Impact Study of the Technical Advisor (TA) Programme of HORIZONT3000 in East Africa (Kenya-Tanzania-Uganda)

Final Report

10 November 2015

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Acknowledgements

The evaluation team would like to express their gratitude to all partner organisations and former Technical Assistants (TAs) that participated in the impact study process in all the countries of the East Africa office. Without their contribution and time the study would not have been possible.

Special appreciation goes to Regional Office East Africa for providing adequate support to the impact study team. Wim Getkate was particularly instrumental in organising the consultation process for the team and in some instances at very short notice. Also special mention goes to the regional office staff for responding to our never ending requests for additional information! Their support is very greatly appreciated.

The views and opinions expressed in this report are those of the authors and do not represent the views of HORIZONT3000 or its partners.

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Abbreviations

ADA	Austrian Development Agency
ANPPCAN	African Network for the Protection and Prevention against Child Abuse and Neglect
CWB	Catholic Women's Bureau (of Caritas Jinja)
CIDI	Community Integrated Development Initiatives
CREEC	Centre for Research in Energy and Energy Conservation
DESECE	Development Education Services for Community Empowerment
ERI	Enabling Rural Innovation
IIZ	Institute for International Cooperation
M&E	Monitoring and Evaluation
NGO	Non-Government Organisation
OD	Organisational Development
OED	Austrian Development Service
PO	Partner Organisation
TA	Technical Advisor
TAREA	Tanzania Renewable Energy Association
TOAM	Tanzania Organic Agriculture Movement
UCC	Uganda Children's Centre
UEEF	Uganda Environmental Education Foundation
UWASNET	Uganda Water and Sanitation Network
YARD	Youth Association for Rural Development

Executive Summary

Background

The main aim of the TA programme is to provide capacity development support for HORIZONT3000 local partner organisations. Technical Advisors act as catalysts for its local partners to unleash, strengthen, create, adapt, and maintain capacity over time.

The programme goal is formulated as "strengthening and consolidation of the concepts and methods for systematic capacity development and knowledge management that were developed in the previous TA programme 2010-12 in the areas Rural Development and Natural Resource Management, Human Rights / Civil Society and Education". It aims to increase the effectiveness of work of the local partner organisations (PO), which, in turn, will have higher capacities to contribute to the improvement of the living conditions of their respective target groups.

The main sets of activities, as stipulated in the intervention logic, are: (1) the systematic capacity development at individual, organisational and societal level; (2) the identification and documentation of experiences, instruments and methods for TA programmes with a high potential for replication; (3) increased 'merging' of the two programmatic core instruments (TA programme and financing projects) through the implementation of complimentary activities and events related to capacity development in order to increase synergy effects; (4) expansion of the service offer of tailor-made TA programmes for other Austrian NGOs.

Purpose and Objective of the Study

The goal of the impact study was to assess the contribution of the technical assistance (TA) programme to the overall capacity development of local partners, especially in the field of organisational development, and to the wider development goals of HORIZONT3000 in East Africa.

The impact study was to help HORIZONT3000 to improve the quality of its TA programme by:

- Providing insights in how the TA programme achieves impact;
- Providing clear good practice examples that can be up-scaled in order to maximize positive impacts for the local partners and beyond;
- Providing recommendations, especially on:
    - Possibilities to increase positive impacts in the field of organisational development (OD) for local partner organisations
    - Instructions to improve preparation courses of TAs
    - Possible improvements of management structures and processes to help sustain and maximize positive impacts.

Methodology

A mixed method approach was used for the study which utilized quantitative and qualitative methods. The quantitative data collection comprised self-administered questionnaires completed by 30% of the partner organisations receiving TA support during the evaluation period and 25% of TAs.

Qualitative methods comprised a participatory workshop and key informant interviews. A participatory workshop was held in Kampala with a select number of partner organisations and TAs. Key informants interviews were conducted with randomly selected partner organisations and TAs and HORIZONT3000 staff in Vienna, Kampala and Dar es Salaam.

A total of 52 partner organisations and TAs were reached with the study comprising 40% of the population.

Findings

Relevance

The TA programme provides demand driven services to partner organisations. The features that include salary support, work support fund, comprehensive recruitment process that includes local partners, in-country support for TAs, and knowledge sharing and exchange were noted as key in providing a sound foundation for success of the TA programme. Given the type of organisations the TA programme supports, small mostly rural partners where limited funding for the counterpart staff is apparent, salary support becomes a relevant instrument. The work support fund was noted to provide HORIZONT3000 with the opportunity to facilitate the work of a TA where funds were limited. Support visits to partners strengthen the relationship between HORIZONT3000 and the partner organisation. This is important for creating the right framework for capacity development. The three stage recruitment process, which includes a practical session to observe skills and knowledge, provides a good foundation for HORIZONT3000 to select the most appropriate TAs. The added involvement of the recipient partner in the recruitment process, in particular reviewing and approving the CV of the prospective candidate, bred ownership. The recruitment process is supported by a seven week orientation course in Vienna and a further two weeks in-country. HORIZONT3000 provides local support for TAs through dedicated TA Programme Officers placed in Uganda and Tanzania. This feature has provided HORIZONT3000 with the unique opportunity for close supervision of the TA programme in East Africa. Annual meetings of TAs provided platforms for sharing of experiences among TAs and for HORIZONT3000 staff to receive feedback on the programme. The use of the KNOWHOW3000 (a knowledge management system for HORIZONT3000), particularly the "borrow a TA" initiative, has been helpful in filling gaps in knowledge in existing TAs and building confidence of partner organisations.

Another important feature of TA programme is that it works mostly with rural NGOs working on the frontiers of development. This shortens the causal linkage between individual capacity and direct benefits to target populations of the East Africa Regional Strategy of HORIZONT3000. Moreover, results of the impact study show that the TA programme has been more successful at this level than with bigger organisations. There is also good overlap between co-financing projects (50%) and the TA programme, allowing the latter to directly contribute to achievement of the East Africa Regional Strategy.

There are areas that need to be improved to enhance the design and relevance of the TA programme and include:

1. The assessment of partners to confirm capacity gaps needs to be done consistently for all applicants;
2. The M&E system needs to be structured and systematic and incorporate both the partner and TA feedback in the process;
3. Broadening the advertisement for TA positions to ensure a wider selection and deployment of the right candidates; and
4. Salary and work support funds pose a risk of creating dependency by the partner organisation and need to be implemented carefully with supportive measures for sustainability.

Effectiveness

There is wide evidence of the contribution of the TA programme to capacity development. Greatest changes were achieved at individual capacity, then organisation and last societal capacity. At the societal level, factors that influence change are no longer in the control of HORIZONT3000 and in many cases require more time than the two year contracts for TAs (not all TA contracts are extended).

All the organizations affirmed that counterpart staff and in some cases many people or entire departments have improved their technical skills in management, human resource, finance and project management, data collection including designing tools, data analysis, project proposal writing and budgeting, monitoring and evaluation, programme review, marketing, training, systematization, report writing, internal and external communication. Improvement in skills resulted in increased motivation and confidence. Staff became more excited to execute their duties. At the organisational level, there were examples of M&E departments being established, development of manuals, policies and procedures (human resources, finance, programmes, etc.), development of strategic plans, and incorporation of new and effective approaches to interventions and documentation.

For the TA programme to be able to achieve its objectives, there are certain conditions that are necessary namely: matching of TAs with the capacity needs of POs, their training and application of a TA role, orientation and character of the TA, availability of both TA and counterpart staff for the duration of the TA term and availability of funds to support TA activities.

There are a number of features of the HORIZONT3000 Technical Advisor programme that have made a difference in OD and are: the log frame, highly experienced TAs, deployment of TAs to project areas, systems development, the salary support, working with specific counterparts, regular follow up visits and flexibility of the TAs (to take on work outside the log frame).

Unintended impacts of the TA programme include:

1. loss of trained counterpart staff to other organisations because of improved skills and knowledge which can be viewed as a positive from the individual's perspective but a negative from the institution's side.
2. the presence of European staff in local organisations provides confidence to some donors on the abilities of the local partner and therefore opportunities for increasing funding.
3. conversely, the presence of a European in a local organisation makes it lose trust of government because it was reported to be leading to negative views among government of the organisation being externally driven resulting in reduced trust of these organisations by them.

Impact

In terms of organisational development (OD) following were identified as success factors:

OD level	**Success factors**
Individual	Availability of a relevant counterpart staff Willingness to learn among counterpart staff Employ adult learning methods Quality of TA (experience, qualifications, age, and character)
Organisa-tional	Participatory identification of capacity development needs Use of the log frame Funding for activities in the log frame Flexibility of roles and responsibilities of the TA to meet emerging needs for the organisation
Societal	TA reports to management committee HORIZONT3000 technical support and monitoring of TA performance Quality of TA (experience, qualifications, age, and character)

Sustainability

Measures that help sustainability are the implementation of new policies, procedures and guidelines during the TA support period, culture change, and gradual weaning of TA support. Although a number of organizations indicated that they had put in place measures for sustainability (84.6%), some (42.9%) were not confident that the measures were going to be effective to achieve sustainability. This can be attributed to concern on implementation of policies and availability of funding to sustain new initiatives or departments.

Lessons Learned

The impact study has shown that the quality of TA is of paramount importance if results are to be achieved.

Without a counterpart staff the TA misses an interlocutor for capacity development in the partner organisation.

Achievements at the organisational level require a mix of conditions to be realized that include:

1. flexibility in addressing capacity needs of partner organisations which increases relevance of TA and in turn increases the will to reform.
2. the TA having access to the management committee to discuss issues of organisational change and reporting on results of the TA programme.
3. quality of the TA that gives trust to the partner organisation of the capacity to deliver.
4. close monitoring and support from the HORIZONT3000 local management office to nurture a focus on results and address any challenges in influencing results faced by TAs.

Having staff in the regional office for Kenya and Tanzania is good practice as it provides TAs the opportunity to receive quick and relevant feedback than would otherwise be with management from Vienna.

Not all applications for capacity are genuine.

Recommendations

Recommendation 1: TAs find the orientation programme not adequate in particular providing practical experiences they will encounter in their specific countries. HORIZONT3000 therefore needs to explore ways of ensuring the orientation programme is practical and relevant to TAs being deployed in East Africa. One way would be to take advantage of returning TAs in Vienna and former TAs employed in HORIZONT3000 headquarters. Another way would be trainings or sharing of experiences of TAs during the assignment period.

Recommendation 2: There is need to support the TA programme staff in providing the depth of technical and OD support required for effectiveness. It is therefore recommended HORIZONT3000 consider use TAs that have chosen to remain in East Africa with demonstrated expertise in delivering TA services to provide short term support to incumbent TAs as a pool of “flying TAs”. They will be used by HORIZONT3000 to provide closer technical support required to achieve results.

Recommendation 3: HORIZONT3000 faces challenges in the recruitment of TAs. This has negatively affected its ability to always acquire the best qualified TAs, an important aspect for achieving impact. Opportunities for improving recruitment exist and could include:

a) Advertising beyond the HORIZONT3000 website as is currently done.
b) Plan annual TA months early to allow for the local office to plan in time on TA requirements – contract extension against new TAs.

c) Explore local recruitment of TAs (Europeans already in East Africa and willing to work under the conditions).
d) Assess possibility of extending TA contracting beyond five years (with the TA moving to different organisations). This will provide HORIZONT3000 the flexibility of using available and past resources in country or in Europe.

Recommendation 4: Monitoring and evaluation in the TA programme needs to ensure a focus on results among partner organisations. More structured and systematic monitoring and evaluation is needed. Already the HORIZONT3000 Regional Office East Africa is in the process of developing a monitoring and evaluation tool. This needs to be completed and supported by headquarters. In addition the HORIZONT3000 Regional Office East Africa needs to develop a structured system for monitoring and verification of results that can be implemented to support achievement of results.

Recommendation 5: HORIZONT3000 Regional Office East Africa should continue to use the log frame, systems development, training and coaching and mentoring. These features should be strengthened for greater impact of the TA programme. Particular attention should be given to making sure that the TAs and counterparts are trained on the use of the log frame for planning, monitoring and reporting. In addition, all TAs should receive training in organisational development.

Recommendation 6: The impact study shows that HORIZONT3000 has leverage with smaller organisations working at the frontiers of development. While it is important to have a balanced portfolio depending on demands for TA among local organisations, HORIZONT3000 should look towards investing more in smaller organisations where the conditions to facilitate organisational change are more likely present than in larger ones. This could represent "low hanging fruit" for the programme and should be explored. In addition, targeting this category of partner organisations enables HORIZONT3000 to respond directly to individual beneficiaries and therefore contribute to the societal capacity objectives faster than it would with bigger organisations because they are on the ground and at the frontier when compared to larger organisations.

Recommendation 7: Improving the nexus between the Regional East Africa strategy and the TA programme needs to be strengthened. The impact study recommends HORIZONT3000 to facilitate greater overlap between the co-financing projects and the TA programme. This includes ensuring the portfolio of organisations supported under the TA programme have a sufficient overlap with the co-financing projects. However, this should not let the TA programme lose flexibility to address emerging needs that provide HORIZONT3000 comparative advantage in its TA portfolio.

Recommendation 8: There is need to mainstream sustainability in the TA programme. In this regard it is recommended that HORZONT3000 considers, as part of the application process for TA, organisations to present a sustainability plan for the TA. Progress in implementing the sustainability should be monitored together with the TA log frame on an annual basis.

Recommendation 8: The TA programme lacks an instrument to follow up partners and provide "after TA" support to ensure results of the TA are nurtured to impact. Such a fund could be used to monitor and provide short term organisational development support and technical support to partner organisations for one year after TA support. This could be a role for the "flying TAs" mentioned in Recommendation 2. It is recommended that HORZONT3000 considers incorporating follow up and after TA support in the design of the TA programme to support achievement of results especially at organisational and societal level.

Recommendation 9: In order to achieve results at the organisation level HORIZONT3000 needs to consider several additions to the TA programme:

a) integrate within the structure of HORIZONT3000 fully dedicated organisational development expertise (head office to regional level);
b) develop policy and implementation guidance for organisational development within the TA programme; and
c) develop a core pool of OD experts in East Africa from remaining TAs that can be trained to deliver OD or natives of East Africa that possess the required OD expertise and experience. These could be part of the "flying TAs" mentioned in Recommendation 2.

Recommendation 10: There is need to accompany work and salary support funds to partner organisations with a clear sustainability plan. Without this, the salary support may be abused by partner organisations to fill staff shortages, or they might not be adequately planning forward to ensure the availability of the counterpart after the salary support. The work support fund on the other hand, in addition to the sustainability plan, needs to address emerging needs or activities that were not covered in the original application of the partner organisation.

Recommendation 11: Consideration should be given to open a Facebook page to facilitate sharing of experiences between former and current TAs. Secondly, the tools box developed in 2014 should be considered for finalisation and launched to assist current and future TAs with OD tools.

1 Introduction

This final report presents the last output for the Impact Study of the Technical Advisor (TA) Programme of HORIZONT3000 in East Africa (Kenya-Tanzania-Uganda). The study was conducted by Ngoni Marimo (Team Leader) and Ellen Jaka (Capacity Development Consultant).

2 Background

The main aim of the TA programme is to provide capacity development support for HORIZONT3000 local partner organisations. Technical Advisors act as catalysers for its local partners to unleash, strengthen, create, adapt, and maintain capacity over time.

The overall goal of the TA programme of HORIZONT300 (2013-14) is to "contribute to poverty reduction and sustainable development in the partner countries of the Global South through Technical Advisors".

The programme goal is formulated as "strengthening and consolidation of the concepts and methods for systematic capacity development and knowledge management that were developed in the previous TA programme 2010-12 in the areas Rural Development and Natural Resource Management, Human Rights / Civil Society and Education". It aims to increase the effectiveness of work of the local partner organisations, which, in turn, will have higher capacities to contribute to the improvement of the living conditions of their respective target groups.

The main sets of activities, as stipulated in the intervention logic, are: (1) the systematic capacity development at individual, organisational and societal level; (2) the identification and documentation of experiences, instruments and methods for TA programmes with a high potential for replication; (3) increased 'merging' of the two programmatic core instruments (TA programme and financing projects) through the implementation of complimentary activities and events related to capacity development in order to increase synergy effects; (4) expansion of the service offer of tailor-made TA programmes for other Austrian NGOs.

Table 1 shows the number of TAs deployed between the period 2010 and 2014.

Table 1: Number of TAs between 2010 and 2014

	2010	2011	2012	2013	2014	Total
Kenya	8	8	6	6	8	36
Uganda	15	20	19	23	18	95
Tanzania	2	2	5	8	6	23
Total East Africa	25	30	30	37	32	154
Total number of assignments	88	81	93	89	72	

2.1 Objectives of the evaluation

The impact study was to help HORIZONT3000 to improve the quality of its TA programme by:

- Providing insights in how the TA programme achieves impact;
- Providing clear good practice examples that can be up-scaled in order to maximise positive impacts for HORIZONT3000's local partners and beyond;
- Providing recommendations, especially on:
    - Possibilities to increase positive impacts in the field of organisational development (OD) for local partner organisations
    - Instructions to improve preparation courses of TAs
    - Possible improvements of management structures and processes to help sustain and maximise positive impacts.

The goal of the impact study was to assess the contribution of the technical assistance (TA) programme to the overall capacity development of local partners, especially in the field of organisational development, and to the wider development goals of HORIZONT3000 in East Africa.

The main guiding questions for the study are presented as follows:

2.1.1 Relevance

- To what extent has the development intervention been exemplary, created structures and had an impact in terms of leverage (e.g. adaptation among target groups and organisations)?
- How did the TA programme work in conjunction with other interventions, programmes or services to achieve outcomes on the level of the regional East Africa programme of HORIZONT3000?

2.1.2 Effectiveness

- What is the evidence of the contribution of the TA programme to the capacity building of the partner organisations? Which goals and objectives have been attained and which have been more difficult to attain?

2.1.3 Impact

- What were the particular features of the interventions that made a difference, especially in the field of OD?
- Have there been any unintended or negative changes that can be attributed to the TA programme?
- How far are attained improvements and changes sustainable?

3 Conceptual framework

3.1 Defining capacity development

Capacity is a fluid concept with definitions varying across organisations but three components of capacity are generally agreed: individual, organisational and institutional capacity. Because definitions across these categories differ the study adopted the one used by HORIZONT3000 in conceptualizing its TA programme detailed in the ToR pages 1-2 (see also Box 1) focusing on individual, organisational and societal level.

Box 1: Definition of capacity
Individual level relates to strengthening of human potentials and resources *Organisational level* focuses on strengthening of local organisations to consolidate their structures and processes *Societal level* empowering civil society structures to influence decision-making processes on a regional or even, national scale

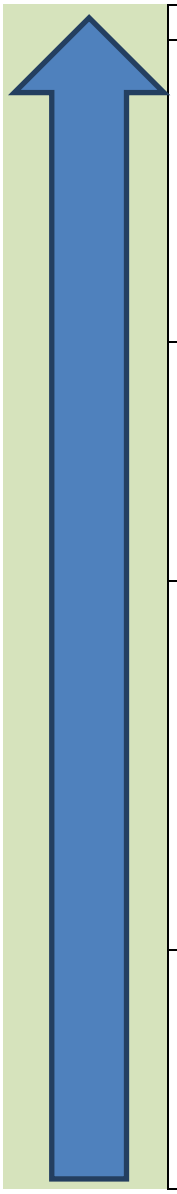
Thus, these three levels of capacity form the main basis for the assessment of organisational development efforts of the TA services.

Secondly, within all the levels of capacity the study approach to assessing impact of the TA programme was framed around **adaptive capacity**: the ability to respond to changing context or weakening capacity by strengthening, creating or adapting capacity so it is maintained over time.

3.2 Assessing results of the TA programme (2010-2015)

To assess the impact of the TA programme it was important to define the causality chain and hierarchy of results. According to the TA programme 2013-2015 programme documents submitted to the Austrian Development Agency (ADA) by HORIZONT3000, the ultimate goal is to enhance the effectiveness of programmes that address the needs of the poor in East Africa contributing to poverty reduction. Therefore, measurement of increased capacity would not only focus on internal and organisational efficiencies but would determine the extent to which the capacity developed is contributing to HORIZONT3000 development goals in East Africa. With this background Figure 1 depicts an illustrative hierarchy of results that will be confirmed by the impact study and including the causality factors.

Figure 1: Summarised results chain of the TA programme



Impact	• Lives of beneficiaries are changing and poverty is being reduced in East Africa
Outcomes	• Supportive legislation, policy and programmes that enable human rights obligations • Improved equity in service delivery (addressing gender, poverty and other socially excluded minorities) • Improved access and quality (newly created curricula / manuals / teaching aids) of education • Improved production in agriculture practices in environmentally sustainable ways • Improved natural resources management
Intermediate Outcomes	• Improved delivery of services to beneficiaries • Increase in the number of beneficiaries reached • Increase in funding and diversity of funders • Success in its advocacy work (e.g. impact on legislation) • Trained staff will become Trainers of Trainers • Increased status and influence of partner organisations in their sectors • Improved knowledge management (e.g. documentation of practices, results etc.)
Outputs	• Partner organisations have improved structures workflows, planning and management methods • Partner organisations have improved knowledge in project cycle management and knowledge management • Partner organisations have sustainable financing strategies • Employees/staff in partner organisations have increased knowledge and skills in subject areas and apply new subject-specific knowledge • New partnerships are developed • Relationships of partner organisations with government, donors, international NGOs strengthened • New approaches and techniques to service delivery are implemented
Activities	• Day to day personal advisory support • Training of employees and individual staff in technical areas • Provide technical advice to partners in areas of systems development • Mobilisation • Support partner organisations in networking • Support partner organisations in advocacy • Support partner organisations in research

As the results chain shows (Figure 1), the results were not only internal to the partner organisation but also extended to the institutional structure in which it is embedded. These include: funders/donors, other local NGOs or CSOs, central and local government, community members or beneficiaries and elected officials. These stakeholders provide an external measure of the organisational capacity of partner organisations: improved relations, status, influence and impact (See Figure 1 for expected institutional results). These are important attributes for sustaining and growing capacity of the partner organisations. In this regard the study incorporated these institutional stakeholders in the assessment of capacity. Because of time limitations, these stakeholders were limited to government, funders/donors, local NGOs and CSOs in the sectors of partner organisations. It is important to note that the majority of assessment of this level was mainly perceptive – how the organisation is viewed by others. The underlying idea is that these perceptions are shaped by improved conduct and performance of the

partner organisation. However, this also recognises that the same perceptions can be shaped by other factors that may not necessarily be premised on performance. To do this, the study ensured all perceptions were supported by evidence or examples which would be verified with the partner organisation.

Table 2: Perception of partner organisations by institutional stakeholders

Stakeholder	Results
Donors	Improved relations with donors and other international NGOs Growing status and influence in the sector Increased regard for quality of interventions and organisational efficiency (trustworthiness of the organisation)
Local NGOs/CSOs	Growing status and influence New strategic networks/coalitions developed or strengthened
Government	Improved relations and standing with central and local government Increased influence in shaping government programmes and service delivery Increased regard for quality of interventions Growing influence on policy and legal reform that enables human rights obligations to be fulfilled
Elected officials	Improved relations and standing with parliamentarians, councillors, etc. Growing influence on policy and legal reform that enables human rights obligations to be fulfilled
Community members	Increased regard for quality of interventions Improved lives of beneficiaries

4 Methodology

The study approach was highly participatory incorporating the following methods:

1. Literature review
2. Structured self-administered questionnaires for partner organisation and TAs
3. One-day participatory workshop in Uganda
4. In-depth key informant interviews with selected HORIZONT3000 Vienna and regional office staff, partner organisations and TAs

4.1 Literature review

A comprehensive literature review was conducted and aimed to understand the objectives of the TA programme and expected key results, its beneficiaries, conceptual underpinnings of the programme, results achieved and challenges experienced. The documents reviewed are presented in Annex 2.

4.2 Structured self-administered questionnaires for partner organisation and TAs

A structured questionnaire was developed and circulated to partner organisations and past and present Technical Advisors (TAs). The target was to reach all partner organisations and all TAs whose contact details could be obtained. Table 3 provides numbers of those that responded to the questionnaire. The questionnaires are presented in Annex 4.

Table 3: Number of respondents to the self-administered questionnaire

Respondent	Total respondents to the questionnaire	Percentage
Partner Organisations	18	33%
TAs	26	45%

4.3 One-day participatory workshop in Uganda

A one-day participatory workshop was held in Uganda with partners that received or are still receiving TA support, the technical advisors and representatives of HORIZONT3000. A selected number of partner organisations and current TAs were invited to the workshop due to distance and time constraints. Table 4 provides total organisations and TAs that attended the participatory workshop.

Table 4: Participants at the participatory workshop

Participant	Total
Partner organisations	8
TAs	5

The workshop focused on:

- Key impacts of the programme and the success factors
- SWOT analysis of the programme
- Lessons learnt for future TA programmes

Approaches such as SWOT analysis and appreciative inquiry were used during the workshop. Using appreciative inquiry in this workshop sought to explore the "positive change core" of the TA programme as a means of identifying programme successes and factors underlying this success (including good practice examples) for designing and implementing future TA programmes. This approach was particularly useful in this regard because the ToR required the team to provide, *"…insights in how our TA programme achieves impact*", *"Providing clear good practice examples that can be up scaled in order to maximize positive impacts"* etc. (pp. 2). Therefore with appreciative enquiry the study sought to address the *"proving"* or accountability aspect of this study – the impact of the TA programme and change pathways. SWOT analysis on the other hand enabled the team to determine the strengths and weaknesses of the TA programme and understand further what opportunities exist for improving the programme answering the *"improving"* concept of the ToR.

4.4 Key informant interviews

Partner organisations that responded to key informant interviews were randomly selected from the list that received TA support during the period of the study. TAs and other stakeholders they work with were to be consulted for each selected partner organisation. This would have provided the team with a 360 degree assessment of capacity. However, the study team faced challenges with this approach highlighted in 4.5 below. Key informant interviews were used to follow up interesting stories of success/impact and to explore in greater detail issues raised in the participatory workshop and self-completed structured questionnaires. Table 5 provides the number of respondents reached with key informant interviews.

Table 5: Key informant interviews

	Uganda	Tanzania	Kenya
Partner organisations	5	2	2
TAs	6		
Government	1	2	
Organisation in the same sector	2	1	2
Funders	1		0
Total	**15**	**5**	**4**

4.5 Limitations

The evaluation faced several limitations that undermined its ability to achieve the intended 42 interviews. Despite this challenge, a total of 73 individuals were consulted through a combination of the participatory workshop, self-administered questionnaire and key informant interviews. The reasons for not reaching the numbers include:

1. The workshop could not be attended by all invited partner organisations and TAs in East Africa because of the distances from Kampala, the associated cost of travel and short notice in the invitation for attendance.
2. The study team failed to interview other stakeholders of partner organisations as either they were not available for interviews or no responses were received for such a request.

5 Findings

This section presents findings of the impact study. It is organised according the following evaluation criteria: relevance, effectiveness and impact.

5.1 Relevance

5.1.1 To what extent has the development intervention been exemplary, created structures and had an impact in terms of leverage (e.g. adaptation among target groups and organisations?)

The TA programme of HORIZONT3000 has many aspects that provide good practice for TA programmes. Firstly, the programme is demand driven – potential organisations have to request for TA support guided by their self-defined needs. This improves relevance of the TA support. Majority of partner organisations that responded to the self-administered questionnaire confirm this process and view the TA as relevant to their capacity needs (See Table 6). However, there are a few organisations where a TA was delivered because of supply e.g. in Tanzania and Uganda driven by the need to meet TA month's[1] targets.

Table 6: Relevance of TA support

Response	Percentage (%)
How were your capacity needs identified?	
Through formal capacity needs assessment	90.0
Through informal discussions with HORIZONT3000	5.0
In your opinion did the TA address the relevant capacity needs and priorities for your organisation at the time?	
Yes	100.0
Did your organisation contribute to any stage of the TA programme	
Yes	78.6
If yes, what stage did your organisation contribute to the design of the TA programme	
Identification/Needs assessment	64.3
Design/Formulation	28.6
Monitoring and Evaluation	7.1

While this approach of HORIZONT3000 is commendable and good practice, it has its draw backs if not implemented carefully. For example, the team came across organisations that applied for TA support not necessarily because they needed to address capacity constraints through facilitation of a TA but that they either saw an opportunity to: (1) increase the profile and confidence with donors due to the placed TA or (2) fill a gap in staffing. For some organisations the application for a TA is made with the counterpart staff position having limited funding or no funding over the period of the TA. In one organisation interacted with, by the time the TA arrived there was no funding for the position of the counterpart staff. Although salary support was provided for the counterpart staff, it only lasted for a year resulting in the TA having no counterpart staff for the rest of the duration of the TA. On its part, HORIZONT3000, through the regional office, reviews all applications submitted by prospective

[1] TA months refer to the time spent on station by TAs on an annual basis. Funding for the TA programme is based on the number TA months delivered per year.

organisations to verify the capacity development being requested. From the results of the impact study, there are indications that more needs to be done, especially in the areas of determining / verifying:

1. capacity of the organisation to support TA activities for results being requested;
2. capacity to support the salary of a counterpart staff for the period of the TA; and
3. need for a TA and gaps in capacity that need to be developed.

The framework for this assessment is already in place but needs to be implemented consistently across all organisations. The assessment should include site visits (where possible), and interviews with applying organisations to determine the above three points are satisfied.

Secondly, HORIZONT3000 has put in place an elaborate system for knowledge and lesson sharing among TAs and site visits to observe TA performance. As one partner put it:

> *HORIZONT3000 came to visit the project for evaluations, so it is a responsible parent. This helped the counterpart staff to work more closely with the TA.*

The annual in-country meetings for TAs are commendable as they provide a platform for learning. The visits to partners by HORIZON3000 management demonstrate the importance of the TA programme and the TA's work to HORIZONT3000. This in turn facilitates greater interest and engagement of the partner organisation in the TA programme.

However, the impact study notes that monitoring and evaluation including site visits need to be conducted in a more systematic and structured way to confirm and verify:

1. performance of TA; and
2. performance of the partner organisation.

Monitoring of TA support is mainly through the annual reports prepared by the TA and signed off by the partner organisation. Follow up monitoring visits are also carried out periodically. From the results of the self-administered questionnaire, 92.3% of the partner organisations confirmed they play a role in evaluating performance of the TA. However, discussions at the participatory workshop and interviews with some partners showed there were challenges in inculcating a results culture of the TA support within partner organisations. To demonstrate this, one partner interviewed in Uganda, highlighted that the TA recruited spent one and half years not delivering on their log frame despite submission of annual reports signed off by the partner organisation. But with a change in the director of the organisation and a focus on the log frame the TA managed to deliver results of two years in the last six months! What this shows is that with better and closer monitoring, achievement of results will be faster resulting in more possibilities for impact within the timeframes of TA placement.

The study notes that these gaps in monitoring have already been identified by the regional office in East Africa and measures were already being put in place including a new instrument to improve monitoring of TAs and the partner organisations. This process needs to be supported and seen to implementation to improve achievement of impact in the TA programme.

Thirdly, the intensive seven weeks preparatory courses for TAs conducted in Vienna were noted as helpful by TAs interviewed. The new TAs, during the orientation period, are linked to former TAs. It was suggested during the participatory workshop to open a Facebook page for current and former TAs to

discuss their experiences in country. Additional orientation in-country provides the necessary life skills for work of TAs in East Africa. These processes give TAs the needed knowledge and skills to be successful during their deployment. However, TAs interviewed and during the participatory workshop highlighted the need for the training course in Vienna to be more practical and equip them with the practical realities they will face in their particular country of deployment. In part, HORIZONT3000 provides a means for resolving this by linking new TAs with former TAs where possible but this is viewed as insufficient by TAs.

Fourthly, the TA programme is supported by a knowledge management system that enables HORIZONT3000 to use more efficiently and effectively the resource pool it has in current TAs and past experiences. For example, through the "borrow a TA" programme HORIZONT3000 has been able to redistribute skills and knowledge inherent in the pool of current TAs to support emerging capacity needs that may be outside the competencies of an incumbent TA. This has been done successfully in CREEC where a TA specialized in financial management and based in another organisation was recruited to review the accounting procedures. This approach increases influence of the TA in the partner organisation as it becomes more relevant. There are many more examples including TOAM in Tanzania and YARD in Uganda where specialist skills in enabling rural innovation (ERI) were transferred to other organisations in Uganda and the East Africa region.

Lastly, HORIZONT3000 works at the frontiers of development with the majority of partner organisations being small rural or urban based NGOs. This provides leverage for HORIZONT3000 to directly influence service delivery to beneficiaries. Furthermore, at this level the quality of staff and gaps in capacity provide a higher return on investments for HORIZONT3000. The results of the impact assessment show that HORIZONT3000 has had greater impact in smaller organisations than in larger more complex organisations. In larger organisations, capacity needs are complex and the willingness to change and adapt is constrained. Skills and knowledge levels required to influence such organisations are much higher than what is available to HORIZONT3000 in most cases. Individuals with such skills and knowledge demand higher salaries than what HORIZONT3000 can pay and sometimes are unwilling to work under the conditions most TAs in the programme work under. HORIZONT3000 staff mentioned the difficulties faced in getting the right candidates or experts to deploy as TAs because of these conditions.

For example, the study interviewed two TAs, who had to develop simple accounting templates for local organisations they were working with to improve financial management. Yet they had no accounting background. The templates were greatly appreciated by local partners. One became a launch pad for a more robust and standard accounting system (using a borrowed TA with qualifications in accounting and financial management) while the other will provide opportunities for going in this direction. It is these contributions, beyond the expertise or log frame for the TA, that provide HORIZONT3000 leverage to influence organisation wide changes. Two partners interviewed, one in Uganda and another in Tanzania, mentioned that one of the unique features of the TA programme was that the TA showed concern for the organisation by going beyond the log frame. That opened up space for the TAs to influence broader organisational changes.

> *Programmes which have "Volunteer Services" (Peace Corps, VSO, etc.) were not very stable and they are not reliable. HORIZONT3000 TA's follow a systematic programme and are work focused. TA's were also very interested in the whole organisation and not only their log frame.* **Partner at the participatory workshop in Uganda**.

Two TAs interviewed, when asked about the TA features that made a difference to the partner organisation mentioned high flexibility in definition of the role as TA and flexibility in the work of a TA as key features that facilitated achieving results in the partner organisation.

However, such contributions are difficult to make in bigger organisations as intentions for a TA become more complicated than just the need for capacity development: e.g. filling staffing gaps, improving profile of the organisation for funding etc. For example, one such large partner interviewed in Uganda was open that their intentions for a TA were not to have their capacity developed but that they needed the TA (white face)[2] to provide confidence to their donors and increase funding as well as fill a staffing gap. The "lack of need for capacity development" by the organisation and the focus on the log frame by the TA resulted in conflict between the management and the TA with the TA's contract being cancelled within six months. In another organisation, the TA facilitated development on a good M&E system but there has been limited willingness from management to fully implement it even though the cost for rolling out was about US$3000-US$35000 per annum, a small amount compared to the size of the institution and the leverage it could provide in terms of funding.

5.1.2 What were the particular features of the TA programme that have made a difference?

Key features of the TA include:

a) Demand driven capacity development
b) Salary and Work Support funds
c) Robust recruitment process of TAs that involves local partners
d) In-country support for TAs

Demand driven capacity development

As highlighted earlier, many TAs and organisations were consulted on their capacity needs. This approach provides engagement of the partner as the activities are not imposed and foreign. If coupled with the right quality TA, the potential for achieving results is high.

Salary and Work Support Funds

The TA programme introduced two funds to support the work of TAs. The salary support fund aims to fund the position of a counterpart staff where the organisation finds it difficult to support their salary. Counterpart staff are important interlocutors for capacity development and especially the linkage between individual and organisational capacity. Salary support is provided for a period of one year after which the counterpart staff has to be fully financed by the partner organisation. The study found that support for the counterpart staff salary has been needed in some organisations where limited funding for the post of the counterpart was apparent. Given the type of organisations the programme works with, it is a relevant instrument to facilitate achievement of results. For some organisations the provision of the salary support provided a launch pad for strengthening their operations by either creating a new department or providing specialist skills and knowledge that were lacking prior to the TA support. For example, one organisation in Tanzania had to recruit a counterpart staff with HORIZONT3000 contributing 80% of the salary through the salary support fund. The counterpart was needed to establish a functional M&E which the organisation could not afford prior applications for the TA. The organisation has managed to continue supporting this new position beyond the period of the TA support.

[2]There is a perception that the presence of a European in a local organisation signifies capacity and therefore confidence among European based donors to increase or provide funding for the organisation.

However, if not implemented well it provides the risk of dependency on the salary support and undermines sustainability of capacity development. Therefore salary support needs to be carefully implemented with supportive measures that ensure sustainability of funding for the counterpart staff at least for the duration of the TA. This includes a stronger focus on resource mobilisation and commitments in strategies from the partner organisation on how the salary for the counterpart staff would be supported in future. This should be complimented by a results framework with milestones that can be monitored regularly by the HORIZONT3000 local office TA management staff. It should be used as it is now, as a catalyst for capacity development and not as a substitute for the partner organisation's obligation to provide a counterpart staff.

The work support fund aims to facilitate activities of the TA specified in the log frame where a partner organisation does not have the capacity to meet the costs of those activities. Work support fund has been used in the programme to support: 1) emerging needs of capacity; and 2) activities listed in the log frame where the partner organisation no longer had the financial capacity. Providing resources in this way enabled HORIZONT3000 to fill gaps in implementation and in turn ensure achievement of capacity development outcomes of the TA. Further, it allowed HORIZONT3000 TA support to remain relevant in the partner organisation and leverage on the good will created to further entrench positive attitudes towards organisational change.

It is important to note that the TA programme is structured in a way that determines whether the partner organisation has the capacity to meet the costs of activities required to achieve the outcomes of the TA requested. Therefore, at application stage for the TA support, partner organisations demonstrate their capacity to finance activities specified in the log frame as their contribution to the technical assistance. On this basis (including other conditions) a decision is made to award the TA support. Therefore from onset the partner organisation is perceived to have the capacity to meet the costs of activities. This means the work support fund should only support emerging needs that support and compliment the work of the TA. Only in instances where a strategic decision is made at award stage to support a partner organisation that does not have the capacity to meet all the costs of all the activities should the work support fund be used to support activities in the log frame. Notwithstanding this, local staff face the challenge that for many of the partners who are small, there is high volatility of funding because funding sources are not diverse and multi-year funding is limited. Implications for project staff are that there is need for closer monitoring of activities of the TA especially for the smaller partners (church based, rural, etc.) and support for fund raising where possible and opportunities arise.

<u>Robust recruitment process of TAs that involves local partners</u>

The recruitment process provides HORIZONT3000 a framework for selecting the best suited candidates for the different TA posts. Prospective TAs go through a three stage process that assesses technical competencies and willingness to work in environments that would be outside their norm. Partner organisations are involved in the recruitment process by reviewing CVs of shortlisted candidates and approving them. All (100%) partners responding to the self-administered confirmed having been consulted on the type of TA they require. This is a unique feature of the TA programme and provides HORIZONT3000 space to build ownership of the TA support within the partner organisation, an important aspect of building positive attitudes for the TA needed to achieve organisational change. This system has enabled HORIZONT3000 achieve results by recruiting relevant qualified TAs.

HORIZONT3000 still faces several challenges. First, the conditions in which TAs work under are outside their normal experiences and sometimes are in rural Africa, with very few standard amenities. Coupled with low pay compared to what they would likely get elsewhere with comparable experience and skills,

the offer of a TA in HORIZONT3000 is not attractive enough for most TAs with the relevant level qualified individuals (age, experience, technical knowledge, character). Those that apply with the right level of skills and technical knowledge do so out of the need to make a difference rather than for the individual financial return. As a result HORIZONT3000 faces the challenge of a small pool of qualified experts willing to work in such conditions to draw from. On the other hand, HORIZONT3000 is paid by the Austrian Development Agency (ADA) based on number of TA person months delivered in a year. Therefore, with less TA months spent in a given year HORIZONT3000 receives less funding which negatively affects their capacity to meet the cost of staff involved in managing the programme. As a result, in instances the organisation is under pressure to meet TA months through recruitment (especially during periods where there are few partner organisations extending TA contracts) of new TAs. In these cases, some compromise is reached in the recruitment process resulting in the deployment of TAs that do not meet the requirements (knowledge, skills experience and character). There was also limited time to conduct proper assessments of new partner organisations. The result has been TAs cancelling their contracts early due to inability to deliver or irrevocable breaking down in relationships with management of partner organisations and the TA. In 2012, out of twelve (12) TAs recruited in East Africa six (6) TAs cancelled their contracts midway.

Further, partner organisations, while appreciating the opportunity to review the CV of the TA shortlisted before finalisation of their recruitment, highlighted that it was more important and useful to not only review the CV but also conduct an interview with the candidate.

In-country support for TAs

Annual meetings of TAs are organized to share knowledge and exchange experiences. TAs interviewed found these useful as it provided them an opportunity to learn from others, exchange experiences, and seek advice on different situations they face. A second issue mentioned as useful and a strength during the participatory workshop was the strong link between the TA programme and KNOWHOW3000 especially the “borrow a TA” initiative which enables TAs to meet their capacity gaps quickly. The presence of local support for TAs provides close management and support for deployed TAs.

5.1.3 How did the TA programme work in conjunction with other interventions, programmes or services to achieve outcomes on the level of the regional East Africa programme of HORIZONT3000?

Firstly HORIZONT3000 has created a large overlap between the TA programme and co-financing projects. Of the organisations that responded to the self-administered questionnaires 50% had received co-financing project funding in addition to the TA. This approach enabled the TA programme to directly contribute to HORIZONT3000 regional strategy outcomes by influencing improvements in programming for co-financing projects. An example of the benefits of this overlap is YARD in Uganda. YARD received a TA to transfer knowledge in enterprise development for rural farmers. It faced challenges in the co-financing project regarding transitioning farmers to “farming as a business” as a means to increase beneficiary households’ stagnant incomes. YARD confirms having registered success in achieving this transition among beneficiaries (see Box 2). In this instance the TA programme directly influenced improved effectiveness of co-financing projects.

Box 2: TA and co-financing project nexus: YARD experience
For the staff, their capacity has been built and are now independent of the TA. Before we thought farmers are unable to take farming as an enterprise but now we realize they have capacity to plan and achieve their enterprise objectives. We have seen that people have learnt to develop their own enterprises for their own marketing, conduct market researches, for marketing and food securities. Another thing is they are able to make their own decisions. We have seen farmers who are realizing their set objectives; they set their short and long term objectives. On the part of women, they are now involved in marketing and leadership but before it was only men in marketing as they were only involved in production. Women are now doing the marketing; women are actively involved in leadership. Marketing organisations led by women are performing better than those by men (marketing organisations). The farmers are doing their own monitoring; even before you go, they give you a report to tell you what is happening in their fields.

Secondly, the nexus developed between the KNOWHOW3000 and the TA programme allows the use of TAs to support co-financing projects outside the TA programme e.g. systematisation, borrow a TA initiative, etc. These initiatives allow HORIZONT3000 to use its pool of resources to evenly spread knowledge across the entire portfolio resulting in improved effectives of both the TA and co-financing projects.

Lastly, the majority of partner organisations supported during the study period operated within the current themes of focus for the Regional Strategy (Rural Development, Natural Resources Management and Human rights). There are some exceptions, such as Lubaga Hospital but these are negligible in the programme's portfolio.

5.2 Effectiveness

Effectiveness is a measure of the extent to which the development programme or project achieves the objectives that it set. With regards to HORIZONT3000's TA programme effectiveness can be measured at individual, organisational and institutional levels. The main objective of the programme in East Africa is to provide capacity development support for its local partner organisations. Technical Advisors act as catalysers for its local partners to unleash, strengthen, create, adapt, and maintain capacity over time. According to the TA programme log frame the following results are aimed to be achieved in East Africa:

a) Partner organisations have improved structures, work processes and management methods available to them, as well as improved knowledge in project cycle management and knowledge management
b) Partner organisations have sustainable financing strategies available to them
c) Partner organisations provide improved services for their target groups
d) Employees of partner organisations apply new subject-specific knowledge
e) Partner organisations report on successes in their law-related work (e.g. impact on legislation)
f) Trained employees of the partner organisations become trainers of trainers

There is a lot of evidence of the contribution of the TA programme to capacity building of the partner organisations. All the organisations affirmed that counterpart staff and in some cases many people or entire departments have improved their technical skills in management, human resource, finance and project management, data collection including designing tools, data analysis, project proposal writing and budgeting, monitoring and evaluation, programme review, marketing, training, systematisation, report writing, internal and external communication. Improvement in skills resulted in increased motivation and confidence. Staff became more excited to execute their duties.

At the organisational level TAs contributed greatly to establishment of departments, revision of policies, formulating strategic plans, systematisation, drafting of manuals for financial management, internal audit and tools, or human resources management including health insurance, employment contracts and job descriptions, developing organograms and organisational profiles, establishing data bases and spread sheets for project tracking, recruitment and financial administration, improving public relations and social media. Caritas Tororo established an M&E department with a system and tools. Members of the Parish were trained in M&E. It also reviewed policies and formulated strategic plans. UCC developed financial management manual, human resources policy, organisational profile and organogram. CREEC developed financial management manual, human resources policy, contracts for staff and donor partners and developed various spread sheets for project tracking. DESECE developed M&E tools, business plan and marketing data base. CWB developed database for PROMIC "Promotion of Microcredit". Lubaga hospital developed a clear reporting system. Table 8 shows that 75% PO respondents stated that new policies were put in place.

5.2.1 Which goals and objectives have been attained and which have been more difficult to attain?

During the impact study period, the TA programme in East Africa achieved results at individual, organisational and institutional levels. Greatest impact was registered at individual level – counterpart staff whose skills and capabilities were strengthened.

This is followed with results at organisational level where policies, systems, procedures and guidelines were developed for increased efficiency and effectiveness. The least impact is observed at the institutional level. At this level, factors that influence change are no longer in the control of HORIZONT3000. Capacity development programme logic and indeed that for HORIZONT3000 begins with influencing at the individual level, which then feeds into the organisation development and ultimately influencing institutional change. Institutional development requires more time than two years.

The TA responses to the self-administered questionnaire agree with this finding. TAs were asked to provide in which category the TA programme had been most valuable to partner organisations. 41.1% mentioned improvements in individual knowledge and skills, 33.9% organisational improvement, 23.2% institutional development and 1.8% thought the TA services were not valuable in anyway.

Table 7: Where have the TA services been most valuable for the organisation?

	Percentage (%)
Improvement in individual knowledge and skills	41.1
Organisational improvement (strengthened structures and processes)	33.9
Institutional development (e.g. strengthened networks, with other NGOs, relationships with government and donors)	23.2
TA services were not valuable in anyway	1.8

5.2.2 Necessary conditions for TA programme effectiveness

For the TA programme to be able to achieve its objectives, there are certain conditions that are necessary namely; matching of TAs with the capacity needs of POs, their training and application of TA role, orientation and qualities, availability of both TA and counterpart for the duration of the TA term, availability of funds to support TA activities. Furthermore, the TA needs to understand their TA role as facilitator rather than oversight or implementation.

It is very crucial for the programme to select TAs with the skills that match the capacity needs of the PO. TAs without the needed skills would not be able to adequately address the capacity gaps. Again the TA ought to be given an appropriate counterpart and department to work with. A TA with skills in ICT would be inappropriate if placed in a finance department to build capacity in financial management. Although the survey indicated that 100% of the partner organisations felt that TAs addressed their relevant capacity needs and priorities, 78% of the TA respondents affirmed that and 75% felt they were attached to the relevant personnel and department. Twenty two percent (22%) felt that they were not matched to the relevant personnel or department. However in addition to possessing the relevant skills there are certain qualities of TAs and counterparts that were seen to be very important for successful TA. The TA had to be mature, accommodative, flexible and be prepared to learn also while the counterpart staff had to be willing to learn, to be corrected and to change.

The participatory workshop revealed that although the TAs go through an intensive training of seven weeks in Austria and further two weeks in East Africa, they still felt that it was inadequate as it failed to address all issues on the ground. This is probably the reason why still some TAs experience culture shock, sometimes failing to cope and opting out. An inadequately prepared TA is mostly likely going to take long to produce the required results if at all. However, while TAs expressed these aspirations it may be impractical for HORIZONT3000 to cover all issues TAs will face as some are unique to circumstances and environments TAs may find themselves in.

Continuous availability of the TA and counterpart during the TA term is crucial for achievement of objectives. In some cases the counterpart left the organisation for “greener pastures” or their contracts had to be terminated because of lack of funding. On the other hand some TAs failed to complete their terms leaving gaps which took long to fill while others had their contracts terminated for different reasons. Again, there are instances when there were not enough resources to support TA activities such as training or field visits. These scenarios reduce the effectiveness of the programme.

There was consensus at the participatory workshop that there are two aspects that reduce the cost effectiveness of the programme. Firstly, drawing TAs from Europe exclusively was seen to be expensive in terms of travel costs, training and orientation and other perks. Having TAs who already understand the African culture seems to have advantages. Consideration could be given to recruit also from Africa where a lot of experts in different fields are now available. Secondly and related to this, is the requirement for TAs after serving for five years to go back to Europe and to be disengaged from HORIZONT3000 for at least six months. A lot of resources would have been committed to train them and to make them adapt to the environment. These TAs can be considered for other assignments with other organisations within the region thereby cutting on training costs.

The following sections discuss achievements of the TA programme guided by its result areas as espoused in the TA programme proposal to ADA.

5.2.3 Specific results of the TA programme

Partner organisations have improved structures, work processes and management methods available to them, as well as improved knowledge in project cycle management and knowledge management

One of the very important features of HORIZONT3000's TA programme is development of policies and systems. These could be on strategy development, governance, monitoring and evaluation, programme management, marketing, human resources, financial management, or administration. The presence and functionality of these systems define the stage of development of any organisation. Depending on which areas the TA is supposed to support, they are normally tasked with ensuring that the systems, policies and guidelines are put in place and to some extent used during the period of TA support. For example, a TA who supports organisational development normally assists in strategic planning, management and setting up governance systems, while a TA who supports M&E assists in setting up a monitoring system, guidelines and tools. As such these systems can continue to be used even after the TA support is terminated. If the organisation can commit to using the systems then organisational capacity will inevitably be enhanced. An organisation which is assisted to set up a financial management system and uses it becomes efficient in the use of financial resources, is able to produce authentic financial reports and gets good audit reports. It becomes a safe destination for financial resources and is able to broaden its financial base as donors are confident in it.

Table 8: New policies put in place with TA support

	TA Response		PO response	
	Count	Percentage	Count	Percentage
Yes	24	75%	10	72%
No	5	16%	3	21%
Total	29	91%	13	93%
Missing	3	9%	1	7%
Total	**32**	**100%**	**14**	**100%**

The results of the quantitative survey for partner organisations summarized in the table above indicate that 72% of them changed their policies as a result of TA support. Seventy five percent of the TAs affirmed the changes in policies. There seems to be agreement between the participating organisations and the TAs. The remaining 28% who did not change policies may have already changed them before TA support was received.

A number of achievements have been made on systems development. The TA for CREEC assisted the organisation in strategic planning, proposal writing and development of a financial manual and human resources policy. He assisted in designing proper employment contracts and agreements with funders. The implementation of these tools has resulted in memoranda of understanding (MOUs) and contracts being made with various organisations, contacts made with other universities, improved service delivery resulting in good name and standing with (inter)national organisations, various proposals submitted and some awarded, CREEC being consulted by other organisations both in- and outside Uganda and participating in various associations in renewable energy and energy efficiency. UCC was able to develop a human resources manual, do constitutional reviews and come up with an organisational profile, organogram and job descriptions. These have contributed to improved livelihoods experienced at Kampringisa, the national rehabilitation centre, and increased cooperation on vocational training and training in agriculture. UCC is working in cooperation with ANPPCAN, another partner organisation of HORIZONT3000. Caritas Tororo managed to establish an M&E system and set up an M&E department with linkages to other departments. They also improved internal audit tools making external audits

more efficient. A stakeholder analysis was done and it opened their eyes to get opportunities for networking, cooperation and collaboration. Caritas Tororo was able to improve its networks and was successful in attracting an ERI project from HORIZONT3000. CIDI managed to develop a monitoring and evaluation database, tools and manuals which has raised interest of other donors of CIDI. One donor has already referred one of their partners in Zambia to learn from this system.

Partner organisations have sustainable financing strategies available to them

Although many organisations may not have developed fundraising strategies, the contributions of TAs in proposal writing and organisational change have led to some receiving either: extended funding (more years of support), increased amount of funding or an extended diverse funding base. Fifty seven percent (57%) of partner organisations that responded to the self-administered question agree or somewhat agree that as a result of the contribution of the TA their organisation's funding from donors has increased. TAREA in Tanzania had funding from one donor transformed to multi-year fund from the short funding they used to receive as a result of improvements in organisational capacity and results directly influenced by the TA. The director of CREEC confirmed that staff now had capacity to prepare complex proposals as a result of the TA support and that this had contributed to the organisation building a diverse and multi-year funding base. UEEF also trained staff in systematisation and extended their skills to other partner organisations. UEEF can now take lead in joint proposals with other partners (e.g. local NGO forum) as the organisation now knows how to write log frames.

The table below summarizes the results of the survey on the impact that was achieved by the TA programme in East Africa at institutional level that also contributes to increased funding. Fifty seven percent (57%) somewhat agree or agree that the intervention has resulted in increased recognition and funding from their donors, 86% somewhat agree, agree or fully agree that their relations with other NGOs have been strengthened while 64% somewhat agree or fully agree to that their organisations are now more trusted by their governments. The TAs have assisted in setting up structures and guidelines to be followed on project management, M&E, finance or human resources management. Use of the guidelines improve transparency, accountability and credibility of the organisations making them suitable partners of donor funds, better development partners for other NGOs in the same sector and trusted by their governments. In addition to enhanced credibility some TAs have assisted partner organisations on networking with other NGOs and even assisted them to create databases. This accounts for the 86% of respondents affirming that their relations with other NGOs have been strengthened.

Table 9: The impact of TA support on partner organisations

Response	Increased recognition & funding by donors		Strengthening of relations with other NGOs		More trusted by the Government	
	Count	Percentage	Count	Percentage	Count	Percentage
Disagree	3	22%	1	7%	3	22%
Neither agree/ disagree	3	21%	1	7%	2	14%
Somewhat agree	2	14%	1	7%	7	50%
Agree	6	43%	5	36%		
Fully agree			6	43%	2	14%
Total	**14**	**100%**	**14**	**100%**	**14**	**100%**

Partner organisations provide improved services for their target groups

Broader impact has also been realized at societal level among the beneficiaries. Table 10 presents views of partner organisations on improvements in service delivery and achievement of results at the beneficiary level as a result of the TA support. 92.9% of partner organisations somewhat or fully agree that their quality of service delivery has improved as a result of the TA. All partner organisations acknowledged that they were now achieving better results for their target groups. For instance DESECE's beneficiary farmers have been empowered through training to search for market information and to farm produce which already has a market. Some have joined the Kenya Organic Farmers Association and supply their produce to markets in Nairobi. The challenge of marketing is now history. Strengthening of the physiotherapy department through improved systems and better service at Lubaga Hospital has resulted in increased patients from outside and more referrals from other departments within the same hospital. In YARD, the application of ERI has improved incomes of poor rural farmers through their establishment of farming enterprises.

Table 10: Views of partner organisations on contribution of TA to improved service delivery

	Because of the contribution of the TA to our organisation the quality of our services has improved (%)	Because of the TA's support we are achieving better results for our target group (%)
Neither agree nor disagree	7.1	0.0
Somewhat agree	28.6	28.6
Fully agree	64.3	71.4

Employees of partner organisations apply new subject-specific knowledge

Some organisations whose internal systems and structures and project proposal writing, monitoring, evaluation management skills have been improved, have managed to write winning proposals, deliver better results through improved project management thereby improving funding for their programmes. For example CREEC managed to secure funding through writing good proposals. Projects secured were implemented successfully and to the satisfaction of clients, such as the World Bank, GIZ, Private Sector Foundation Uganda, the Global Alliance for Clean Cooking, UNIDO, UN Habitat, WWF Uganda Country Office, the College of Engineering, Design, Art and Technology, the Uganda National Council for Science and Technology, and various local and international solar PV and cook stoves manufacturers. DESECE in Kenya testifies that their staff are now qualified because the TA motivated them to learn. They can carry on with work on their own. DESECE has improved efficiency in programme delivery because of the capacities first developed at the individual level. The organisation has received lots of credibility and therefore improved relations with the government which is evidenced by their ability to secure funding to build a conference hall in Mukuyuni from the government.

Partner organisations report on successes in their law-related work (e.g. impact on legislation)

The impact study team could not come across many examples of HORIZONT3000 in this area. This is because successes in law related issues take time and in many cases the upstream processes (approval of legislation) are outside the control of the partner organisations. TAREA provides a good example of the direct contribution of the TA support to legislative reforms. Through the assistance of the TA TAREA developed an advocacy strategy which they were able to use to lobby with the Tanzanian government to provide Value Added Tax (VAT) and duty exemption for solar energy technology.

5.3 Impact

5.3.1 What were the particular features of the interventions that made a difference, especially in the field of OD?

Table 11 summarizes the success factors for organisational development; some of these factors have been discussed in detail throughout this report.

Table 11: Particular features that made a difference in OD

	Success factors	Facilitating conditions
Individual capacity	A. Availability of a relevant counterpart staff B. Willingness to learn among counterpart staff C. Employ adult learning methods D. Quality of TA (experience, qualifications, age, and character)	A. TA is willing to make the deployment a knowledge exchange B. Counterpart staff gain confidence in the work of the TA C. TA received counterpart staff relevant for the skills to be transferred D. TA understands and accommodates different ways of doing tasks to facilitate a cordial relationship between him/her and the counterpart E. Documentation of knowledge in manuals and guidelines to assist counterpart staff to train others
Organisational capacity	A. Participatory identification of capacity development needs B. Use of the log frame C. Funding for activities in the log frame D. Flexibility of roles and responsibilities of the TA to meet emerging needs for the organisation E. TA reports to management committee F. HORIZONT3000 technical support and monitoring of TA performance G. Quality of TA (experience, qualifications, age, and character)	A. The partner has to demonstrate genuine need for capacity development as this will provide motivationto change B. Results culture in monitoring the work of the TA C. Ability to meet emerging capacity development demands that may be outside the log frame D. Link to management assists the TA to directly influence changes in organisational systems E. Genuine intention of the partner organisation to receive capacity development F. Concern showed by HORIZONT3000 through site visits
Societal capacity	A. Heavily dependent on the success of individual and organisational development B. Requires at least 3-5 years to be achieved	

There are a number of features of the HORIZONT3000 Technical Advisor programme that have made a difference, particularly the log frame, highly experienced TAs, deployment of TAs to project areas, systems development, the salary support, working with specific counterparts, regular follow up visits and flexibility.

The Log frame

All partner organisations are required to submit a log frame as part of the application documents. It summarizes the requested TA intervention in terms of objectives, indicators, means of verification and assumptions. It provides a guide for activities to be carried out and timeframes. It is a good instrument for results measurement and provides a basis for commitment for results and organisational change.

TA support is primarily approved on the basis of a clear and sound log frame. In this way, the logframe becomes an important feature of the intervention because it helps the TA, the counterpart and the whole partner organisation to focus their work to achieve the stated objectives. As the primary reference document the log frame also acts as a monitoring tool to check on progress, identify challenges and take corrective measures timely.

Deployment of TAs to project areas

TAs are deployed to the project areas of the partner organisations and do not stay in capital cities such as Kampala, Nairobi or Dar es Salaam unless the partner organisation is stationed there. They therefore stay in districts or counties such as Lira, Tororo in Uganda or Mukuyuni in Kenya. The partner organisation is required as much as possible to provide support in finding accommodation for the TA and usually it will be with its staff and community. TA for DESECE stays at a simple village agricultural centre, right in the village and is the only European in the whole community. He uses a motor cycle for transport. The TA for Caritas Tororo is housed at the Caritas compound together with its staff. Staying with staff and the beneficiary community helps in bonding and quick integration of the TA in the community. If integrated well, the TA can have accelerated impact as they are able to carry out activities such as training, coaching, mentoring without barriers of distance and the challenges of transport from the cities to the rural areas or being regarded as an outsider by the partner organisation.

Highly experienced TAs

The programme benefits greatly from the rigorous choice of personnel who have long periods of experience in different areas. Such personnel have demonstrated great capacity to influence change for the organisations they are placed in. They have often used the experience attained elsewhere to adapt to the circumstances they found themselves in. Apart from experience, there are other qualities of TAs that have been seen to be very important for the success of this capacity development programme. TAs ought to be mature, flexible, accommodating, and adaptive to local settings and have a good attitude. They should have an open mind, be willing to train and also learn from the counterpart staff or partner organisation.

Flexibility

Flexibility becomes important where more issues than those stated in the log frame require attention. Responding to these issues maintains the relevance of the TA within the organisation through bonds of trust which in turn facilitate achievement of the main log frame results.

The salary support

As highlighted earlier in the report the salary support fund is important and ensures there is a counterpart staff available during the TA period – a key condition of achieving individual capacity development of the TA programme. The success of the programme is first and foremost measured against the level of skills transferred to the counterpart. Once this transfer is successful it sets a good opportunity for strengthening of the organisation. However, care and caution is required in its implementation as highlighted earlier.

Leveraging on KNOWHOW3000

Competence of the TA is of paramount importance for achievement of individual and organisational development. In cases where the TA does not possess skills needed by the partner organisation they can request for assistance from other TAs within the region or country through the "Borrow a TA" facility. The TA is borrowed for very short periods of about two weeks to facilitate training or put in place a system. CWB utilized this facility and received training in M&E and systematisation, UCC got training in M&E, teacher evaluations and financial management while Caritas Tororo received training in ERI.

Regular follow up visits by HORIZONT3000

HORIZONT3000 undertakes periodic monitoring visits to partner organisations for assessment of progress, troubleshooting and taking early corrective measures. First, these visits give the Programme Officer an opportunity to verify progress and unlock bottlenecks in achievement of results. Second, the visits demonstrate to the partner organisation commitment of HORIZONT3000 to the TA programme. This acts as motivation for the TA and partner organisation to achieve results.

5.3.1.1 Areas that need further strengthening to achieve OD

Organisational development is a specialised area. The HORIZONT3000 TA programme has done well in knowledge transfer, development of systems, policies and procedures but gaps remained in transitioning this success to more sustained organisational efficiency. There is need, in the structure of HORIZONT3000 and approach to the capacity building, organisational development expertise to support TAs with organisational development type activities e.g. coaching, strategic planning and strategy implementation, resource mobilisation etc. This would support the more technical skills oriented TAs and help build more sustainable capacity building initiatives. This is because utilisation of new skills, knowledge and implementation of systems, procedures and policies requires a conducive and supportive organisation environment e.g. financial resources and understanding at the top. To its credit HORIZONT3000 in East Africa has attempted to incorporate this in the TA management by recruiting an OD specialist covering East Africa solely responsible for addressing OD needs in the East Africa programme. While this is the case, the availability of only one OD experts against the expanse of the programme makes limits effectiveness of this noble approach.

At head office level there is need for policy and implementation guidance on OD. In this regard, it may be prudent to consider an OD expert in the management structure at head office.

5.3.2 Have there been any unintended or negative changes that can be attributed to the TA programme?

Although the TA programme has brought many intended positive changes pertaining to organisational growth, efficiency, effectiveness, competitiveness and credibility among stakeholders it has also brought unintended positive and negative changes.

Two positive changes emanate from the TA programme. First, staff whose skills and capabilities are improved become marketable to other higher level organisations. While this might be a negative for the partner organisation, at the individual level it is a positive aspect that demonstrates improvement. Second, the availability of a European among staff provides confidence to some donors on the abilities of the local partner and therefore opportunities for increasing funding.

The unintended negative changes pertain to negative community attitude, loss of trained staff, fear to approach the white person, *"muzungu"* and culture shock for the TA.

The table below indicates that 22% of partner organisations respondents and 16% of TA respondents indicated that there were some negative results that emanated from the TA support. The percentages are not alarming but give pointers of what is happening that could be minimized.

Table 12: Negative results of TA support

	TA response		PO response	
	Count	Percentage	Count	Percentage
Yes	5	16%	3	22%
No	23	72%	10	71%
Total	28	88%	13	93%
No response	4	12%	1	7%
Total	**32**	**100**	**14**	**100**

Whereas the presence of the European in a partner organisation has generally improved its image, there are instances where the beneficiary communities have developed suspicion towards the organisation. Their expectation would be that the European has brought funding for the organisation's projects. Therefore communities expect to see an increase in activities. Failure to see this increase in activities leads to communities suspecting diversion of resources by the organisation and its leaders for personal use. This may lead to animosity and lack of cooperation by communities which have the potential of negatively affecting project implementation and success.

In some areas communities have developed fear to approach the *muzungu (European)* who is now part of the programme staff. This is exacerbated by the fact that the TAs have no knowledge of local languages to ease communication.

It came out of the participatory workshop that in spite of the intensive preparation of TAs in Austria which covers culture issues, some TAs still experience culture shocks. Some of them fail to cope and they quit.

In some cases donors and government institutions developed a hesitance / reluctance to work with the partner organisation since it was perceived as a foreign (white man's organisation). This was a key issue raised in the participatory workshop in Uganda.

5.3.3 How far are attained improvements and changes sustainable?

Out of the 24 TAs who responded to the question on sustainability 15 (62.5%) indicated that partner organisations had put in place some measures to ensure sustainability of the benefits derived from the TA support. On the other hand 11 (84.6%) partner organisations reported that they had put in place such measures. The huge difference of 22.1% could emanate from different understanding of what could be regarded as a measure for sustainability or it could be as a result of bias. On the issue of how likely it was for the partner organisations to sustain benefits, 57.1% of the partner organisations perceived it was highly likely while 42.9% said that it was only likely. It can be concluded that although a number of organisations indicated that they had put in place measures for sustainability some were not confident that the measures were going to be effective to achieve sustainability.

Table 13: TAs and partner organisations' views on measures put in place by partner organisations for sustainability

	TA response		Partner organisations response	
	Count	Percentage (%)	Count	Percentage (%)
Measures in place	15	62.5	11	84.6
No measures in place	9	37.5	2	15.4
Total	**24**	**100.0**	**13**	**100.0**

Table 14: Partner organisations' views on likelihood of sustaining the results

	Frequency	Percent (%)
Highly likely	8	57.1
Likely	6	42.9

Some of the measures that help sustainability are the implementation of new policies, procedures and guidelines during the TA support period, culture change, and gradual weaning of TA support. Policies normally remain in force for reasonable periods of time, as long as they are perceived to be relevant. Implementation of polices, systems and procedures is premised on culture change. Such cultures could be built around attitude towards work, adherence to timelines, policies and guidelines. If an organisation changes its financial management policy, procedures and guidelines but holds on to the culture of flouting procedures and does not commit to agreements then the policies will remain as blue prints on shelves. The table below shows that 43% of the respondents from partner organisations fully agree that the culture in their organisations changed while 36% somewhat agreed.

Table 15: Organisational culture change as a result of TA support

Response	Count	Percentage
Neither agree or disagree	2	14%
Somewhat agree	5	36%
Fully agree	6	43%
Total	13	93%
Missing	1	7%
Total	**14**	**100**

Some TAs have gradually reduced their support towards the termination of their deployment so that the partner organisations assume greater responsibility thereby building confidence. Such a case is of CREEC where the weaning process was started towards the end of TA support and it was able to accomplish much on its own. That can be a starting point in ensuring sustainability.

However it should be noted that HORIZONT3000 allows partner organisations to apply for renewal of support or further support if they feel that such is still needed. As such many organisations have had support for more than one term which is two years. This facility may help partner organisations to get to a point where they are confident that they can continue on their own. This has been the case at CREEC.

While this facility is commended, there may be need for HORIZONT3000 to consider a fund for after TA support (completion of TA tenure) to monitor progress in implementation of TA results and ensure results are nurtured to impact.

6 Conclusion and Recommendations

6.1 Conclusion

1. The TA programme has registered impact at individual, organisational and institutional levels. Most of the partner organisations which received support have improved their policies, procedures and guidelines, improved efficiency and effectiveness in programme delivery, thereby attracting more funding for their projects, improving networks and cooperation with other NGOs and increased trust with their governments.

2. The log frame, systems development and implementation, training, coaching and mentorship, highly experienced TAs, monitoring visits by the Regional Office are important features which make the TA programme successful and should be strengthened for greater impact.

3. Working with TAs exclusively from Europe has both advantages and disadvantages. The cultural differences between Europe and Africa may actually act against achievement of goals. Some TAs fail to cope with the new environment and quit before their terms lapse. It derails progress on achievement of objectives as it may take long to fill the vacancies and then the new TAs will also take time to learn.

4. The fact that many partner organisations apply for further support after the first term indicates that the two year term is too short to achieve intended results. This is more so because the first six or so months of deployment are mostly devoted to learning the organisation and the environment. The TAs are not quite pressured to produce tangible results during this period, effectively reducing the implementation period. The POs and the TAs agree that the two year term is too short to achieve results. However, another reason for extending is that partner organizations see the value of a TA, while yet another reason may be that new areas of intervention were identified.

6.2 Recommendations

A. **Recommendation 1:** TAs find the orientation programme not adequate in particular providing practical experiences they will encounter in their specific countries. HORIZONT3000 therefore needs to explore ways of ensuring the orientation programme is practical and relevant to TAs being deployed in East Africa. One way would be to take advantage of returning TAs in Vienna and former TAs employed in HORIZONT3000 headquarters. Another way would be trainings or sharing of experiences of TAs during the assignment period.

B. **Recommendation 2**: There is need to support the TA programme staff in providing the depth of technical and OD support required for effectiveness. It is therefore recommended HORIZONT3000 consider using TAs that have chosen to remain in East Africa with demonstrated expertise in delivering TA services to provide short term support to incumbent TAs as a pool of “flying TAs”. They will be used by HORIZONT3000 to provide closer technical support required to achieve results.

C. **Recommendation 3:** HORIZONT3000 faces challenges in the recruitment of TAs. This has negatively affected its ability to always acquire the best qualified TAs, an important aspect for achieving impact. Opportunities for improving recruitment exist and could include:
   a) Advertising beyond the HORIZONT3000 website as is currently done.
   b) Plan annual TA months early to allow for the local office to plan in time on TA requirements – contract extension against new TAs.
   c) Explore local recruitment of TAs (Europeans already in East Africa and willing to work under the conditions).
   d) Assess possibility of extending TA contracting beyond five years (with the TA moving to different organisations). This will provide HORIZONT3000 the flexibility of using available and past resources in country or in Europe.

D. **Recommendation 4:** Monitoring and evaluation in the TA programme needs to ensure a focus on results among partner organisations. More structured and systematic monitoring and evaluation is needed. Already the HORIZONT3000 Regional Office East Africa is in the process of developing a monitoring and evaluation tool. This needs to be completed and supported by headquarters. In addition the HORIZONT3000 Regional Office East Africa needs to develop a structured system for monitoring and verification of results that can be implemented to support achievement of results.

E. **Recommendation 5:** HORIZONT3000 Regional Office East Africa should continue to use the log frame, systems development, training and coaching and mentoring. These features should be strengthened for greater impact of the TA programme. Particular attention should be given to making sure that the TAs and counterparts are trained on the use of the log frame for planning, monitoring and reporting. In addition, all TAs should receive training in organisational development.

F. **Recommendation 6**: The impact study shows that HORIZONT3000 has leverage with smaller organisations working at the frontiers of development. While it is important to have a balanced portfolio depending on demands for TA among local organisations, HORIZONT3000 should look towards investing more in smaller organisations where the conditions to facilitate organisational change are more likely present than in larger ones. This could represent “low hanging fruit” for the programme and should be explored. In addition, targeting this category of partner organisations enables HORIZONT3000 to respond directly to individual beneficiaries and therefore contribute to the societal capacity objectives faster than it would with bigger organisations because they are on the ground and at the frontier when compared to larger organisations.

G. **Recommendation 7:** Improving the nexus between the Regional East Africa strategy and the TA programme needs to be strengthened. The impact study recommends HORIZONT3000 to facilitate greater overlap between the co-financing projects and the TA programme. This includes ensuring the portfolio of organisations supported under the TA programme have a sufficient overlap with the co-financing projects. However, this should not let the TA programme lose flexibility to address emerging needs that provide HORIZONT3000 comparative advantage in its TA portfolio.

H. **Recommendation 8:** There is need to mainstream sustainability in the TA programme. In this regard it is recommended that HORZONT3000 considers, as part of the application process for TA, organisations to present a sustainability plan for the TA. Progress in implementing the sustainability should be monitored together with the TA log frame on an annual basis.

I. **Recommendation 8:** The TA programme lacks an instrument to follow up partners and provide "after TA" support to ensure results of the TA are nurtured to impact. Such a fund could be used to monitor and provide short term organisational development support and technical support to partner organisations for one year after TA support. This could be a role for the "flying TAs" mentioned in Recommendation 2. It is recommended that HORZONT3000 considers incorporating follow up and after TA support in the design of the TA programme to support achievement of results especially at organisational and societal level.

J. **Recommendation 9**: In order to achieve results at the organisation level HORIZONT3000 needs to consider several additions to the TA programme:

    a. integrate within the structure of HORIZONT3000 fully dedicated organisational development expertise (head office to regional level);
    b. develop policy and implementation guidance for organisational development within the TA programme; and
    c. develop a core pool of OD experts in East Africa from remaining TAs that can be trained to deliver OD or natives of East Africa that possess the required OD expertise and experience. These could be part of the "flying TAs" mentioned in Recommendation 2.

K. **Recommendation 10:** There is need to accompany work and salary support funds to partner organisations with a clear sustainability plan. Without this, the salary support maybe abused by partner organisations to fill staff shortages, or they might not be adequately planning forward to ensure the availability of the counterpart after the salary support. The work support fund on the other hand, in addition to the sustainability plan, needs to address emerging needs or activities that were not covered in the original application of the partner organisation.

L. **Recommendation 11:** Consideration should be given to open a Facebook page to facilitate sharing of experiences between former and current TAs. Secondly, the tools box developed in 2014 should be considered for finalisation and launched to assist current and future TAs with OD tools.

7 Lessons Learnt

The study has found a number of lessons that are critical for the successful implementation of a TA programme in HORIZONT3000.

Quality of TA matters for achievement of results in the TA programme

The impact study has shown that the quality of TA is of paramount importance if results are to be achieved. The TA needs to have the appropriate qualifications for the results in the log frame, must be of mature age and driven by the need to make a difference in a poor rural community, and lastly possess the right character (patience, willingness to learn, and adapt to circumstances that can be challenging).

Achieving results at individual level needs a relevant counterpart staff and qualified TA

Without a counterpart staff the TA misses an interlocutor for capacity development in the partner organisation. The salary support fund has helped in this instance but it has potential to be abused if not implemented carefully. The TA has to be qualified enough to provide the level of knowledge transfer required by the counterpart staff in order to cultivate trust in the TA – an important factor for knowledge transfer at the individual level.

Achieving results at organisational level requires a mix of conditions

Achievements to be realized at the organisational level require a mix of conditions that include:

1. Flexibility in addressing capacity needs of partner organisations which increases relevance of TA and in turn increases the will to reform. TAs addressing more capacity bottlenecks than provided in the log frame through own experience or utilizing the "borrow a TA" facility has contributed to developing positive relationships with the TA that provide good ground for reforms.
2. The TA having access to the management committee to discuss issues of organisational change and reporting on results of the TA programme.
3. The quality of the TA that gives trust to the partner organisation of the capacity to deliver. The TA should also have the ability to create relationships with the counterpart staff that unlock bottlenecks in organisational change.
4. Close monitoring and support from HORIZONT3000 to nurture a focus on results and address any challenges in influencing results faced by TAs.

Programme management

1. Having staff in the regional office for Kenya and Tanzania is good practice as it provides TAs the opportunity to receive quick and relevant information than would otherwise be with management from Vienna.
2. Not all applications for capacity are genuine. The study has found that partners apply for different reasons with the negative reasons being: (1) fill staff shortages; (2) to improve the organisation's standing and confidence with donors because of the presence of a European in the partner organisation. In such organisations TAs find it difficult to influence organisational changes as reflected in the log frame as this was not the intention of the partner organisation. It is therefore imperative that all applications are reviewed in a systematic manner using the current framework to ensure only those that genuinely need capacity development are supported.

Annex 1: Terms of Reference

TERMS OF REFERENCE (TOR)

Impact Study of the Technical Advisor (TA) Programme of HORIZONT3000 in East Africa (Kenya-Tanzania-Uganda)

1. Introduction/background

The Austrian Technical Advisor (TA) programme has been active worldwide since 1961. For most of this time, this was implemented by the Austrian Development Service (ÖED) and the Institute for International Co-Operation (IIZ). In 2001 ÖED and IIZ were merged together with KFS, another Austrian NGO, and renamed HORIZONT3000. The new organisation retained the TA programme of ÖED and IIZ with a strengthened focus on highly qualified and experienced professionals to support the capacity development of civil society organisations. Today, HORIZONT3000 maintains its operations in 9 countries (Kenya, Tanzania, Uganda, Mozambique, Nicaragua, Guatemala, El Salvador, South Sudan and Papua New Guinea). The programme is co-financed by the Austrian Development Co-Operation under contract No. 2471-01/2013-2014. Occasionally, co-financing projects (partner organisations receive funding through HORIZONT3000 to implement specific project activities) can be combined with TA assignments. Experienced Technical Advisors from Europe are placed in local organisations for a period of two years, where they work closely together with one or several counterparts from the local organisation, advising and supporting them to develop their technical, organisational and strategic leadership capacities.

The main aim of the TA programme is to provide capacity development support for our local partner organisations. Technical Advisors act as catalysers for our local partners to unleash, strengthen, create, adapt, and maintain capacity over time. For HORIZONT3000, capacity development means the strengthening of human and institutional resources and we address the following three interrelated scale levels: the *individual level* (strengthening of human potentials and resources); the *organisational level* (strengthening of local organisations to consolidate their structures and processes); and the *societal level* (empowering civil society structures to influence decision-making processes on a regional or even, national, scale). TA interventions may focus either on institutional capacity development or technical capacity development in our sector areas (Rural Development and Natural Resource Management, Civil Society / Human Rights, and Education)[3]. In recent years, the strengthening of institutional capacities has become increasingly important and organisational development now constitutes the most demanded area for TA support by our local partners.

The **overall goal** of the TA programme of HORIZONT3000 (2013-14) is to "contribute to poverty reduction and sustainable development in the partner countries of the Global South through Technical Advisors".

[3] However, this distinction is not clear-cut since the TA assignments often include several areas in order to increase the benefit for the local partner.

The **programme goal** is formulated as "strengthening and consolidation of the concepts and methods for systematic capacity development and knowledge management that were developed in the previous TA programme 2010-12 in the areas Rural Development and Natural Resource Management, Human Rights / Civil Society and Education". It aims at increasing the effectiveness of work of the local partner organisations which, in turn, will have higher capacities to contribute to the improvement of the living conditions of their respective target groups.

The main sets of activities, as stipulated in the intervention logic, are: (1) the systematic capacity development at individual, organisational and societal level; (2) the identification and documentation of experiences, instruments and methods for TA programmes with a high potential for replication; (3) increased 'merging' of the two programmatic core instruments (TA programme and financing projects) through the implementation of complimentary activities and events related to capacity development in order to increase synergy effects; (4) expansion of the service offer of tailor-made TA programmes for other Austrian NGOs[4].

2. Purpose

First and foremost, this impact study will help HORIZONT3000 to improve by

- Providing insights on the way our TA programme achieves impact;
- Providing clear examples of the good practices that have helped maximise the impact for our local partners (and of course, also of practices that caused negative impact and should therefore be avoided in the future)
- Providing recommendations, especially on:
    - possibilities to increase positive impact in the field of organizational development (OD) for local partner organizations
    - the preparation of TAs
    - possible improvements of management processes to help maximise impact;

Therefore, this impact study mainly seeks to contribute to internal learning ('*improving*') as we want to continuously learn from setbacks and challenges. In a second instance, this impact assessment will also contribute to the accountability towards our stakeholders ('*proving*'). This impact assessment will not be used to decide whether the programme should be continued or not, but should rather aid us with a view from the outside to critically reflect and correct our own programme performance in times of rapid change. The findings of the assessment will be instrumental to shape both the implementation of next TA Programme Agreement with the Austrian Development Agency (2015-17) and our follow-up Regional Strategy East Africa 2016-2020. Finally, the results of the impact study shall also contribute to increase the effectiveness of future TAs in their interaction with local partners, beneficiaries, and other development workers.

4 This fourth set of activities is mentioned as part of the intervention logic. However, it can be ignored in this context, since it has little relevance for the purpose of this study.

3. Objectives and scope

The goal of the impact study is to **assess the contribution of the technical assistance (TA) programme to the overall capacity development of local partners, especially in the field of organizational development, and to the wider development goals of HORIZONT3000 in East Africa[5].** As all TAs interact primarily with a local partner organisation rather than with local beneficiaries, assessing the institutional/organisational changes of our local partners constitutes the main "impact area" of this study.

Starting from the findings and questions raised by two prior evaluations (a general assessment of the TA programme in 2007, a specific TA programme assessment in Papua New Guinea in 2009), the impact study shall focus on the TA programme in the period from 2010-15, since this period is marked by a systematic consolidation process in HORIZONT3000's programmatic work: first, the two programmatic core instruments – the TA programme and financial cooperation projects – have gradually moved closer together and both now contribute to a higher-level country and/or regional programme. This means that increased efforts have gone into maximising the effects and potential synergies between these two instruments (e.g. integrated reporting systems, more flexible advisory mechanisms). Second, 2010 also marked the start of an on-going knowledge management project that entails the set up and implementation of the knowledge management system KNOW-HOW3000 with the TA programme being now fully integrated.

The scope of this impact study will be limited to an assessment of the TA programme in the region of East Africa (Kenya, Tanzania, Uganda), which constitutes one of the focus regions of HORIZON3000's programme portfolio. Together with 40 local partners (see list of current partners in Annex – the complete list of partners over the whole period will be part of an information package provided to the consultant once contracted), HORIZONT3000 implements 46 on-going development initiatives in this region: 30 TA projects (involving 31 technical advisors) and 16 co-financing projects. About 25% of all TA assignments of HORIZONT3000 take place in East Africa. The following table provides an overview of the number of TA assignments between 2010 and 2014.

	2010	**2011**	**2012**	**2013**	**2014**
Kenya	8	8	6	6	8
Uganda	15	20	19	23	18
Tanzania	2	2	5	8	6
TOTAL	25	30	30	37	32
Total number of assignments	88	81	93	89	72

Using the definition of impact as proposed by the DAC criteria for evaluating development assistance - "*the positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended*" – we are interested in analysing the *contribution of the technical assistance (TA) programme to the overall capacity development of local partners, especially in the field of organizational development, and to the wider development goals of HORIZONT3000 in East Africa*. To this end, the impact study intends not only to assess the changes produced by the TA programme at the individual placement level, but also on the country/regional programme level.

5 As stipulated in the HORIZONT3000 Regional Strategy for East Africa

At the *individual placement level*, the impact study shall assess the impact of the TA programme on the organisational structures and processes of the local partner organisation. This is because all TA assignments are placed within the sphere of organisational development of the local 'intermediary' organisation and do not work directly with the local beneficiary population. Hence, the study should assess the "impact of cooperation within the partner organisation/intermediary" and the changes (positive/negative; intended/unintended) in capacities that the TA programme has contributed to.

At the *programme level*, the study shall examine and assess the cumulative contribution of the individual TA placements in the East Africa region and examine its impact to reach the broader development goal as laid out in the regional strategy East Africa 2012-2015 of HORIZONT3000.

4. Main guiding questions

The overall goal of the impact study is to **assess the contribution of the technical assistance (TA) programme to the overall capacity development of local partners, especially in the field of organizational development, and to the wider development goals of HORIZONT3000 in East Africa.**
Against this backdrop, the main guiding questions to be addressed by the consultant are as follows:

Relevance:

- To what extent was the development intervention exemplary, created structures and had an impact in terms of leverage (eg. adaptation among target groups and organisations?)
- What were the particular features of the TA programme that made a difference?
- How did the TA programme work in conjunction with other interventions, programs or services to achieve outcomes on the level of the regional East Africa programme of HORIZONT3000?

Effectiveness:

- What is the evidence of the contribution of the TA programme to the capacity building of the partner organizations? Which goals and objectives have mainly been attained, which were more difficult to be attained?

Impact:

- What were the particular features of the interventions that made a difference, especially in the field of OD?
- Have there been any unintended or negative changes that can be attributed to the TA programme?
- How far are attained improvements and changes sustainable?

5. Impact study approach and methodology

The impact study will take place in three broad phases:

- Preparation and desk study (inception) phase
- Field visit, data collection and analysis phase
- Reporting and feedback phase

The first phase includes a review of literature and documentary evidence from HORIZONT3000's own files (process tools for organisational management and knowledge management). This first phase will set the framing for the subsequent field visits to Uganda, (the relatively few interview partners in Tanzania and Kenya should be contacted via e-mail or phone/skype, in order to keep logistical costs low). The existing body of findings from the field assessments will serve as a base for the reporting phase.

Whereas the final decision about used methodologies is at the responsibility of the consultant and has to be defined in the inception report, it is highly recommendable to draw on the **Methodology for Assessing the Contribution of Volunteering to Development (MCVD)** developed by UN Volunteers[6]. The fundamental principle of this assessment approach is a bottom-up process with draws on the experiences and perceptions of volunteers themselves, local partners and other stakeholders. The methodology is based on a qualitative design (series of participatory workshops, incl. also quantitative elements), which is very much in line with our notion of impact (contribution rather than attribution!). It provides different impact perspectives (*the placement level, the programme level, the inter-organisational level*), which are also of interest for our impact study.

Key methods used within this approach are Most Significant Change stories (MSC), ranking exercises, contribution analysis, SWOT analyses, analysis of stakeholder perceptions and interests, and joint reflections on factors favouring or hindering change.

The qualitative approach should be complemented by interviews with TAs and representatives of local partner organisations as well as of HORIZONT3000 staff and other relevant stakeholders. The scope and depth of this survey will be defined in a briefing session between the consultant and HORIZONT3000.

6. Proposed timetable

A preliminary estimate by HORIZONT3000 foresees a workload of approximately **35** working days. Of course, this can vary according to the methodology chosen and to the details regarding depth and range of the study. The impact study must be completed by the end of September 2015. The total budget available for the impact study is EUR 22.000,00. This value must cover all costs, including fees, transportation, office materials, taxes, insurances, etc.

[6]UNV (2011) Assessing the Contribution of Voluntering to Development: Handbook for UN Volunteers, Programme Officers and Managers, http://www.unv.org/fileadmin/docdb/unv/pdf/UNV%20Assessing_web%20version.pdf

The schedule shall be discussed with the partner organisations and will be confirmed during the inception period. A draft outline is provided below:

Activity	Responsibility	Estimated working days	Deadline
Submission of bid (electronically)	Consultant		20th of July 2015
Contract signature and briefing	Consultant / HORIZONT3000 head office Vienna/regional office East Africa Kampala	1	24nd of July 2015
Planning, desk review and inception report (incl. detailed methodology and action plan)	Consultant & team	4	30th of July 2015
KICK-OFF meeting at regional office East Africa in Kampala	Consultant / HORIZONT3000 coordination team	1	3rd of August 2015
Data collection and analysis (field mission only to Uganda; inclusion of partners and TAs Kenya and Tanzania do be defined)	Consultant & team	20	7th of September 2015
Preparation and submission of draft report	Consultant & team	4	14th of September 2015
Internal draft dissemination and feedback	HORIZONT3000 coordination team	(internal)	25th of September 2015
Preparation of final report	Consultant	3	30th of September 2015
Validation and learning workshop (regional office East Africa)	Consultant / HORIZONT3000 coordination team /local partners/other stakeholders	2	31st of October
Total Working days		**35 days**	

7. Evaluation team

Ideally, the impact study should be conducted in a small team of two to three consultants, preferably a national/regional consultant with the back-up of an international expert (a “tandem evaluation”, so to say). The lead consultant should have extensive experience in field research design, outcome and impact assessment with a focus on a qualitative study design, and have conceptual and methodological expertise with assessing capacity development. Familiarity with organisational development structures and processes and a notion of knowledge management would also be an asset. Finally, strong interpersonal and English language skills as well as excellent analytical writing skills are also necessary.

8. Deliverables

⇒ **Inception report** (max. 10 pages): prior to the kick-off meeting in Uganda, the team of consultants will deliver a short inception report on the desk work that will include an ‚impact assessment plan'. The inception report should outline what the assessment aims to achieve and list the planned activities and methodology for the evaluation in order to reach the objectives.

⇒ **Draft impact study report and (after dissemination and feedback) final impact study report** (max. 25 pages): the report should be concise and focus on the findings, conclusions and recommended actions, supported by summaries of the data collected and citations for any references used in interpreting those data. The findings should reflect the assessment of the contribution of the TA programme to development at the placement level, the larger programme level and the inter-organisational level. Reporting language will be English.

⇒ **Validation workshop**: the lead consultant is expected to facilitate a final presentation and feedback workshop to the target group of the impact study in Kampala.

9. Coordination

The regional office East Africa based in Kampala (Uganda) will be in charge of coordinating the impact study and providing back-up services for all logistical and technical issues (incl. accommodation, transportation and movement). The person in charge will be Christian Guggenberger, regional director East Africa, (christian.guggenberger@horizont3000.at).

The regional coordination team will receive backstopping from the international programme team based at the Headquarters in Vienna, Austria (programme director, East Africa desk and staff unit knowledge management). The HORIZONT3000 coordination team will provide all the support necessary for the team of evaluators (i.e. provision of relevant documents, interviews, support with workshop organisation and participation, feedback to the draft report).

10. Application procedure

Applications including motivation letter, CV, references and expected daily rate shall be sent to Thomas Vogel, head of programs and projects at HORIZONT3000 Vienna (thomas.vogel@horizont3000.at). Please also confirm your availability for the time period specified under the section „Proposed timeline". Deadline for applications: 15th of July 2015

11. Annexes

HORIZONT3000 has a comprehensive base of information on the TA programme that has to be assessed. All further information (job descriptions, project planning documents, interim reports on project and on (aggregate) program level, former evaluations, strategy documents, logistical information, etc.) will be provided to the consultant once contracted.

Annex 2: List of Documents Reviewed

HORIZONT3000 (2013) Personnel Development Cooperation 2013: Annual Report of the Subsidy Contract2471-01 / 2013-2014

Farrow, D. and Kojan, R. (2010) Evaluation Report: Development Worker Programme – 2004-2010

UNV (2011) Assessing the Contribution of Volunteering to Development

HORIZONT3000 (2012) Capacity Development, Know-How Transfer and Knowledge Management Progress Report to Austrian Development Cooperation

HORIZONT3000 (2013) Annual Report on Knowledge Management to Austrian Development Cooperation

HORIZONT3000 (2012) Personnel Development Cooperation Program of HORIZONT3000 for 2013-2015. Proposal Document submitted to Austrian Development Cooperation

HORIZONT3000 (2011) Regional Strategy East Africa Kenya – Tanzania – Uganda2012 – 2015

UWASNET

- Final Report _Heintel
- TA Application
- Annual report 2013
- Final report
- TA Application UWASNET

YARD

- 1st Application Form ERI-Systematization
- 1st Application_YARD
- Application for extension ERI-Sys 2013-2015
- Application for first extension TA_ YARD
- Application for second extension_ YARD
- Annual report 2010
- Annual report 2011
- Annual report 2012
- Annual report 2013
- Annual report 2014

CIDI

- Annual report 2013
- Annual report 2014
- TA Application
- 1st TA Application
- TA Application- Extension
- Final report

CREEC

- Final Evaluation_ Alwin
- Annual report 2010
- Application for Technical Assistance
- Annual report 2010
- Annual report 2011
- Annual report 2012
- Annual report 2013
- Annual report 2014
- Final Report

Pamoja Trust

- Annual report 2012
- Annual report 2013
- Extension logframe
- TA Application_Pamoja
-

TOAM

- Annual report 2013
- TA Application TOAM

DMI

- Final report
- TA Application

Annex 3: List of Organisations Consulted

Partners interviewed

All partners listed in the Table below have been interviewed.

Partner	Donor	Government	Other	TA
Uganda				
UWASNET	Democratic Voice and Accountability			Krischan Makowka Christina Heintel
YARD		Commercial Officer for Buikwe District,	PELUM Uganda	
CIDI			Netwas WASH SECTOR	Mark Nadjafi
CREEC				Wim Getkate Josua Burkart
HURIFOR				
Lira Diocese				Gerhard Benkö
Tanzania				
TAREA		Tanzania Commission for Science and Technology		
TOAM		Tanzania Forest Conservation Group	SWISSAID	
Kenya				
DECESE	CNDI		Kenya Peace network	
DMI				

List of people consulted from HORIZONT3000 Interviews

1. Christian Guggenberger
2. Jennifer Okusia
3. Thomas Vogel
4. Werner Freigang
5. Agnes Hauser
6. Verena Guggenberger

Annex 4: Key Informant Guides

Annex 4.1: Key Informant Guide: HORIZONT3000

Relevance

1. What is the TA programme intending to achieve?
2. What process is undertaken to identify partner partners? What challenges did you face and lessons have you learnt in this regard? **PROBE: participation of local partners**
3. How are the capacity needs of these local organisations identified? What challenges did you face and lessons have you learnt in this regard? **PROBE: participation of local partners, etc.**
4. What process is undertaken to identify the TAs for the specific organisation? What challenges did you face and lessons have you learnt in this regard? **Probe: criteria for selection of TA, involvement of the local partner etc.**
5. What process is undertaken to identify partners for the TA? What challenges did you face and lessons have you learnt in this regard? **Probe: for type of partner how they interlink with those financed through project financing**
6. In implementing the TA programme, have you identified any specific unique features of the TA programme that sets it out as an example to other international organisations working with local partners? Which ones and why? **Probe: for key features that make it an example for others.**
7. How did the TA programme work in conjunction with other interventions, programmes or services to achieve outcomes on the level of the regional East Africa programme of HORIZONT3000?

Efficiency

8. Apart from deploying a TA to an organisation what extra support do you provide to ensure successful knowledge and skills transfer to the counterpart and their organisation? **PROBE: (1) provision of technical support; (2) establishment and usefulness of the knowledge management system**
9. What process was undertaken to measure performance of the TA? Was this sufficient to support achievement of the programme's objectives? **PROBE: Involvement of the "local partner" in performance assessment, criteria from H3000**
10. To what extent is the length of deployment of a TA adequate to meet the capacity building objectives? **PROBE: (1) creation of structures; (2) adaptation of local partners etc.**

Effectiveness

11. What have been the successes of the programme? What were the key success factors? **PROBE: (1) successes at individual, organisational and institutional level; (2) identify achievement in terms of result areas for the TA programme.**
12. Are there result areas that have lagged behind? Why?

Impact

13. What were the particular features of the interventions that made a difference, especially in the field of OD?
14. Have there been any unintended or negative changes that can be attributed to the TA programme?
15. How far are attained improvements and changes sustainable?

Conclusion

16. What challenges if any, did you face in the implementation of the TA programme? If so how did you overcome them?
17. What lessons can be learnt from the TA's particular deployment?
18. Do you have any recommendations for improving the programme?

Annex 4.2: Key Informant Guide: Austrian Development Agency

Relevance

1. What is the TA programme intending to achieve? At the local partner level, how are the capacity needs identified? What challenges did you face and lessons have you learnt in this regard? **PROBE: participation of local partners, etc.**
2. In implementing the TA programme, have you identified any specific unique features of the TA programme that sets it out as an example to other international organisations working with local partners? Which ones and why? **Probe: for key features that make it an example for others.**
3. To what extent is the TA programme supporting ADA's project financing with CSOs in East Africa? Are there any gaps you see in this regard? What would you like to see more in the TA programme?

Effectiveness

4. To what extent is the programme achieving your intentions with it, you mentioned above? What were the key success factors? **PROBE: (1) successes at individual, organisational and institutional level; (2) identify achievement in terms of result areas for the TA programme.**
5. Are there result areas that have lagged behind? Why?

Impact

6. What were the particular features of the interventions that made a difference, especially in the field of OD?
7. Have there been any negative impacts you have observed in the course of implementing the TA programme between 2012 and 2015.

Conclusion

8. What lessons can be learnt from the programme? **Probe for lessons in the following areas: selection of TAs, deployment of TAs, capacity assessment, provision of TA services, performance assessment and sustainability.**

9. Do you have any recommendations for the improvement of the programme? **Probe for recommendations in the following areas: selection of TAs, deployment of TAs, capacity assessment, provision of TA services, performance assessment and sustainability.**

Annex 4.3: Key Informant Guide: Technical Advisors

The purpose of this interview is to follow up on TAs whose support contributed to most significant changes for their receiving organisation and those who could not contribute to any changes.

General

1. Give a brief description of how you were placed to the partner organisation.

Relevance

2. In your opinion do you think you were given an appropriate counterpart staff and department? To what extent were your qualifications utilized by the partner organisation?
3. In implementing the TA programme, have you identified any specific unique features of the TA programme that sets it out as an example to other international organisations working with local partners? Which ones and why? **Probe: for key features that make it an example for others.**

Efficiency

4. Did you face any challenges in implementing the TA programme? If so, what were they? How were they resolved? **Probe for opportunity to influence change, attention by the Partner Organisation to enable you to transfer knowledge and skills, attitude of the counterpart and their organisation in terms accepting change or adapting to new ways of doing things.**
5. To what extent were you prepared for these challenges by HORIZONT3000?
6. What support were you provided by HORIZONT3000 before and during your deployment to the partner organisation? What is your opinion on this support? Are there changes you would like to suggest?
7. How were performance assessments of your work conducted? Are there any suggestions you would like to make? **Probe: Involvement of partners, effectiveness.**

Effectiveness

8. For *[organisation]* what results did you intend to achieve?
9. What is your opinion on time provided to you to achieve these changes? Please explain.
10. What were the key changes you brought to the partner organisation in line with these results? In your opinion what were the reasons for these successes? **Probe: Results at individual level, organisation and institutional level.**
11. Were there any results that were a challenge to attain? Why?

Impact

12. How did the capacity outputs you achieved contribute to achieving outcomes on the level of the regional East Africa programme of HORIZONT3000?
13. What were the particular features of the interventions that made a difference, especially in the field of OD?
14. Have there been any unintended or negative changes that can be attributed to the TA programme?
15. Do you think the changes you brought to the partner organisation can be sustained? Why?

Conclusion

16. Did you face any challenges during your support period and how were they overcome?
17. What lessons can be learnt from your particular deployment?
18. Do you have any recommendations for improving the programme?

Annex 4.4: Key Informant Guide: Partner Organisations

Introduction: The purpose of this interview is to follow up and get details of stories of most significant change identified through the self-administered questionnaire and the stakeholder workshop.

General

1. How were you selected to receive TA services? **Probe: for appropriateness of the process and changes that may be required.**
2. How was your capacity identified? **Probe: for appropriateness, lessons and changes that may be required.**
3. What results was the TA to achieve in your organisation? How were these results determined?
4. Was there a process for review of performance of the TA? Can you please describe the process? **Probe: appropriateness and adequacy and any changes required.**
5. Is there any follow up support provided after the TA? Describe the process. **Probe: the existence of follow up support, its adequacy and examples.**
6. To what extent has the development intervention been exemplary for other international NGOs? What are the key features of this support that makes it exemplary?
7. Did you face any challenges during the implementation of the TA programme? If so how did you overcome them?

Impact: Most significant change story

8 Please give a description of the major changes that have occurred in your work**(increasing knowledge)**as a result of the TA support that you received? **ASK ONLY COUNTERPART STAFF.**

9 Please give a description of the major changes that have occurred as a result of the TA support that your organisation received. Clearly state the area of change and the magnitude of change.

Probe: for results on individual/organisational (improved systems, programme quality, procedures and policies) and institutional level (relations with other CSOs, government (central and local), donors and international organisations). Also identify how these results contribute to the outcomes on the level of the regional East Africa programme of HORIZONT3000.

10 What do you think were the necessary conditions that enabled such changes to occur?

10. Do you think these significant changes can be sustained? Why?

Conclusion

11. What lessons can be learnt from the programme? **Probe for lessons in the following areas: selection of TAs, deployment of TAs, capacity assessment, provision of TA services, performance assessment and sustainability.**

12. Do you have any recommendations for the improvement of the programme? **Probe for recommendations in the following areas: selection of TAs, deployment of TAs, capacity assessment, provision of TA services, performance assessment and sustainability.**

Annex 4.5: Key Informant Guide: Organisations in the same Sector

Introduction: These are organisations in the same sector with those that received TA support.

1. How would you rate the participation of.....*[name of TA partner organisation]* on clusters or other forums in the sector? Have you seen any changes over the past ….years [relate years to period of TA support]

2. What is your perception or the general feelings by members in your cluster about the organisation's competitiveness and growth in the sector in the past ….years *[relate years to period of TA support]*. **Probe: it could be getting more funding from different donors thereby increasing its footprint and reach, growing influential status in the sector, or increasing its influence with government counterparts.**

3. Have there been any noticeable positive or negative changes about the organisation? What changes have you noticed?

4. When did you start noticing the changes?

5. Would you have an idea of why such changes are happening?

6. Do you have any general comments about the organisation with respect to capacity or growth?

Annex 4.6: Key Informant Guide: Funders of Partner Partners

Introduction: Questions to be asked with respect to their implementing organisations which have benefited from the HORIZONT3000'S TA programme.

1. Have you carried out organisational capacity assessment for .....*[name of partner organisation]*

2. If so when and what were the results?

3. Were there any capacity needs in the area of.....*[specify area of capacity the TA was supporting]*

4. Have you noted any improvements in capacity in this area also in respect to the programmes which you fund? **Probe: narrative and financial reporting, accountability, leadership or governance; project proposals**

5. In your opinion has the organisation grown or improved capacity in the past few years? What have you seen that shapes your opinion?

6. Are there any other capacity gaps for the organisation? **Probe: it could be getting more funding from different donors thereby increasing its footprint and reach, growing influential status in the sector, or increasing its influence with government counterparts.**

7. Do you have any general comments or observations about *[name of organisation]*?

Annex 4.7: Key Informant Guide: Government Officials

Introduction: Questions to be asked with respect to their implementing organisations which have benefited from the HORIZONT3000'S TA programme.

1. Are you aware of .....*[name of partner organisation]?* What do they do?

2. How do you work with them?

3. Over the past five years have you seen any improvements in their work? What improvements have you seen? What do you think might be causing this change?

4. Are there any other capacity gaps for the organisation? **Probe: it could be getting more funding from different donors thereby increasing its footprint and reach, growing influential status in the sector, or increasing its influence with government counterparts.**

5. Do you have any general comments or observations about *[name of organisation]*?

Annex 5: Structured Self-Administered Tools

Annex 5.1: Structured Tool for Partner Organisations

INTRODUCTION:

HORIZONT3000 has commissioned Jimat Development Consultants (Jimat Consult Pvt Ltd) to carry out an impact assessment of the Technical Advisor Programme covering Uganda, Kenya, and Tanzania for the period 2010 to date. The purpose of the study is to contribute towards internal learning (best practices, setbacks and challenges) in order to improve the quality of the TA programme. The results will **NOT** be used to decide whether the programme should be continued or not.

Thank you very much for taking time to fill in this questionnaire. Please take note of the following points before completing it.

1. **Independence:** This is an independent study
2. **Confidentiality:** Be assured that individual questionnaires shall not be shared with HORIZONT3000 or any other person outside the study team
3. **Honesty in response**: In order to make the assessment valuable we request you to be truthful in all your responses.
4. **Estimated time**: 30-45 minutes
5. **Deadline for sending back responses**: 07 August 2015

SECTION A: BACKGROUND

1. Name of Respondent.....
2. Name of Organisation.....
3. Country.....
   Uganda ☐
   Tanzania ☐
   Kenya ☐
4. Years of Technical Advisor Programme Support:

   From (yyyy): To (yyyy):

5. Years of Partnership with HORIZONT3000(total years from start to day of completion of questionnaire)

   From (yyyy): To (yyyy):

6. Area of Technical Advisor Support (write all if more than one)

7. Do you also receive co-financing of projects from HORIZONT3000?

   ☐Yes ☐No

SECTION B – RELEVANCE

8. How were your organisation's capacity needs identified?
   ☐Through formal capacity needs assessment
   ☐Through formal discussions on capacity needs with HORIZONT3000
   ☐Through informal discussions with HORIZONT3000
   ☐No capacity needs assessment conducted
   ☐Don't know
   ☐Other specify

9. In your opinion did the TA address the relevant capacity needs and priorities for your organisation at the time?
   ☐Yes ☐No

10. Were you consulted on the type of TA you required?
    ☐Yes ☐No

11. Have new, more relevant capacity priorities emerged that the programme should address in future?
    ☐Yes ☐No

    If yes, please specify (please mention maximum three areas of priority)
    Area 1
    Area 2
    Area 3

12. Did your organisation contribute to any stage of the TA programme?

    ☐Yes ☐No

    If yes, at what stage did your organisation contribute to the design of the TA programme?
    ☐Identification/Needs assessment
    ☐Design/Formulation
    ☐Other, please specify _____

13. What were the particular features of the TA that have made a difference to your organisation?

14. How relevant was the choice of personnel or departments for TA support within your organisation?

SECTION C: Efficiency

15. How do you rate the quality of TA provided on a scale of 1-10 where 10 is extremely valuable and "1" is "Not at all valuable"

1 Not at all valuable	2	3	4	5	6	7	8	9	10 Extremely valuable
☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

16. Where has the TA been most valuable for your organisation?

Improvement in individual knowledge and skills	☐
Organisational improvement (strengthened structures and processes)	☐
Institutional development (e.g. strengthened networks with other NGOs, relationships with government, and donors)	☐
TA provided was not been valuable in any way	☐

17. What else could have been done to improve the value of the TA to your organisation?

Action 1	
Action 2	
Action 3	
None at all	☐

18. Have you attended any of the following activities in the past 12 months and how useful were they for your organisation?

Activities	**Attended (yes or no)**	**Useful Rate on a scale of 1 to 10***(Where 1 is Not Useful and 10 is Extremely useful)*
Systematisation workshop		
Learning visit		
Exchange visits		
Knowledge exchange workshop or conference		

19. Did you discuss and agree with HORZONT3000 the intended results of the TA provided to your organisation prior to the TA arriving and starting work?
☐Yes ☐No

20. As an organisation did you play a role in evaluating performance of the TA that was provided to you?
☐Yes ☐No

SECTION D: EFFECTIVENESS

21. What are the key results that the TA intended to achieve in your organisation? (List a maximum of three in order of priority to you)

Key result 1	
Key result 2	
Key result 3	

22. Which of these results were not achieved?

Achieved 1	
Achieved 2	
Achieved 3	
None at all	

23. Were there any challenges you faced during the implementation of the TA support that could have limited the achievement of the intended results?
☐Yes ☐No

24. What were the three major challenges that you faced that limited the contribution of the TA?

Challenge 1	
Challenge 2	
Challenge 3	

SECTION E: IMPACT

25. Can you list the three most significant changes that the TA contributed to in your organisation's operations in order of significance to you?

Change 1	
Change 2	
Change 3	

26. What changes would you have liked the TA to contribute to but could not be achieved by the TA?

Change 1	
Change 2	
Change 3	

27. Please state whether you: Fully Agree (5), Somewhat agree (4), neither agree or disagree (3), disagree (2) and fully disagree (1) with the following statements about the TA that you were provided through HORIZONT3000

	Fully Agree	**Somewhat agree**	**Neither agree or disagree**	**Disagree**	**Fully disagree**
The TA enhanced the knowledge of our staff	☐	☐	☐	☐	☐
Through the TA working practices and culture in our organisation changed	☐	☐	☐	☐	☐
As a result of the contribution of the TA our organisation's recognition and funding from donors has increased	☐	☐	☐	☐	☐
The TA helped us to strengthen relationships with other NGOsin our country	☐	☐	☐	☐	☐
As a result of the TA we are more trusted by government	☐	☐	☐	☐	☐
Because of the contribution of the TA to our organisation the quality of our services has improved and	☐	☐	☐	☐	☐
Because of the TA's support, we are achieving better results for our target group	☐	☐	☐	☐	☐

28. Are there any negative results that emanated as a result of the TA?
☐Yes ☐No

If yes, please specify

Negative result 1	
Negative result 2	
Negative result 3	

SECTION F: SUSTAINABILITY

29. Were any measures put in place by you to ensure sustainability of the TA results?
☐Yes ☐No

If yes, please state at most three major measures put in place

Measure 1
Measure 2
Measure 3

30. In your opinion what is the likelihood that your organisation can sustain the results contributed to under the TA programme?
☐Highly likely
☐Likely
☐Not likely

31. During the TA period, did your organisation change some of its policies or practices to improve efficiency and effectiveness in development programmes delivery?
☐Yes ☐No

If yes, please state the policies or practices

Policies changed/introduced	**Practices changed/introduced**

Annex 5.2: Self-Administered Tool for Technical Advisors

INTRODUCTION:

HORIZONT3000 has commissioned Jimat Development Consultants (Jimat Consult Pvt Ltd) to carry out an impact assessment of the Technical Advisor Programme covering Uganda, Kenya, and Tanzania for the period 2010 to date. The purpose of the study is to contribute towards internal learning (best practices, setbacks and challenges) in order to improve the quality of the TA programme. The results will **NOT** be used to decide whether the programme should be continued or not.

Thank you very much for taking time to fill in this questionnaire. Please take note of the following points before completing it.

1. **Independence:** This is an independent study
2. **Confidentiality:** Be assured that individual questionnaires shall not be shared with HORIZONT3000 or any other person outside the study team
3. **Honesty in response**: In order to make the assessment valuable we request you to be truthful in all your responses.
4. **Estimated time**: 30 minutes
5. **Deadline for sending back responses**: 07 August 2015

SECTION A: BACKGROUND

1. Name of Respondent.....
2. Name of TA partner organisation.....
3. Country
   Uganda ☐
   Tanzania ☐
   Kenya ☐
4. Years of Technical Advisor Programme Support:

   From (yyyy): To (yyyy):

5. Which area did you provide support? (**REFER TO LAST ORGANISATION IF YOU PROVIDED SUPPORT TO MORE THAN ONE LOCAL PARTNERS**) (Write all areas if more than one)

In responding to the following sections, please refer to the last partner organisation you worked with under the HORIZONT3000 TA programme.

SECTION B – RELEVANCE

6. How were the partner organisation's capacity needs identified?
   ☐Through formal capacity needs assessment
   ☐Through formal discussions on capacity needs with HORIZONT3000
   ☐Through informal discussions with HORIZONT3000
   ☐No capacity needs assessment conducted
   ☐Don't know
   ☐Other specify

7. In your opinion did the TA address the relevant capacity needs and priorities for the organisation at the time?
   ☐Yes ☐No

8. Are there particular features of the TA services you provided that made a difference to the partner organisation?
   ☐Yes ☐No **If no skip to Question 10**

9. Please mention only three particular features of your TA services that made a difference to the partner organisation?
   Feature 1
   Feature 2
   Feature 3

10. In your opinion were you attached to relevant personnel or department?
    ☐Yes ☐No

11. On a scale of 1 to 5 how would you rate the acceptance of your TA services by the partnerorganisation? (5= highly accepted, 4= somewhat accepted, 3=indifferent, 2= unacceptable, 1= highly unacceptable)

5 Highly accepted	4 Accepted	3 Indifferent	2 not accepted	1 Highly unacceptable
☐	☐	☐	☐	☐

SECTION C: Efficiency

12. Where have the TA services been most valuable for the organisation?

Improvement in individual knowledge and skills	☐
Organisational improvement (strengthened structures and processes)	☐
Institutional development (e.g. strengthened networks with other NGOs, relationships with government, and donors)	☐
TA services provided were not valuable in any way	☐

13. What else could have been done to improve the value of the TA in the organisation?

Action 1	
Action 2	
Action 3	
None at all	☐

14. During your TA support did you benefit from the HORIZONT3000 Knowledge Management?
    ☐Yes ☐No

15. Was this support helpful in delivering your TA services to the partner organisation?
    ☐Yes ☐No

16. Were the intended results of the TA services you provided jointly agreed with the partner local partner before your arrival?
    ☐Yes ☐No

17. Did the partner organisations play a role in evaluating the performance of the TA services you provided?
☐Yes ☐No

SECTION D: EFFECTIVENESS

18. What are the key results that the TA services intended to achieve for the organisation? (List a maximum of three in order of priority to you)

Key result 1	
Key result 2	
Key result 3	

19. Which of these results were not achieved?

Achieved 1	
Achieved 2	
Achieved 3	
None at all	

20. Were there any challenges you faced during your implementation of the TA services that could have limited the achievement of the intended results?
☐Yes ☐No

21. What were the three major challenges that you faced that limited your contribution as TA?

Challenge 1	
Challenge 2	
Challenge 3	

SECTION E: IMPACT

22. Can you list the three most significant changes where the TA services contributed to the partner organisation's operations in order of significance to you?

Change 1	
Change 2	
Change 3	

23. What changes would you have liked your TA services to contribute to, but could not be achieved by you?

Change 1	
Change 2	
Change 3	

24. Are there any negative results that emanated as a result of the TA services?
☐Yes ☐No

If yes, please specify

Negative result 1	
Negative result 2	
Negative result 3	

SECTION F: SUSTAINABILITY

25. Were any measures put in place by the partner organisation to ensure sustainability of the TA services' results?
☐Yes ☐No

If yes, please state at most three major measures put in place

Measure 1	
Measure 2	
Measure 3	

26. During your TA period, did the partner organisation change some of its policies or practices to improve efficiency and effectiveness in development programmes delivery?
☐Yes ☐No

If yes, please state the policies or practices

Policies changed/introduced	**Practices changed/introduced**