid-19 adversely affected the field operations. Livelihood options were and still are limited and community members are dealing with issues of poverty, stress, stigma and fear.<sup>27</sup> The field teams struggled to implement all planned activities, with adverse effect on trainings, meetings and awareness generation and enterprises creation and related activities. However, the challenging environment also provided HiH with an opportunity to implement a SHG family members assessment in various aspects like insurance, pension, savings and loan plan by using Google drive. This helped in understanding the project participants better in the aspects of financial inclusion.

### What partnerships were used to deliver the programme, how and why?

The HiH ForumCiv project has used a range of partnerships to deliver the project and to generate outcomes. The key organisations highlighted by evaluation participants and that HiH collaborate with to deliver on the outcomes are presented in the following table.

Partners and other organisations	Role and relationship with HiH
<i>Department of Social Welfare (Kancheepuram)</i>	GBV- prevention and redress, as well as child sexual abuse
<i>Department of Animal Husbandry (both districts- strong in Ramnad)-</i>	Related to animal health and animal health awareness, in Kanchi some SHGs had also availed animal insurance, but not all. No beneficiary had availed animal insurance in Ramnathapuram (high mortality) and Jodhpur district, Rajasthan
<i>Indian Bank</i>	Financial literacy and life insurance. Seen in Kancheepuram.
<i>Training Center-RSETI-of ICICI Bank, Jodhpur</i>	RSETI provides leadership, technical and managerial training to women entrepreneurs. Women participants are allowed to bring one family member to look after young children
<i>Training Centre of Indian Bank, Kancheepuram</i>	As HiH has started its own master trainers, this relationship has weakened
<i>Indian Institute of Technology, Chennai</i>	EDP training and mentoring support (only Kancheepuram). The mentoring support post training is valued, and has helped women entrepreneurs strengthen their business
<i>Mahalir Thittam, Tamil Nadu (Women's Development corporation)</i>	SHGs formed by HiH are invited to attend panchayat level federation meetings of Mahalir Thittam of Women's Development Corporation (in Kancheepuram and Ramnathapuram), wherein they get messages on government schemes and the issues be placed in Gram Sabha (village council) are discussed. Post COVID-19 collaboration with HiH SHGs in production of masks and IEC on COVID-19 response.
<i>Agriculture department</i>	Agricultural extension at village level to SHGs/CLNs/BLNs, strong linkage in Ramnathapuram
<i>Collector office</i>	To demand land and housing allotment for Scheduled tribes, and protest encroachment of land
<i>Women entrepreneurs forum</i>	This forum in Kancheepuram, provides technical and entrepreneurial support to member (women) entrepreneurs and upcoming women entrepreneurs. Some have been identified as "master trainers" and provide training support to others
<i>Insurance companies</i>	Provide literacy on insurance, and tie ups on life insurance, vehicle insurance

<sup>27</sup> Q4 2020 report

	and private health insurance. (Rajasthan) National health insurance schemes have been availed as well in the two Tamil Nadu districts
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The collaborations between HiH and institutions enhances accountability of these institutions. The collaboration facilitates the institutions responsiveness to needs of women participants and rights holders, and it thereby furthers the women’s socio-economic empowerment. In this sense, HiH India contributes to the institutions achieving their own goals and targets.

**Strong partnerships enabled strong and adaptive Covid 19 response**

During the pandemic in 2020, HiH worked with various duty bearers in **Tamil Nadu**, like the District collector office, local hospitals, Bank, NABARD, various government departments including the Health department. It supported Government sanitary workers to clean the villages, cleaning hands through hand sanitizers while taking money in the ATMs, distributing awareness pamphlets to all the people of the villages, distributing grocery/ ration tokens to all the families and supplying masks through women tailors. HiH associated with Dvara Research (Formerly IFMR Finance Foundation) and completed survey on ‘Impact of Covid-19 on daily life’, exploring experiences from receiving various government schemes during Covid-19 and how it has supported in their daily life. As has been mentioned in a section above, more than 4.5 lakhs masks were stitched by HiH’s women entrepreneurs and distributed to various duty bearers’ offices in Kanchipuram thereby providing work in the crisis time as well as supporting in the fight against the Covid-19. 1

In **Rajasthan**, partnerships with institutions like National Rural Livelihood Mission (NRLM), Women and Child Development Department(WCDD) and Local banks in Rajasthan have provided opportunities for women and their families to benefit from economic and technical resources in order to improve their social and economic conditions.1 Thanks to the good and fruitful partnerships already established, during the 2020 pandemic year, HiH was able to both be an implementing partner to the government in the distribution of assistance and supplies, as well as it secured contracts for mask stitching, generating much needed livelihoods for the families.

**Has HiH India enhanced its capacity to work in a gender-transformative and human rights-based manner, as a result of the project?**

When asked what is unique about the ForumCiv project compared to other projects HiH staff in Kancheepuram, Ramnad and Jodhpur mentioned the focus on HRBA. This approach is now being integrated in other projects. While staff were in the past creating awareness amongst women on legislation and government policies/services, it was not systematic and the language of human rights (rights holders and duty bearers) was not clearly articulated by staff.

Notwithstanding the above, the first response of staff on what capacities have been strengthened through the project, was strategic and operational management skills. HRBA and gender equality came second. Under the project, staff were trained in other areas and skills (strategic management, operational management, human resources) and they self-report that their capacities in these areas have been strengthened.

Staff capacities on addressing gender-based violence were strengthened, as well as evolving gender indicators at outcome level (social, economic, political), gender responsive outcome harvesting methods, and tracking unanticipated positive and negative impacts.

HiH respondents noted that the management is now more focused on using a human rights language and engage more with duty bearers and participants as rights holders, but also mention that the project is still careful about challenging traditional systems, norms and practices (dowry, puberty ceremonies etc) . Notwithstanding the above, the staff were positive to the HRBA approach and said that they will apply this to other projects.

### How were lessons learned considered in programme adjustments? How have they been used in and applied to other projects?

A gender specific lesson is that the possibility of an increase in family income is an argument that can be used with men/male leaders in conservative settings like Jodhpur district of Rajasthan, as well as Muslim women in Kancheepuram/Ramanathapuram to allow women to join SHGs and grow one step at a time socially, economically and politically. Starting immediately with women's rights does not work. This was the approach followed by HiH in both settings, once they realised that directly approaching women to join SHGs did not work.

The formation of CLNs and BLN was an idea for the ForumCiv project, originally for Kancheepuram in Tamil Nadu. It is now being replicated in Ramnad and in Rajasthan district of Jodhpur (beginning with CLN). HiH India is also expanding it to other projects and partners.

As has been mentioned, HRBA (as interpreted by HiH India) is being replicated elsewhere by HiH as it was seen to add value to the outcomes of the economic empowerment components.

Peer-to-peer learning and interactions with HiH EA was considered limited, and the main contact has been with HiH Sweden. HiH did work with HiH EA through a global workshop, when HiH EA visited the project in India. Moreover, the organisations worked together in the development of the bridge year application. In this collaboration, it was discovered that they do have some similar challenges, although working in vastly different context, requiring different approaches.

## 4.2.5 Sustainability

### Are there systems and structures in place for the results attained to continue after the programme is completed at individual level, SHG/movement level, duty bearer level?

### Is there sufficient awareness, ownership and leadership in the communities for the results to be sustained?

When assessing sustainability, or the prospects for the results to last after the intervention is scaled back, we are assessing the individual level and the collective level, to understand if there is sufficient **ownership** and **leadership** present at the two respective levels. For each level, we explore if there are sufficient **structures** and **systems** in place to harbour cultivate the changes.

It could be argued that sustainability, in the end, comes from the fact that women have indeed started a business. Whether the business itself will survive is partly due to context, but the fact that more and more women take up enterprises is the main change at the individual level and speaks to (economic) empowerment. It means that women have to some extent stepped out of the role as caregivers and have other aspirations.

The results and outcomes and the **individual level** are more sustainable amongst educated young women, women with support from husband, women in families without chronic illness/disability, women with more sons than daughters (expenses continue to be high on puberty ceremonies, marriage, childbirth).

While health and life insurance (of women and men) was becoming popular, accident insurance, animal insurance, enterprise insurance was not yet widely used. Such insurances are important for sustainability and resilience at individual level and has bearing on the project's poverty alleviation objective and the aim to diversify livelihoods. Further, youth were not insured for life, if they died it was a loss for parents who also see them as old age security. For construction workers who earned comparatively better as long as they were healthy, pension schemes along with life insurance were considered essential. These aspects can quickly derail any vulnerable livelihood for the individual and for the results to be sustained. While not strictly in HiH core

mandate, the aspects need to be mapped in the design stage as debilitating and affecting project participants' ability to succeed, and HIH needs to relate to them in the project context.

While sustainability of skills development and enterprise creation interventions are challenges in the field especially after Covid, other structures that may contribute to sustainable results at the individual level are the creation of value chain at each level that will help in promotion of sustainable livelihood options for women. For example, farmers who grow paddy or millets need support for collective storage, processing, packaging and marketing produce beyond what is required for consumption. If storage and processing is available, produce can be sold if prices are better or processed into other products, and the livelihood may not collapse as much if prices collapse.<sup>28</sup>

At the **movement level** – SHG/CLNs – there is variable sustainability. There is enough ownership and leadership in SHGs, CLNs and BLNs for the results to be sustained in most places. However, the awareness in the communities varies with coverage of households by SHGs which ranges from 30-40 percent to 90 percent. The higher the coverage, the greater the ownership in the village/habitat as the interventions cover the entire village. The awareness generated with good coverage could lead to sustained change in gender and social norms, as it reaches a large section of women in the village. If there is a CLN in the village, there is greater awareness, ownership and leadership in the community of results.

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<sup>28</sup> 2019 Annual Report



## **Summary Findings India**

### ***Relevance***

The project is highly relevant to the needs of right holders and furthering government policy/programmes. The design is still valid, but stronger emphasis needs to be placed on addressing environmental rights and engaging with men on gender quality and women's empowerment.

The project is detailed at the output level, and measures of success are more articulated and followed-up on at this level and not so much at the outcome level.

### ***Coherence***

The project presents strong coherence, both externally regarding alignment and complementarity with other organisations and interventions, as well as internally and alignment with HiH India's other strategies, policies and projects.

### ***Effectiveness***

The project has reached and often exceeded targets set. Thousands of beneficiaries have been reached and seen their incomes raised and livelihoods strengthened. The robustness of certain increases in numbers is difficult to ascertain (only 18 SHGs visited), as the increases are output driven and do not speak to transformative changes. Social empowerment has been strong, with women's confidence and awareness levels clearly raised, and as a result many women are taking actions in different ways. Socio-economic outcomes for the women are more prominent and positive within families and communities where men have taken part in mass mobilisations. Nevertheless, certain cultural practices which are a drain on family resources associated with daughters continue, pushing families in and out of poverty depending on whether daughters exceed sons.

SHGs and CLNs have created avenues for women to come together, claim rights from government, enter political spaces, mutually assess enterprise capacity of members and address gender issues if/when they arise. The SHGs, CLNs and BLNs are essential for individual outcomes seen, as well as collective empowerment, and where SHGs have extensively covered a geographical area, there tends to be a better connection with the CLNs, which in turn have enhanced the results.

### ***Implementation***

The project delivery has been very efficient, adaptive and using a range of partnerships to deliver on the outcomes. The high level of collaboration with partners and stakeholders and fertile relationships came truly into light during the Covid 19 pandemic, when HiH was able to both help local governments in delivering emergency assistance, as well as it secured government contracts to produce Covid essential hygiene products, which were then sold, generating livelihoods for many women and families.

HiH has strengthened its ability to work with a rights-based and gender transformational approach through this project, as well as in strategic and operational management. The staff have been capacity strengthened in a range of other essential project management skills, which are considered to have been beneficial to the efficient implementation of the project. Learnings from this project have been applied to other project areas, as well as to other projects, such as working to create CLNs and BLNs in order to institutionalise the collective processes set in motion and to scale mobilisation.

### ***Sustainability***

The prospects for sustainability of the project results are mixed. On the positive side the SHGs, CLN and BLN are likely to continue. Enterprise sustainability could be strengthened through a value chain approach and enterprise insurance. Challenging gender related cultural practices which drain income is essential for sustainability.

## 5 ANALYSIS OF FINDINGS AND LESSONS LEARNT

*This section presents an overall analysis of the programme effectiveness, as well as it discusses themes for the overall programmes and themes that are specific to the individual countries, Kenya and India. Key takeaway points at the country level can be found in this section, and not amongst the general recommendations in section 7.*

### 5.1 Overall effectiveness

What do the country findings tell us about the overall effectiveness of the programme and how some aspects of the intervention yield results and others not?

Overall, the programme is **relevant** in both countries. It responds to a clear need, where women in marginalised communities need economic and social empowerment, protection from abuse and ability to claim their human-rights. The programme has been more relevant in poor communities, although the most marginalised groups have not yet been able to benefit from the interventions.

The relevance would be strengthened if, on the one hand, there had been stronger integration between the ForumCiv application and the contextual problem analysis from the respective countries. The analysis in the application appears dominated by a conceptual discourse on inequality and how inequality manifests and fuels multidimensional poverty. The linkage between entrepreneurship and rights-based perspectives is not elaborated, leading to missed opportunities in addressing systemic and normative obstacles. On the other hand, the design on the ground had been more relevant if it entailed an articulate focus on duty bearers as important boundary partners to be engaged in Kenya. The engagement with duty bearers has been stronger in India. Furthermore, the design in Kenya would have contributed to better sustainability prospects, had it entailed a clearer strategy for how to strengthen the CBOs from the outset and how to include them in advocacy.

In terms of results monitoring, both country projects present ambitious and detailed structures for collecting data on various outputs and activities. This has enabled rigorous monitoring by the POs and informed changes in implementation and roll-out. However, to be able to measure effectiveness HiH needs to shift its monitoring focus to higher results levels, tracking gradual changes in norms, practices, services and income levels.

There is good **coherence** and complementarity with other initiatives and organisations. As has been demonstrated in the country findings sections, in Kenya, the ForumCiv project is the only investment that works with the full rights-based spectre, and this in combination with entrepreneurship development. The same is true for India, where other government funded programmes have a focus on savings and credit without the enterprise and entrepreneurship component.

There is good coherence and alignment within the respective POs other internal processes and projects, strategies. Both POs have started to apply tools for gender equality and HRBA across their other initiatives.

In terms of **effectiveness**, the projects are very ambitious in scope in both countries, with intensity and ambition in outreach, trainings etc. Incomes of participating women have been raised in both India and Kenya. However, the Covid-19 pandemic has demonstrated that many businesses are vulnerable to external shocks. This has raised concerns about the need for insurances (in India) and multiple parallel businesses (in Kenya). There are also good social results in both countries. It is clear that the women have been strengthened in terms of agency and access to protection and social services. There are examples of women participants who are now part of local government decision making.

The collective organising and mobilisation have worked fairly well, and in India it has worked particularly well where the SHGs are connected to CLNs, and where there is a plethora of SHGs in one village, meaning that most women are part of the mobilisation. In Kenya it has worked well at the SHG level (many but not all pre-existed the project, with support from other sources), but scaling will be challenging before the CBOs have gained institutional strength and matured as organisations.

For both countries, the women's position and situation have been more enhanced when men have taken part of the mobilisation and advocacy activities, as well as when the men have been sensitised. It is also clear that already empowered women have benefitted more from the projects, which indicates that HiH need to understand underlying vulnerabilities in order to truly economically empower more women.

Overall, HiH have contributed to the results and outcomes in both countries but is one of several actors to do so.

Regarding **efficiency of implementation**, both POs are reliant on partners to implement the projects. Kenya has formal partnerships with a few organisations that deliver training. It could benefit from a thorough stakeholder mapping to understand the full breath of stakeholders and potential partners that are available with whom it could collaborate to further the participants' rights in an optimal manner. India has worked extensively with a range of partners in all project locations, and this evaluation has found plenty evidence of important results for the women due to these partnerships. However, much like for Kenya, India could also benefit from a planned stakeholder engagement, based on a comprehensive stakeholder analysis.

Both POs have strengthened their capacities to work more rights based, and the approach is now being applied to other projects. The POs see the benefit of a wider, systemic approach to poverty reduction (beyond focus on individual empowerment and entrepreneurship). While there was a lack of stakeholder analysis in both countries, in India duty bearers were identified and engaged as partners. This was less systematic in Kenya and important linkages were missed. Furthermore, both countries could have made greater efforts to support women with market analysis and innovative business ideas that might challenge existing gender norms.

The prospects for **sustainability** and the results to last after the programme has been completed are considered reasonable, with some reservations. Sustainable socio-economic results require the participants and boundary partners to feel ownership of the initiatives. It also requires certain structures and systems to institutionalise the changes at organisational level. At the individual level, it is clear that the participants' agency has remarkably improved, and that HiH has contributed to this improvement. At the collective, organisational level, the prospects for sustainability is varied both in India and Kenya, but especially in Kenya, where the CBOs are newly formed and are struggling to find their purpose and local ownership.

## 5.2 Programme themes

### 5.2.1 Contribution to outcomes

As has been demonstrated above, the evaluation holds that HiH has substantially contributed to the outcomes and changes observed in both countries. Many of the changes observed would not have taken place if it were not for HiH. However, HiH is of course not the only actor behind the results. Many partners and stakeholders are involved in furthering the social and economic rights, with focus on livelihoods.

Furthering and strengthening rights and accountability is a complex endeavour, where the pathways to change are multiple and typically non-linear. Managing rights-based investments and programmes therefore poses specific challenges in understanding one organisation's contribution to outcomes, and in a competitive funding context where results attribution is often expected (but not realistic), in order to secure the next round of donor funds for a future programme or project.

In this context, the present way of project management and monitoring (RBM matrixes outlining objectives, outputs, activities and quantitative indicators) is considered by the evaluators to not sufficiently guide the implementation of the rights-based programme.

HRBA is to a significant extent concerned with behavioural changes – both for rights holders and duty bearers. Several partners and actors need to change to further the participants' rights, some of these actors are under the direct influence of HiH, others HiH can only influence to some extent. While we have observed that on the ground the approach is being applied to a significant degree, the results are not being reported and monitored adequately. The current linear RBM model has a heavy focus on reporting on outputs but with little emphasis on monitoring and evaluating outcomes for participants, and with no monitoring of how boundary partners are strategically engaged to change behaviours, practices, and policies. This makes it challenging for the organisation to track and understand what interventions and methods work and not. As a result, it is difficult to understand HiH's contribution story that underpins the programme.

The programme currently collects data on the quantity of persons reached and enterprises created, but not so much on the effects of this on livelihoods and rights and pertaining to sustainable impact. HiH needs to clearly identify **who** needs to change, **how** and by **when**. This exercise can be summed up as articulating **outcome challenges**. An outcome challenge describes how the behaviour, relationships, activities, or actions of an individual, group, or institution will change if the program is extremely successful. Outcome challenges are phrased in a way that emphasises the behavioural change sought and it should be idealistic but realistic. The programme contributes to the change, but ultimate responsibility and power for change rests with the boundary partners themselves. Examples of outcome challenges are in [attachment 2](#).

The outcome challenges must be based on a careful analysis of the contextual obstacles for women's economic empowerment. Examples of this are presented in the box below.

### Structural obstacles to women's economic empowerment

Women have low self-esteem and agency  
Women have limited financial literacy and market analysis skills  
Women lack access to affordable credit/starting capital  
Women lack access to family planning and GBV services  
Women workers and entrepreneurs lack bargaining power vis a vis markets?  
Men control and limit women's movements and agency and there is domestic violence  
Men use part of family income for substance abuse  
Families use income for dowries for daughters  
Families lack access to child-care in the community  
Businesses in the area pollute the environment and water assets, and drinking water is not available in own premise  
The social security system is inadequate as a security in case of illness, disability, droughts, enterprise failure draughts  
The legal system discriminates women in terms of inheritance

In the three ToCs that are used in this programme (ForumCiv application, ToC for Kenya and ToC for India) it is not clear which the main project and community specific structural obstacles to women's economic empowerment are and how to address them. There is furthermore limited clarity in the intervention logic and in plans on engaging other stakeholders (so called boundary partners in Outcome Mapping vocabulary), that work to address the specific and contextual obstacles and problems that impact on women realising their economic rights.

Once the above has been articulated, the ToC can be founded on a change story with progress markers and milestones for the participants and for boundary partners that need to be strategically engaged in order for HiH to contribute to outcomes and women's economic empowerment. Outcome challenges can be articulated according to three categories<sup>29</sup>:

- Expect to see (after one year)
- Like to see (after 5 years)
- Love to see (after 10 years)

As has been discussed in this report, HiH's present monitoring system builds mainly on quantitative data. However, for the programme to learn about its successes and failures it needs to focus its monitoring on progress markers and milestones relating to outcomes. Once this is done, it will be possible for HiH to move towards managing for impact, by collecting data that tells a story about how robust certain outcomes and changes are. Quantitative data will only be meaningful if it holds information such as longevity of enterprises, productivity, scaling, and sustainable market linkages. It needs built-in measures that allow for data collection and monitoring of meaningful targets and progress markers.

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<sup>29</sup> Refer to Outcome Mapping, e.g. [Outcome Mapping | Better Evaluation](https://www.outcomemapping.ca); <https://www.outcomemapping.ca>

## 5.2.2 Engagement with duty bearers and people of power

A rights-based approach entails engagement of both rights holders and duty-bearers. The present HiH programme has a heavy focus on empowering the rights holders (i.e. women) and the evaluation therefore concludes that more focus is required on systemic change and engaging the duty bearers and people of power (including the men), in particular in Kenya, as per the discussion on contribution to outcomes, above. Strengthening of rights-holders ability to hold duty bearers to account has mainly worked where there has been mutual benefit to both parties. And where men have been engaged, this has yielded better results for the women's empowerment.

In India and Kenya alike, a focus on systemic, normative changes and engagement with duty-bearers can be strengthened. In general, focussing on "helping" duty bearers and people of power to improve their performance and popularity is a winning approach, as well as demanding and celebrating even small steps of progress. There several tools that can be useful for HiH to apply for this engagement, such as "Ten Golden Rules of Lobbying" <sup>30</sup>.

The different duty bearers that need to be engaged must be identified as part of the stakeholder and boundary partner analysis, keeping in mind the objectives of the project. As per the discussion on outcome contribution, outcome statements related to the duty bearers should be formulated with accompanying progress markers and milestones attached, to track how behavioural changes are progressing.

## 5.2.3 Poverty reduction and entrepreneurship

While HiH focusses on poverty reduction through entrepreneurship, this evaluation has demonstrated that economic empowerment of women is enhanced by a broader human rights-based approach. By generally strengthening women to claim their rights and reaching out to duty bearers to respond constructively to these rights, women's economic prospects are enhanced. This is in line with poverty reduction objectives.

The ForumCiv funded projects in Kenya and India have expanded and diversified to different human rights areas. However, the organisation cannot realistically make a difference everywhere. It has made a dent where government resources match demands made by rights holders. Yet, a too narrow focus on entrepreneurship only will not generate the economic empowerment and poverty reduction sought, as a narrow approach is likely to benefit women with existing financial securities more and who are therefore able to take on and absorb business risk over time. The evaluation therefore concludes that HiH needs to review how it uses partnerships and alliances to, through others, contribute to addressing structural impediments such as lease of land, insurance systems, labour conditions and trade union organising, fair value chains, social benefit systems, access to water and sanitation, child-care, access to education, and sensitisation of men.<sup>31</sup> All these items constitute structural barriers to women's economic empowerment and HiH needs to understand what partners and stakeholders they can engage with to address these.

Furthermore, the Sida Civsam funding and funding through ForumCiv are aimed at civil society strengthening and expanding the civil society space. Support to entrepreneurship development – HiH's niche - is not an immediate alignment with this focus. In order to continue accessing funding under these appropriations, it will be important to demonstrate how the programme contributes to women organising for change of their social and economic conditions in e.g. SHGs, joint ventures, unions, bargaining groups, child care support groups

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<sup>30</sup> [10GoldenRules.pdf \(nea.org\)](#)

<sup>31</sup> HiH India has indeed adopted financial literacy, adult literacy, credit and entrepreneurship approach. Some people have benefitted more than others and moved out of poverty (though vulnerable to shocks), while others have been able to less absorb credit given constraints of low asset base (coinciding with caste and ethnicity), young children, less adult labour, rigid gender norms.

etc.<sup>32</sup>. This without saying that HiH is responsible for all those aspects, but as per the reasoning in the paragraph above, HiH needs to demonstrate awareness on aspects that strengthens women and how it position itself with partners who do work on adjacent issues. It will also be important to show how these groups link up with other civil society efforts aiming at enhancing women's social and economic rights, and this evaluation has pointed to many examples that this has happened. A more visible focus on human right application such as transparency, accountability, non-discrimination and participation could also be helpful.<sup>33</sup>

#### 5.2.4 Lack of pre-assessments of markets and innovation limits effectiveness

One theme across both programme countries identified by the evaluation was insufficient investment in market assessments prior to engaging with new participants. Mapping processes can be improved, both in terms of innovation and in selecting and screening products, services and people. It would give HiH important background information on the participants and what capabilities to tap into.

Absence of market and participant assessments pose a risk of trapping HiH in gender enterprise stereotyping, only offering upskilling in women dominated trades, or where there are strong female norms.

For both countries, greater economic empowerment of women was seen in urban areas, while rural spaces offered women greater avenues for political empowerment. HiH, needs to consider how to bridge these gaps and invest in developing new ideas for income generation opportunities, especially in rural settings. There are many new opportunities such as solar cell-charging of batteries, mobile phone repairs, recycling technologies, childcare etc, as well as taking old livelihoods/enterprises further (such as for India chili powder processing, Tamarind value chains, dairying value chains, paddy storage and sales, millet value chains).

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<sup>32</sup> There is already evidence in India of groups succeeding to mobilise water, sanitation, street lights, taps, more days under MGNREGS through lobbying.

<sup>33</sup> Refer to Social accountability, e.g. [Homepage - SAI \(sa-intl.org\)](http://Homepage-SAI(sa-intl.org)) and [Why social accountability is key to development | World Economic Forum \(weforum.org\)](http://Why social accountability is key to development | World Economic Forum (weforum.org))

## 5.3 Country themes

### 5.3.1 Kenya

When introducing a new approach or new component(s) within an existing programming context, a major lesson emerging from the Kenya data collection is that investing in a robust design and ToC matters. The design in ToC in turn need to be well articulated and documented to generate a shared understanding. If necessary, development and updating of operational guidelines should be done.

A robust design would also cure many other shortcomings experienced including in strategies for boosting conditions for sustainability, a results framework that takes into consideration both qualitative and quantitative dimensions of project outcome and impact, of mapping stakeholders and boundary partners and matching interventions.

A clearer understanding of the stakeholders will contribute to systems view on rights and will help HiH EA navigate in this system, based on its current coordinates. This will help HiH to facilitate access to services and funds for the women and ensure that there are no “blind spots” in the mapping of the system. The mapping of boundary partners and stakeholders will set the groundwork for HiH EA to work more in alliances and in partnerships to realise the intended outcomes. Views have been presented to the evaluation team that an increase in the number of partners and alliances will facilitate for the participants to realise their rights.

Other emerging themes include the importance of providing space for:

- Contextualizing interventions across different project sites – e.g., based on community level characteristics, location specifics including the vulnerability and assets profiles of the women in a particular community.
- Integrating an intersectionality perspective in targeting of right holders rather than profiling them as homogenous groups, if the intention is to reach the most marginalised, additional steps or focus areas are needed. This evaluation has found that women who benefited most were those that already had a certain level of empowerment. HiH needs to reflect on this and possible consequences for future programming.
- Designing selection criteria for group participants, which deliberately explains the process for selecting participants and targeting approaches. This is important if the project claims to address inclusion/exclusion dynamics and in order to ensure that no one is (without intent) left behind.
- Reflective learning – for example, the challenges with reaching sufficient institutionalisation at CBO-level points to a learning culture that was not sufficiently supported by a reflective environment. In other words, most of the challenges so far faced in adopting the CBO could have been anticipated and rationalised before adoption.

Finally, experiences from elsewhere suggests that outcomes for women are better when the men are more aware and have been part of mass mobilisation and working together with the women to enable them to claim their rights. It is therefore recommended that HiH EA extends awareness raising interventions to spouses, through the so-called household approach.



### 5.3.2 India

The present paths to economic empowerment in India may go beyond the current HiH offering of financial literacy, credit, enterprise promotion and enterprise exchange groups. The participants in the project are interested additionally in enterprise insurance, more in-depth value chain approaches, marketing outlets, and entities like producer companies and women in construction groups. Further, the market demand needs to be studied, as it is relatively saturated with certain offerings and businesses (e.g. tailors and embroiders).

It is essential that, every year, the SHGs takes stock of the socially and financial progression of each member and plan for the improvement of those lagging behind. This as economic improvement varies based on factors such as marital status, spending on male alcohol consumption, presence of young children, initial asset holding, and education levels. The implementation of the plan needs to be assessed the subsequent year and the process could be facilitated by CLN and HiH staff.

In terms of social empowerment, this evaluation has found that when a critical mass of women (60-70 percent in a village) is in SHGs habitat, an empowering momentum is created, and instances of domestic violence, sexual harassment and other gender based discriminatory practices go down. Furthermore, federating SHGs to CLNs and BLNs has proved to be particularly effective in enhancing outcomes for the rights-holders, as the collective mobilisation gains momentum and advocating for change is more forceful.

Environmental concerns are essential to address systematically like access to drinking water, sanitation, ponds, and tanks. These have been taken up by women and HiH, but not systematically so. A watershed approach may be adopted where necessary. Duty bearers related to these need to be systematically mobilised.

In terms of project implementation, HiH India could consider whether three-monthly meetings where duty bearers, BLNs and HiH interface could be relevant and feasible. This would contribute to women better claiming their rights, as well as it would help HiH to better respond to the women's needs.

And finally, an area for reflection is whether "Poverty Alleviation through women's Empowerment and Integrated Community Development" is a good title of the HiH ForumCiv project, as it gives the impression that women's empowerment is instrumental and not intrinsic.

## 6 CONCLUDING REMARKS

The overarching evaluation question that the evaluation has sought to answer is:

*The overall effectiveness, efficiency of implementation, and potential for sustainability of the programme, in particular regarding effort to apply an integrated human rights-based approach.*

The overall effectiveness of the HiH ForumCiv funded HRBA programme is good. The Covid 19 pandemic has clearly put a dire dent in the livelihood prospects and women's entrepreneurship has suffered. What is irreversible, though, are the transformational changes that are set in motion for the project participants, who become aware of their rights. In some cases, this change consists of women for the first time stepping out of the role as caregivers to pursue other aspirations. The sustainability of the project interventions rests to a not insignificant extent on this individual transformation.

Yet, the collective structures need to be in place for sustainability to be institutionalised. This aspect varies between Kenya and India, and each country as its individual and contextualised opportunities challenges at the community level.

Moving forward, HiH should conceptualise its unique position and offering that is the dual relationship between human rights and entrepreneurship/economic empowerment. It is clear that strengthening women's rights more broadly generates the empowerment and confidence for women to seek and access information, and subsequently claim their (economic) rights. Several structural vulnerability barriers to unleashing women's economic agency stand a better chance to be resolved through this process.

For HiH's internal processes to keep supporting an effective and efficient programme, it is important that it creates a better horizontal and vertical integration between the three participating HiH organisations – Sweden, Eastern Africa and India. This would strengthen the intervention logic and impact story sought through the programme, harmonise the three ToC and contribute to learning between all three entities.

## 7 RECOMMENDATIONS

### Contribution to outcomes and impact

1. **Develop the planning and monitoring system towards a more adaptive, outcome focussed model**, tracking changes in right-holders' livelihoods and conditions and changes in duty bearers' practices, with milestones and interactions with other ongoing efforts.
2. **Better integration and feedback loops between ForumCiv application and HiH country programmes.** The application is more conceptual and analytical and contains a good structure for programming rights and how to work with and for different boundary partners and duty bearers, yet it lacks the entrepreneurship and enterprise development component. The different level needs to mutually reinforce.
3. **Commission a mid-term developmental evaluation** two-thirds into the programme, focusing on potential for **impact on poverty in targeted areas**, in order for the programme to have time to adapt before end of programme.

### HRBA

4. **Continue to develop the rights-based approach** and define what it involves in each specific context. The nexus between human rights and women's empowerment through entrepreneurship needs to be clearly articulated and conceptualised, using the findings from this evaluation as input.
5. Acknowledge the need to identify and **strategically engage with duty bearers and people of power** as a key to systemic change. Due to socio-political and cultural contexts, the approach to this will vary between Kenya and India and need to be reflected in the theory of change. Engagement with intent to support duty bearers to do their job better is a good starting point, while using social accountability to monitor performance.
6. **Acknowledge the benefit of collective action of rights holders for systemic and normative change** and make this more explicit in the programme theory of change. Mobilising rights holders into SHGs, CBOs or CLNs should be a discrete milestone, to demonstrate how collective action can make a difference in empowerment and claiming rights. This narrative need to describe how capacities of the groups will be developed and maintained.

### Programmatic approaches

7. **Market assessments and participants screening** – ensure that proper market assessments and mapping of the participants' backgrounds and capabilities are done before facilitating their enterprise creation and linking them to value chains. This makes full use of both market gaps and participant's skills and interests and avoid gender stereotyping and creating enterprise offerings to already saturated market segments.
8. Enhanced focus on **engaging with systemic and environmental drivers of poverty**, including cultural norms and practices as well as access to insurances and other social security measures. This would facilitate and provide input to the country specific vulnerability assessments of the rights holders, in order ensure that women who are less empowered also benefit from HiH's interventions.

### Learning

9. Improve, facilitate and structure ongoing **peer-to-peer learning** and exchange between the participating POs.

## Annex 1: EVALUATION FRAMEWORK

Key Evaluation Question	Detailed evaluation questions	Lines of inquiry (guiding interviews and consultations)	Include in Desk Study	Data collection method	Who to consult (beneficiary/ boundary partner)
<b>1. Is the programme relevant in the country contexts?</b>	To what extent does the programme's objectives and design respond to beneficiaries, communities, country, and partner/institution needs and priorities, and continue to do so after circumstances might have changed?		No	-Interviews -FGD -Desk review (post field)	Beneficiaries Local government Other NGOs
	Is the theory of change(s) still relevant and based on correct assumptions?	<ul style="list-style-type: none"> <li>• Is the causal logic correct? Can input be expected to lead to output, to intermediate outcomes and to EOP outcomes?</li> <li>• Are expected results/outcomes clearly articulated as such?</li> <li>• Are outcomes and results measurable?</li> <li>• What assumptions underpinned the ToC and are they still valid?</li> </ul>	Yes	-Desk review -Interviews	POs HiH Sweden
	Which groups are included in the design and which are excluded?	<ul style="list-style-type: none"> <li>• Which are the most vulnerable groups in the specific project context (ethnicity/cast/disability/young persons etc)?</li> <li>• What is the rationale for including/excluding them?</li> <li>• If they are excluded, is it plausible that they can benefit from the effects and impact of the projects indirectly?</li> </ul>	Yes	-Desk review -Interviews	-POs
<b>2.Coherence</b>	To what extent has the project complemented other organisations' interventions?	<ul style="list-style-type: none"> <li>• How does it complement other interventions?</li> <li>• To what extent is there coordination with other initiatives and organisations?</li> </ul>	No	-Interviews	POs Other NGOs Local government
	Is there convergence between the objectives of the programme and the POs strategies, policies and priorities?	<ul style="list-style-type: none"> <li>• What is the fit between the ForumCiv programme and the POs other priorities and strategies and projects?</li> </ul>	Yes	-Desk review -Interviews	POs
	Is there strategic coherence between the POs and HiH Sweden?	<ul style="list-style-type: none"> <li>• Is there coherence regarding the definition of HRBA and how it is applied?</li> <li>• Are the ToCs for the ForumCiv programme aligned between HiH Sweden and the POs</li> </ul>	Yes	-Desk review -Interviews	HiH Sweden POs
<b>3. To what extent has the programme achieved its objectives and what were the enabling and disabling factors</b>	<b>Individual level</b> To what extent have women's/rights-holders' social and economic conditions improved in targeted communities?	<ul style="list-style-type: none"> <li>• <b>For Kenya:</b> to what extent has right-holders' capacity to establish new or enhance [existing] sustainable income generating activities? What are the signs/indicators for this?</li> <li>• <b>For India:</b> to what extent are there improved opportunities for social and economic empowerment of women? What are the signs/indicators for this?</li> <li>• <b>For India:</b> to what extent is there enhanced conditions for enabling gender equality in the targeted communities? What are the signs/indicators for this?</li> </ul>	Yes	-Desk review -Interviews -MSC interviews w beneficiares -FGDs w beneficiaries	Beneficiaries Other NGOs Local government

		<ul style="list-style-type: none"> <li>• What contributed to the observed changes/lack of changes?</li> <li>• How have the changes changed the lives of the beneficiaries, i.e. how were these changes manifested?</li> <li>• Did factors outside of the project influence the changes (other projects, other government policies or other influences)?</li> </ul>			
	<b>Non-discrimination</b> Which groups of women have experienced these changes and which have not? Why?	<ul style="list-style-type: none"> <li>• Why did some women see changes and other not?</li> <li>• What factors contributed different changes for different groups?</li> <li>• Does time matter, i.e. the number of years the beneficiary has participated in the project? Have more significant and transformative changes happened to women (and men) who have participated in the project for its whole duration (3-4 years)?</li> </ul>	If possible	-Interviews -FGDs	Beneficiaries POs
	<b>Collective level</b> To what extent has the project contributed to empowering women to organise in SHG and claim their rights collectively at various levels?	<ul style="list-style-type: none"> <li>• <b>For Kenya:</b> To what extent is there raised awareness of rights based issues (socio-economic, civic, cultural, governance) in the marginalised communities in Kawangware? [</li> <li>• <b>For Kenya:</b> has a community development process enabled marginalised communities in Kawangware to claim their socio-economic, civic and environmental rights? If so, how? What are the indicators for this?</li> <li>• <b>For India:</b> have communities in Kancheepuram and Jodhpur districts increased their capacity to self-organise around community development and to claim their rights? If so, how? What are the indicators and signs of this?</li> <li>• How did POs contribute to the women organising and collectively claiming their rights?</li> </ul>	Yes	-Desk review -FGDs -Interviews	Beneficiaries SHGs representative CBO representative CLN representative POs
	<b>Boundary partners' changes</b> To what extent has men's/community leaders'/religious leaders/business leaders' attitudes and practices towards women's decision making at family and community level improved?	<ul style="list-style-type: none"> <li>• Has the outcome statements for concerned boundary partners (men/community leaders/religious leaders etc) been attained, i.e. did the changes the project was seeking for these groups materialise?</li> <li>• If so, why was that, or why was it not so?</li> </ul>	If possible	-Desk review -Interviews	Men Business leaders Banks Others as per specific country boundary list
	<b>Duty-bearers</b> To what extent have duty-bearers presence and fulfilment of obligations in targeted communities changed?	<ul style="list-style-type: none"> <li>• How did it change?</li> <li>• What contributed to the observed changes?</li> <li>• If the expected changes did not happen to the intended degree, why was that?</li> </ul>	Yes	-Desk review -Interviews -FGD -Email survey	Local government POs Beneficiaries SHGs CLNs CBOs
	<b>POs capacity</b> To what extent have the POs enhanced their capacity to work in a gender-transformative and human rights-based manner, as a result of the programme?	<ul style="list-style-type: none"> <li>• What is the evidence for the ForumCiv programme's contribution to this enhanced capacity? Can we confirm the attribution?</li> <li>• What contributed to the observed changes/lack of changes?</li> </ul>	No	-Interviews -Email survey	POs CBOs CLNs

<b>4. Efficiency and quality of the implementation, partnerships used and POs capacities strengthened as a result of the programme.</b>	Have the ToCs been used and of help in the implementation of the projects?	<ul style="list-style-type: none"> <li>• How have the ToCs been used to steer and manage the projects and to inform course correction?</li> <li>• Have the ToCs been used for monitoring? How?</li> </ul>	No	-Interviews -Email survey	POs
	Relevance and effectiveness of capacity strengthening of staff in human rights and gender responsiveness	<ul style="list-style-type: none"> <li>• In what way do staff consider their capacities in the mentioned areas to have been strengthened? What are the signs and indicators for this?</li> <li>• What needs to be enhanced by way of staff capacity strengthening initiatives for the POs to effectively mainstream gender and HR into their organisations and operations?</li> </ul>	No	-Interviews -Email survey	POs
	What partnerships were used to deliver the programme, how and why?	<ul style="list-style-type: none"> <li>• What did the different partnerships look like?</li> <li>• How were the partners' comparative strengths utilised and mobilised to fulfil the project objectives?</li> </ul>	Yes	-Desk review -Interviews -Email survey	POs
	Learning – how were lessons learned taken into account in programme adjustments? How have they been used in and applied to other projects?		No	-Interviews -Email survey	HiH Sweden POs
	Feedback loops between the POs and HiH Swe and Forum Civ and learnings between the two programmes.		No	-Interviews -Email survey	HiH Sweden POs
<b>5.Sustainability</b>	Are there systems and structures in place for the results attained to continue after the programme is completed at individual level, SHG/movement level, duty bearer level?	<ul style="list-style-type: none"> <li>• Have non-funding relationships been developed to support ongoing implementation?</li> <li>• Do the concerned groups and individuals have sufficient capacity to continue upholding the results attained?</li> </ul>	No	-Interviews	SHG CLNs CBOs POs
	Is there sufficient awareness, ownership and leadership in the communities for the results to be sustained?	<ul style="list-style-type: none"> <li>• What does this ownership and leadership look like?</li> <li>• What are the barriers and issues to address in order to attain the sufficient level of awareness, ownership and leadership?</li> </ul>	If possible		SHG CLNs CBOs POs
<b>6. What are the key lessons for a future programme?</b>	Positive practices that can be beneficial to other interventions	<ul style="list-style-type: none"> <li>• What are the barriers and opportunities for replication and scalability?</li> </ul>	If possible	-Interviews -FGDs	Beneficiaries SHGs CLNs CBOs POs
	Challenges that should be addressed and avoided in future programming		If possible	-Interviews -FGDs	POs SHGs CLNs CBOs

### Outcome description - Example

**Outcome Description:** *In one or two sentences, summarize the observable change in the behaviour, relationships, activities, or actions of a social actor influenced by the activities and outputs of the organization, program, or project over the past 3 years.*

Example: Women are now listened to in the local councils in X out of Y targeted communities. Women have managed to influence the allocation of the community budgets to issues of importance for women and children (e.g. a playground and a centre for children with disabilities were established, and the sewerage system in one of the poor settlements was mended).

**Who:** *Be as specific as possible about the individual, group, community, organization, or institution that changed.*

Example: The local council members changed their behaviour along with community and religious leaders and husbands of the elected women.

**What:** *State concretely what changes were noted in behaviour, relationships, activities, policies, or practices.*

Example: In the past, the husbands of women elected to the quota seat in local councils decided what their wives should do and even signed papers on their behalf. Most community budgets were allocated to road construction and there was almost nothing for women and children. Now women are welcomed to provide their independent input in the council and their views are listened to (to a certain extent).

*State possible unexpected outcomes:* Example: Unfortunately, two (out of y) women representatives were abused by their husbands for coming to the meetings. The partner organisation had to intervene to arrange individual family counselling.

**When:** *Be as specific as possible about the date when the change took place.*

Example: the change was gradual over the three-year period.

**Where:** *Similarly, include the political or geographic locale with the name of the community, village, town, or city where the actor operates – locally, nationally, regionally, and/or globally.* Example: The programme was implemented in the x, y and z communities in the West Bank.

**Organization's contribution:** *In one or two sentences, what was the organization's role in influencing the outcome? How did it inspire, persuade, support, facilitate, assist, pressure, or even force or otherwise contribute to the change in the social actor?*

Example: The partner contributed to these changes by organising dialogue meetings with the community leaders to convince them of the benefits of listening to women, by providing the elected women with tools and training to help them be more assertive and by facilitating community dialogue meetings around certain issues. Apart from this partner contribution, it was also helpful that the UN increased the budgets to community planning, which meant that there was more space for women's issues without reducing other parts of the budget. Also, there are three other CSOs working with the same issue in the same communities (e.g. social accountability), so it is hard to say if the partner contributed to the observed outcomes alone.

*Lessons picked up:* Example: 1) Community meetings should not be organised late in the evenings because it makes it hard for women to participate. 2) There needs to be a support system for women that are abused as a result of the project activities 3) There are duplications and lack of synergies between local CSOs that needs to be addressed for better effectiveness. The partner had not done a stakeholder analysis, and was rather competing with the others.

## Annex 2: EXAMPLE OF OUTCOME DESCRIPTION