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SKYBIRD Programme

Final Evaluation Report

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Executive Summary

The Austrian Red Cross (AutRC) commissioned the NPO Competence Center of the Vienna University of Economics and Business (WU) to **conduct a final evaluation of the Skybird programme**, which focuses on innovation and collaboration in East Africa's (EA) water, sanitation, and hygiene (WASH) sector. Recognizing the substantial challenges to WASH accessibility in EA), the AutRC, with support from partners including the Austrian Development Agency (ADA), launched a five-year WASH project. The **overall objective of the Skybird programme** is to enhance living conditions in EA by bolstering capacities and partnerships within the Red Cross Red Crescent (RCRC) movement, leading to more effective and gender-sensitive WASH interventions. The programme's four **expected results** include **strengthened capacities**, **improved WASH coordination**, **enhanced public engagement** and **increased gender sensitivity**.

The final evaluation utilized a developed **impact model** as its conceptual framework and employed a **mixed-method research design**. Encompassing the final years of the Skybird programme (end of 2021 – 2023) and integrating baseline and midterm reviews, the study focused mainly on the two priority countries of the programme, namely **Uganda and Ethiopia,** due to resource limitations. Assessment of the programme's achievements revolved around **research questions** probing its effect on WASH capacities, gender sensitivity, innovation and cooperation. The evaluation indicated positive outcomes in certain areas, though identified aspects that require further refinement.

Capacity building proved successful in the Skybird programme, with qualitative and quantitative data illustrating that the programme effectively enhanced the capabilities of National Societies' senior management and micro project staff, beneficiaries and local government representatives through workshops and training. However, the Skybird programme exerted limited influence on the financial and knowledge capacities of members of the Skybird WASH network.

Gender sensitivity was addressed in the Skybird programme through training and awareness campaigns that effectively promoted gender awareness among senior management, micro project staff and beneficiaries. However, gender awareness among members of the Skybird WASH network remained insufficient, with no discernible variations across survey cycles.

Innovation in WASH was fostered by the programme's emphasis on innovative approaches and methods, leading to increased knowledge among senior management, micro project staff and beneficiaries. Nevertheless, network members' familiarity with current innovative projects remained limited.

Skybird's contribution in promoting **cooperation and coordination** was evident, with both qualitative and quantitative data showcasing increased collaboration within the RCRC and external partners, particularly among branches and headquarters. Although the network survey revealed an overall increase in collaboration, a discernible upward trend in collaboration over the programme's duration was not observable.

The programme's effect on the **WASH strategy** of Red Cross National Societies demonstrated mixed results. While strategy development activities were conducted, ownership was evident only among senior staff. Results revealed an incomplete strategy development process, with full ownership not yet achieved.

In conclusion, while challenges in network effectiveness, knowledge dissemination and strategy ownership remain, the Skybird programme achieved significant advances in capacity building, collaboration and gender sensitivity, contributing to improved WASH interventions and, on a smaller scale, improved livelihoods in the region. To achieve even more, it is recommended to extend the implementation period of micro projects, streamline micro project approval procedures, improve project coordination, and also broaden community engagement. Considering the Skybird WASH network, it is advised to clarify its role and integration within the programme, while also defining appropriate measures such as increasing international exchanges.

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List of Abbreviations

ADA	Austrian Development Agency
AutRC	Austrian Red Cross
BOCA	Branch Organisational Capacity Assessment
CEA	Community Engagement and Accountability
EA	East Africa
ERCS	Ethiopian Red Cross Society
GBV	Gender-based violence
HNS	Host National Societies
HQ	Headquarters
IRFC	International Federation of Red Cross Red Crescent Societies
KRCS	Kenia Red Cross Society
M&E	Monitoring and Evaluation
PGI	Protection, Gender and Inclusion
PHAST	Participatory Hygiene and Sanitation Training
PMER	Project Monitoring, Evaluation and Reporting
PSEA	Protection against sexual exploitation and abuse
PWD	Persons with Disabilities
RC	Red Cross
RCRC	Red Cross Red Crescent
RRCS	Rwanda Red Cross Society
SINA	Social Innovation Academy
SOP	Standard Operating Procedure
ToC	Theory of Change
ToR	Terms of Reference
ToT	Training of Trainers
URCS	Uganda Red Cross Society
USAID	United States Agency for International Development
WASH	Water, Sanitation and Hygiene

1. Introduction

1.1. INITIAL SITUATION

1.1.1. Context and background

Skybird is a programme about innovation and collaboration in the field of WASH (water, sanitation and hygiene) for improved living conditions in East Africa (EA). EA is generally considered one of the poorest regions in the world, with several countries in the region experiencing high levels of poverty, inequality, and economic underdevelopment. Factors contributing to poverty in the region include limited access to healthcare and basic infrastructure, as well as environmental challenges such as drought and natural disasters.

Access to safe water, sanitation, and hygiene (WASH) is a significant challenge in many parts of EA, with a large proportion of the population lacking access to basic WASH services. According to the World Health Organization (WHO) and UNICEF Joint Monitoring Programme (JMP), in 2020, an estimated 75 % of the population in EA did not have access to basic sanitation facilities, 42 % did not have access to at least basic drinking water and 78 % lacked access to basic hygiene services (WHO/UNICEF JMP 2021). Women and girls in particular are disproportionately affected by WASH challenges, exposing them to disadvantages and risks.

Against the background of these problems, the Austrian Red Cross (AutRC) together with its partners and funded by ADA (Austrian Development Agency), Swiss Red Cross (SRC) and AutRC have set up a 5-year regional WASH project designed to tackle WASH challenges in EA. It is the overall objective of the Skybird programme to contribute to improved living conditions – including health, environment and livelihood – in EA, addressing Sustainable Development Goals (SDGs) 5, 6, 16 and 17. More specifically, the Skybird programme aims to strengthen capacities and partnerships of the Red Cross Red Crescent (RCRC) movement for more effective and gender sensitive interventions in WASH and related fields. To achieve these objectives, the expected results are:

- **Expected result 1:** Strengthened capacities of Ethiopian Red Cross Society (ERCS), Uganda Red Cross Society (URCS) and Austrian Red Cross (AutRC) to innovate for more effective and gender-sensitive WASH interventions.

- **Expected result 2:** Improved WASH coordination within and beyond the RCRC movement through a WASH network and capacities to facilitate innovation, knowledge exchange and collaboration in WASH related fields in East Africa.

- **Expected result 3:** Enhanced engagement in public dialogue of RCRC movement in East Africa and Austria and translation of evidence-based learnings in the water-energy-food nexus.

- **Expected result 4:** Increased capacities of ERCS, URCS and AutRC to contribute to gender-sensitive human resource (HR) staffing, programming, implementation and monitoring & evaluation (M&E) as well as decision-making for more effective WASH interventions.

The NPO Competence Center of the Vienna University of Economics and Business (WU) has been a project partner since the beginning of the Skybird project and is responsible for evaluation tasks focusing on outcome and impact as well as the creation of the M&E framework. The NPO Competence Center was selected as a partner because its approach to impact evaluation differs from the conventional ToC and logframe logic. The NPO Competence Center's approach is closer to the logic of an SROI analysis and includes different stakeholders and impact affected groups (Then et al. 2017). Due to a small budget, however, a complete impact analysis could not be carried out. The focus of the present study therefore was on the evaluation of the effectiveness of collaboration and capacity building and the respective internal stakeholders "senior management" and "micro project staff" as well as "network members".

1.1.2. Monitoring and evaluation of the programme

The Skybird programme was structured on the basis of a total of five project years. Over the course of the implementation, the Skybird programme developed a strong focus on micro projects. These micro projects were organized over two cycles, which started with the second implementation year and continued into the fifth implementation year. The project initially began with an inception phase. In the first year of implementation, a baseline study was undertaken. After the first cycle of micro projects, a midterm review was carried out. At the end of the Skybird programme and after the second cycle of micro projects, a final evaluation was conducted.

Within the inception phase an impact-oriented Monitoring and Evaluation (M&E) framework was developed with advice from the NPO Competence Center. Stakeholder based impact chains and a corresponding impact model were the basis for the M&E framework. The framework is divided into the main fields of intervention, namely "Evaluation, strategy & organisation", "Network", "Training", "Micro projects" and "Policy dialogue, gender & knowledge exchange". The activities with output indicators from the project application were adopted for each intervention area. Additionally, some additions were made. The overall expected outcome with respective indicators and data collection methods were included in the framework as well (the entire M&E framework is sent as a separate file with the report).

The impact chains as well as the structure and main contents of the M&E framework were developed jointly with programme representatives and stakeholders in M&E workshops held as part of four-day kick-off meetings in Kampala and Addis Ababa. The workshops were facilitated by the NPO Competence Center with the aim to co-develop the M&E framework through a participative approach. Participants were two of the co-authors of this report, the Skybird programme management team, ERCS and URCS staff from HQ and five WASH priority branches (management, WASH and support).

In addition to the M&E framework, suitable data collection methods for the respective effects were discussed and defined. The respective regional and local capacities of RC branches were taken into account.

Baseline

The NPO Competence Center advised on developing and conducting a baseline study, which was needed to identify missing baseline values within the inception phase. The objectives of the baseline survey were:

- To understand how players in the WASH sector collaborate with ERCS, URCS and AutRC and how their role is seen in the WASH sector.

- To discover how the important players in the field of WASH perceive the activities of the Red Cross in the field of WASH and how players in the field of WASH collaborate.

- To explore how people in the WASH network collaborate with each other, how innovative the RCRC WASH sector is and how aware it is about gender, social and environmental issues.

In terms of methods, qualitative and quantitative surveys were conducted in the baseline study to gather the necessary information. The qualitative data was collected through phone calls and face to face interviews. Quantitative data was gathered using an online survey. The collected data was then analysed along several subjects. These were: "Collaboration", "Innovation" and "Gender, Social & Environmental Issues and WASH Strategy". The baseline surveys were conducted by RCRC staff.

A total of 26 individuals from ERCS participated in the survey, which includes ERCS senior and WASH/programme staff from HQ and five priority branches. With regard to URCS, a total of 14 individuals participated in the survey, including URCS senior and WASH/programme staff from HQ and five priority branches. From AutRC, a total of 9 staff members from HQ and branches took part in the baseline. In addition, non-movement actors such as donors (ADA, UNICEF), NGOs (SNV), governments, academia and private sector organisations were also interviewed in the study. (Red Cross 2019)

Midterm review

After 2.5 years, a self-review was undertaken by AutRC in order to analyse preliminary results of the programme, especially regarding the first cycle of implemented micro projects. Furthermore, lessons learnt had been worked out to inform the further strategic and organisational management of the programme. The midterm review was undertaken as an internal self-review by AutRC, partly facilitated by the NPO Competence Center.

The focus of the midterm review was on the short- and medium-term impact that has been achieved in the Skybird programme within two years from 31 Aug 2019 until 31 Aug 2021. Therefore, the main expected outcomes were analysed, with a particular focus on the four impact areas of how collaboration, capacity building, innovation, and gender awareness have increased over the two years. The successes and challenges of these outcomes had been viewed through the lens of these impact areas, reflected in the indicators at the specific goal level and further down the hierarchy of outcomes and outputs.

The main objectives of the midterm review were (Red Cross 2021):

- The review of the outcome of the programme regarding main changes and outcomes achieved in outcome areas of capacity building, collaboration, gender awareness, innovation and policy dialogue.

- To inform the programme management team on potential areas of improvement.

The results of the midterm review can be found in the midterm review report (Red Cross 2021).

Final evaluation

The final evaluation was conducted by the NPO Competence Center in 2023. In this end evaluation, quantitative surveys were conducted from May to June 2023 among the stakeholder groups senior management, micro project staff and network members in the two priority countries Ethiopia and Uganda. The data collection process was supplemented for the first time by

extensive qualitative surveys in the field (April to May 2023). The final evaluation used three waves of data collection from the baseline, midterm, and end evaluations. If sufficient comparative data was available, a pre-post comparison was performed, otherwise an ex-post comparison was carried out.

The results of the evaluation are the subject of this report and are presented in detail in the following chapters. Further information on the approach of the final evaluation can be found in chapters 1.2 and 2.

1.2. AIM OF THE STUDY

1.2.1. Scope of the analysis

The study at hand primarily includes the results of the final evaluation of the Skybird programme and covers parts of the third implementation year (2021) as well as the project year four (2022) and the concluding year five (2023). In addition, the final evaluation also incorporates the existing baseline and midterm review results to provide an overall assessment of the entire project period.

The general geographical focus of Skybird was on the East African countries Ethiopia, Uganda, Kenya, Rwanda, Tanzania, South Sudan and Somalia. Due to considerations regarding resources and time, the two priority programme countries Uganda and Ethiopia were chosen to be the main focus of the evaluation. Other East African target countries were considered only to a smaller extent in the network and micro project staff survey. The final evaluation began in March 2023 and ended with the submission of the final report on August 31, 2023.

The thematic focus of the final evaluation is highlighted by an impact model, which forms the basis of the final evaluation. The impact model was developed at the beginning of the Skybird programme and builds up on the theory of change process conducted in July 2018 in Kampala, Uganda and Addis Ababa, Ethiopia and on the group work discussions during the Skybird kick-off workshops in April 2019. It was also part of the conceptual basis for the developed M&E framework.

The impact analysis focuses on whether the intended effects have been achieved and partly to what extent this can be attributed to the programme. Unintended outcomes or impacts were also taken into account, if they emerged in the course of the surveys.

The focus of the final evaluation lies primarily on effects of the established network, trainings and micro projects on the organisational learnings and the respective stakeholder groups (RCRC internal groups). Furthermore, the outcomes of beneficiaries and their communities is considered to a certain extend by including selected micro projects and their effects.

1.2.2. Research goals

The aim of the study at hand is to carry out an ex-post evaluation of the Skybird programme in Ethiopia and Uganda. Within the framework of this evaluation, the authors want to determine retrospectively what has changed in the capacity of WASH interventions at RCRC societies in this region as a result of the Red Cross activities within the Skybird programme.

The main objective of the evaluation is to assess whether the hypothetical outcomes described in the impact model are found in reality and to what extend they can be attributed to Skybird.

The evaluation questions of the study address a combination of effectiveness and impact dimension. First and foremost, it is examined to what extent the programme has strengthened the capacities and skills of the actors through its activities. Furthermore, attention is paid to whether this leads to a changed or improved situation in the provision of projects in the WASH area.

The specific evaluation questions are:

1. To what extent has the Skybird programme contributed to strengthening the WASH capacities in the affected RCRC societies?
2. To what extent have the activities of the Skybird programme contributed to making WASH initiatives more gender sensitive?
3. To what extent have the activities of the Skybird programme contributed to bring in more innovative WASH initiatives?
4. To what extent have the activities of the Skybird programme contributed to establish more cooperation and coordination between different actors in the field of WASH?
5. To what extent have the activities of the Skybird programme contributed to increase the feeling of ownership regarding the WASH strategy and projects in the affected RCRC societies?
6. To what extend have the activities of the Skybird programme contributed to enhance engagement in public dialogue in the field of WASH?
7. To what extent have the improved capacities and opportunities for cooperation identified, if any, led to improved performance in the field of WASH?

In addition, unintended effects on the stakeholders and impact affected groups were considered in the evaluation, if they were identified and relevant. The research questions are answered in chapter 6.

1.3.   STRUCTURE OF THE REPORT

This report consists of an executive summary, six chapters and a list of references. It is supplemented by annexes, which contain the interview guides and several survey results in complete representation.

The introduction in chapter 1 includes the initial situation, as well as the aim, scope and guiding research goals of this study. Chapter 2 outlines the study design and explains the conceptual framework of the study as well as the methodological approach, which includes a description of data collection, data analysis and the sample of the online surveys. The results of the outcome analysis are subsequently presented in chapter 3 and its respective sub-chapters. These chapters form the core of the analysis and contain the findings of qualitative and quantitative data collection. In addition to the results of the qualitative and quantitative surveys on the outcomes of the Skybird programme, recommendations from programme participants are provided in Chapter 5. Chapter 6 summarises the study. This study report is completed by a list of references and annexes in chapters 7 and 8.

2. Study design

The final evaluation of the Skybird programme makes use of the impact value chain and impact model as a conceptual framework for the study. From a methodological standpoint, the study uses a mixed method research design with respective quantitative and qualitative data collection.

Specifically, questionnaires have been developed at the beginning of the programme and have been filled out by respective target groups at baseline and midterm. The same questionnaires were adapted and re-sent to same target groups at the end evaluation. The questionnaires were adapted to project changes that occurred during the programme and the updated impact model. Since the surveys of the Skybird programme were addressed to all participants of the respective micro project cycles, and these were different for each cycle, there were only occasional overlaps of the survey participants. For the most part, different people from the same target groups were contacted in the baseline, midterm and final evaluations. The data analysis follows the logic of a longitudinal study with cross-sectional surveys. The focus hereby is on the short and medium-term outcomes.

In addition to quantitative surveys, qualitative semi-structured interviews were conducted by the NPO Competence Center. Furthermore, available secondary materials were collected, subsequently analysed and integrated into the evaluation. The conceptual and methodological approaches are presented in more detail in the following sub-sections 2.1 and 2.2.

2.1. CONCEPTUAL FRAMEWORK: IMPACT ANALYSIS

Impacts, impact analysis, impact measurement and social impact are trending topics. As Schober/Rauscher (2014) show, the topic of impacts and impact analysis is being discussed in evaluation research, in the field of accounting, environmental and social impact assessment, development cooperation, NPO research, in connection with social entrepreneurship and with regard to the topic of corporate social responsibility or ethics in companies. However, there are several analysis methods that claim to identify and/or measure and/or evaluate impact. Some of these methods come from completely different traditions or subject areas and therefore also have different focuses in terms of content and concept. Grünhaus/Rauscher (2021: 72) provide an overview of selected methods.

Many methods for conducting impact analyses are based on thinking in terms of impact value chains. The present evaluation is set up as an impact analysis also using the logic of impact value chains. Such an impact value chain is depicted below in Figure 2-1.

FIGURE 2-1: IMPACT VALUE CHAIN

Performance Measurement | Impact Measurement

| Input (Resources) | → | Activities/ Services | → | Output | → | Intended Outcome | − | Dead-weight | = | Intended Impact |

+

Unintended Outcome | − | Dead-weight | = | Unintended Impact

= (Social Value) | = (Social Added Value)

Broad Impact Analysis

Source: Schober/Rauscher 2022, p. 511 (translated by the autors)

An impact value chain is at the core of almost every impact measurement. The impact value chain helps us to understand the logical connection between the resources invested, the services provided, the output achieved and the resulting outcomes and impacts. In order to fulfil a certain mission, the resources invested in the organisation **(input)** are used to regularly implement activities that produce **services** of various kind that lead to a change. As a rule, services are not created as an end in themselves, but serve to achieve the impacts defined in the mission. Impact thus unfolds from the creation of services. Services are upstream of impacts. The **output** represents the extent of the services provided. If the service is providing teaching activities concerning hygiene in the region, the outputs are the number of teaching units or the number of participants.

In contrast, **outcome** is defined as the positive and/or negative changes that can be observed in beneficiaries or affected persons after the activity or service have been performed or consumed (e.g. people, groups, society) or in the environment. If the focus is on outcome, the situation becomes even more complex. Outcome can be intended or unintended. If outcomes are intended, i.e. essential for the desired success, it is a matter of planned goal-oriented action. If they are unintended, they may nevertheless be significant and have a positive or negative influence on the overall impact of the activities and services carried out. This is of central relevance with regards to the type and breadth of any impact analysis. If the focus is only on intended outcome/impact, the approach is goal-based. This inevitably has a narrower focus and can only make statements on individual impact dimensions. Moreover, (impact) goals are usually established along desirable categories and negative impacts are consciously or unconsciously ignored.

Deadweight refers to those outcomes that would have occurred anyway, even without the concrete activities being assessed within the framework of the impact analysis. In this context, evaluation literature also refers to the programme effect (Rossi/Lipsey/Freeman 2004: 207) or counterfactual evaluation. Consequently, effects that would have happened anyway must be subtracted from the outcome in order to obtain the impact that is generated exclusively by the organisation or project. **Impact** means accordingly the social added value created by the activities of the intervention.

In order to be able to assess whether a project or an organisation really achieves social added value and is successful in an impact-oriented understanding, it is therefore not enough, for instance, to simply count how many participants attend a workshop. It is important to think through the impact value chain about the impact and to look at the extent to which their quality of life has been improved by the project.

Only if unintended and negative outcomes as well as deadweight are included in the analysis, a comprehensive assessment in the sense of an overall impact measurement can be assumed.

A broad impact analysis therefore always includes an examination of intended and unintended impact.

The outlined **impact value chain** is established for each key stakeholder of the programme. This logical chain shows what a stakeholder invests (input), what activities are carried out with the resources, what output is produced with them, what outcome is realised and what impact is ultimately achieved for the stakeholder. The aggregated impact value chains of all stakeholders considered in the analysis represent the **impact model** of the analysed programme. In other words, an impact model is a logical graphical presentation of how an organisation (or a programme) works under certain circumstances and which impact it creates. The development of the impact model helps organisations to better understand their own impact and to make strategic decisions, as well as to demonstrate their social added value.

The monitoring and evaluation framework of the Skybird programme includes an impact model as well as methods for the measurement of the programmes outcome and partly impact, thus a plan for the collection of data. The impact model builds up on the theory of change process conducted in July 2018 in Kampala, Uganda and Addis Ababa, Ethiopia and on the group work discussions during the Skybird kick-off workshops in April 2019 (the complete M&E framework is sent as a separate file in addition to this study report).

Impacts unfold as consequences of actions or services in many ways. As a rule, they are not one-dimensional. For example, curing the illness of a particular person has consequences not only for the physical health of the person concerned, but also economic and social consequences. There will be, for example, more or less follow-up costs in the health care system and the social contacts of the cured person will increase. Impacts can thus take place in different analytical dimensions. At an aggregated level, these can be the following six dimensions: (1) cultural, (2) political, (3) social, (4) economic, (5) ecological and (6) psychological/physiological (Then et al. 2017: 103). The identified impacts of NPOs or other organisations, companies or individuals can therefore be located in one or more of these content-related dimensions. In addition, the temporal and structural dimension also play a role. From a temporal perspective, impact can be classified as (1) short-term, (2) medium-term and (3) long-term impact. Structurally, it can be distinguished between the (1) micro, (2) meso and (3) macro impact dimensions (ibid.).

The impacts develop social relevance if they either affect many individuals and therefore become relevant by virtue of their breadth or satisfy collective needs. In turn, core social impacts are likely to be achieved if they have a direct positive impact on widely accepted values or generally accepted norms (Grünhaus/Rauscher 2021).

The impact analysis conducted here is based on the following approach proposed by Then/Schober (2015: 221), which was further developed by Grünhaus/Rauscher (2021). This approach focuses on the stakeholders and the impacts generated by the analysed programme and entails the following steps, as described in Figure 2-2 below:

FIGURE 2-2: BASIC STEPS OF AN IMPACT ANALYSIS
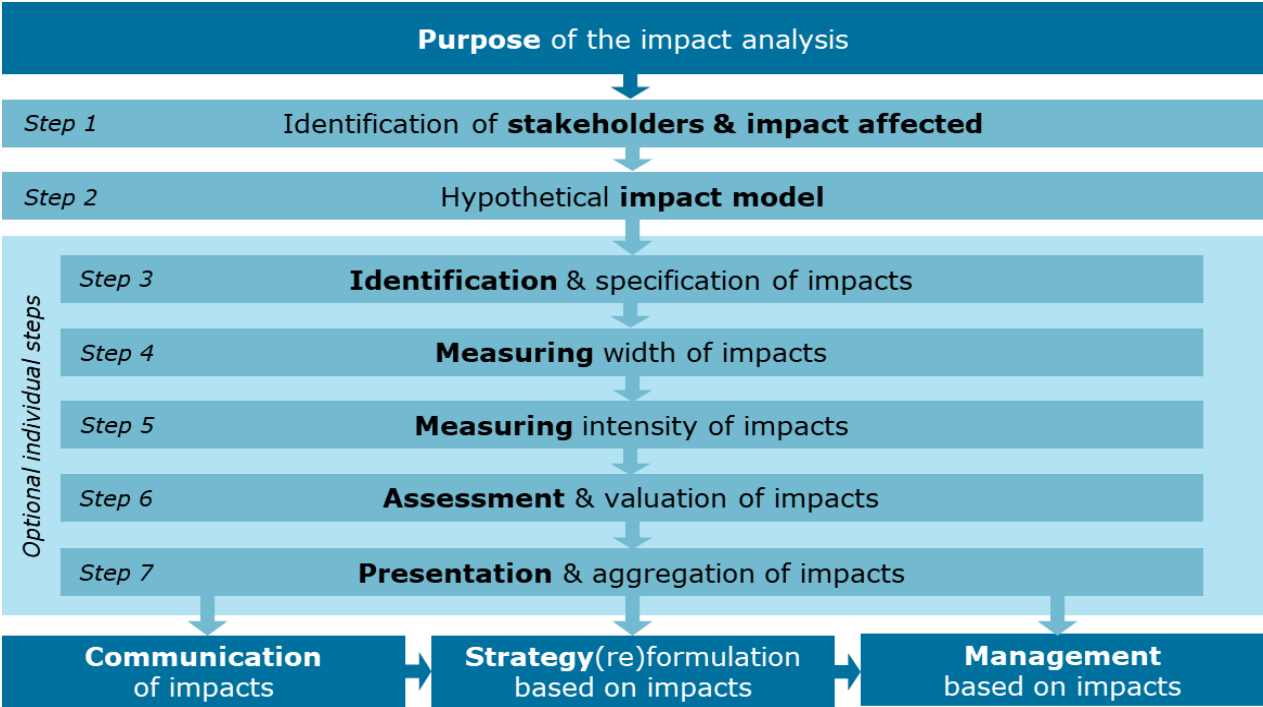
Source: Schober/Rauscher 2022, p. 517 (translated by the autors)

Thus, the impact model constitutes the framework for the current evaluation, as it contains information on the inputs, activities, outputs and impacts of all stakeholders included in the analysis. For the upcoming steps, our focus lied on verifying the hypothesised impacts for the stakeholders. This occurred via quantitative and qualitative surveys and to some extent the analysis of secondary materials, as described in the following subchapter 2.2.

2.2.   METHODOLOGICAL APPROACH

2.2.1.   Data collection

The evaluation used a mixed method research design with respective quantitative and qualitative data collection. Questionnaires have been developed at the beginning of the project and have been filled out by the respective target group at baseline, midterm and the final evaluation. The same questionnaires were adapted and re-sent to the same target groups. The questionnaires were adjusted to project changes that have been made in the meantime and the updated impact model. In addition, qualitative semi-structured interviews were conducted with key stakeholder groups in the priority countries Ethiopia and Uganda during the final evaluation. Secondary material from the Skybird programme was also used in the study where available. The data analysis followed the logic of a longitudinal study with cross-sectional surveys. The focus was on short to medium-term outcomes.

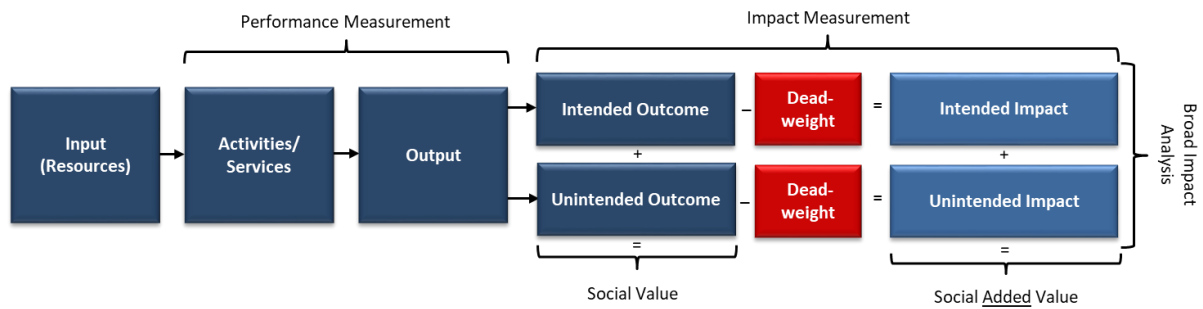The quantitative data was collected online through questionnaires in Kobo, Typeform and Google Forms. AutRC took care of the distribution of the questionnaires and also sent out two reminders. Due to the relatively low response rate in the network analysis of the midterm review, steps were taken to increase the response rate of the online survey in the final evaluation. The main issue of the midterm review was that the link to the online survey was widely distributed as part of the general Skybird newsletter, which explains the high number of peo-

ple contacted as stated in the evaluation report, but also resulted in low motivation to partici-pate. In addition, not enough follow-up activities were conducted. In the final evaluation, more care was taken both regarding the way persons were contacted and their motivation to partici-pate. As such, subscribers to the Skybird newsletter were personally addressed in a specific e-mail and asked to participate in the online survey for the final evaluation of the Skybird pro-gramme. Furthermore, the online survey was referred to during the on-site qualitative inter-views and additional e-mail and telephone reminders were used to increase the response rate particularly of the network analysis.

The following stakeholder groups were included in the **quantitative survey** and each group got a targeted questionnaire:
- Senior staff of AutRC, ERCS and URCS
- Micro project staff of ERCS, URCS, RRCS, SSRC, TRCS and KRCS
- Members of the Skybird WASH Network

In the sample of senior staff members, those who more involved in the project at the time of the survey were selected. The survey of the micro project employees is a full coverage survey. All staff members in the first cycle were contacted in the midterm evaluation and all staff members in the second cycle in the final evaluation. In the network survey, all newsletter sub-scribers were invited to participate, which, apart from more informal contacts, also represents a full coverage survey.

For the final evaluation, a total of 50 senior staff members, 33 micro project staff members and 519 Skybird WASH network members were contacted for the quantitative survey. The survey, conducted online via Google Forms, was open from May 12 to June 10, 2023. For sen-ior staff, a response rate of 60 % (30 respondents) was achieved. Out of 33 micro project staff members, about 70 % completed the survey (23 respondents). The response rate for network members was about 11 % (56 respondents). Compared to the midterm review, the number of survey respondents increased in the final evaluation for senior staff and network members, while it was lower for micro project staff. The baseline survey, on the other hand, had a higher number of respondents than the midterm survey for network members, whereas only 8 senior staff members participated in the baseline survey. Table 2-1 below shows a comparison of the number of survey responses from the baseline survey, the midterm review and the final evalu-ation.

TABLE 2-1: OVERVIEW OF ONLINE SURVEYS CARRIED OUT

Stakeholder	Baseline respond-ents	Midterm respond-ents	Final evaluation re-spondents
Senior staff	8	20	30 (60 % response rate)
Micro project staff	No online survey	33	23 (70 % response rate)
Skybird WASH network mem-bers	42	9	56 (11 % response rate)

The **qualitative semi-structured interviews** of the final evaluation were carried out by the NPO Competence Center. In addition to individual interviews, focus group discussions were conducted at the community level. The focus of the interview questions was on the results of the project that can hardly be identified with the quantitative questionnaires. Furthermore, the topic of potential substitutes to the programme and unintended effects were included in the interviews.

The following stakeholders and impact-affected groups were targeted in the qualitative re-search:

- ERCS Senior Staff
- ERCS Micro Project Staff, targeted people and local government officials
- URCS Senior Staff
- URCS Micro Project Staff, targeted people and local government officials
- Additional regional RCRC staff in Ethiopia (video or phone call)
- PGI officers/focal point persons (ETH and UGA)
- AutRC HQ

For the qualitative interviews, RCRC branches were selected in which the Skybird project and the microprojects were going well as well as those where things were rather difficult. In addition, time availability and geographical accessibility played a role in the selection due to limited financial resources.

Interview questions and guidelines for the semi-structured qualitative interviews were developed for each of the groups (see annex 8.1). Qualitative interviews were conducted in the field first in Ethiopia and then in Uganda from April 24 to May 11, 2023. The interviews were held in English, whenever necessary English was translated into the local language and back. In total, 26 individual interviews and 10 focus group discussions were conducted in Ethiopia and Uganda. While most of the interviews were held in person in the respective countries, three interviews were conducted via online calls or due to bad internet connection, over the phone.

Due to limited resources, not all geographic target countries of the Skybird programme and all locations of micro projects within a country could be covered in the final evaluation. Therefore, the two focus countries of the Skybird programme, including two to three micro project locations for each country, were selected for on-site surveys. Furthermore, two additional micro projects in Ethiopia were added to the scope of the final evaluation in the form of online or telephone calls. Additional target countries of the Skybird programme could only be included in the final evaluation through online surveys.

An overview of which methods were used to collect data per stakeholder group as well as information on the number of individual interviews and focus group discussions per stakeholder group can be found in table 2-2 below.

TABLE 2-2: OVERVIEW OF INTERVIEWS AND FOCUS GROUP DISCUSSIONS CARRIED OUT

Stakeholder	Information retrieval method	Number of individual interviews per group	Number of focus group discussions per group
Senior Management	Face-to-face interviews with (former) programme coordinators/officers, branch heads, finance or PMER coordinators/officers and top management like department heads and higher. Internal documents and secondary data Own research	6 individual interviews with senior staff in Ethiopia, out of which 4 were at HQ level and 2 at branch level. 8 individual interviews with senior staff in Uganda, out of which 6 were at HQ level and 2 at branch level (one was a former Skybird programme coordinator currently not working with the RC anymore)	0
Micro project staff (including volunteers)	Face-to-face interviews with Skybird branch coordinators	5 Skybird branch coordinators in Ethiopia, 2 additional in Uganda	1 focus group with 4 volunteers in Uganda

	Focus group discussions with volunteers, e.g. from local government Internal documents and secondary data Own research		
PGI officers/ focal point persons	Face-to-face interviews with representatives and staff members of local partner organisations Face-to-face interviews with representatives of the local community Face-to-face interviews with representatives of the local politics/public administration Internal documents and secondary data Own research	1 PGI focal person at HQ level in Ethiopia, 1 PGI officer at HQ level in Uganda	0
Beneficiaries	Face-to-face interviews with representatives of micro projects who bene-fitted directly (trainings) or indirectly (micro pro-ject at school) from the programme Focus group discussions with representatives of the local community that benefitted directly from the micro projects Internal documents and secondary data Own research	1 school teacher in Ethiopia, 1 school di-rector in Uganda	4 focus group discus-sions in Ethiopia with 2 water committees, 1 gardening association members and 1 group of school girls. 4 focus group discussions in Uganda with 1 group of school girls, 1 garden-ing association, 1 gulp-ing group and 1 wastepreneur group. Between 4 and 12 peo-ple were part of the conducted focus groups.
Local govern-ment	Face-to-face interview with a a representative of the local administration Focus group discussions with representatives/em-ployees of the local ad-ministration Internal documents and secondary data Own research	1 representative of the local administration	1 focus group discus-sion with 2 local gov-ernment operators and 1 expert

2.2.2. Data analysis

The data from the questionnaires was entered into a data set, cleaned up and checked for plausibility. Subsequently, the data was analysed uni- and bivariately. Since the questionnaire was adapted and adjusted with the survey waves, not all questions could be analysed bivari-ately. Those analyses were only conducted for question items that were comparable for at least two survey waves. Due to the low response rate in some surveys, no multivariate analy-sis was run. In order to compare the survey time points with each other, Mann-Whitney U-tests as well as T-tests for independent samples were applied, depending on the scaling of the variables. Principal component analyses were run on some variables that consisted of two questions in the baseline or midterm survey, while only one question was included in the end evaluation survey. Furthermore, paired T-tests were used to compare different question items

with each other. The results of the descriptive and bivariate analyses are presented in chapter 4 in the form of graphs and tables.

The analysis of the interviews followed an evaluation grid, which was structured to different interviewees and hypothetical outcomes and expanded to include unintended effects. For this purpose, the interviews were recorded as audio files and partially transcribed. Also, following up on each interview, minutes were created to be able to record non-verbal cues that could be important for the subsequent analysis. The information collected by means of the interviews was analysed using a pragmatic content-analytical approach representative for social sciences. Through the qualitative interviews, a deeper insight into the outcomes of the stakeholders could be gained and the possible deadweight could be better determined.

Secondary material analysis included documents from the activities of the Skybird Programme like narrative reports of the micro projects, presentations and RCRC National Society or branch reports.

All findings are presented in detail in chapter 4 of the report at hand.

2.2.3.   Sample description

In the following, the sample of the quantitative survey of the final evaluation is described. In total, quantitative data was collected from three stakeholder groups. These were senior management, micro project staff and network members.

Senior management

The senior staff questionnaire of the end evaluation was fully completed by 30 respondents. 20 of these respondents are from ERCS and 10 from URCS (Figure 2-3). Therefore, results of the senior staff survey reflect to a greater extent the views of ERCS. The vast majority of respondents are from the branches and HQ (Figure 2-5) and are employed staff, with a smaller proportion from the board (Figure 2-4). The representation of volunteers is low, as is the representation of female respondents (Figure 2-6). Over 80 % of respondents are male. The only four female senior management members who participated in the survey are from URCS.

FIGURE 2-3: ORIGIN NATIONAL SOCIETY (SENIOR MANAGEMENT)
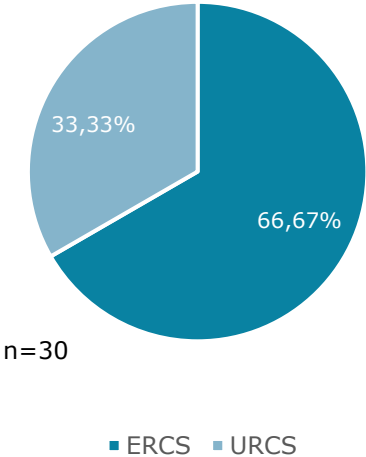
FIGURE 2-4: WORKING RELATIONSHIP (SENIOR MANAGEMENT)

33,33%

66,67%

n=30

■ ERCS ■ URCS

3,33%

16,67%

80,00%

n=30

■ Board member ■ Employed staff

■ Volunteer
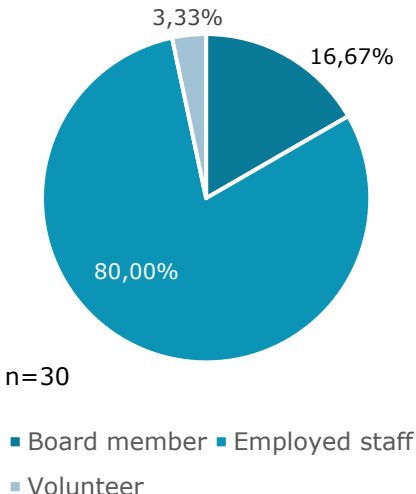
FIGURE 2-5: AREA OF WORK (SENIOR MAN-AGEMENT)   FIGURE 2-6: SEX (SENIOR MANAGEMENT)
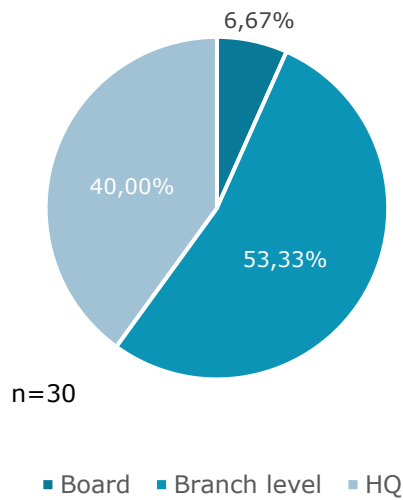
6,67%

40,00%

53,33%

n=30

13,33%

86,67%

n=30

■ Board ■ Branch level ■ HQ   ■ Female ■ Male
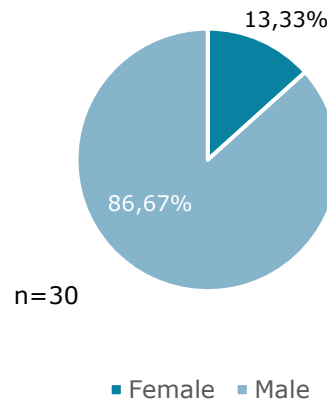
Micro project staff

The micro project survey of the end evaluation was completed by 23 participants. As can be seen in Figure 2-7, most participants are from the priority National Societies ERCS and URCS (11 each). Additionally, one person indicated to work for Rwanda Red Cross Society (RRCS) as well as South Sudan Red Cross Society (SSTC). The majority of surveyed micro project staff stated to work as employed staff (Figure 2-8). Additionally, some volunteers participated in the survey. Almost 80 % of respondents are male, with about 20 % being female (Figure 2-9).

FIGURE 2-7: ORIGIN NATIONAL SOCIETY (MI-CRO PROJECT STAFF)   FIGURE 2-8: WORKING RELATIONSHIP (MICRO PROJECT STAFF)
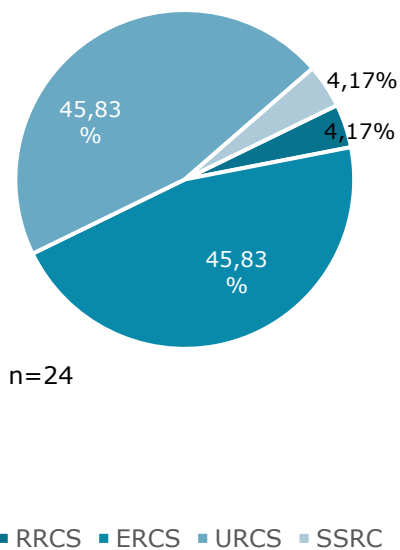
4,17%

4,17%

45,83 %

45,83 %

n=24

39,13%

60,87%

n=23

■ RRCS ■ ERCS ■ URCS ■ SSRC   ■ Volunteer ■ Employed staff
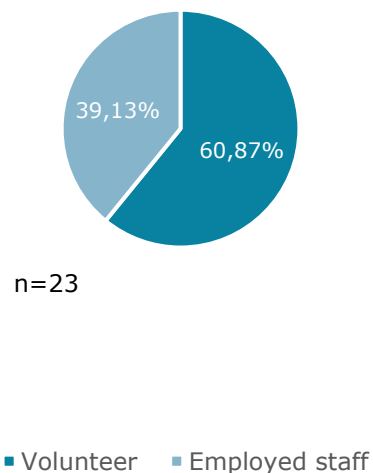
FIGURE 2-9: SEX (MICRO PROJECT STAFF)

21,74%

78,26 %

n=23

■ Female ■ Male
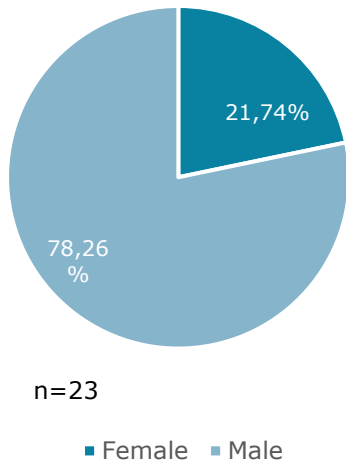
Network members

Out of the Skybird WASH network, 56 members participated in the final survey for network members. Of these, about 79 % are from the RCRC Movement, around 13 % from other NGOs and close to 6 % from private organizations (Figure 2-10). More than 70 % of participants were men, about 29 % were women (Figure 2-11).

FIGURE 2-10: TYPE OF ORGANISATION (NET-WORK MEMBERS)

FIGURE 2-11: SEX (NETWORK MEMBERS)

1,79%   1,79%   12,50%

5,36%

78,57%

n=56

■ Non-governmental organisation (not RCRC)
■ Private company
■ Red Cross Red Crescent (RCRC)
■ University/ Research institute

28,57 %

71,43 %

n=56

■ Female ■ Male
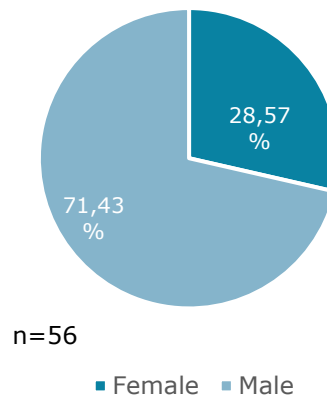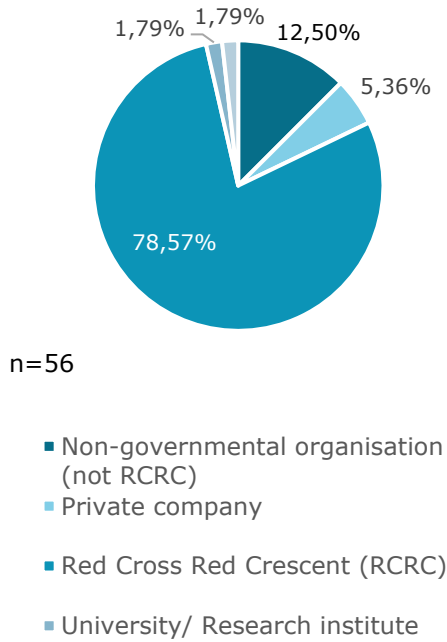
2.2.4.   Limitations

The conceptual and methodological approach brings with it some limitations. First, the impact of the program on organizational capacity and collaboration is the focus of the evaluation. Impact in the sense of the influence on the quality of life of the beneficiaries was not examined in a structured manner.

Secondly, the regional focus of the evaluation was limited to Uganda and Ethiopia due to the low evaluation budget. In addition, not all branches and micro projects were covered using qualitative interviews. Accordingly, the evaluation results are only meaningful for the two countries.

Thirdly, there was a high fluctuation among the staff of the participating RC societies. This means that only a few participants in the surveys and interviews were able to keep an overview of the entire project period. The significance of some results that relate to longitudinal changes is correspondingly limited.

Furthermore, the sending of the questionnaires, the motivation to participate and reminder emails were primarily carried out via the RC societies. Little response was achieved in the mid-term evaluation of the WASH Skybird network, in which the NPO Competence Center was only active to a limited extent. This sometimes made long-term analysis more difficult regarding network activities.

Additionally, some translations were carried out by the RC staff. It cannot therefore be ruled out that critical comments were glossed over, although there was no evidence of this and critical aspects were also addressed.

Last but not least, not all data was available from the RC societies for the M&E framework, which resulted in limited analysis options.

3. By using different survey methods and analysing the main questions using quantitative and qualitative research approaches, the negative effects of the limitations could be minimized. In addition, surveys took place in different countries and regions with different people and still showed fairly consistent results, which suggests that the approach was sufficiently robust.Impact of the SKYBIRD Programme – Hypothetical impact model

3.1. FINAL HYPOTHETICAL IMPACT MODEL

The impact model was developed at the beginning of the Skybird programme and builds up on the theory of change process conducted as part of the workshops in Kampala and Addis Ababa and on the group work discussions during the Skybird kick-off workshops in April 2019. As mentioned above, an impact model consists of the sum of impact value chains per stakeholder and is thus a logical comparison of input, activities, output, outcome and impact of the programme.

The impact model was repeatedly adapted in the course of the programme and the evaluation and finally revised and verified in the course of the final evaluation. The complete impact model can be found in the appendix. The individual impact value chains are presented and described by stakeholder below.

3.1.1. Staff (RCRC Senior Staff and Micro Project Staff)

As far as the stakeholder **staff** is concerned, this includes both senior staff and micro project staff. Above all, the staff members invest their time, their knowledge, their skills and their commitment to participate in the project. In the course of the programme, many different activities were implemented to achieve the intended outcomes among the employees, such as development of WASH strategies, WASH training curriculums and a strong WASH team. Furthermore, study visits and online events like workshops took place. Different trainings were also conducted (proposal writing, media engagement, gender and diversity…). In addition, target-specific advocacy products were developed and awareness raising campaigns were carried

out. A large number of outputs result from these activities that cannot all be listed here. The full list of outputs can be found in the M&E Framework that was submitted in addition to this report. On the impact side, many results have been targeted for the staff: higher-level impacts, such as knowing innovative approaches and methods in WASH, seeing WASH as a priority or the existence of an innovative mind-set but also gaining new skills and capacities after the trainings or obtaining evidence-based learnings through the micro projects. Some hypothetical outcomes concern gender, like branches and headquarters have built up gender awareness, gender dimensions are included in decision-making procedures or actions that include gender-related issues are conducted. Two hypothetical outcomes are more related to micro project staff: "Increased collaboration within the RCRC and with external partners in WASH and related fields" and "the WASH network and its tools are experienced as having an added value". The impact value chain for senior management and micro project staff is displayed in table 3-1 below.

TABLE 3-1: IMPACT VALUE CHAIN FOR STAFF (RCRC SENIOR STAFF AND MICRO PROJECT STAFF)

Input	Activities (only a selection listed)	Output (only a selection listed)	Outcome	Deadweight
Time Knowledge Skills Commit-ment	Development of a risk informed, im-pact-oriented M&E framework, sensitive to gender and diver-sity Development of WASH strategies through a participa-tive ToC process and development/revi-sion of WASH train-ing curriculums and SOPs Study visits and online events (incl. workshops) for (mi-cro project) experi-ence exchange, re-source mobilization and scale-up of inno-vations Training on PMER and communica-tion/PR and mentor-ing of staff and vol-unteers in assess-ment and proposal writing Training of staff/vol-unteers in gender and diversity Evaluation of submit-ted micro project proposals and imple-mented micro pro-jects - documenta-tion of evidence-based lessons learned Awareness raising campaigns (incl. events) for gender and WASH to inform different groups and raise visibility of the RCRC work in WASH	# of M&E Frame-works developed (inception phase) # of participants at the ToC process for WASH strategy in ETH, UG and AUT (f/m) # of WASH strate-gies, WASH curric-ulums and SOPs for WASH % of (internal and external) project proposals submit-ted with a gender focus or gender-sensitive approach # of knowledge and experience exchange events in UG/ETH/re-gional # of people trained on PMER by position (f/m) # of people trained in gender sensitive and tar-get group-oriented communication/PR by position (f/m) # evidence-based learnings (1-2 paged innovation sheets) produced # of evaluations of micro projects in ETH/UG	Innovative approaches and methods in WASH and related fields are known among differ-ent RCRC internal and external stakeholders URCS/ERCS/AutRC de-cision makers, staff/volunteers have a feeling of ownership of developed WASH strategy WASH is seen as a pri-ority internally (ERCS, URCS and AutRC) and externally Participants of train-ings have new skills WASH interventions are well documented and reported on HQ and field-level in ETH and UG Existence of an inno-vative mind-set in RCRC organizations Evidence-based learn-ings are generated through micro projects in ETH and UG URCS and ERCS branches and HQ have new capacities URCS and ERCS branches and HQs have built up gender awareness Gender dimensions in-cluded in decision-making procedures (ERCS/URCS/AutRC) Actions that include gender-related issues	Outcomes that would have been achieved even without Skybird, e.g. through other pro-grammes

			are conducted in ETH, UG and AUT	
			Increased gender sensitivity in programmes and human resources	
			Work on gender equality is seen as important by ERCS, URCS and AutRC	
			Strengthened national and regional scientific dialogue with participation of ERCS and URCS	
			Increased collaboration within the RCRC and with external partners in WASH and related fields	
			The WASH network and its tools are experienced as having an added value	

3.1.2.   Volunteers

Above all, the **volunteers** contribute their time to the programme, but also their knowledge, skills and commitment. The main activities for the volunteers were the trainings on PMER and communication/PR and mentoring of staff and volunteers in assessment and proposal writing as well as trainings in gender and diversity issues. The corresponding outputs are for example the number of people trained or the number of trainings than include a session on gender issues. Intended outcomes for volunteers are primarily the new skills and capacities gained through the trainings. Furthermore, an increased gender awareness and regarding gender equality as important are intended effects as well. The impact value chain for volunteers can be found in in table 3-2 below.

TABLE 3-2: IMPACT VALUE CHAIN FOR VOLUNTEERS[1]

Input	Activities (only a selection listed)	Output (only a selection listed)	Outcome	Deadweight
Time Knowledge Skills ment	Training on PMER and communication/PR and mentoring of staff and volunteers in assessment and proposal writing Training of staff/volunteers in gender and diversity Develop target-specific advocacy products in ETH and UG Awareness raising campaigns (incl. events) for gender and WASH to inform different groups and raise visibility of the RCRC work in WASH	# of people trained on PMER by position (f/m) # of people trained in gender sensitive and target group-oriented communication/PR by position (f/m) # of staff/volunteers mentored in assessment and proposal writing (f/m) # of staff and volunteers trained in gender and diversity (f/m) # of target-specific produced advocacy products by type # of awareness raising campaigns	URCS/ERCS/AutRC decision makers, staff/volunteers have a feeling of ownership of developed WASH strategy Participants of trainings have new skills URCS and ERCS branches and HQ have new capacities URCS and ERCS branches and HQs have built up gender awareness Work on gender equality is seen as important by ERCS, URCS and AutRC	Outcomes that would have been achieved even without Skybird, e.g. through other programmes

3.1.3. Network Members

The **network members** also invest their time, knowledge, skills, commit and interest in the program. As part of the Skybird programme, a virtual network to initialize a RCRC WASH network in EA was formed to continuously facilitate communication, information sharing and engagement across the network and establish a systematic stakeholder dialogue. Existing communication platforms were used to support information sharing on piloting and exchange opportunities, innovations, local and regional events, external funding opportunities and to share evidence-based learnings. Again a large number of output figures are mentioned in the impact value chain (Table 3-3), for example the number of network members, the number of activities on the platform, the number of WASH network meetings or the number of evidence-based learnings produced. The main intended outcomes among network members are: "The WASH network and its tools are experienced as having an added value", "WASH network members have more knowledge and information in the field of WASH innovation and WASH-related and gender-related issues in EA", "Good practices, innovations and learnings are shared across the WASH network and in the RCRC movement", "Evidence-based learnings are generated through micro projects in ETH and UG" and "Increased collaboration within the RCRC and with external partners in WASH and related fields".

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[1] The complete impact value chain with all activities and outputs can be seen in the M&E framework that is submitted in addition to this report

TABLE 3-3: IMPACT VALUE CHAIN FOR NETWORK MEMBERS[2]

Input	Activities (only a selection listed)	Output (only a selection listed)	Outcome	Deadweight
Time Knowledge Skills Commit-ment Interest	Form a virtual net-work to initialise a RCRC WASH network in East Africa Utilise existing com-munication platforms and tools which sup-port sharing infor-mation on pilot-ing/exchange oppor-tunities, innovations, local/regional events and external funding opportunities Reach out to stake-holders and invite them to the network Study visits and online events (incl. workshops) for expe-rience exchange, re-source mobilization and scale-up of inno-vations Evaluation of submit-ted micro project proposals and imple-mented micro pro-jects, documentation of evidence-based lessons learned Develop target-spe-cific WASH advocacy products in ETH, UG Awareness raising campaigns (incl. events) for gender and WASH to inform different groups and raise visibility of the RCRC work in WASH	# of WASH net-work members (f/m/organisation) # of activities on the platforms # of funding op-portunities shared # of innovations shared online # of ties between HNS # of stakeholders invited # of knowledge and experience exchange events in UG/ETH/re-gional # final reports and evidence-based learnings pro-duced # of evaluations of micro projects in ETH/UG # of target-spe-cific produced ad-vocacy products by type % of products of produced in local languages # of awareness raising campaigns	Innovative approaches and methods in WASH and related fields are known among different RCRC internal and ex-ternal stakeholders (f/m/organisation) WASH is seen as a pri-ority internally (ERCS, URCS and AutRC) and externally (f/m/organi-sation) Increased collaboration within the RCRC and with external partners in WASH and related fields (exchange of infor-mation, provision of ma-terials and data, collec-tive implementation of projects/events) The WASH network and its tools are experienced as having an added value WASH network mem-bers (f/m/) have more knowledge and infor-mation in the field of WASH innovation and WASH-related and gen-der-related issues in East Africa Good practices, innova-tions and learnings are shared across the WASH network and in the RCRC movement Evidence-based learn-ings are generated through micro projects in ETH and UG	Outcomes that would have been achieved even without Skybird, e.g. through other programmes

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[2] The complete impact value chain with all activities and outputs can be seen in the M&E framework that is submitted in addition to this report.

3.1.4. External Players

Essentially, the same input is attributed to the **external players** as to the other stakeholders. No activities are carried out exclusively for the external partners, however they also benefit from activities such as the network activities, the awareness raising campaign or the development of target-specific advocacy products. These activities result in outputs such as the number of network members or the number of awareness raising campaigns. Concerning the hypothetical outcomes, external players benefit especially from an increased collaboration with the RCRC, from knowing innovative approaches and methods in the field of WASH and from being informed that WASH is seen as a priority. The impact value chain for external players can be seen in table 3-4 below.

TABLE 3-4: IMPACT VALUE CHAIN FOR EXTERNAL PLAYERS[3]

Input	Activities (only a selection listed)	Output (only a selection listed)	Outcome	Deadweight
Time Knowledge Skills Commitment Interest	Form a virtual network to initialise a RCRC WASH network in East Africa, continuously facilitate communication, information sharing and engagement across the network and establish a systematic stakeholder dialogue Utilise existing communication platforms and tools which support sharing information on piloting/exchange opportunities, innovations, local/regional events, external funding opportunities, running/completed project and micro projects Develop target-specific advocacy products in ETH and UG (learnings from failure; recommendation papers, radio broadcasts etc.) Awareness raising campaigns (incl. events) for gender and WASH to inform different groups and raise visibility of the RCRC work in WASH	# of WASH network members (f/m/organisation) # of activities on the platforms # of discussions per category # of WASH network meetings (online) # of funding opportunities shared # of innovations shared online # of ties between HNS # of target-specific produced advocacy products by type # of awareness raising campaigns	Innovative approaches and methods in WASH and related fields are known WASH is seen as a priority internally (ERCS, URCS and AutRC) and externally Increased collaboration within the RCRC and with external partners in WASH The WASH network and its tools are experienced as having an added value WASH network members (f/m/) have more knowledge and information in the field of WASH Good practices, innovations and learnings are shared across the WASH network and in the RCRC movement	Outcomes that would have been achieved even without Skybird, e.g. through other programmes

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[3] The complete impact value chain with all activities and outputs can be seen in the M&E framework that is submitted in addition to this report

3.1.5. Beneficiaries

In line with the research questions, the impact value chain of the beneficiaries (Table 3-5) focuses on the overarching outcomes and not on the detailed outcomes from the concrete, individual actions, such as the individual micro projects. Activities for the beneficiaries on a higher level were for example the implementation of micro project awards and awareness raising campaigns or the development of target-specific advocacy products. Corresponding hypothetical outcomes are: "Evidence-based learnings are generated through micro projects", "Actions that include gender-related issues are conducted" and "Increased gender sensitivity in programmes and human resources".

However, from both the quantitative and qualitative surveys, there is anecdotal evidence regarding the outcomes for beneficiaries from micro projects. These findings are described in Chapter 4 under the respective outcomes.

TABLE 3-5: IMPACT VALUE CHAIN FOR BENEFICIARIES[4]

Input	Activities (only a selection listed)	Output (only a selection listed)	Outcome	Deadweight
Time Knowledge Skills Commitment Trust	Implementation, documentation and dissemination of national/local and regional micro project awards Evaluation of submitted micro project proposals and implemented micro projects - documentation of evidence-based lessons learned Develop target-specific advocacy products in ETH and UG Awareness raising campaigns (incl. events) for gender and WASH to inform different groups and raise visibility of the RCRC work in WASH	# of micro projects submitted via ETH/UG country innovation grant % of micro project proposals in UG and ETH submitted with a gender focus/gender-sensitive approach/including a gender dimension # of final reports on micro projects and evidence-based learnings produced # of target-specific produced advocacy products by type # of awareness raising campaigns	Evidence-based learnings are generated through micro projects in ETH and UG Actions that include gender-related issues are conducted in ETH, UG and AUT Increased gender sensitivity in programmes and human resources	Outcomes that would have been achieved even without Skybird, e.g. through other programmes

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[4] The complete impact value chain with all activities and outputs can be seen in the M&E framework that is submitted in addition to this report

3.2. FINAL MONITORING AND EVALUATION FRAMEWORK

In addition, a comprehensive M&E framework was developed that represents a consolidation of the theory of change and the impact model. The M&E framework also includes additional information such as indicators, methods of measurement, values and so on. For the Final Evaluation, the M&E framework is the central and basic tool that was used. It integrates the essential components of the concepts of RCRC and the NPO Competence Center and was structured and applied according to our impact logic. In the course of the evaluation, those stakeholders and impacts were considered which were prioritized in the workshops in Addis Ababa and Kampala at the beginning of the program.

The M&E Framework is an extensive Excel spreadsheet that cannot be represented in a report. The following Figure 3-1 shows an excerpt for illustration. The entire M&E Framework is sent as a file with the report.

FIGURE 3-1: EXCERPT OF M&E FRAMEWORK

ACTIVITIES of the organization	ACTIVITIES Status Midterm	OUTPUT/ OUTPUT INDICATORS	OUTPUT relevant? y/n	Time of data collection	Method of measurement	Person responsible for measurement	Value at BASELINE	Target value at END OF the PROJECT
Development of WASH strategies through a participative ToC process (Output 1.1)		# of participants at the ToC process for WASH strategy in ETH, UG and AUT (f/m) (Output 1.1) # of WASH strategies in ETH and UG	y y	after ToC process	checklist	programme manager	• 0/0/0 • 0/0	• 30/30/30 (50%f) • 1/1

Source: Own illustration

4. Impact of the SKYBIRD Programme – Empirical Results

This chapter comprises the main results of the qualitative and quantitative data collection conducted in the study. In the following subsections 4.1 to 4.9, the results of the study are presented in detail, broken down by expected outcomes and stakeholder groups of the Skybird programme. First, the results from the qualitative interviews are described for each stakeholder group. This is followed by a presentation of the quantitative survey results for each stakeholder group. Next, these results are compared with the results of the baseline and mid-term survey, before an intermediate summary of qualitative and quantitative findings is given for each stakeholder group. At the end of each section, an overall assessment of the outcome including all stakeholder groups is made on the basis of qualitative and quantitative data.

Some of the outcomes listed in the impact value chains have been summarized in the following subsections. Summarized outcomes are highlighted in the introduction of the respective subchapter.

4.1. INNOVATIVE APPROACHES AND METHODS

One of the overall expected results of the Skybird programme was to strengthen capacities of ERCS, URCS and AutRC to innovate for more effective and gender-sensitive WASH interventions. An intended outcome contributing to this expected result relates to innovative approaches and methods in WASH being known to participants of the Skybird programme. Innovative approaches and methods being known was defined as a specific outcome in the AutRC's planning tool, the Logframe, and therefore represented a core objective of the Skybird Programme.

The results of the qualitative and quantitative data collection are presented below, broken down by stakeholder group. These findings represent the subjective opinions of the participants of the qualitative and quantitative data collection. Since something that is very common in one place may be considered innovative and new elsewhere, no definition of innovation was provided in this study. Therefore, the extent to which the approaches and methods cited were innovative and new was left to the assessment of the respondents. What was seen as innovative, served as an indicator for assessing the achievement of the outcome. Innovations could occur in different areas, for example in technical, organisational or social domains.

Senior management

Qualitative interviews with members of **senior management** suggest that the Skybird programme **fostered an innovative mind-set within RCRC organisations**. Representatives of senior management described Skybird as a programme designed to promote innovation. The bottom-up approach together with trainings, workshops and consultation supported the development of capacities necessary for branches to come up with community-oriented project ideas on their own. Increased collaboration and international networking through the Skybird WASH network promoted the exchange of project ideas and, to some extent, had an inspiring and motivating effect on participants of the Sykbird programme. The results of the qualitative interviews also show that members of senior management are **aware** of **innovative and new**

approaches and methods implemented in the Skybird programme. In the area of organisational innovation, the bottom-up approach in itself was seen as innovative, since projects were usually developed top-down by HQ and then delivered to branches. Additionally, representatives of senior management emphasized the extent to which micro projects were **community-based** and **community-owned** as new components of WASH projects that differentiated the Skybird programme from others. Interviewees stated that the bottom-up and community-based approach, together with a competitive process for the distribution of micro projects, were the main driver for motivated and effective project implementation at the branch level. Letting branches develop and compete for their own micro projects instead of giving them predetermined projects to implement created a sense of ownership, which led to higher commitment and, combined with the network activities of the Skybird programme, encouraged branches to innovate. The involvement and participation of the community in problem identification, solution finding and project implementation were regarded as very important for projects in general. Furthermore, some members of senior management specifically highlighted the multi-thematic approach of the Skybird programme. Interviewees described the combination of WASH, livelihood and environmental aspects as a new project component that set the Skybird programme apart from others. As examples of technical innovations at branch level, biogas latrines or prepaid water meters were mentioned. According to interviewees, some branches also implemented solar powered systems for the first time. In the social domain, tackling gender stereotypes by including men and women from the same household in farming projects or developing new gender sensitive hiring standards were reported as examples of somewhat new ideas and approaches tried under the Skybird programme.

As can be seen in figure 4-1, the **quantitative survey** among **senior management** shows the following results: When asked about what changes they observed in their organisation during Skybird, 83 % of senior management respondents indicated an increase in innovation in projects of WASH and related fields. This was the fourth highest ranking answer within a set of 10 multiple-choice answer options, with only strengthened capacity, increased project initiative by branches and more consideration of gender scoring above (see annex 8.2). When asked about the benefit of the National Society and the branches of participating in the Skybird programme, 90 % of senior management respondents chose increased innovation in projects of WASH and related fields, making it the first place out of a group of 12 multiple-choice answer options. With only 55 % of senior staff considering increased innovation as a benefit for other organisations outside of the RCRC movement, senior management seem to think that primarily branches and the National Society benefit from the efforts of the Skybird programme to promote innovation.

FIGURE 4-1: OBSERVED CHANGES AND BENEFITS OF THE SKYBIRD PROGRAMME[5] (SENIOR MANAGE-MENT)
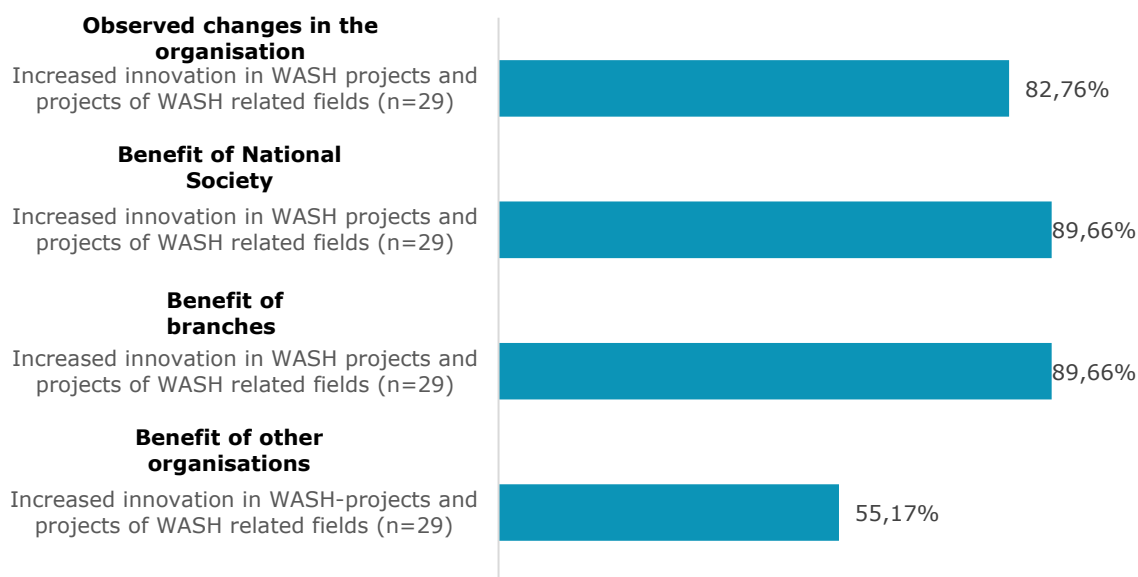
Note: Percentages of agreement for each subquestion are sorted and ranked by group (see annex 8.4 for complete ranking of changes and benefits for each group)

Due to the lack of comparable data from the baseline and midterm survey, no comparison can be drawn to the final evaluation results for this outcome.

To sum up, **senior management** showed both in the **qualitative interviews and the quantitative survey** that innovative approaches and methods were promoted in the Skybird programme.

Micro project staff

Most representatives of **micro project staff** saw the Skybird programme as a programme that aimed to promote **innovative thinking** in order to come up with **innovative micro projects**. The majority of the interviewed micro project staff stated to be **aware of innovative and new approaches** in WASH. For micro project staff, the Skybird programme stood out because of its innovative new technical projects like recycling waste, dry season cultivation, prepaid water meter, solar energy systems or vertical gardening, but also due to its emphasis on PGI and trainings, which some had not received before. Furthermore, the bottom-up and community-based approaches were highlighted as new and crucial for the success of the micro projects. In one interview, innovations were not necessarily regarded as important to address the very basic needs of the community.

Quantitative results from the **midterm review** and **end evaluation** are presented in figure 4-2 below[6]. In both surveys, over 90 % of micro project staff indicated to have gained new knowledge on innovative tools and methods in the field of WASH due to their participation in the Skybird programme. Furthermore, micro project staff showed high agreement with the statement that Skybird fostered innovation in their branch in both midterm and end evaluation. In comparison to midterm results, findings of the end evaluation demonstrate a slightly

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[5] No comparative data from baseline and midterm review for senior management

[6] No comparative data from baseline review, as there was no survey for micro project staff

stronger agreement regarding gaining knowledge on innovations, but a somewhat weaker agreement with Skybird fostering innovation in branches. However, significance tests showed that these differences were not significant. Since the midterm and final evaluation were based on different project cycles of the Skybird programme and thus targeted different participants, it can therefore be assumed that both cycles had a similar positive effect on the innovativeness of participants.

FIGURE 4-2: INCREASED INNOVATION (MICRO PROJECT STAFF)

New knowledge on innovative tools and…

Midterm (n=31)	58,06%	38,71%	3,23%
Endterm (n=23)	73,91%	21,74%	4,35%

Branch being more innovative

Midterm (n=30)	50%	50,00%	
Endterm (n=23)	30,43%	60,87%	4,35% 4,35%

■ Strongly agree ■ Agree ■ I do not know ■ Disagree ■ Strongly Disagree ■ Not relevant
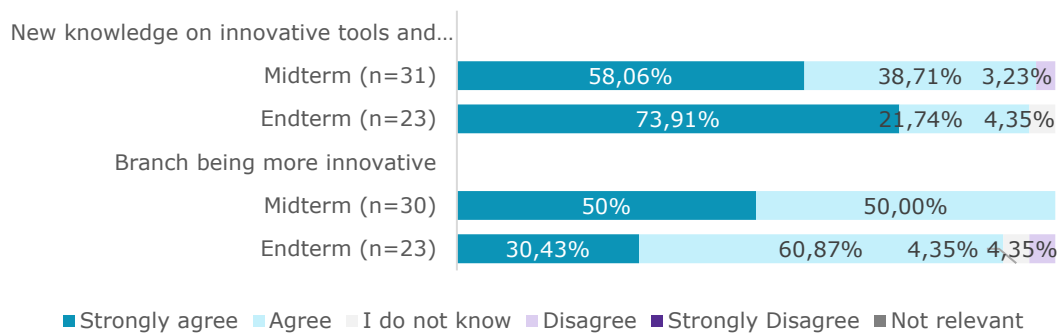
Overall, **qualitative and quantitative results** confirm that **micro project staff** gained new knowledge about innovative approaches and methods in the field of WASH through their participation in Skybird and that National Societies and branches implemented innovative projects as a result of the Skybird programme.

Beneficiaries

The majority of interviewed **beneficiaries** has not participated in a programme like Skybird before. By taking part in Skybird, most beneficiaries **learned about innovations** in WASH like reusable sanitary pads or recycling waste for briquetting or producing crafts as wastepreneurs for the first time. One micro project had to change its plans last minute due to implementation problems of the original project. Beneficiaries therefore only received some training and hygiene materials, which was not entirely new to them.

Local government

Local government representatives experienced **new approaches and methods** through Skybird **to some degree**. One representative said that the micro project under Skybird was the first one they had with solar energy. In another interview, the high quality and good planning of the Skybird micro project were named as the main differentiators compared to other projects. Being very transparent during project implementation, creating income generating opportunities for beneficiaries and targeting persons with disabilities (PWD) were also listed as important components of the Skybird programme. It was said that Skybird now serves as a model for future projects that seek support from local government.

Network members

The **network members** of the Skybird programme were asked in three quantitative surveys about their **knowledge of WASH innovation**. In order to investigate the innovative approach of WASH, they were questioned whether they knew of *activities in the field of WASH that were executed in their own country*. Another question was whether they knew of *innovative activities in the field of WASH that were being tested*. Around 26.19 % of respondents in the baseline survey said they were aware of executed WASH activities, whereas in the final survey slightly more people, i.e. 30.35 %, said that they did (Figure 4-3). Knowledge about

innovative WASH activities was rated similarly high in the baseline survey, while respondents in the final evaluation rated their knowledge lower with an agreement of 14.29 %. The difference of fewer people knowing innovative activities (mean: 2.69) than WASH activities in general (mean: 3.03) is upheld at a 1 % significance level. There were no significant differences between the baseline and end evaluation survey regarding the two questions. Due to the low response rate in the midterm survey (n=9), the higher agreement values for both questions cannot be evaluated for comparison. Apparently, the programme could not achieve any effect in the network in terms of improved visibility of (innovative) WASH activities.

FIGURE 4-3: INCREASED INNOVATION (NETWORK MEMBERS)
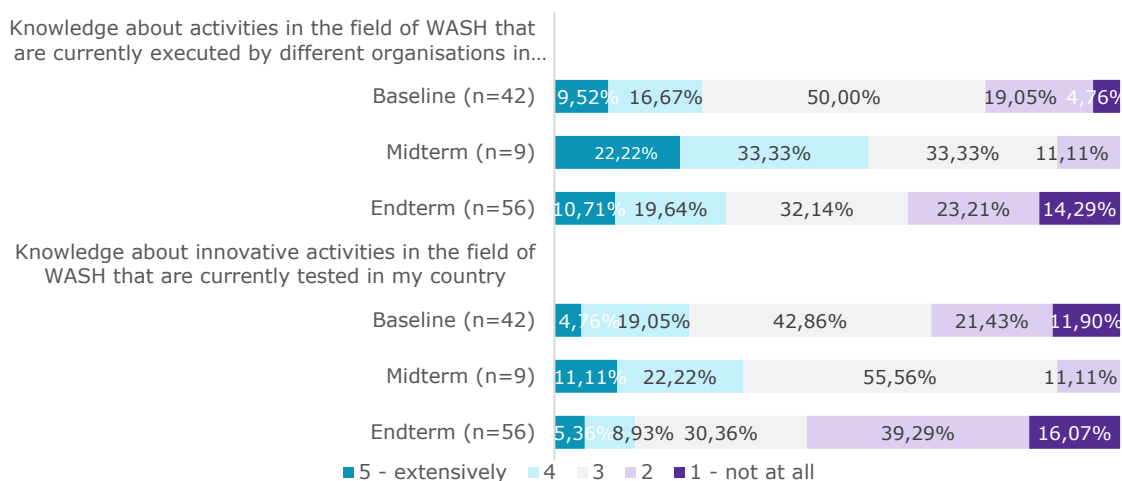
Note: Percentages of the midterm evaluation should be viewed with care since the sample size is relatively small. The midterm sample was not used for statistical analyses.

Increasing knowledge about (innovative) activities in the field of WASH is also an expected outcome for **external players** outside the RCRC. They are partly represented in the network of the Skybird programme and are therefore network members. Survey results on *knowledge of WASH activities* indicate that knowledge is slightly higher among external members (n=20, mean: 3.4), but not significantly different from the reported knowledge of RCRC internal members (n=80, mean: 2.96). Significantly different at a level of 1% is the *knowledge about innovative activities in the field of WASH*: External network members seem to have a better knowledge (mean: 3.25) about innovative activities than internal RCRC network members (mean: 2.56). No significant difference was found between the external members' knowledge about innovative and general activities of WASH.

Overview of results

A main expected result of the Skybird programme was to enhance the capacity of ERCS, URCS, and AutRC to innovate for more effective and gender-sensitive WASH interventions, with a core objective relating to building knowledge of innovative approaches and methods in WASH among participants. The following table 4-1 gives an overview of all qualitative and quantitative results on this outcome. **Overall**, **qualitative and quantitative results** showed that the Skybird programme increased knowledge of innovative approaches and methods in WASH among senior management, micro project staff, and beneficiaries. Among members of the Skybird WASH network, however, the level of knowledge about current innovative projects in WASH was not strong. The assessment of this outcome was conducted without the study team providing a definition of innovation. What was considered innovative was left to the judgment of the respondents.

TABLE 4-1: OVERVIEW OF RESULTS

Stakeholder	Quantitative	Qualitative
Senior management (incl. PGI officers/ focal point persons)	✓	✓
Micro project staff (including volunteers)	✓	✓
Beneficiaries	n/a	✓
Local government	n/a	~
Network members	✗	n/a

4.2. FEELING OF OWNERSHIP REGARDING DEVELOPED WASH STRATEGY

As part of the overall expected result of strengthening capacities of ERCS, URCS and AutRC to innovate for more effective and gender-sensitive WASH interventions, activities under Skybird included the organisation of ToC workshops for staff of PNS and efforts to develop a WASH training curriculum and a standard operational procedure (SOP). These activities aimed to eventually outline a clear WASH strategy, for which staff of National Societies were meant to develop a sense of ownership.

Senior management

Qualitative interviews among **senior management** show **mixed results** regarding the development of a WASH strategy under Skybird. While some interviewees knew about the WASH strategy and its contents and were able to say whether the Skybird programme affected it, other interviewed members of senior management had no knowledge of the WASH strategy or any of its contents at all. In the case of Ethiopia, it was indicated that ERCS intended to revise the outdated WASH strategy and that Skybird provided a financial opportunity to undertake this process. However, the revision was not finished at the time of the evaluation. It was further reported that under Skybird, the development of a standard operational procedure (SOP), a WASH training curriculum and a manual was initiated and supported. With regards to Uganda, some indicated that a WASH strategy has been developed or revised as part of ToC workshops under Skybird. The Skybird programme was named as a key driver of the revision process of the WASH strategy, where assessments of the strategy were conducted and areas to be strengthened identified. One interviewee stated that Skybird affected the WASH strategy by making it more gender sensitive. However, another member of senior management claimed that a specific WASH strategy would not exist, since it is an integrated part of the overall strategic plan of the National Society. Other interviewed members of senior management were not aware of a WASH strategy or its contents at all. Knowledge of the strategy was generally less prevalent at the senior staff level of branches. Some senior managers stated that other programmes, e.g. from UNICEF, also affected the development of the WASH strategy of the National Society. However, WASH SOP was described as a new component, which was first introduced under Skybird.

The **results of the quantitative survey** among **senior management** are presented in fig-ure 4-4. Asked about the WASH strategy, the majority of the respondents indicated to know the WASH strategy of their National Society. However, about a third of surveyed members of senior management (36.67 %) were not aware of the strategy. Out of the respondents who knew the WASH strategy of their National Society, only about a third (36.84 %) participated in its development process. Broken down by country, URCS responses tend to indicate slightly greater knowledge of the strategy, but ERCS responses tend to show slightly greater participa-tion in the development of the strategy. However, these differences are not substantial. Differ-ences between senior staff of HQ and branch level, as identified in the qualitative interviews, were also evident to a limited degree in the quantitative results, where HQ senior manage-ment showed slightly higher knowledge of the WASH strategy than branch senior staff.

FIGURE 4-4: WASH STRATEGY (SENIOR MANAGEMENT)
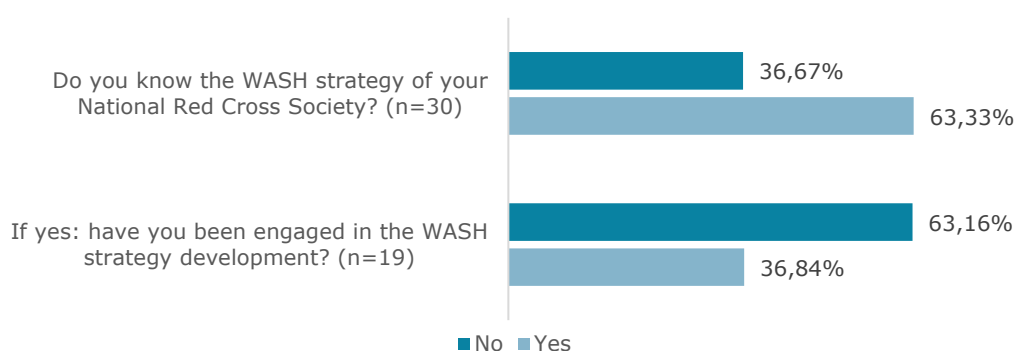
In sum, quantitative and qualitative results demonstrate that while some **senior staff** of National Societies were aware of the strategy and in some cases helped to develop it, overall it cannot be assumed that a sense of ownership of the strategy has been achieved. However, at the time of the final evaluation, the process of developing the WASH strategies at ERCS and URCS has not been completed.

Micro project staff

Qualitative interview results showed that the majority of interviewed **micro project staff** has not heard about the WASH strategy or was not aware of any of its contents. Only one in-terviewed Skybird branch coordinator took part in a ToC training about the WASH strategy.

In quantitative surveys, questions regarding the development of the WASH strategy were only directed to senior management. Therefore, **no quantitative data** about the WASH strategy is available for **micro project staff**.

Beneficiaries and local government

Since this outcome is about RC staff, it **does not apply** to **beneficiaries** or **representatives of local government**.

Network members

Questions about the development of the WASH strategy were exclusively directed to the stakeholder groups of senior management and, to some extent, micro project staff. Conse-quently, **no data** is available for **network members**.

Overview of results

The Skybird programme aimed to strengthen ERCS, URCS, and AutRC's capacity for innovative and gender-sensitive WASH interventions. Activities included ToC workshops for staff, WASH training curriculum and SOP development. Since **qualitative and quantitative results** demonstrated awareness and involvement in the WASH strategy only among some senior staff but not micro project staff, a feeling of ownership regarding the developed WASH strategy can solely be assumed for senior management to some degree. Data on strategy development was collected from senior management and micro project staff only. Beneficiaries, local government representatives and network members were not surveyed on this topic. At the final evaluation, the WASH strategy development process remained incomplete, with full ownership yet to be achieved. The following table 4-2 provides an overview of all results on the outcome.

TABLE 4-2: OVERVIEW OF RESULTS

Stakeholder	Quantitative	Qualitative
Senior management (incl. PGI officers/ focal point persons)	~	~
Micro project staff (including volunteers)	n/a	✖
Beneficiaries	n/a	n/a
Local government	n/a	n/a
Network members	n/a	n/a

4.3.   WASH IS SEEN AS A PRIORITY INTERNALLY AT RED CROSS SOCIETIES AND EXTERNALLY

One of the overall expected results of the Skybird programme was to enhance engagement in public dialogue of the RCRC movement in EA and Austria. For this reason, the Skybird programme aimed to ensure a high priority for WASH both internally at participating National Societies and externally among other stakeholders.

Senior management and micro project staff

The results of the **qualitative interviews** show that both **senior management** and **micro project staff** see WASH as an **absolute priority** of their National Societies. WASH was said to affect most, if not all other priority areas of their humanitarian mandate and is treated as such in the whole National Society. One interviewee described WASH as the flagship programme that is mainstreamed in all projects of the National Society.

Quantitative results from the survey among **senior management** support the findings from qualitative interviews. As shown in figure 4-5, over 80 % of survey respondents considered WASH as very important in their National Society, thereby ranking it the highest priority area of work in their organisation. Broken down by countries, no major differences are discernible, both ERCS and URCS assign WASH a high priority, with senior management of URCS rating it slightly higher. Figure 4-6 below again confirms that surveyed senior management regards WASH as highly important. In a second, slightly differently framed question on the same topic, all members of senior management rated the importance of WASH as either very important or absolutely essential.

FIGURE 4-5: PRIORITY AREA OF WORK IN NATIONAL RED CROSS SOCIETY (SENIOR MANAGEMENT)

	1 (Very Important)	2	3	4	5	6 (Not important)
WASH (n=30)	83,33%	6,67%	6,67%	3,33%		
Health and/or First Aid (n=30)	76,67%	20,00%	3,33%			
Food Security and Livelihood...	70,00%	23,33%	6,67%			
Disaster (risk) management...	70,00%	23,33%	3,33%	3,33%		
Gender equality (n=30)	53,33%	26,67%	16,67%	3,33%		
Climate change (n=30)	46,67%	20,00%	20,00%	10,00%	3,33%	
Shelter (n=30)	40,00%	30,00%	20,00%	3,33%	3,33%	3,33%
CTP and/or FbF (n=30)	36,67%	33,33%	23,33%	3,33%	3,33%	
GIS and/or data management...	33,33%	33,33%	30,00%	3,33%		
Other (n=30)	26,67%	23,33%	23,33%	13,33%	13,33%	

Note: Areas of work are ranked by highest value in "very important"

FIGURE 4-6: IMPORTANCE OF WASH IN NATIONAL SOCIETY/BRANCH (SENIOR MANAGEMENT)

| Absolutely essential | 53,33% |
| Very important | 46,67% |

n=30
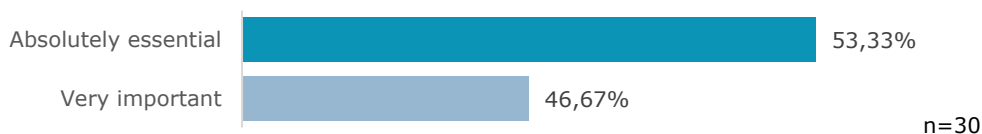
Quantitative results from the surveys among **micro project staff** (Figure 4-7) confirm the quantitative findings from senior management. In both midterm and end evaluation, over 90 % of surveyed micro project staff perceived WASH as a priority in their branch and National Society. Although, for example, 8.70 % of end evaluation respondents indicated that they did not feel WASH was a priority in the National Society, statistical tests show that there are no significant differences between the two respondent groups for either question.

FIGURE 4-7: WASH SEEN AS PRIORITY (MICRO PROJECT STAFF)

	Strongly agree	Agree	I do not know	Disagree	Strongly Disagree	Not relevant
WASH is a priority in branch						
Midterm (n=30)	73,33%	23,33%	3,33%			
Endterm (n=23)	60,87%	39,13%				
WASH is a priority in National...						
Midterm (n=30)	66,67%	33,33%				
Endterm (n=23)	56,52%	34,78%	8,70%			
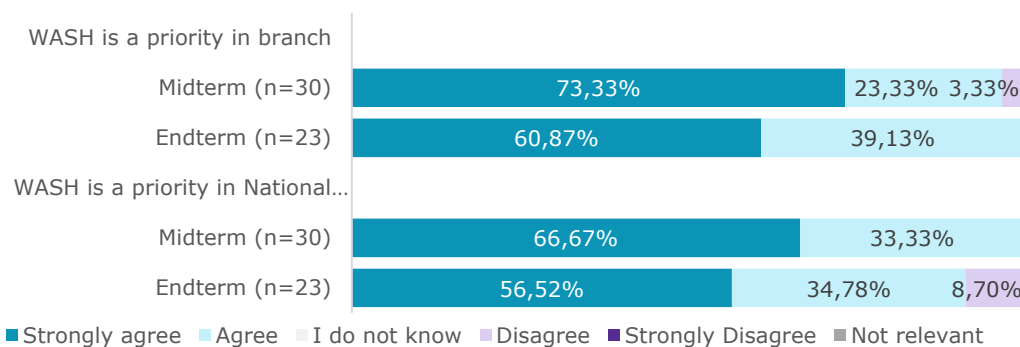
In summary, the **combined results from qualitative and quantitative data collection** underscore that WASH is clearly viewed as a priority area of work by both **senior management** and **micro project staff** of ERCS and URCS.

Beneficiaries and local government

In qualitative interviews, representatives of **beneficiaries** and the **local government** identified access to clean water as a core issue in the community. Deficiencies in hygiene and sanitation were also seen as a major problem in the community, negatively impacting health, economic status, and school attendance. In this sense WASH activities are clearly seen as highly important for the communities.

Network members

In the midterm and final evaluation, **network members** were asked how they rated the **priority of WASH in the Red Cross Red Crescent movement**. As can be seen in figure 4-8, the priority was rated quite high in both surveys. While 75 % of the respondents in the final evaluation said WASH was a priority, about 7.14 % rated the priority low. Again, no significant differences were found between the surveys. Due to the small sample size, the responses of the midterm survey do not provide valid and comparable results. However, the assessment of the end evaluation shows that network members perceive WASH as a high priority in the Red Cross Red Crescent movement.

Seeing WASH as a priority is also an expected outcome for **external players** outside the RCRC. They are partly represented in the network of the Skybird programme and are therefore network members. Comparing the agreement scores of internal RCRC (n=49) and external (n=14) network members, no significant differences can be found between the two groups. However, the sample size of the external players is relatively small. Nevertheless, it can be assumed that the priority of WASH is quite high in both groups.

FIGURE 4-8: WASH SEEN AS PRIORITY (NETWORK MEMBERS)
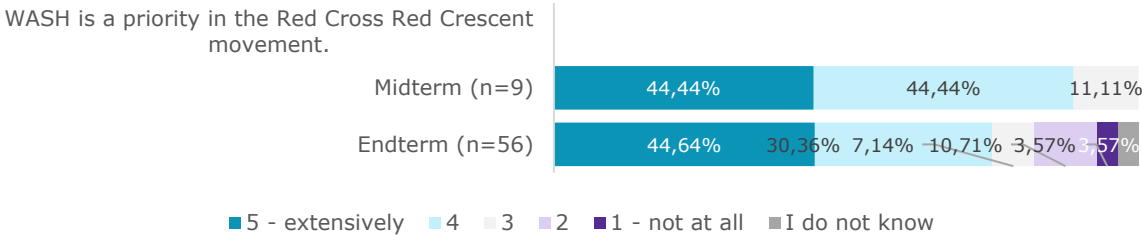
WASH is a priority in the Red Cross Red Crescent movement.

Midterm (n=9)	44,44%	44,44%	11,11%
Endterm (n=56)	44,64%	30,36% 7,14% 10,71% 3,57% 3,57%	

■ 5 - extensively ■ 4 ■ 3 ■ 2 ■ 1 - not at all ■ I do not know

Note: Percentages of the midterm evaluation should be viewed with care since the sample size is relatively small. The midterm sample was not used for statistical analyses.

Overview of results

The Skybird programme is intended to enhance engagement in public dialogue of the RCRC movement in EA and Austria by prioritizing WASH both internally and externally. **Overall**, **qualitative and quantitative findings** demonstrate that WASH is seen as a priority both internally and externally. Qualitative interviews with senior management and micro project staff revealed that WASH is considered an absolute priority in the National Societies, impacting various other areas of work and mainstreamed in all projects. Quantitative survey results among senior management and micro project staff further support this view, with over 80% considering WASH very important. Beneficiaries and local government representatives also recognized WASH as crucial for community well-being. Overall, network members perceived WASH as a

high priority within the Red Cross Red Crescent movement, both internally and among external players. All qualitative and quantitative results are summarized in table 4-3 below.

TABLE 4-3: OVERVIEW OF RESULTS

Stakeholder	Quantitative	Qualitative
Senior management (incl. PGI officers/ focal point persons)	✓	✓
Micro project staff (including volunteers)	✓	✓
Beneficiaries	n/a	✓
Local government	n/a	✓
Network members	✓	n/a

4.4.   INCREASED COLLABORATION

Increasing collaboration within the RCRC and with external partners in WASH and related fields was defined as a specific outcome in the AutRC's planning tool, the Logframe, thereby representing a key objective of the Skybird Programme and a central element in the impact model. In the Logframe, collaboration was described as an exchange of information, provision of materials and data or collective implementation of projects or events.

Senior management

The majority of interviewed members of **senior staff** observed **increased collaboration** within the RCRC and with external players in WASH. Most reported more experience sharing with other branches and National Societies along with new partnerships with local government, other local NGOs, private sector organisations or national universities as examples of increased collaboration under Skybird. As examples, the collaboration with SINA (Social Innovation Academy) and experts from Jinka University (Ethiopia) or Makerere University (Uganda) during trainings, workshops, proposal development and micro project implementation were cited. Network activities such as field visits, online meetings, and the dissemination of information in Skybird Telegram or WhatsApp groups were seen as key factors for strengthened collaboration. Trainings and workshops conducted under Skybird were also named as a place where participants of the programme could get in touch with others and exchange information. It was also emphasized that PGI related activities of the Skybird programme opened windows of opportunities for the National Society so that new collaborations with UNICEF and government working groups could be established.

Interviewed members of senior management stated that strengthening collaboration was also a component of other programmes like PEACE International or Amref Health Africa or in projects of other RC National Societies. Moreover, some interviewees claimed that Skybird did not have a specific effect on the collaboration of branches since they already collaborated with each other and the HQ before. However, increased international collaboration in the area of WASH in Eastern Africa was solely attributed to Skybird.

Below, figure 4-9 gives an overview of **quantitative survey results** among **senior management**. From the perspective of surveyed senior staff, collaboration increased mainly between

HQ and branches. The results of figure 4-9 were generally the opinion of not only HQ senior staff, but also of senior management personnel at branch level. Overall, over 80 % of respondents observed an increase in collaboration between branches and HQ during the Skybird programme, which, according to surveyed senior staff, benefitted the National Society and in particular the branches. The effect of the Skybird programme on collaboration between branches and between RC units and external partners was not considered significant by senior staff. Only a bit over a third of respondents observed an increase in collaboration between branches, making it the least selected answer option of that question (see annex 8.4). Furthermore, compared to other answer options, the benefit to the National Society and branches from increased collaboration between branches and between RC units and external partners was regarded as low (see annex 8.4).

FIGURE 4-9: INCREASED COLLABORATION (SENIOR MANAGEMENT)
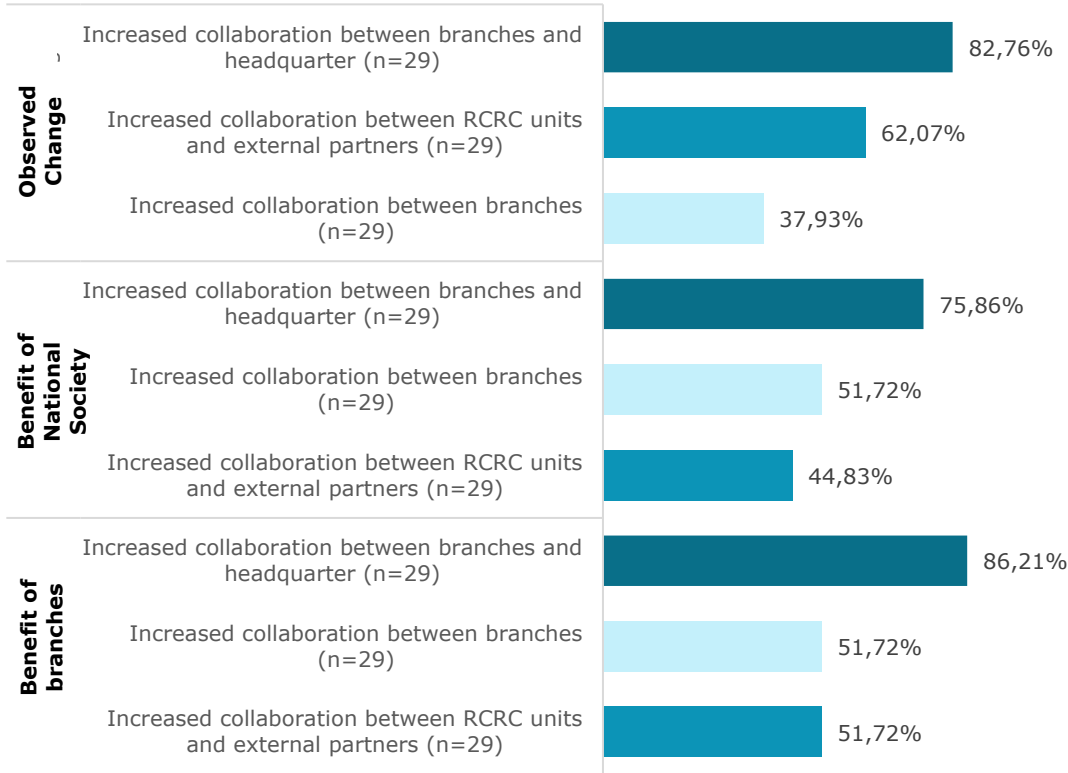
Note: Percentages of agreement for each subquestion are sorted and ranked by group (see annex 8.4 for complete ranking of changes and benefits for each group)

All in all, an increase in collaboration was confirmed by **qualitative and quantitative results** of **senior management**. While quantitative findings suggest more collaboration primarily between branches and HQ, qualitative interviews also highlighted new partnerships with external players such as local governments, NGOs and private companies that emerged through Skybird. However, it should be taken into account that according to senior management, collaboration, especially between branches, was already prevalent in the work of the National Society and that other programmes also played a role in increasing collaboration at ERCS and URCS.

Micro project staff

Most interviewed **micro project staff** members indicated a **definite increase in collaboration** under the Skybird programme. According to micro project staff, external experts were consulted during proposal writing and government officials as well as the community were engaged to support project implementation. Technical information like the production of bricks

was shared with other branches during trainings and field visits. Branches that were not part of Skybird also supported the programme, for instance in the selection of project locations and beneficiaries. Government provided information, material and personnel, e.g. for the construction and management of biogas facilities. In one case, the contribution of the community and local government to the total project budget was reported as almost 20 %. Strengthened cooperation with the community happened in the form of provision of land, materials and volunteer work. Other external players like local organisations were said to have supported Skybird in the form of consultation and free services rendered. Although micro project staff considered collaboration a key element of the Skybird programme, some branches have been cooperating with other branches and organisations before Skybird as well.

Quantitatively, **micro project** staff was asked about the extent of their collaboration with other branches. As shown in Figure 4-10, about 80 % of surveyed micro project staff stated at end term to have shared learnings with other branches in the recent past. Even though one fifth did not share any learnings recently, quantitative results of both midterm and end evaluation demonstrate that most of the surveyed micro project staff collaborated with other branches in the first cycle of the Skybird programme as well as in the second cycle by exchanging information. The small differences in the surveys could be explained by different micro projects in the two cycles of the Skybird programme or by the possibility that important learnings were already shared in the Skybird WASH network after the first cycle. However, the results from figure 4-15 show that, according to surveyed micro project staff, more learnings tended to be generated in cycle 2. It is therefore generally reasonable to assume that slightly fewer learnings were shared with other branches in cycle 2. However, the differences between midterm and end evaluation did not prove to be statistically significant.

FIGURE 4-10: COLLABORATION WITH OTHER BRANCHES (MICRO PROJECT STAFF)
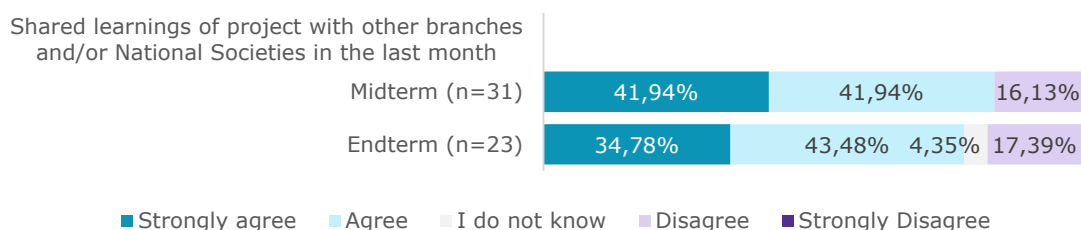
In summary, **qualitative interview results** of **micro project staff** highlight an increase in collaboration with other branches and external actors like government entities or local organisations under the Skybird programme. **Quantitative results** complement these findings by showing that the majority of micro project staff collaborated with other branches through information sharing in both cycle 1 and cycle 2 of the programme. It should be noted, however, that some branches were already collaborating with other branches and organisations before the Skybird programme.

Beneficiaries

Many, if not all micro projects were said to have been **actively supported** by local communities. **Beneficiaries**, as part of the local community, donated time, labor, materials and land for the implementation of micro projects. The community was also engaged during proposal development, where they collaborated with branches in problem identification and solution finding.

Local government

Interviewed **local government representatives** saw **a lot of engagement and inclusion** of the local administration and community in the Skybird programme. This was highlighted as a distinctive difference to other projects, were project implemented had been carried out without consultation and inclusion. The interviews with local government representatives said that high levels of collaboration and transparency under Skybird were highly appreciated by local government.

Network members

The outcome of **increasing collaboration within the RCRC and external partners in WASH in similar fields** was also measured among **network members**. Specifically, they were asked about the frequency of content sharing and collaboration, as well as the extent of collaboration and knowledge about partners in the field of WASH.

In the three **quantitative** evaluation rounds, **network members** were questioned how often they shared information and learnings on WASH in the last six months. Figure 4-11 shows the frequency of information and learnings sharing with people inside the RCRC and with people outside the RCRC. In the baseline evaluation, 8.82 % reported never sharing WASH related information with RCRC people internally. In contrast, more than half of the respondents (61.76 %) reported sharing information with internal partners at least 4 times. Learnings were shared less: 17.65 % of respondents from the baseline survey said they never shared learnings internally, while 44.11 % did so at least 4 times. The response behaviour was similar in the end-term survey, and no significant differences between those two groups of respondents were found. The responses of the midterm survey cannot be adequately compared due to low sample numbers. However, significant differences were found between the sharing of information and learnings with internal persons of the RCRC and external persons. With a significance level of 10%, information and learnings on WASH were shared more with internal RCRC people than external across the survey time points. This is primarily due to the fact that 44.12 % of the respondents in the baseline survey stated that they never share learnings externally. A high frequency of sharing was also less reported.

Figure 4-11 also shows the frequency with which respondents reported having **collaborated internally with the RCRC and externally with players outside of the RCRC** in the last six months. The baseline survey shows that 31.35 % of the network members surveyed have worked internally with RCRC people at least 7 times. In the end evaluation survey, this figure was about one fifth (19.64 %) of the respondents. However, there were more people than at the time of the baseline survey who reported no collaboration in the last few months (14.29 %). As with the sharing of information and learning, external collaboration was less frequently reported than internal collaboration by persons within the RCRC. At a significance level of 5 %, internal collaboration was slightly more frequent than external collaboration across the three surveys. Differences between the survey times with regards to the reported frequency could not be statistically determined. It can therefore be assumed that the frequency of internal and external collaborations was similar at different points in time.

FIGURE 4-11: FREQUENCY OF SHARING AND COLLABORATION IN THE FIELD OF WASH (NETWORK MEMBERS)
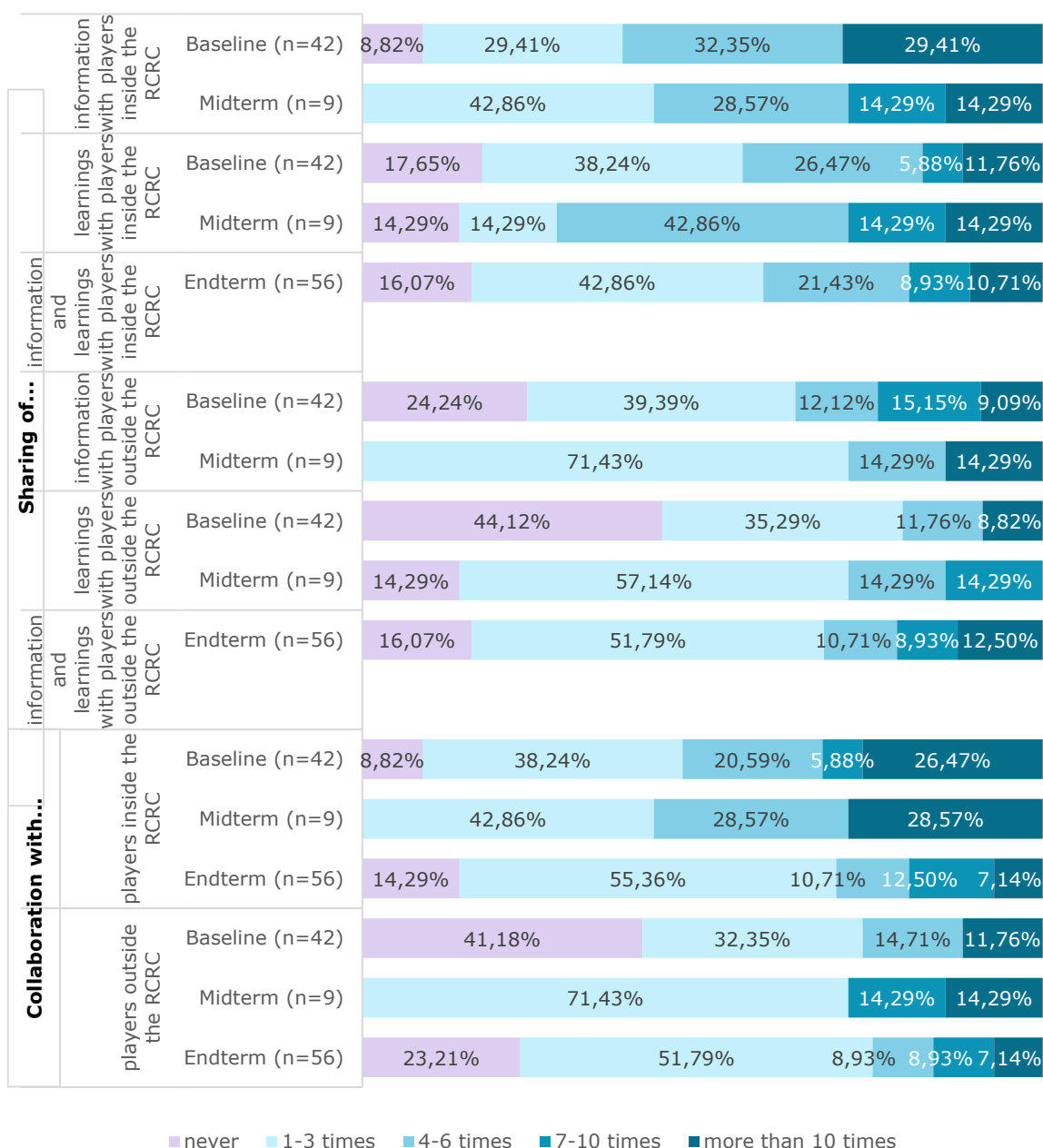
Note: Percentages of the midterm evaluation should be viewed with care since the sample size is relatively small. The midterm sample was not used for statistical analyses.

In terms of increased collaboration, network members were also asked whether **WASH-related collaborations with non-traditional donors were taking place in their own organisation** (Figure 4-12). The extent was rated as "extensively" by 12.5 % of respondents in both baseline and end evaluation surveys. However, the same quantity in the baseline survey stated that there were no collaborations. The proportion of respondents who rated the extent of collaborations as "not at all" to " low" was higher than the proportion of respondents who reported a high extent of collaborations in both surveys. There were no significant differences between the survey times.

Furthermore, the surveys asked them to what extent they knew **important people in the WASH-related field** in their country. Less than half of the baseline and end evaluation respondents said they were familiar with the field to a good or extensive extent (Figure 4-12). In the baseline survey, 7.32 % reported little knowledge of important people, and in the end evaluation survey, about one-fifth of respondents (17.86 %) reported little to no knowledge of important people in the WASH field. Again, the significance tests revealed that responses did not differ between survey time points. The midterm evaluation was not used for comparison due to the small sample size.

FIGURE 4-12: INCREASED COLLABORATION (NETWORK MEMBERS)
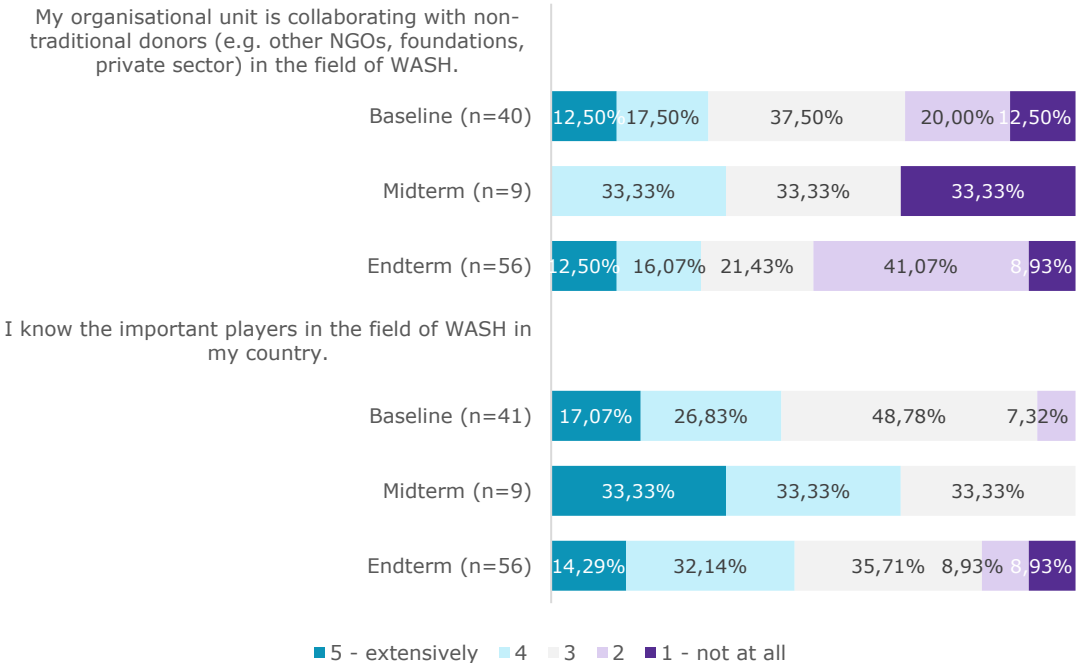
Note: Percentages of the midterm evaluation should be viewed with care since the sample size is relatively small. The midterm sample was not used for statistical analyses.

An increased collaboration is also an expected outcome for **external players** outside the RCRC. As mentioned, they are partly represented in the network of the Skybird programme and are therefore network members. Comparing the internal network members inside the RCRC (n=85) with the external network members (n=20), differences can be observed for all questions. Comparing internal network members within RCRC (n=85) to external network members (n=20), differences can be seen in all questions. Information and learnings are unsurprisingly shared significantly (10% significance level) more often by internal network members with persons of the RCRC than by external network members. In contrast, external network members share information with external players significantly (5% signficance level) more often. The situation is the same for collaborations: While internal network members have significantly (5% significance level) more collaborations with internal players of the RCRC, external members have more collaborations with external players than internal members have (1% significance level). When it comes to knowing important players in the field of WASH or cooperating with non-traditional donors, there is no difference between internal and external network members.

The assessment among all network members about the occurrence of increased collaboration internally within RCRC as well as externally, can be summarized as follows: an increase in collaboration due to the emergence of the Skybird programme can be confirmed. However, this

effect is stronger for internal collaborations within RCRC than that for external collaborations. For example, network members shared content more frequently, especially within RCRC, and collaborations also occurred more frequently than with external individuals. However, at the time of the final evaluation survey, no more respondents, on a percentage basis, reported collaborating more frequently with partners than at the time of the baseline survey. An upward trend of collaborations over the time of the programme cannot be confirmed.

Overview of results

One of the key goals of the Skybird programme was to increase collaboration within RCRC and with external partners in WASH and related fields. Both **qualitative and quantitative results** from senior management confirmed increased collaboration, particularly between branches and HQ and also with external players like local governments, NGOs and private companies. Local communities actively supported micro projects and local government representatives appreciated the programme's engagement and transparency. The results of the network member survey also demonstrated a general increase in collaboration due to the Skybird programme that was greater among internal network members than external ones. However, the share of respondents indicating an increase in collaboration did not show significant changes over the programme's duration. Therefore, an upward trend of collaborations between baseline and end evaluation cannot be confirmed. The following table 4-4 gives an overview of all qualitative and quantitative results on this outcome.

TABLE 4-4: OVERVIEW OF RESULTS

Stakeholder	Quantitative	Qualitative
Senior management (incl. PGI officers/focal point persons)	✓	✓
Micro project staff (including volunteers)	✓	✓
Beneficiaries	n/a	✓
Local government	✓	✓
Network members	∼	n/a

4.5.   ADDED VALUE OF SKYBIRD WASH NETWORK

One of the overall expected results of the Skybird programme was to improve WASH coordination within and beyond the RCRC movement through a WASH network. For this purpose, the Skybird programme intended to establish a Skybird WASH network that creates an added value for actors in the field of WASH by facilitating innovation, knowledge exchange and collaboration in WASH related fields in EA.

In this subsection, the results of the qualitative and quantitative data collection are discussed in summary for the following outcomes of the impact value chain: "The WASH network and its tools are experienced as having an added value", "WASH network members have more

knowledge and information in the field of WASH innovation and WASH-related and gender-related issues in East Africa" and "Good practices, innovations and learnings are shared across the WASH network and in the RCRC movement".

Senior management

While about two thirds of the interviewed members of **senior management** experienced the **Skybird WASH network**, which was established under the Skybird programme, as **useful**, about one third was not aware of the network at all. In particular, Telegram and WhatsApp groups as well as the Skybird newsletter were known by interviewees. Some members of senior management also took part in online meetings and virtual field visits that were conducted through the Skybird WASH network. The Skybird website and YouTube channel were known to some extent. Representatives of senior management described the Skybird WASH network as an **international platform to facilitate learnings and exchange**. The **advantages of the Skybird WASH network** cited by senior management were the possibility to exchange experiences, challenges and solutions in WASH in a cross-country setting as well as getting new project ideas and opportunities for collaboration. The majority of the interviewed members of senior management indicated that they benefitted from more knowledge and information about innovations such as in urban farming or water supply systems shared on Telegram, WhatsApp, in the newsletter or during online meetings and presentations of branches. To some extent, the network also provided information on gender related issues (e.g. reports on effective engagement of women in projects). According to the statements of the interviewed members of **senior management**, branches plan on **adopting micro project ideas** such as the prepaid water meter project from Kenya, solar energy systems and women groups from other branches in Ethiopia or agricultural projects that include both women and men from the same household. Additionally, it was said that some approaches and ideas like the grassroots approach and new methods of tackling the issue of open defecation have **already been picked up**. In particular, the bottom-up approach of the Skybird programme was reported to have been adopted in other programmes as well as by the Swiss Red Cross (SRC). In general, it seemed that branches gained concrete inspiration for project ideas and, in some cases, have started the process of implementing them themselves. However, time appeared not enough to adopt new project ideas within the programme period of Skybird I. A few senior management members indicated that networking activities existed prior to Skybird but described them as being local and focused on one thematic area, rather than international and multi-thematic.

A quantitative evaluation of the **Skybird WASH network** was conducted only in a specific **survey for network members**. Consequently, there is no quantitative data for senior management for this outcome.

Micro project staff

Interviewed **micro project staff** perceived the **Skybird WASH network** as an **added value**. Telegram and WhatsApp groups, the newsletter and to a lesser degree Facebook were the main network channels used by micro project staff. The **benefit of the Skybird WASH network** was described as sharing experiences, information and advice with international and national participants of the Skybird programme. The majority of interviewed micro project staff indicated to have **gained knowledge and information** in the field of WASH innovation through the Skybird WASH network. By sharing reports and participating in online field visits, network members received updates on good practices and innovations like the prepaid water meter project from Kenya or recycling projects from Uganda. According to some representatives of micro project staff, information on gender was also included in Skybird newsletters or reports. This exchange of information on the Skybird WASH network fostered technology transfer, as was the case for one branch, which used the know-how from another branch to implement a solar powered energy system. Some members of micro project staff also mentioned further **possibilities of adapting** project ideas (e.g. in the area of rural water supply).

Most interviewed micro project staff, however, did not bring up any specific plan to pick up a project from another branch. Overall, it was reported that learning from each other and being inspired by other projects helped meeting the objectives of the Skybird programme. Only in one case, a member of micro project staff indicated that the information provided on the network did not necessarily contain new knowledge. Furthermore, about half of the interviewed members of micro project staff stated that other programmes such as Basic Services in Ethiopia also provided networking opportunities in the form of Telegram channels.

Quantitative data about the Skybird WASH network was only collected in the survey for network members. Therefore, **no quantitative data** for **micro project staff** is available for this outcome.

Beneficiaries and local government

Representatives of **local government** had **no knowledge** of the **Skybird WASH network** or **did not use** any network channels. For **beneficiaries**, this outcome does **not apply**.

Network members

To evaluate the expected outcome of improved WASH coordination within and beyond the RCRC movement through the WASH network, **network members** were asked in the midterm and end evaluation to what extent the network was perceived as an added value (Figure 4-13). The group of respondents in the midterm survey was quite small (n=9), so the results cannot be adequately interpreted – the trends should be viewed with prudence.

FIGURE 4-13: NETWORK EXPERIENCED AS ADDED VALUE (NETWORK MEMBERS)

Skybird WASH network useful for daily work
Midterm (n=9): 33,33% | 11,11% | 44,44% | | 11,11%
Endterm (n=56): 19,64% | 30,36% | 26,79% | 8,93% | 14,29%

Sharing more information on WASH with people…
Midterm (n=9): 11,11% | 11,11% | 66,67% | | 11,11%
Endterm (n=56): 10,71% | 23,21% | 32,14% | 21,43% | 12,50%

Receiving WASH relevant information that would…
Midterm (n=9): 11,11% | 55,56% | 33,33%
Endterm (n=56): 21,43% | 37,50% | 23,21% | 8,93% | 8,93%

Gathered new contacts that have already been…
Midterm (n=9): 11,11% | 11,11% | 55,56% | 22,22%
Endterm (n=56): 12,50% | 12,50% | 35,71% | 28,57% | 10,71%

Additional knowledge on gender relevant issues in…
Midterm (n=9): 11,11% | 11,11% | 55,56% | 11,11% | 11,11%
Endterm (n=56): 12,50% | 37,50% | 26,79% | 17,86% | 5,36%

Additional knowledge on a scientific dialogue about…
Midterm (n=9): 33,33% | 44,44% | 22,22%
Endterm (n=56): 5,36% | 17,86% | 37,50% | 21,43% | 17,86%

Additional knowledge on traditional and non-…
Midterm (n=9): 11,11% | 44,44% | 22,22% | 22,22%
Endterm (n=56): 7,14% | 19,64% | 41,07% | 26,79% | 5,36%

■ 5 - extensively ■ 4 ■ 3 ■ 2 ■ 1 - not at all

Note: Percentages of the midterm evaluation should be viewed with care since the sample size is relatively small. The midterm sample was not used for statistical analyses.

The highest agreement scores in the end evaluation survey were for the statements indicating that the Skybird WASH network provided relevant WASH information that respondents would not have been received otherwise (58.93 %) and that the Skybird WASH network was useful for their daily work (50 %). In addition, half of the respondents (50 %) said they gained additional knowledge on gender relevant issues in WASH. Network members were least likely to agree that they had gathered new contacts with whom they were already in contact – 39.28 % of the end evaluation respondents indicated that they had little or no contact. Another nearly 40 % of respondents said they gained little to no knowledge about a scientific dialogue about WASH. Furthermore, the results show that the Skybird WASH network was not able to provide significant support in finding traditional and non-traditional funding opportunities. All in all, some network members considered the network to be a very useful programme feature for gaining WASH and gender related information, which also benefited some in their daily work. However, the low agreement scores on some value options indicate that the Skybird WASH network did not benefit some network members in several areas. In particular, this is shown in 4 out of 7 value options where 30 % or more of the respondents reported low or very low agreement scores.

Experiencing the WASH network and its tools as an added value was also an expected out-come for **external players** outside the RCRC. They are partly represented in the network of the Skybird programme and are therefore network members. Comparing the extent to which the perception of the network as an added value differs between external (n=14) and internal RCRC (n=51) network members, no differences can be found in most cases. The statistical tests only show the occurrence of differences in terms of additional knowledge on gender rele-vant issues in WASH. At a 10 % significance level, RCRC network members (mean: 3.41) ap-pear to be more likely to have gained knowledge on gender relevant issues than external net-work members (mean: 2.86). This can have different reasons: External members might al-ready have a higher level of knowledge on gender-relevant topics and therefore have not ac-quired much new knowledge through the network. On the other hand, the sample of external members is relatively small, which means that the results should be interpreted with care.

Overview of results

Overall, the results of the **qualitative and quantitative data collection** indicate that the **Skybird WASH network** has not yet added significant value to actors in the WASH sector (Table 4-5). While interviewed micro project staff and the majority of senior management re-garded the network as a useful programme component that supported cross-country exchange and the dissemination of information, several interviewed members of senior staff as well as all representatives of local government were not aware of the existence of a Skybird WASH network. The quantitative results from the network survey showed that the Skybird WASH network was useful to some respondents in areas such as gaining information, but often did not benefit some respondents in other areas. Particularly with regard to establishing new con-tacts for discussing questions and finding non-traditional funding opportunities, the Skybird WASH network was not able to support several respondents. Therefore, these results suggest that the networking activities of the Skybird programme were not the strongest feature of the programme.

Table 4-5: Overview of results

Stakeholder	Quantitative	Qualitative
Senior manage-ment (incl. PGI of-ficers/focal point persons)	n/a	~
Micro project staff (including volun-teers)	n/a	✓
Beneficiaries	n/a	n/a
Local government	n/a	✖
Network members	~	n/a

4.6. DOCUMENTATION OF INTERVENTIONS AND GENERATING EVIDENCE-BASED LEARNINGS

To contribute to the expected result of strengthening capacities of ERCS, URCS and AutRC to innovate for more effective and gender-sensitive WASH interventions, it was intended to document and report WASH interventions of the Skybird programme well on HQ and field level and generate evidence-based learnings through micro projects in Ethiopia and Uganda.

Senior management, micro project staff, beneficiaries and local government

Interviewed representatives of **senior management**, **micro project staff**, **beneficiaries** and **local government** reported that **evidence-based learnings were generated** particularly with regards to technical innovations, community engagement and inclusion, the bottom-up approach and PGI. According to interviewed members of **senior management** and **micro project staff**, learnings have been **documented to some extent** so far. Documents produced within the Skybird programme include branch reports on micro projects, PGI assessments and annual interim reports. Some employees of branches indicated that lessons learned from micro projects have been documented and presented to other branches in online meetings. Moreover, beneficiaries reported sharing learnings that proved successful or valuable with friends, family, and other communities. Additionally, the success of community engagement and inclusion has been measured to some extent, for instance in the calculation of the community's share of the total micro project budget. While interviewees reported some documentation and sharing of learnings, the dissemination of documented interventions was overall seen as not sufficient. According to some members of senior management, branches should be supported more in M&E to capture all lessons-learned in the diverse field of Skybird interventions. Additionally, representatives of micro project staff pointed out that the final evaluation of all micro projects by HQ was still pending.

Quantitative results from the **senior management survey** show that generating evidence-based learnings was not considered to be a central feature of the Skybird programme. When asked about the observed changes in the RC after the implementation of Skybird and the benefit for the National Society specifically, only slightly more than half of surveyed members of senior staff indicated an increase in evidence-based learning, thereby ranking it the second last selected response option (see annex 8.4). The results of the quantitative survey of senior management are presented in figure 4-14 below.

FIGURE 4-14: GENERATING EVIDENCE-BASED LEARNINGS (SENIOR MANAGEMENT)
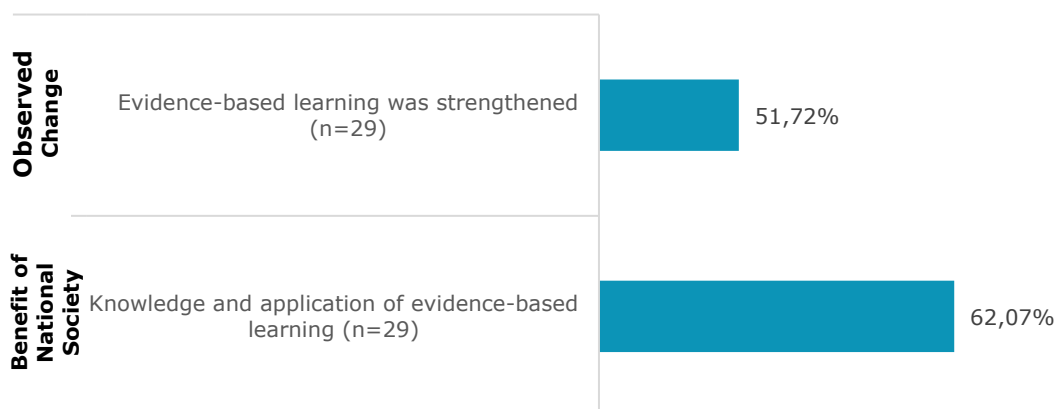
The **quantitative results** of the survey for **micro project staff** demonstrate a high level of agreement with the statement that learnings were generated during the Skybird micro projects (Figure 4-15). In both the midterm and end evaluation, over 90 % of respondents either agreed or strongly agreed with having gained learnings regarding effective interventions in the

field of WASH. Given the differences between midterm and end evaluation in the category "strongly agree", it could be assumed that micro projects of the second cycle of the Skybird programme supported the generation of learnings for branches more. However, these differences did not prove to be statistically significant. Therefore, the main conclusion is that from the perspective of micro project staff, the level of generated learnings was high in both surveys. By comparison with the quantitative results of senior management, it can be argued that micro project staff attach more importance to the generating of learnings through the Skybird programme. Given that the Skybird programme had a specific focus on branches, it is plausible to assume that the learnings from the Skybird programme particularly benefited micro project staff.

FIGURE 4-15: GENERATING EVIDENCE-BASED LEARNINGS (MICRO PROJECT STAFF)
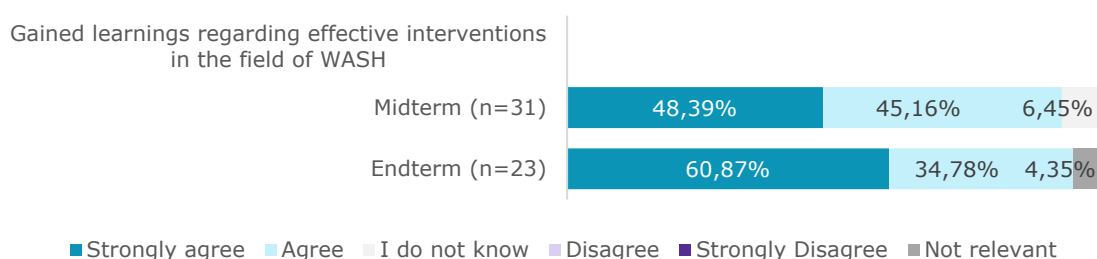
Network members

This outcome was solely addressed in the survey for senior management and micro project staff. Consequently, there is **no quantitative data** for **network members**.

Overview of results

The Skybird programme aimed to strengthen the capacities of ERCS, URCS, and AutRC for more effective and gender-sensitive WASH interventions by generating evidence-based learnings through micro projects in Ethiopia and Uganda. **Overall**, **qualitative and quantitative survey results** showed that, from the perspective of senior management and micro project staff, generating, documenting and sharing evidence-based learnings has only happened to some degree in the Skybird programme (Table 4-6). Interviewed representatives of senior management, micro project staff, beneficiaries and local government reported that evidence-based learnings were generated especially regarding technical innovations, community engagement and inclusion, the bottom-up approach and PGI. While some documentation and sharing of learnings occurred, the dissemination of documented interventions and learnings was deemed insufficient. Quantitative results indicate that senior management did not regard generating evidence-based learnings as a strong component of the programme, but micro project staff highly valued and gained learnings from the programme. Since micro projects were implemented at the branches, it seems to have been that micro project staff benefited more from the generated learnings. Regarding network members, no qualitative and quantitative data was collected for this outcome.

TABLE 4-6: OVERVIEW OF RESULTS

Stakeholder	Quantitative	Qualitative
Senior management (incl. PGI officers/ focal point persons)	~	~
Micro project staff (including volunteers)	✓	~
Beneficiaries	n/a	✓
Local government	n/a	~
Network members	n/a	n/a

4.7. NEW CAPACITIES

Strengthening capacities of ERCS, URCS and AutRC to innovate for more effective and gender-sensitive WASH interventions was defined as an expected result of the Skybird programme. To achieve this, Skybird aimed to provide participants of trainings with new skills and build new capacities (technical and project management skills) for ERCS and URCS branches and HQ.

The results of the qualitative and quantitative data collection for this outcome are presented below. It was originally planned to complement qualitative and quantitative results with results from training evaluation sheets. However, these were not prepared by the RC.

The results of this subchapter summarize the qualitative and quantitative findings of the following outcomes of the impact value chain: "Participants of trainings have new skills" and "URCS and ERCS branches and HQ have new capacities".

Senior management, micro project staff, beneficiaries and local government

Almost all interviewees from the stakeholder groups **senior management**, **micro project staff**, **beneficiaries** and **local government** claimed to have **gained new capacities** in the form of new knowledge and skills through the Skybird programme. New knowledge and skills were acquired through trainings and workshops, network exchanges, collaboration with RCRC and external players, and project implementation. The range of trainings offered under the Skybird programme was diverse and included ToT for PGI as well as PHAST, PMER, BOCA, financial training, and training on technical aspects of micro projects. In particular, technical, PGI, financial and M&E trainings were highlighted as important by RC staff. Nevertheless, it was noted that capacity building through trainings also occurred in programmes of other Partner National Societies (PNS), of the IFRC or of other organisations like UNICEF. However, compared to Skybird, these trainings were described as pre-defined, not as cross-thematic (e.g. WASH and livelihood) and exclusively for managers (thereby excluding volunteers). For beneficiaries, the trainings of the Skybird programme were in most cases the first and only trainings they received of this kind.

Quantitative survey results from **senior management** underscore qualitative findings. As can be seen in figure 4-16, 93.10 % of surveyed senior management members who indicated to know the Skybird programme observed strengthened capacities due to Skybird, making it

the most selected answer option (see annex 8.4). From the perspective of senior management, increased capacities were achieved particularly for the benefit of branches. However, HQ also benefited from strengthening capacities at branch level.

FIGURE 4-16: NEW CAPACITIES (SENIOR MANAGEMENT)
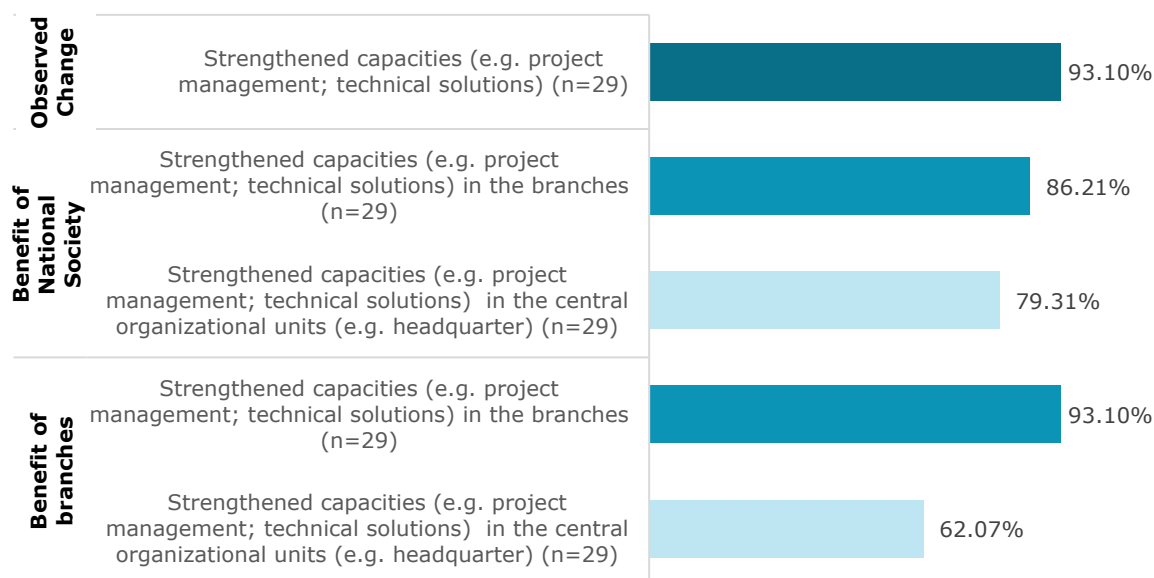
Note: Percentages of agreement for each subquestion are sorted and ranked by group (see annex 8.4 for complete ranking of changes and benefits for each group)

Quantitative findings from the survey of **micro project staff** show that members of micro project staff gained new capacities in various areas (Figure 4-17). Overall, micro project staff indicated that capacity was strengthened in all specified categories, most notably in promoting a project to externals and PMER. With about 70 % and 65 % strong agreement respectively, *learning how to promote a project to externals* and *increasing knowledge in PMER* achieved very high agreement ratings even compared to other questions of the survey for micro project staff. The lowest scores in the category "strongly agree" were achieved for *gaining knowledge for finding financiers* and *developing capacities for developing projects in the future*. Nonetheless, agreement ratings for both areas were overall still high, indicating that the Skybird programme is positively affecting these capacities as well. Comparing the results from the midterm and the final evaluation, stronger agreement scores were achieved for almost all categories in the final evaluation. However, differences could not be statistically proven, which is why it can be assumed that there are hardly any differences between the groups. This means that, for example, trainings of the first cycle and second cycle of the Skybird programme did not appear to have a significantly different effect on the groups. Only with regards to *gaining knowledge for finding financiers* and *learning how to promote a project to externals* the differences between midterm and final evaluation were significant at a level of the 10 % level. The rank rum was higher in both questions in the midterm than in the end evaluation survey. However, due to the difference in sample size and the higher proportion of "strongly agree" in the end evaluation survey, it might be questioned whether the effect was actually more pronounced in the first than in the second cycle.

FIGURE 4-17: NEW CAPACITIES (MICRO PROJECT STAFF)

Participating in the micro project programme taught me how to find and approach financiers of projects in the field of WASH.

Midterm (n=30)	16,67% 73,33% 6,67% 3,33%
Endterm (n=23)	39,13% 52,17% 4,35% 4,35%

Participating in the micro project programme taught me how to promote a project to externals (e.g. local government).

Midterm (n=29)	48,28% 48,28% 3,45%
Endterm (n=23)	69,57% 26,09% 4,35%

Participating in the micro project has increased my knowledge in planning, monitoring and reporting of project activities.

Midterm (n=30)	50,00% 43,33% 6,67%
Endterm (n=23)	65,22% 30,43% 4,35%

Participating in the micro project increased my knowledge in producing products with good visibility.

Midterm (n=30)	46,67% 50,00% 3,33%
Endterm (n=23)	47,83% 47,83% 4,35%

My branch developed capacities in the Skybird micro project programme to develop its own projects in the future.

Midterm (n=30)	36,67% 63,33%
Endterm (n=23)	26,09% 60,87% 4,35% 4,35% 4,35%

■ strongly agree   ■ agree   ▯ I do not know   ▨ disagree   ■ strongly disagree   ■ not relevant

All quantitative and qualitative surveys summed up, the results underline that senior management, micro project staff, beneficiaries and local government representatives have been able to build capacities through the Skybird programme. Several areas were strengthened through trainings and workshops, among them PMER, which was highlighted in both the interviews and the surveys.

Network members

Capacity is a broad term that includes different areas such as building knowledge and various skills. In the survey for **network members**, a few selected areas of **capacity building** were addressed. A possible capacity that network members could have strengthened was by gaining knowledge about funding opportunities (Figure 4-18). The baseline and midterm evaluation show that traditional funding opportunities are better known than non-traditional ones. This difference is also supported with a 1 % significance level that respondents are more knowledgeable about traditional funding opportunities (mean: 2.94) than non-traditional funding opportunities (mean: 2.5). Comparing the baseline and end evaluation, significant differences

also appear among respondent individuals. At a significance level of 5 %, knowledge about different funding opportunities is higher among end evaluation respondents (mean: 2.91) than among baseline respondents (mean: 2.48). Although it cannot be assumed that the capacity of individual network members has significantly increased, at the time of the end evaluation the network members seem to have a higher knowledge than the respondents of the baseline survey. Based on this, it can be assumed that the knowledge of funding opportunities has increased over time among network members. Nevertheless, more than half of the end evaluation respondents (58.93 %) indicated that they knew little to nothing about funding opportunities in the field of WASH in their country. Just about a quarter said they were extensively to well informed (23.22 %). Apart from financial capacities, network members were also surveyed about gaining knowledge capacities with regards to gender and scientific dialogue. While in the end evaluation about 50 % of respondents stated to have gained knowledge about gender relevant issues in the field of WASH, only slightly less than a quarter stated the same about scientific dialogue. Overall, quantitative survey results emphasize that network members only partially strengthened capacities through the Skybird WASH network.

FIGURE 4-18: NEW CAPACITIES (NETWORK MEMBERS)
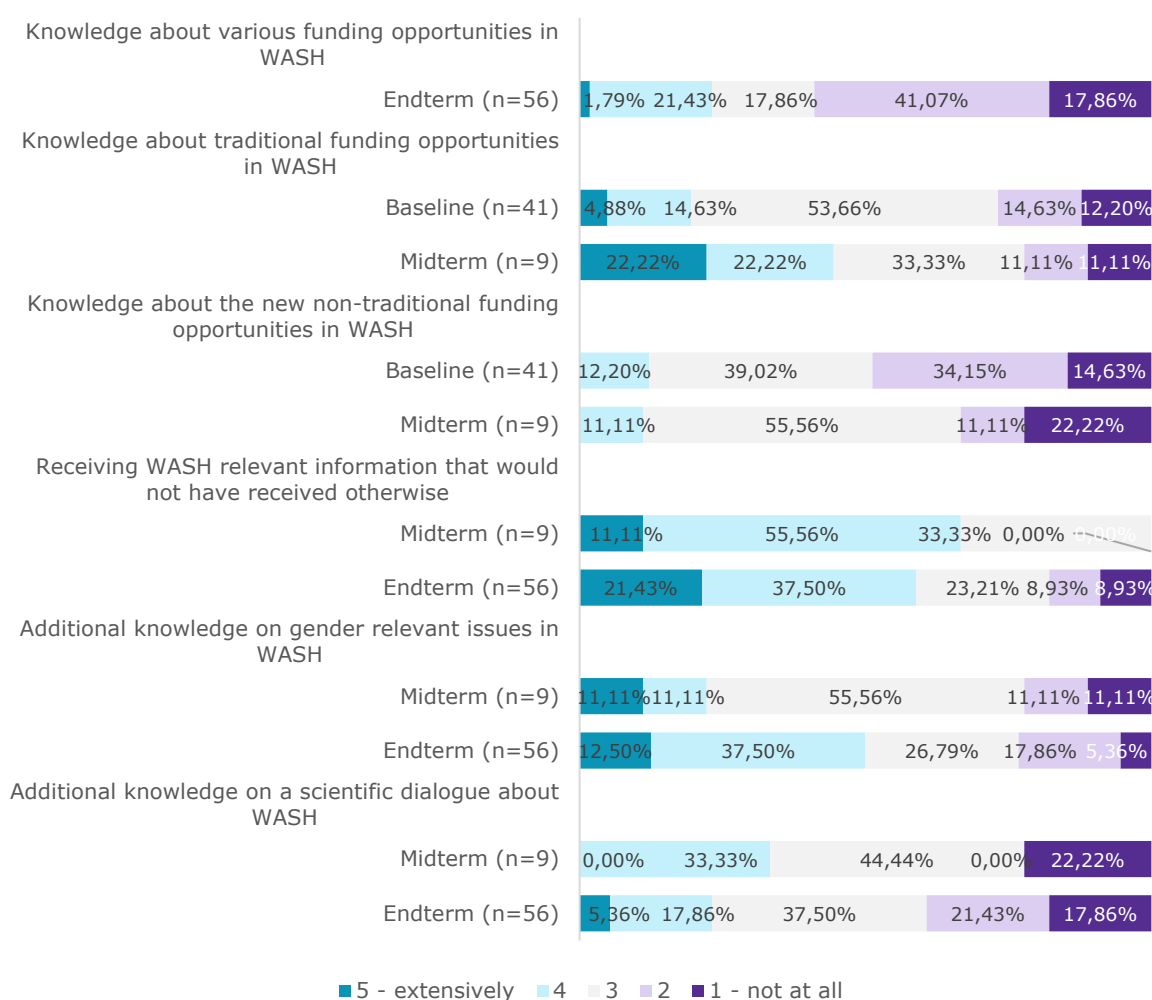
Note: Percentages of the midterm evaluation should be viewed with care since the sample size is relatively small. The midterm sample was not used for statistical analyses.

Overview of results

In conclusion, **quantitative and qualitative findings** show that the Skybird programme managed to successfully build capacities for senior management, micro project staff, beneficiaries and local government representatives in particular through the provision of trainings and workshops. Trainings and workshops were organized for different areas such as PGI, PMER or BOCA. Employees at branch level were in particular able to benefit from this, as for many such training courses were offered for the first time. As a result, employees of branches were able to gain beneficial skills such as in developing and managing projects. Some members of senior management and micro project staff reported that similar training was also conducted in other programmes. Beneficiaries, on the other hand, received training for the first time through the Skybird programme. With regard to network members, however, financial and knowledge capacities could be strengthened only to a limited extent. Table 4-7 below gives an overview of all results.

TABLE 4-7: OVERVIEW OF RESULTS

Stakeholder	Quantitative	Qualitative
Senior management (incl. PGI officers/focal point persons)	✓	✓
Micro project staff (including volunteers)	✓	✓
Beneficiaries	n/a	✓
Local government	n/a	✓
Network members	~	n/a

4.8.   INCREASED GENDER SENSITIVITY

A special focus of the Skybird programme is the topic of gender. One of the overall expected results of Skybird was therefore to increase capacities of ERCS, URCS and AutRC to contribute to gender-sensitive HR staffing, programming, implementation, and M&E as well as decision-making for more effective WASH interventions. To achieve this, the Logframe contained several intended outcomes including a specific outcome focusing on increased gender sensitivity in programmes and human resources. Intended outcomes relating to gender that are addressed collectively below are: "URCS and ERCS branches and HQs have built up gender awareness", "Gender dimensions included in decision-making procedures (ERCS/URCS/AutRC)", "Actions that include gender-related issues are conducted in ETH, UG and AUT", "Increased gender sensitivity in programmes and human resources" and "Work on gender equality is seen as important by ERCS, URCS and AutRC".

Senior management

The **effect** of the Skybird programme **on gender sensitivity** was **viewed differently** by interviewed members of **senior management**. With regards to **gender awareness of RC staff**, interviews with senior management showed **mixed results**. At ERCS, it was reported that while the Skybird programme had a motivating effect to deal with gender issues, RC staff

still lacked gender awareness. Some interviewees described PGI as a component of the Skybird programme that generally generated attention for gender issues, but not more. Regarding the **inclusion of gender dimensions in decision-making**, RC senior staff was referred to as not gender-blind, but it was said that consideration of gender issues were still not sufficient. According to interviewees, gender is not balanced in **management positions** at the National Society. These results suggest that gender sensitivity is not yet fully achieved at the National Society and work on gender issues are not necessarily seen as a priority in the implementing country. Only one interviewee credited Skybird with having a major effect in building gender awareness at the National Society by hiring a PGI focal person at HQ. In contrast to that, the interview results of URCS suggest that PGI has been mainstreamed to a significant extent at HQ and branches. It was said that Skybird supported the development of a PGI Landscape Review and PGI Assessment at all branches. Interviewed members of senior management reported that gender is now considered important at **all levels of staff** as well as in **trainings** and **projects** and also plays a part in the revision process of the **WASH strategy**. According to one interviewee, the Skybird programme pioneered PGI at the National Society through continuous awareness raising on trainings, gender sensitive micro projects and by establishing and supporting the employment of PGI staff at the HQ. In one interview, plans to install a gender focal person at every branch were mentioned. Regarding the inclusion of gender dimensions in **decision-making**, interviewees stated that there is an equal representation of gender in both senior management and the central governing body of the National Society. In addition to gender awareness, **environmental and social awareness** were strengthened through micro projects that comprised environmental or social components, such as soil conservation or tree planting or specific facilities for PWD in sanitation facilities.

According to the **quantitative survey results** of **senior management**, gender is regarded as important at the respective National Societies and gender sensitivity has been increased during the Skybird programme. As can be seen in figure 4-19, almost 90 % of respondents indicated that **gender issues** were given greater considerations in their organisation due to Skybird. This was regarded as benefitting for both the National Society and branches by most of surveyed senior staff. With respect to the importance of **gender equality**, figure 4-20 shows that 90 % of respondents consider equal women's rights as either absolutely essential or very important. Additionally, the clear majority of surveyed senior management members stated that their RC organisation took action to promote gender equality in the last 12 months. The results of figure 4-20 are generally supported by figure 4-5: When compared to other thematic areas of work at the RC, gender equality was considered either important or very important by the large majority of respondents. Broken down by country, answers indicate that URCS tends to place an even higher priority on gender. This result supports the findings of the qualitative interviews. Furthermore, the results are corroborated by the fact that the only women who completed the senior management survey were from URCS (see figure 2-6). However, the difference in the quantitative results between ERCS and URCS is not significant. In addition, if results of figure 4-5 are broken down by HQ and branch, more importance was attached to gender by branch senior staff than HQ senior staff.

FIGURE 4-19: INCREASED GENDER SENSITIVITY (SENIOR MANAGEMENT)

Observed Change
- Gender issues were given greater consideration (n=29) — 89,66%
- Environmental issues were given greater consideration (n=29) — 65,52%
- Social issues were given greater consideration (n=29) — 62,07%

Benefit of National Society
- Increased consideration of gender issues (n=29) — 89,66%
- Increased consideration of environmental issues (n=29) — 62,07%
- Increased consideration of social issues (n=29) — 55,17%

Benefit of branches
- Increased consideration of gender issues (n=29) — 86,21%
- Increased consideration of environmental issues (n=29) — 72,41%
- Increased consideration of social issues (n=29) — 72,41%

Note: Percentages of agreement for each subquestion are sorted and ranked by group (see annex 8.4 for complete ranking of changes and benefits for each group)

FIGURE 4-20: GENDER IN THE RED CROSS NATIONAL SOCIETY/BRANCH (SENIOR MANAGEMENT)

How important is it for you to promote gender equality in the daily work of your Red Cross National Society/branch/department? (n=30)
- Absolutely essential — 36,67%
- Very important — 53,33%
- Of average importance — 10,00%

Did your Red Cross National Society/branch/department take any action in the last 12 month to promote gender equality? (n=30)
- Yes — 76,67%
- No — 23,33%
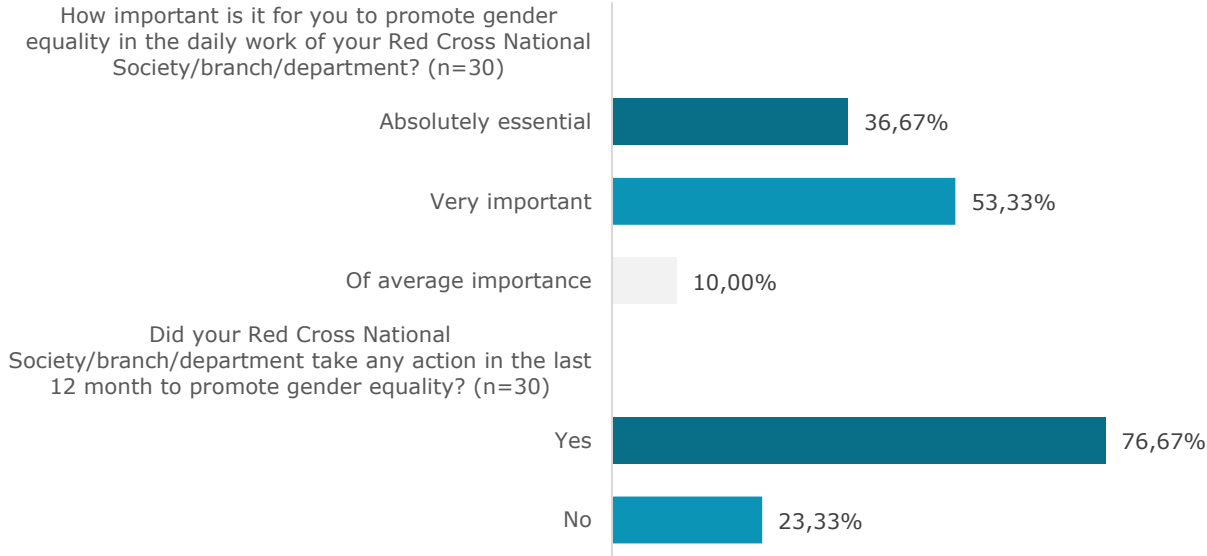
In summary, both **qualitative interview results and quantitative survey results** from **senior management** indicate that the Skybird Programme positively affected gender sensitivity of ERCS and URCS. With regards to the prevailing level of gender awareness at ERCS and URCS, qualitative findings differed from quantitative results. While quantitative survey results among senior management generally show that gender is considered very important in both ERCS and URCS, qualitative findings suggest that gender is mainstreamed at URCS, but not yet at ERCS.

Micro project staff

The majority of interviews with **micro project staff** suggest that **gender awareness** has been **strengthened** by the Skybird programme. It was said that trainings, micro projects and awareness raising campaigns affected PGI, environmental and social awareness at branch and community level. In one interview, it was pointed out that awareness and behavioural changes among the community would take more time and continuous awareness-raising activities. With regards to the role of gender in decision-making processes, some micro project staff of one implementing country reported insufficient gender parity in management positions. However, especially in branches, it was said that efforts are being made to achieve greater gender parity among managers and volunteers. The interviewed micro project staff of another implementing country saw no gender balance, but a good representation of women in decision-making positions at the branch. Regardless of the country, most interviewees mentioned efforts to increase the inclusion of women in projects.

The **quantitative surveys** assess the extent to which awareness of inclusion and diversity as well as gender issues has increased as a result of the **micro project** programme (Figure 4-21). Looking at the agreement scores for both questions, it can be seen that in the midterm and end evaluation, participants strongly agreed that their gender and social awareness had increased. Almost all micro project staff respondents at least agreed with the statements and more than half even strongly agreed. Only a low level of disagreement (midterm: 3.23 %; end evaluation: 4.35 %) was found for the question on increased gender awareness. The statistical tests also show that there are no significant differences between the approval rates of the two surveys. It can therefore be assumed that both cycles of the Skybird programme have increased the awareness of the micro project staff for gender- and social-related issues through the programme.

FIGURE 4-21: INCREASED GENDER AND SOCIAL AWARENESS (MICRO PROJECT STAFF)
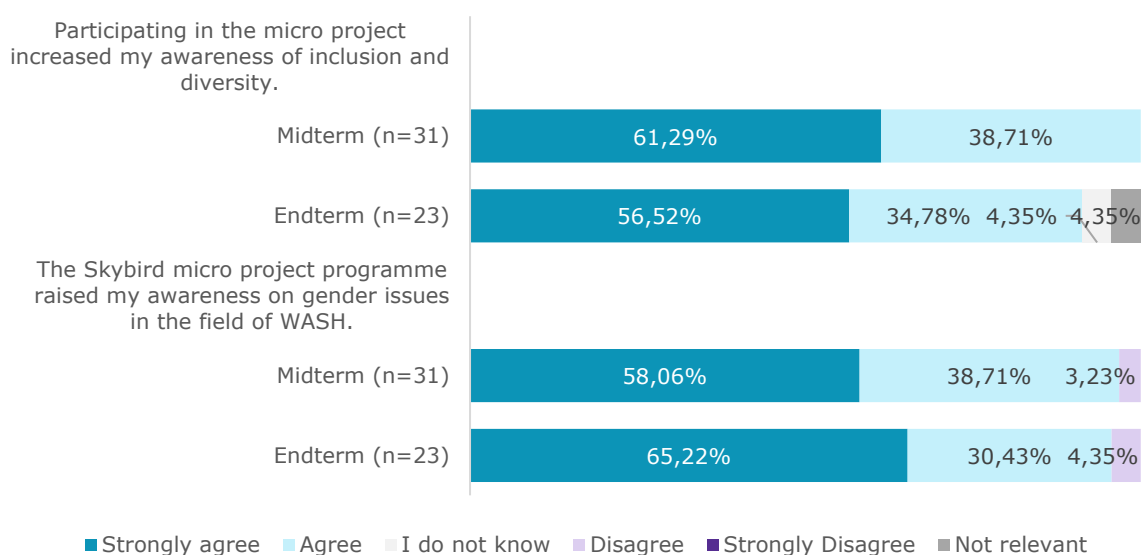
FIGURE 4-22: GENDER IN THE RED CROSS NATIONAL SOCIETY/BRANCH (MICRO PROJECT STAFF)

Importance of promoting gender equality/mainstreaming in the daily work of Red Cross National Society/branch

Absolutely essential	43,48% / 48,39%
Very important	52,17% / 51,61%
Of little importance	4,35% / 0,00%

Red Cross National Society/branch taking any action in the last 12 months to promote gender equality

Yes	91,30% / 84,38%
No	8,70% / 15,63%

■ Endterm (n=23) ■ Midterm (n=32)
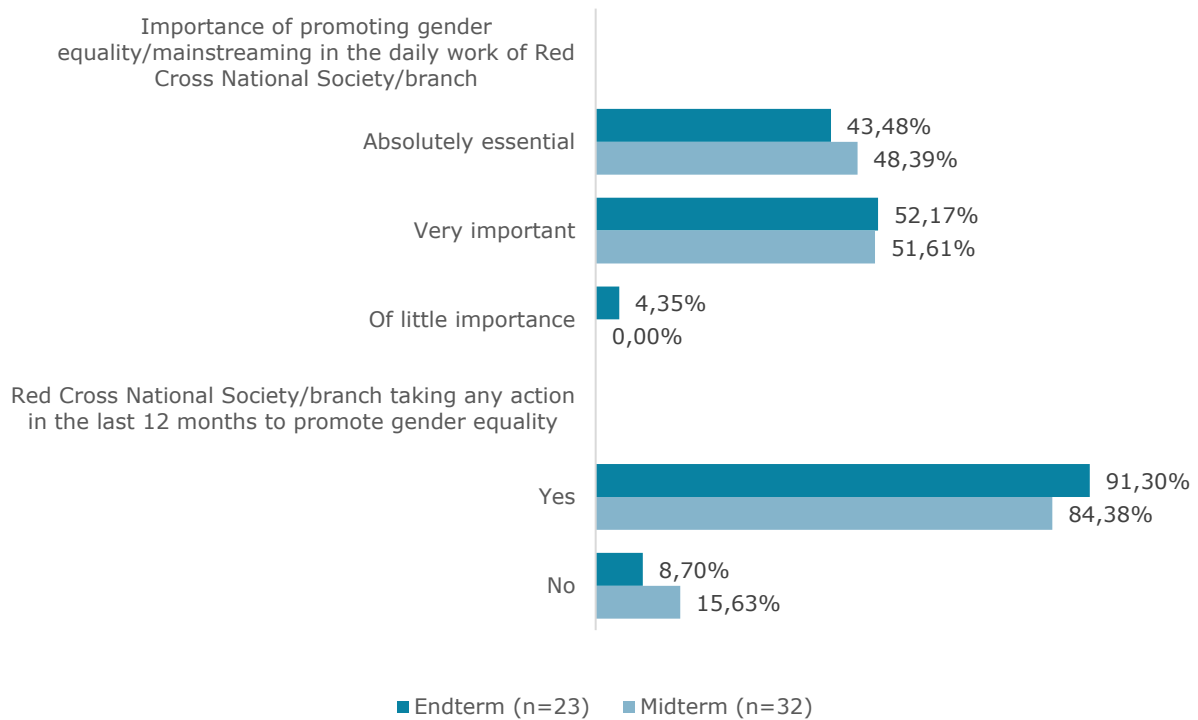
Interviewed members of RC staff indicated that other PNS, IFRC and organisations such as UNICEF have also contributed to creating gender awareness in the Host National Societies (HNS). However, due to the specific focus on gender, the Skybird programme's contribution to gender sensitivity was sometimes highlighted as special.

Overall, the **qualitative and quantitative results** show that the Skybird programme successfully promoted gender sensitivity of **micro project staff** through training and awareness campaigns. While micro project staff reported that other organisations also contributed to gender awareness, the Skybird programme's focused efforts were noted as special.

Beneficiaries

For **beneficiaries** of the Skybird programme, **gender awareness has mainly been built** through trainings and micro projects targeting gender issues like menstrual health. Additionally, environmental and social awareness has been strengthened. Awareness of beneficiaries and the wider community has also been directly affected through group discussions with the community, radio talk shows or information material like posters addressing issues like gender violence or environmental protection. Additionally, gender awareness has been indirectly strengthened by creating income opportunities for beneficiaries, often economically disadvantaged mothers. Some beneficiaries reported to have been empowered through income generating projects. According to interviewees, being able to contribute to household income and provide food for the family also resulted in a reduction of GBV. For most beneficiaries Skybird was the only programme they participated in which addressed gender, environmental or social issues, thus making it the first programme to raise awareness in these areas.

Local government

In the interviews with **local government officials**, **gender** did **not necessarily** emerge as **a priority issue**. In one interview, it was reported that the local administration installed a female operator at one micro project facility. In another interview, social inclusion was said to

have played an important role in a micro project that targeted economically disadvantaged PWD. Whether other programmes apart from Skybird influenced gender awareness of local government officials could not be clarified conclusively in the qualitative data collection process, but did not appear to have been the case.

Network members

Three main survey questions were used to assess the extent to which the capacities of **network members** for **gender sensitivity and awareness** have been increased (Figure 4-23). Upon closer examination, it is apparent that respondents were most likely to incorporate gender-related issues in the field of WASH into their decision-making procedures. In the baseline survey, 26.86 % of respondents said they would do so to a high extent. In the end-term survey, this value was lower at 12.50 %, but 44.46 % also said they would do it to a greater extent. About one-fifth (baseline: 19.52 %; end evaluation: 19.65 %) said they do not include gender-related issues at all or only barely in decision-making procedures. The lowest approval rate in the set of questions was on knowledge about gender-related issues in the field of WASH in one's own country. The mean here was an agreement of 2.91 at the final term and 3.10 at the baseline survey (1 – not at all; 5 – extensively). The midterm survey cannot be adequately used for comparison due to the small sample size. The significance tests also indicated that the agreement on the knowledge of gender-related issues in the field of WASH differs significantly (significance level 1 %) from the other agreement values and is lower than the other two values in each case. Considering the overall picture, gender awareness is not particularly high. Furthermore, no significant differences were found between the surveys. Apparently, it cannot be confirmed that gender awareness has increased in the network of the Skybird program.

FIGURE 4-23: INCREASED GENDER AWARENESS (NETWORK MEMBERS)
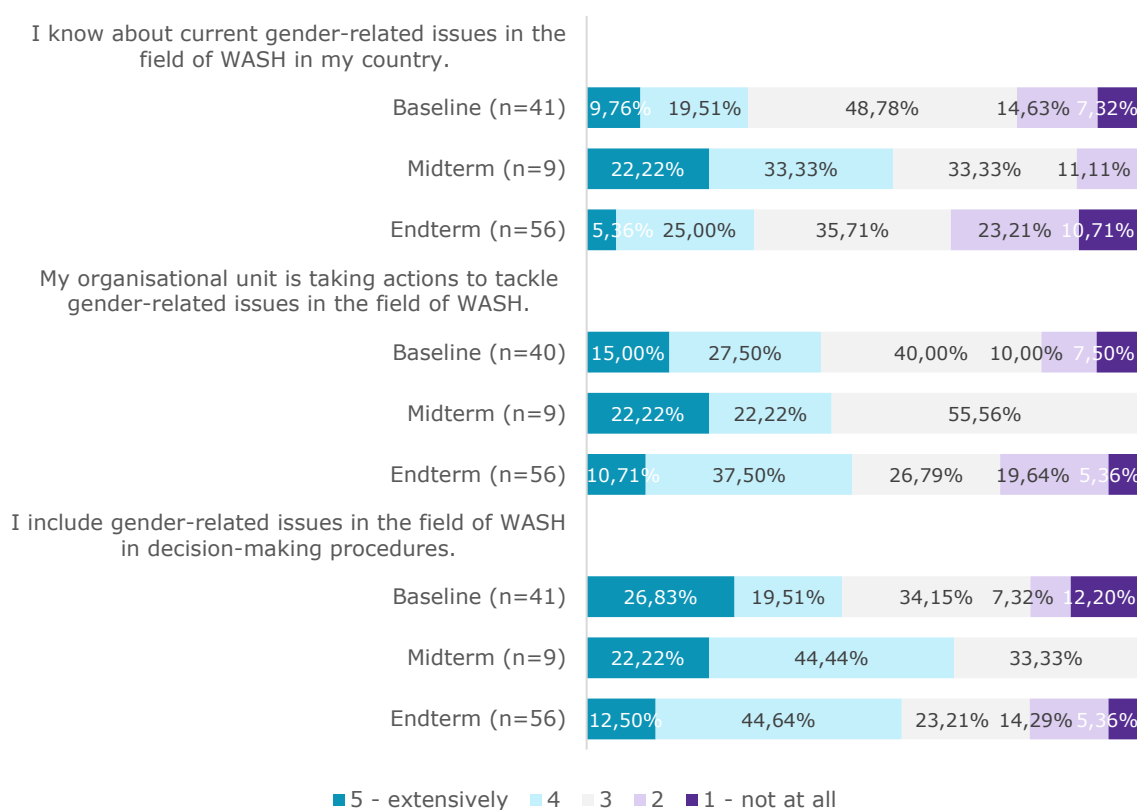
Note: Percentages of the midterm evaluation should be viewed with care since the sample size is relatively small. The midterm sample was not used for statistical analyses.

Overview of results

The Skybird programme aimed to enhance gender sensitivity in ERCS, URCS, and AutRC, with a focus on gender-sensitive HR staffing, programming, implementation, and M&E. **All in all**, the **qualitative and quantitative survey results** revealed a positive impact on gender sensitivity among senior management, micro project staff and beneficiaries through training, workshops, and awareness campaigns. While gender mainstreaming appeared more advanced at URCS than ERCS, quantitative results showed that both organisations generally considered gender important. In contrast to these results, however, it should be noted that gender awareness of ERCS staff was sometimes also described as inadequate in qualitative interviews with senior management. Beneficiaries of the Skybird programme experienced increased awareness through trainings, micro projects, and income opportunities. With regards to local government representatives, gender did not necessarily seem to be a priority. Survey results of network members indicated overall insufficient gender awareness within the Skybird WASH network. Furthermore, no significant differences were found between survey cycles, suggesting limited gender awareness growth in the Skybird WASH network. Table 4-8 below provides an overview of all qualitative and quantitative results.

TABLE 4-8: OVERVIEW OF RESULTS

Stakeholder	Quantitative	Qualitative
Senior management (incl. PGI officers/focal point persons)	✓	~
Micro project staff (including volunteers)	✓	✓
Beneficiaries	n/a	✓
Local government	n/a	~
Network members	✗	n/a

4.9. STRENGTHENED NATIONAL AND REGIONAL SCIENTIFIC DIALOGUE WITH PARTICIPATION OF ERCS AND URCS

An overall expected result of the Skybird programme was to enhance engagement in public dialogue of RCRC movement in EA and Austria. For this purpose, the Skybird programme aimed to strengthen national and regional dialogue between ERCS, URCS, AutRC and scientific institutions.

Senior management

The majority of interviewed members of **senior management** reported that **scientific exchange took place** as part of the Skybird programme. Only a few interviewees indicated no knowledge of collaboration with academia during the Skybird programme. Scientific dialogue

with universities like Jinka University (Ethiopia) or Makerere University (Uganda) occurred during the ideation process of micro projects, proposal development or project implementation. According to interviewees, National Societies also cooperated with academia in trainings, for instance with the gender department of Makerere University for PGI workshops. Some interviewed members of senior management stated that it was their first time to cooperate with academia. Others reported that scientific exchange had happened before in other projects as well.

A qualitative assessment of this outcome was only carried out via interviews with members of senior management. Therefore, there are **no qualitative results for other stakeholders**.

The survey for members of senior management did not include questions about national and regional scientific dialogue. Consequently, **no quantitative data** for this outcome are available from **senior management**.

Network members

As can be seen in figure 4-24, **quantitative results** of the survey among **network members** showed that here were more network members, in percentage terms, who said they were extensively or informed of the current scientific dialogue in the field of wash in the baseline (29.27 %) than in the end evaluation survey (10.71 %). More than half of the respondents, namely 53.57 %, stated in the end evaluation survey that they had little or no knowledge of the scientific dialogue. The statistical tests confirm that the knowledge of those in the end evaluation survey (mean: 2.38) is significantly (5 % significance level) different from those in the baseline survey (mean: 2.83). There is also a difference between the surveys on the second question: while 34.14 % of respondents in the baseline survey claimed that their organisational unit had little to no participation in scientific dialogue, over half of respondents in the end evaluation claimed this. Both groups also differ significantly from each other at a significance level of 5 % (baseline mean: 2.80; end evaluation mean: 2.32). However, it is not possible to find out if the respondents might work in similar organisational units. Since the values of agreement are quite low, especially in the end evaluation survey, it cannot be assumed that there has been a strengthening of scientific dialogue among network members.

FIGURE 4-24: STRENGTHENED SCIENTIFIC DIALOGUE (NETWORK MEMBERS)

I know about the current scientific dialogue in the field of WASH in my country.

	5 - extensively	4	3	2	1 - not at all
Baseline (n=41)	2,44%	26,83%	39,02%	14,63%	17,07%
Midterm (n=9)	22,22%	11,11%	44,44%	22,22%	
Endterm (n=56)	3,57%	7,14%	35,71%	30,36%	23,21%

My organisational unit is taking part in a scientific dialogue about WASH (e.g. university projects, presentations).

	5 - extensively	4	3	2	1 - not at all
Baseline (n=41)	2,44%	26,83%	36,59%	17,07%	17,07%
Midterm (n=9)	11,11%		55,56%	11,11%	22,22%
Endterm (n=56)	1,79%	14,29%	25,00%	32,14%	26,79%

■ 5 - extensively ■ 4 ■ 3 ■ 2 ■ 1 - not at all

Overview of results

In order to assess whether the Skybird programme strengthened national and regional dialogue between ERCS, URCS, AutRC and scientific institutions, **qualitative and quantitative data** was collected among representatives of senior management and members of the Skybird WASH network. While the findings of the qualitative interviews with senior management show that there has been collaboration and exchange with scientific institutions under the Skybird programme, the survey results among network members suggest that the Skybird WASH network has not been able to strengthen scientific dialogue. An overview of the results can be found in table 4-9.

TABLE 4-9: OVERVIEW OF RESULTS

Stakeholder	Quantitative	Qualitative
Senior management (incl. PGI officers/focal point persons)	n/a	✔
Micro project staff (including volunteers)	n/a	n/a
Beneficiaries	n/a	n/a
Local government	n/a	n/a
Network members	✖	n/a

5. Recommendations of programme participants for further programmes

The main focus of the evaluation was the impact of network, training and micro-project activities on collaboration and organisational capacity. The results are bundled into nine impact dimensions and have been presented in detail above. A summary and recommendations can be found in the following chapter 6. However, the surveys and interviews also revealed recommendations and suggestions that are not directly related to the effects analysed. They mostly contain process improvements and future programme designs. To ensure that these recommendations and suggestions are not lost, the evaluators have decided to include them in this chapter, even if they do not fit into the overall evaluation goal and contain individual perspectives. These **recommendations are summarized below**. The provided recommendations encompass various facets of the Skybird programme, aiming to enhance its effectiveness and outcome. All recommendations stem from project participants, mainly senior management and micro project staff.

One key suggestion of programme participants revolves around **extending the implementation period for micro projects**, transitioning from a one-year span to two or three years. This adjustment was proposed to allow for more substantial change and to mitigate challenges arising from the current short timeline. Delays in project initiation attributed to project approval, fund provision and material availability underscore the importance of this change, given that delays of up to 6 months have hindered projects from reaching their intended scope and quality in Skybird programme. Additionally, the necessity of allocating time for project reporting was emphasized, which, in a one-year time span, takes significant time away from project implementation and community engagement. Surveyed participants of the Skybird programme also stressed the importance of better preparation and coordination to mitigate problems arising from project funding or material delivery delays. This recommendation addresses ADA and AuTRC.

In terms of **resource allocation**, the recommendation was to address the limitations of small project budgets, which challenged most micro project implementers especially given the high inflation. This could be accomplished by focusing on a smaller number of branches to ensure more impactful outcomes. The idea of upscaling and outscaling was often expressed, suggesting that increasing the programme budget could lead to a wider project scope and geographical coverage. The concept of rotating branches during the selection process was also mentioned, potentially expanding participation of branches. However, this would probably be accompanied by restrictions in the competitive process for micro projects. This recommendation addresses ADA, AuTRC and partly national RC societies.

With regards to the **funding opportunities** of branches, it was said that the Skybird programme fostered competition for resources among branches, which motivated them to seek additional funding. In order to assist branches in seeking external funding, it was seen as beneficial if the Skybird programme would include opportunities for co-funding. This was highlighted by the observation that some branches refrain from applying for additional external funding due to perceived practice of national RC societies cutting financial transfers when external funds are available. It would make sense to reward the raising of external funds instead of indirectly punishing them. This recommendation addresses the national RC societies.

Another recommendation addresses the **approval process of submitted micro project proposals**. In order to enable faster processing and continuous progress updates to submitters, it was suggested to streamline the approval process by digitizing it. This digital approach was said to support branches in planning and implementing micro projects, ultimately benefiting project quality. This recommendation addresses the national RC societies.

In the end evaluation, surveyed participants strongly emphasized the distinctive success of the **bottom-up and community-based approach**. The bottom-up and community-based approach were seen as a clear differentiator and, in part, an innovation of the Skybird program. Branches experienced it as motivating to be given the task of developing projects that are usually pre-determined by the HQ. The bottom-up approach and competitive process for micro projects, combined with the provision of training and workshops, enabled motivated and effective capacity building, as well as committed project implementation and higher identification of branches with their projects (ownership of achievements). The consistent involvement of the community and external partners such as the local government and regional NGOs created new partnerships with the Red Cross and allowed synergies to emerge, which facilitated and enabled the implementation of projects with low budgets and increased the sustainability of the projects. In addition, the community-based approach was met by a lot of acceptance from communities and local governments. Local governments sometimes referred to the Skybird programme as a role model and now request other contractors to use Skybird as a guide. Continuing the bottom-up approach and expanding the community-based approach were highly recommended. It was said that although branches and communities were strengthened under Skybird, they would still need additional support to continue projects independently. With regards to community engagement in particular, it was advised to sustain the efforts of the Red Cross, since in many communities, the necessary mind-set to continue such micro projects on their own is not yet fully in place. To promote the approach further, more training for community engagement could be offered. These recommendations address the national RC societies and their branches as well as ADA and other funders.

Another frequently discussed topic in the recommendations pertains to the **evaluation of micro projects and the distribution of information**. The pending evaluation of micro projects of participating branches, which had not been executed at the time of this study, underscores the need for comprehensive assessment and knowledge dissemination. A central document summarizing project experiences and outcomes was suggested for wider distribution, contributing to a broader understanding of the programme. This complements the notion of documenting staff experiences to ensure valuable insights are preserved when project employees leave the Red Cross during project implementation. Additionally, making programme reports and design documents available to educational institutions would enable sharing of lessons learned and programme approaches with a wider audience. To support the evaluation of the programme, strengthening M&E skills through further training was generally considered important. It was recommended to have a responsible person for M&E in each branch. This recommendation addresses the national RC societies.

The thematic area of **protection, gender, and inclusion (PGI)** is addressed in the recommendations of surveyed programme participants through a call for a more substantial integration of SEA (Sexual Exploitation and Abuse). This includes the development of a risk analysis and an action plan with interventions to ensure a more comprehensive approach. Additionally, it was proposed to include specific local contact persons for PGI at various branches to elevate the importance of the subject at branch level. Furthermore, it was recommended to place more emphasis on cultural and traditional leaders in order to raise awareness in communities, reduce stigma and achieve behavioural change more effectively. Given their great influence, the involvement of traditional personalities was seen as critical to give PGI more priority in the

community. It was advised to use additional performance indicators for the participation of local leaders. These recommendations address the ADA, similar funders, AutRC and national RC societies.

Many surveyed programme participants considered it a pity that, due to the Covid-19 pandemic, **international exchanges** within the Skybird programme could mainly take place online. With the pandemic subsiding, it was suggested to organize more international excursions. In addition, it was recommended to hold continuous exchange meetings for project updates online (e.g. once a month) in order to keep programme participants informed about the activities in the programme and to further strengthen the exchange of experiences. Moreover, regular online meetings were seen as an opportunity to improve the programme achievements by continuously receiving inspiration from other micro projects and better performing branches. This suggestion addresses national RC societies and AutRC.

The **trainings and workshops** conducted under Skybird were considered very important at all levels of the programme. It was highly recommended to continue and expend the trainings offered (also for volunteers), although the planning and duration was suggested to be adjusted. It was noted that some of the trainings were too short (e.g. trainings for sewing and first aid). A duration of two to three days including repetitions in a period of two to three months was seen as optimal. With regards to planning, attention should be paid to ensuring that the necessary machines and materials are available in time for the training sessions. Furthermore, it was suggested to increase the number of training participants. In addition to the ToT approach, it was recommended to directly involve community members more often in trainings in order to reach a larger number of people. These recommendations address the national RC societies and their branches.

Lastly, the recommendations of programme participants also delve into focusing on specific areas like **child protection and people with disabilities**. This entails integrating protective mechanisms to prevent children's exploitation and increasing the inclusion of people with disabilities in projects. This recommendation addresses ADA, AuTRC and the national RC societies.

In sum, the recommendations provided encompass a comprehensive approach to enhancing the Skybird program, touching on project timelines, resource allocation, community engagement, training, evaluation and thematic focus areas like PGI. As perceived by programme participants surveyed, the implementation of these recommendations could enhance the Skybird programme's effectiveness and outcomes, ultimately improving WASH interventions and benefiting the communities it serves.

6. Summary and Recommendations

The Austrian Red Cross (AutRC) commissioned the NPO Competence Center of the Vienna University of Economics and Business (WU) at the beginning of the **Skybird programme** to develop a M&E framework and **conduct a final evaluation.** The substantive focus of the evaluation was on the effect on capacity building and cooperation within the RCRC societies and its branches. The Skybird programme focuses on innovation and collaboration in the water, sanitation, and hygiene (WASH) sector in East Africa (EA). The region faces significant challenges in providing access to safe WASH services, affecting health, environment, and livelihoods. In response to these issues, the Austrian Red Cross (AutRC), supported by the Austrian Development Agency (ADA), Swiss Red Cross (SRC), and regional partners (especially ERCS and URCS), launched a five-year WASH project to address these challenges and contribute to the achievement of Sustainable Development Goals (SDGs) 5, 6, 16 and 17.

The **overall objective of the Skybird programme** is to improve living conditions in EA by strengthening the capacities and partnerships of the Red Cross Red Crescent (RCRC) movement for more effective and gender-sensitive WASH interventions. To achieve this, the programme sets out four expected results:

- **Expected result 1:** Strengthened capacities of Ethiopian Red Cross Society (ERCS), Uganda Red Cross Society (URCS) and Austrian Red Cross (AutRC) to innovate for more effective and gender-sensitive WASH interventions.

- **Expected result 2:** Improved WASH coordination within and beyond the RCRC movement through a WASH network and capacities to facilitate innovation, knowledge exchange and collaboration in WASH related fields in East Africa.

- **Expected result 3:** Enhanced engagement in public dialogue of RCRC movement in East Africa and Austria and translation of evidence-based learnings in the water-energy-food nexus.

- **Expected result 4:** Increased capacities of ERCS, URCS and AutRC to contribute to gender-sensitive human resource (HR) staffing, programming, implementation, and monitoring & evaluation (M&E) as well as decision-making for more effective WASH interventions.

The **NPO Competence Center** collaborated in the Skybird programme as a project partner and was responsible for evaluation tasks focusing on outcomes, as well as creating an **impact model** and the **Monitoring and Evaluation (M&E) framework**.

The evaluation of the Skybird programme is based on the **developed impact model as a conceptual framework**, using a **mixed-method research design** with both quantitative and qualitative data collection. The study at hand primarily covers the final years of implementation of the Skybird programme (end of 2021 - 2023) and incorporates data from the baseline and midterm review to provide an overall assessment. Due to resource constraints, the main focus of the evaluation was on **Uganda and Ethiopia**.

In order to assess the extent to which the programme's hypothetical outcomes were achieved and attributed to Skybird, several **research questions guided the evaluation**. The evalua-

tion questions explored various aspects, such as the programme's contribution to strengthening WASH capacities, gender sensitivity, innovation and cooperation. Overall, the results of qualitative and quantitative data collection indicate positive achievements on certain aspects while highlighting areas that require further improvement. The following table 6.1 shows the overall rating of the evaluation in the nine analysed impact dimensions.

TABLE 6-1: OVERVIEW OF THE EXTENT TO WHICH IMPACT HAS BEEN ACHIEVED

Impact Dimension	Overall rating	
Innovative approaches and methods	✓ ~	Results of the surveys and interviews show that the impact was clearly achieved with senior management, micro project staff, and beneficiaries. For local government, the effects were only partial. No increased innovation was found among the network members.
Feeling of ownership regarding developed WASH strategy	~ ✗	Results of the surveys and interviews show that the impact was achieved with senior management to some extend but not with micro project staff. For other stakeholders this was not relevant.
WASH is seen as a priority at red cross societies and externally	✓	Overall qualitative and quantitative findings demonstrate that WASH is seen as a priority both internally and externally including all stakeholders.
Increased collaboration	✓	The surveys and interviews confirmed increased collaboration, particularly between branches and HQ and to some extend with external players like local governments, NGOs, and private companies. Only among network members were the results not entirely clear in the direction of an increase in collaboration.
Added value of Skybird WASH network	~	The interviews and network survey show that the Skybird WASH network has not yet added significant value to actors in the WASH sector. However, it was seen among micro project staff and partly senior management as a useful programme component that supported cross-country exchange and the dissemination of information.
Documentation of interventions and generating evidence-based learnings	~ ✓	From the perspective of senior management and micro project staff, generating, documenting, and sharing evidence-based learnings has only happened to some degree in the Skybird programme. Learnings were seen especially regarding technical innovations, community engagement and inclusion, the bottom-up approach and PGI. However, the dissemination of documented interventions and learnings were insufficient. Nevertheless, micro project staff highly valued and gained learnings from the programme.
New capacities	✓	The surveys and interviews showed that capacities have been created for senior management, micro project staff, beneficiaries, and local government representatives. In particular staff at local branch level benefited through the provision of trainings and workshops. Only limited effects were found among the network members.

Increased gender sensitivity	✔	~	Qualitative and quantitative survey results revealed a positive impact on gender sensitivity among senior management, micro project staff and beneficiaries. With local government and especially Skybird WASH network members very limited impact was found.
Strengthened national and regional scientific dialogue	n/a	~	Scientific dialogue was just a topic in the interviews with senior management and the network members survey. The latter did not see any strengthening of the dialogue while the former spoke of it being intensified.

With regards to the extent the Skybird programme contributed to **strengthening capacities in WASH**, qualitative and quantitative results demonstrate that the programme succeeded in building capacities for senior management, micro project staff, beneficiaries and local government representatives through workshops and training. In particular, training courses and workshops promoted the development of skills in the areas of project development, project management and gender. However, quantitative data regarding the strengthening of network members' financial and knowledge capacities showed limited results.

In terms of the effect of the Skybird programme on the **gender sensitivity of WASH initiatives**, qualitative and quantitative results show that the programme effectively enhanced gender sensitivity among senior management, micro project staff and beneficiaries through training, workshops and awareness campaigns. Nonetheless, survey findings among network members reveal a gap in gender awareness within the Skybird WASH network. Moreover, there were no notable variations identified between survey cycles, implying limited advancements in gender awareness among network members.

Another guiding evaluation question aimed at finding out the extent the activities of the Skybird programme contributed to **fostering innovative WASH initiatives**. In order to promote innovation in WASH, Skybird intended to increase participants' knowledge of innovative approaches and methods in WASH. The results of the qualitative and quantitative data collection indicate that the programme managed to increase knowledge of innovative approaches and methods among senior management, micro project staff and beneficiaries. However, survey results of network members demonstrate that the network's knowledge about current innovative projects in WASH was not strong.

Regarding the Skybird programme's contribution to **enhancing cooperation and coordination between different actors in the field of WASH**, both qualitative and quantitative findings suggest that Skybird increased collaboration within RCRC particularly between branches and headquarters. To some extend new partnerships and collaboration with external partners (e.g. local government, local NGOs, universities and private companies) can be attributed to Skybird as well. Furthermore, qualitative findings show that local communities actively supported micro projects and local government representatives appreciated the programme's engagement and transparency. The network member survey results also revealed an overall rise in collaboration attributed to the Skybird programme, particularly among internal network members. However, the proportion of respondents reporting increased collaboration remained relatively stable throughout the programme's duration. Therefore, an increasing trend of collaboration over time cannot be verified.

Concerning the effect of the Skybird programme on the **WASH strategy of Red Cross National Societies and the development of a feeling of ownership regarding the WASH strategy**, qualitative and quantitative results confirm that strategy development activities

such as Theory of Change (ToC) workshops or WASH training curriculum and SOP development were conducted. However, awareness and involvement in the strategy development was only evident among some senior staff, leaving a sense of ownership assumed only for senior management to a limited extent. Results of the end evaluation revealed an unfinished WASH strategy development process, with full ownership for Red Cross staff yet to be achieved. Given strategy development being an internal matter of Red Cross National Societies, data collection on strategy development exclusively encompassed senior management and micro project staff, excluding beneficiaries, local government representatives and network members.

Another goal of the Skybird programme, which is addressed by an evaluation question, was to **strengthen engagement in public dialogue of the RCRC movement in EA and Austria**. For this reason, the Skybird programme aimed to ensure a high priority for WASH both internally at participating National Societies and externally among other stakeholders and to strengthen national and regional dialogue between ERCS, URCS, AutRC and scientific institutions. The research findings highlight that WASH seen as a priority both internally and externally. Qualitative interviews with senior management and micro project staff underscore its central role in National Societies, while quantitative survey results reaffirm this with over 80% considering it highly important. Beneficiaries and local government representatives also recognized access to safe water, hygiene and sanitation facilities as crucial for community well-being, acknowledging WASH's significance for the work of the Red Cross. In a broader context, both internal and external network members perceived WASH as a high priority within the Red Cross Red Crescent movement as well. In terms of strengthening national and regional dialogue between Red Cross National Societies and scientific institutions, research results showed that collaboration and exchange with scientific institutions occurred under the Skybird programme. However, survey results among network members suggest that the Skybird WASH network has not been able to strengthen scientific dialogue.

Lastly, a research question addressed the extent to which the **improved capacities and opportunities for cooperation identified led to enhanced performance in the field of WASH**. Overall, research results show that capacity building enabled branches in particular to develop their own projects. The capacities built up by the branches made it possible to adopt a bottom-up approach, which led branches to identify more strongly with micro projects and motivated them to implement them more successfully. By building capacities and adopting a bottom-up approach, branches were able to carry out need assessments of the community, thereby involving the community right from the start. The community engagement of the Skybird programme was described as a key success factor. Local community members in particular, but also local governments and other organisations, provided time, skills, materials and services free of charge. According to interviewees, this not only enabled successful implementation of micro projects with small budgets, but also contributed to the sustainability of the projects. The increase in collaboration due to the Skybird programme, as confirmed by qualitative and quantitative findings, can be regarded as a further contribution to improved performance in the field of WASH, since it encouraged branches to share project ideas, common challenges and solutions with other branches, thereby motivating and supporting project development and implementation.

In addition to examining the evaluation questions, the final evaluation also collected **recommendations from programme participants**. Programme participants suggested extending micro project implementation periods from one to two or three years to facilitate more impactful changes and mitigate current challenges such as delays caused by project approval, funding and material availability. Better preparation, coordination and streamlined approval processes through digitization were also recommended. Furthermore, the success of the bottom-up and community-based approach was highlighted, serving as a catalyst for motivated project implementation, effective capacity building and fostering partnerships. Continuing this ap-

proach to enhance projects development and implementation and support communities for independent project continuation were strongly suggested. Lastly, to strengthen the Skybird WASH network, participants proposed organizing more international exchanges and arranging more regular online meetings for programme updates.

Based on the results of the evaluation the **authors of the study recommend** extending the implementation timeframe of micro projects to two years, reducing bureaucracy in micro project approval and better coordination of the planning and delivery of project funds and materials to increase project outcomes and avoid major project delays. These points would primarily have to be implemented by the national RC societies and, if necessary, taken into account by the AuTRC and the ADA in future project designs. Additionally, given the acceptance and positive response to the community-based approach, it is recommended to sustain and expand community engagement, as well as facilitating more training in this domain. This recommendation applies to ADA, other funders and all RC societies involved. In addition, a better and more timely evaluation of the micro projects with the aim of better disseminating the evidence found would be recommended.

As WASH strategy is not a major issue at RCRC branch level in the region it is recommended to work on WASH strategy also on branch level in a participatory way. This could include improved outreach and collaboration with local governments and other NGOs on gender issues. These recommendations are addressed to RCRC national societies and branches.

As the collaboration with scientific partners was not enhanced in a structured way it is advisable to seek more contact and exchange of knowledge with academic partners. This would also increase the knowledge dissemination. Such an exchange could also be part of a network activities. With regards to the Skybird WASH network, it is advisable to consider what role the network should have, how the network should be integrated into the programme and what measures may be taken in order to achieve the respective outcomes. To enhance the Skybird WASH network and strengthen knowledge dissemination, it also suggested to improve the knowledge management, to collectively document learnings and to regularly disseminate them via the network. These recommendations are addressed to AuTRC. Considering the network, it is obvious that members of the network need time and financial resources to actively take part. Furthermore, necessary financial resources are often not available at network members, which should be taken into account when designing future programs. It would be advisable to finance network activities at least partially. This includes for example travel costs, reimbursement of expenses and certain working time quotas. This recommendation is addressed to ADA and other funders.

In summary, the Skybird programme has shown positive results in strengthening capacities and gender sensitivity while fostering collaboration in the WASH sector. Furthermore, the programme has facilitated knowledge exchange and innovation. However, it encountered challenges in establishing an effective Skybird WASH network that adds value to the actors in the WASH sector. Additionally, there is a need for improvements in disseminating knowledge and fostering a sense of ownership of the WASH strategy among staff in the Red Cross National Societies.

In conclusion, by strengthening capacities, fostering collaboration and promoting gender sensitivity, the Skybird programme achieved many of its objectives, thus contributing to improved WASH interventions in EA and, on a smaller scale, improved livelihoods in the region. To achieve even more, it is recommended to extend the implementation period of micro projects, streamline micro project approval procedures, improve project coordination, and also broaden community engagement. Considering the Skybird WASH network, it is advised to clarify its role and integration within the programme, while also defining appropriate measures such as increasing international exchanges.

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8. Annexes

8.1. QUALITATIVE INTERVIEW GUIDES

8.1.1. Qualitative Interviews among the RCRC WASH staff – End evaluation

General questions

Do you know the Skybird programme, which is implemented by the AutRC, ERCS and URCS?

If yes: What can you tell me about Skybird and what is your role in Skybird?

From your perspective, what effect has the Skybird programme had in general?

Did it affect you and your daily work?

DW: Were there other programs that took place at the same time that had similar effects?

Have you heard of the WASH Skybird network?

If yes: Have you used the Skybird network?

If yes: Has it been useful for your work?

DW: Have you used any other networks recently that were of similar use?

Are you aware of any trainings that took place in the Skybird programme?

If yes: What trainings are you aware of and were they beneficial?

DW: Were there other trainings that had similar effects?

Specific questions: capacity development (strategy, collaboration, innovation, capacities)

Strategy

Do you know the WASH strategy of your National Red Cross Society?

If yes: Could you give me an example of what is included in the strategy?

If yes: Did the Skybird programme have an effect on the WASH strategy? *If yes*: Why was Skybird important for the strategy?

DW: Were there other projects with similar effects on the strategy/Do you think other projects would have had a similar effect on the WASH strategy?

(*If yes*: What is your opinion of the strategy?)

Collaboration

If you think about WASH and how you collaborate with branches and other partners, do you think Skybird had an effect on the collaboration between branches or with external partners in WASH and related fields? (E.g. exchange of information, provision of materials and data, collective implementation of projects/events)

If yes: Please give an example.

> *Inquire (only if needed):*
>
> What was the collaboration like before and how is it now?
>
> What were positive and negative effects of Skybird on how you collaborate?
>
> Did you adopt a project idea from another branch?
>
> (Other examples: Has participation in events changed? Do you now share more of your learnings with others and if so how? Have others increased sharing their know-how and learnings with you and if so how? How often do you meet/talk/mail and how often was it before?)

DW: Were there other projects that had a similar effect on how you collaborate with others?

Innovation

Have you tried new or different methods/approaches in your WASH projects and related fields since the beginning of the Skybird programme?

If yes: please give an example.

In your opinion, what does "innovative" mean? Can you give an example?

Did you get to know any good practice examples through the Skybird network?

If yes: please give an example.

DW: Were there any other projects in your region (branch) or Ethiopia (HQ) that fostered innovation in your organization?

Capacities

When you think about all the activities that took place in the Skybird programme: Did Skybird have an effect on the level of skills/know-how of RC employees/volunteers or the technical/organizational infrastructure? (E.g. better/easier project proposals, more beneficial exchange, better documentation)

If yes: Can you give an example?

DW: Were there any other events/programmes/activities that helped strengthen those capacities?

Specific questions: network

Have there been any beneficial exchanges or collaborations because of the Skybird network?

If yes: What has been the effect of these networking activities?

DW: Are there any other networks on the topic of WASH and related fields that are comparable to the Skybird network?

If yes: Do you use them?

If yes: What are those networks like compared to the Skybird network, do they offer more or something differently?)

Was there anything you learned about gender-related issues in East Africa (EA) through the Skybird programme?

If yes: please give an example.

DW: Can you think of any other networks that increased your knowledge about gender-related issues in EA?

Specific questions: gender

When you consider gender-related issues in your work/in your branch/in your organization/in general in WASH related fields, what are current challenges?

To what extend did Skybird have an effect on how you tackle these challenges or try to solve issues in this area? Please give an example.

DW: Were there any other programmes that had a similar effect? (Did Skybird have a particular effect that you can think of or are other programmes similar when it comes to gender-related issues?)

When you think about the decision-making processes that took place in your branch/organization in recent years, did gender play a role? *If yes*: please give an example.

What about you personally, do you think gender is an important issue in your branch/organization/country?

If yes: In what area do you think it is important? Please give an example.

If yes: Did Skybird have an effect on how gender is perceived? (How did Skybird raise awareness of the topic of gender? Please give an example.)

DW: Were there other programs, legislation, or the like that had a similar effect on gender awareness?

Specific questions: micro-projects

Was there anything you learned from the micro-project(s) you were responsible for in your branch/organization during the Skybird programme?

If yes: How did these learnings affect you, your branch/organization and the beneficiaries?

If yes: Was anything you learned from the micro-projects documented?

   If yes: How was it documented? Were those documents shared and *if yes* with whom?

   If yes: Were those learnings used for new micro projects?

DW: Can you think of other programmes where you gained similar knowledge?

Specific questions: scientific dialogue

Do you have any contact to universities or other scientific institutes?

If yes: Has there been any contact to science, scientific research or universities due to the Skybird programme?

If yes: Please give an example. What did you do?

DW: Were there any other programmes where you also came in contact with science?

Is there anything else that you would like to add to this topic, something that seems important to you and that we have not talked about yet?

8.1.2. Micro project staff

General questions

Do you know the Skybird programme, which is implemented by the AutRC, ERCS and URCS?

If yes: What can you tell me about Skybird and what is your role in Skybird?

From your perspective, what effect has the Skybird programme had in general?

Did it affect you and your daily work?

DW: Were there other programs that took place at the same time that had similar effects?

Have you heard of the WASH Skybird network?

If yes: Have you used the Skybird network?

If yes: Has it been useful for your work?

DW: Have you used any other networks recently that were of similar use?

Are you aware of any trainings that took place in the Skybird programme?

If yes: What trainings are you aware of and were they beneficial?

DW: Were there other trainings that had similar effects?

Specific questions: micro-projects

Was there anything you learned from the micro-project(s) you were responsible for in your branch/organization during the Skybird programme?

If yes: How did these learnings affect you, your branch/organization and the beneficiaries?

If yes: Was anything you learned from the micro-projects documented?

    If yes: How was it documented? Were those documents shared and *if yes* with whom?

    If yes: Were those learnings used for new micro projects?

DW: Can you think of other programmes where you gained similar knowledge?

Specific questions: capacity development (strategy, collaboration, innovation, capacities)

Strategy

Do you know the WASH strategy of your National Red Cross Society?

If yes: Could you give me an example of what is included in the strategy?

If yes: Did the Skybird programme have an effect on the WASH strategy? *If yes*: Why was Skybird important for the strategy?

DW: Were there other projects with similar effects on the strategy/Do you think other projects would have had a similar effect on the WASH strategy?

(*If yes*: What is your opinion of the strategy?)

Collaboration

If you think about WASH and how you collaborate with branches and other partners, do you think Skybird had an effect on the collaboration between branches or with external partners in WASH and related fields? (E.g. exchange of information, provision of materials and data, collective implementation of projects/events)

If yes: Please give an example.

    Inquire (only if needed):

    What was the collaboration like before and how is it now?

    What were positive and negative effects of Skybird on how you collaborate?

    Did you adopt a project idea from another branch?

    (Other examples: Has participation in events changed? Do you now share more of your learnings with others and if so how? Have others increased sharing their know-how and learnings with you and if so how? How often do you meet/talk/mail and how often was it before?)

DW: Were there other projects that had a similar effect on how you collaborate with others?

Innovation

Have you tried new or different methods/approaches in your WASH projects and related fields since the beginning of the Skybird programme?

If yes: please give an example.

In your opinion, what does "innovative" mean? Can you give an example?

Did you get to know any good practice examples through the Skybird network?

If yes: please give an example.

DW: Were there any other projects in your region (branch) or Ethiopia (HQ) that fostered innovation in your organization?

Specific questions: network

Have there been any beneficial exchanges or collaborations because of the Skybird network?

If yes: What has been the effect of these networking activities?

DW: Are there any other networks on the topic of WASH and related fields that are comparable to the Skybird network?

If yes: Do you use them?

If yes: What are those networks like compared to the Skybird network, do they offer more or something differently?)

Was there anything you learned about gender-related issues in East Africa (EA) through the Skybird programme?

If yes: please give an example.

DW: Can you think of any other networks that increased your knowledge about gender-related issues in EA?

Specific questions: gender

When you consider gender-related issues in your work/in your branch/in your organization/in general in WASH related fields, what are current challenges?

To what extend did Skybird have an effect on how you tackle these challenges or try to solve issues in this area? Please give an example.

DW: Were there any other programmes that had a similar effect? (Did Skybird have a particular effect that you can think of or are other programmes similar when it comes to gender-related issues?)

Did gender issues play a role in the development and implementation of micro projects? *If yes*: please give an example.

What about you personally, do you think gender is an important issue in your branch/organization/country?

If yes: In what area do you think it is important? Please give an example.

If yes: Did Skybird have an effect on how gender is perceived? (How did Skybird raise awareness of the topic of gender? Please give an example.)

DW: Were there other programs, legislation, or the like that had a similar effect on gender awareness?

Closing question

Is there anything else that you would like to add to this topic, something that seems important to you and that we have not talked about yet?

8.1.3.   Beneficiaries

Round 1

Has the micro-project affected you and your everyday life in any way? Did anything change in your everyday life since the start of the micro-project?

If yes: Can you give examples?

Round 2 (question depends on the specific micro-project)

I have taken a look at the respective reports on the micro-projects. It was said, for example, that........................... . What is your opinion?

Do some of you see it differently? *If yes*: Why? (Can you give an example?)

Round 3

From your perspective, is there anything that could be done differently or better in projects like the Skybird micro-project?

Is there anything you wish had been included or considered in the micro-project that had not been a part of your micro-project?

Closing questions (of there is time)

Did you notice anything new or different in the Skybird micro-project compared to other projects?

Is there anything else that you would like to add to this topic, something that seems important to you and that we have not talked about yet?

8.1.4. Local government

General questions

Do you know the Skybird programme, which is implemented by the AutRC, ERCS and URCS?

If yes: What can you tell me about Skybird?

From your perspective, what effect has the Skybird programme had in general?

How did it affect your municipality/district?

DW: Were there other programs that took place at the same time that had similar effects?

Specific questions: micro projects

Do you know of any Skybird micro-projects?

If yes: How did these projects affect your municipality/district/region?

If yes: What are important issues in your region and has the Skybird programme been able to contribute to tackling them?

If yes: From their perspective, did the Skybird micro-projects do anything differently than other projects? E.g. were there innovations in Skybird projects that could not be seen in other projects?

DW: Do they know of other players in the field of WASH that are active in your region?

Specific questions: network

Have you heard of the WASH Skybird network?

If yes: Have you used the Skybird network?

If yes: Do you see the Skybird network as useful? *If yes*: In what way is it beneficial?

DW: Have you used any other networks recently that were of similar use?

Closing question

Is there anything else that you would like to add to this topic, something that seems important to you and that we have not talked about yet?

8.2. INTERVIEW EVALUATION GRID (EXAMPLE: SENIOR MANAGEMENT)

Senior Staff RCRC																
Outcomes/																Deadweight
ID interview partner	Innovative approaches and methods in WASH and related fields RCRC objectives in the field of WASH are known	URCS/ERCS/AutRC decision makers have a feeling of ownership regarding developed WASH strategy	Increased collaboration within the RCRC and with external partners in WASH and related fields (exchange of information, provision of materials and data, collective implementation of projects/ events)	The WASH network and its tools are experienced as having an added value (Outcome 2.4)	WASH network members (f/m/organisation) have more knowledge and information in the field of WASH innovation and WASH-related and gender-related issues in East Africa (Outcome 2.1)	Good practices and innovations are adopted and scaled up in the RCRC movement. Good practices, innovations and learnings are shared across the WASH network and in the RCRC movement (Outcome 2.2)	Existence of an innovative mind-set in RCRC organizations	URCS and ERCS branches and HQ have new capacities (technical and project management skills) (Outcome 1.1)	URCS and ERCS branches and HQs have built up gender (Outcome 4.1), environment and social standard awareness	Gender dimensions are included in decision-making procedures by ERCS, URCS and AutRC (Outcome 4.2)	Actions that include gender-related issues are conducted in ETH, UG and AUT (Outcome 4.3)	Work on gender equality is seen as important by ERCS, URCS and AutRC staff/ volunteers/ boards	Increased Strengthened national and regional policy and scientific dialogue with participation of ERCS and URCS (Outcome 3.1)	Other…	Alternative services that would achieve similar effects

8.3. QUANTITATIVE SURVEYS

8.3.1. Quantitative survey for senior management

1. Please rank the priority of the following areas of work in your National Red Cross Society:

   ☐ Health and/or First Aid

☐ Food Security and Livelihood

☐ WASH

☐ Disaster (risk) management

☐ Gender equality

☐ GIS and/or data management

☐ CTP and/or FbF

☐ Shelter

☐ Climate Change

☐ other

1a. If selected "other", please specify: _____

2. How important is the topic of WASH in the work of your Red Cross National Society/ branch/department?

☐ not important at all

☐ of little importance

☐ of average importance

☐ very important

☐ absolutely essential

3. Do you know the WASH strategy of your National Red Cross Society?

☐ no

☐ yes

    a. If yes: can you name some of the objectives of the WASH strategy:

    1. _____

    2. _____

    3. _____

    b. If yes: have you been engaged in the WASH strategy development?

☐ no

☐ yes

4. How important is it for you to promote gender equality in the daily work of your Red Cross National Society/branch/department?

☐ not important at all

☐ of little importance

☐ of average importance

☐ very important

☐ absolutely essential

5. Did your Red Cross National Society/branch/department take any actions in the last 12 month to promote gender equality?

☐ no

☐ yes

a. If yes: Please describe them briefly (E.g.: Which measures were taken? Who participated? What were the topics? What were the results?): _____

6. Do you know the Skybird programme, which is implemented by the AutRC, ERCS and URCS?

☐ yes

☐ no

If yes:

a. What change have you observed in your organization since Skybird implementation began in 2019?: _____

☐ Increased innovation in WASH-projects and projects of WASH related fields (e.g. new tools and intervention methods).

☐ Strengthened capacities (e.g. project management; technical solutions)

☐ Increased collaboration between branches

☐ Increased collaboration between branches and headquarter

☐ Increased collaboration between RCRC units and external partners

☐ Evidence-based learning was strengthened

☐ Gender issues were given greater consideration

☐ Environmental issues were given greater consideration

☐ Social issues were given greater consideration

☐ Increased initiative by the branches for new projects or project proposals

☐ other

6aa. If selected "other", please specify: _____

b. What do you think is **the benefit for your** **National Society** of participating in the Skybird programme?:

_____

☐ Increased innovation in WASH-projects and projects of WASH related fields

☐ Strengthened capacities (e.g. project management; technical solutions) in the branches

☐ Strengthened capacities (e.g. project management; technical solutions) in the central organizational units (e.g. headquarter)

☐ Increased collaboration between branches

☐ Increased collaboration between branches and headquarter

☐ Increased collaboration between RCRC units and external partners

☐ Knowledge and application of evidence-based learning

☐ Increased consideration of gender issues

☐ Increased consideration of environmental issues

☐ Increased consideration of social issues

☐ Increased initiative by the branches for new projects or project proposals

☐ Increased financial resources for WASH-projects and projects in WASH related fields

☐ other

6ba. If selected "other", please specify: _____

c. What do you think is **<u>the benefit for the branches</u>** involved of participating in the Skybird programme?:
    _____

☐ Increased innovation in WASH-projects and projects of WASH related fields

☐ Strengthened capacities (e.g. project management; technical solutions) in the branches

☐ Strengthened capacities (e.g. project management; technical solutions) in the central organizational units (e.g. headquarter)

☐ Increased collaboration between branches

☐ Increased collaboration between branches and headquarter

☐ Increased collaboration between RCRC units and external partners

☐ Knowledge and application of evidence-based learning

☐ Increased consideration of gender issues

☐ Increased consideration of environmental issues

☐ Increased consideration of social issues

☐ Increased initiative by the branches for new projects or project proposals

☐ Increased financial resources for WASH-projects and projects in WASH related fields

☐ other
6ca. If selected "other", please specify: _____

d. What do you think is the **<u>benefit</u>** of the Skybird programme **<u>for other organisations</u>** (RCRC and external)?:
    _____

☐ Increased innovation in WASH-projects and projects of WASH related fields

☐ Increased collaboration with national society

☐ Increased collaboration with local/regional RCRC units

☐ Access to knowledge generated in Skybird funded projects (evidence based learning)

☐ Increased consideration of gender issues

☐ Increased consideration of environmental issues

☐ Increased consideration of social issues

☐ Less need to fund WASH-projects and projects in WASH related fields

☐ Stronger joint presence in WASH and related fields

☐ other

6da. If selected "other", please specify: _____

e. What activities of the Skybird programme were most important to achieve these benefits/outcomes?:
_____

☐ WASH strategy development

☐ Trainings

☐ Micro projects

☐ WASH network activities

☐ other

6ea. If selected "other", please specify: _____

Please provide us some general information:

7. For which Red Cross National Society do you work?

☐ AutRC

☐ ERCS

☐ URCS

☐ other: _____

7a. If selected "other", please specify: _____

8. What kind of working relationship do you have with the Red Cross?

☐ volunteer

☐ employed staff

☐ Board member

☐ other

   a. If selected "other", please specify: _____

9. Do you work for the HQ or at branch level?

☐ HQ

☐ branch level

☐ Board

☐ other

a. If selected "other", please specify:_____

10. How many months or years have you worked for the Red Cross?

☐ 0-12 months

☐ 1-3 years

☐ 3-5 years

☐ 5-10 years

☐ over 10 years

11. What is the highest degree of school you have completed?

☐ primary school

☐ secondary school/high school

☐ university degree

☐ other: _____

   11a. If selected "other", please specify: _____

12. How old are you?

☐ 18-24

☐ 25-35

☐ 35-45

☐ 45-55

☐ over 55

13. What is your sex?

☐ female

☐ male

☐ By submitting, I hereby agree that my personal data (gender, occupation and age) will be processed by the Austrian Red Cross and the University of Economics and Business (WU) in Vienna, Austria, for the purpose of evaluation, management and improvement of the Skybird programme. My sex, organisation/occupation and age will be shared by the Austrian Red Cross with the project donor, the Austrian Development Agency, according to the donor's regulations (the data will not be shared with any other party). You have the right to withdraw your consent at any time, by contacting washnetwork@redcross.at. The withdrawal of consent will not affect the lawfulness of processing based on consent before its withdrawal. The data will be stored safely and kept for a maximum period of 10 years after the end of the programme.

Thank you for your cooperation. Your information and feedback will help us to make the next Skybird cycle better and more efficient.

If you would like to receive the results of the evaluation, please enter an e-mail address to which we can send the information after the report has been completed: _____

8.3.2.   Quantitative survey for micro project staff

14. For which Red Cross National Society do you work?

☐ KRCS

☐ RRCS

☐ ERCS

☐ URCS

☐ other

1a. If selected "other", please specify: _____

15. Do you work for the HQ or at branch level?

☐ Headquarter

☐ branch level

☐Board

☐ other: _____

2a. If selected "other", please specify: _____

16. What kind of working relationship do you have with the Red Cross?

☐ volunteer

☐ employed staff

☐ Board member

17. What is your position?

☐ branch manager

☐ PMER manager

☐ project manager

☐ project assistant

☐ other: _____

4a. If selected "other", please specify: _____

18. How many months or years have you been working for the Red Cross?

☐ 0-12 months

☐ 1-3 years

☐ 3-5 years

☐ 5-10 years

☐ over 10 years

19. What is your sex?

☐ female

☐ male

Other/prefer not to say

20. Are you familiar with the concept of the Skybird micro projects?

☐ no

☐ yes

21. Have you been involved in the planning and/or implementation of a Skybird micro project?

☐ no

☐ yes

22. Please explain the positive or negative outcomes of your branch's participation in the Skybird programme on the following groups with a few key words or a few sentences: (all fields mandatory with a minimum of one word)

	Positive outcomes	Negative outcomes
You personally:	9aa	9ab
Your RCRC branch:	9ba	9bb
Other RCRC branches:	9ca	9cb
Your National Society:	9da	9db
The beneficiaries of the project:	9ea	9eb
Other groups (e.g. other National society, RCRC external organisations):	9fa	9fb

23. Please indicate whether you agree or disagree with the following statements regarding the Skybird micro project programme (scale: strongly agree, agree, disagree, strongly disagree, I do not know, not relevant):

- Participating in the micro project programme taught me how to write better project proposals.
- Participating in the micro project programme taught me how to find and approach financiers of projects in the field of WASH.
- Participating in the micro project programme taught me how to promote a project to externals.
- By participating in the Skybird micro project programme, I gained new knowledge on innovative tools and methods in the field of WASH.
- During the implementation and monitoring of my micro project, I gained learnings regarding effective interventions in the field of WASH.
- For the micro project I implemented, I feel a special responsibility compared to other projects.
- In the last months, I shared learnings of my micro project with other branches and/or National Societies.
- The Skybird micro project programme raised my awareness on gender issues in the field of WASH.
- Participating in the micro project increased my awareness of inclusion and diversity.
- Participating in the micro project has increased my knowledge in planning, monitoring and reporting of project activities.
- Participating in the micro project increased my knowledge in producing products with good visibility.
- The beneficiaries' acceptance of the Skybird micro project is higher than compared to other projects.

- The Skybird micro project programme helped my branch to be more innovative.
- My branch developed capacities in the Skybird micro project programme to develop its own projects in the future.
- WASH is a priority in my branch.
- WASH is a priority in my National Society.

24. What do you like about the Skybird micro project programme? (multiple choice possible)

☐ mode of cooperation with PNS

☐ project idea development process

☐ international exchange among micro project implementers

☐ micro project volume/budget

☐ micro project duration

☐ given thematic areas

☐ tendering process

☐ other _____

☐ nothing

25. What do you dislike about the Skybird micro project programme? (multiple choice possible)

☐ mode of cooperation with PNS

☐ project idea development process

☐ international exchange among micro project implementers

☐ micro project volume/budget

☐ micro project duration

☐ given thematic areas

☐ tendering process

☐ other _____

☐ nothing

26. Please help us to improve in future projects and explain what you would recommend to do differently:

  _____

27. Would you apply for a Skybird micro project grant again?

  ☐ no

  ☐ yes

28. How many women are involved in your micro project(s) (in total, from HQ to beneficiary level)?

  ☐ on project management level: _____
  ☐ on staff level: _____
  ☐ on volunteer level: _____
  ☐ on beneficiary level: _____

29. How important is it for you to promote gender equality/mainstreaming in the daily work of your Red Cross National Society/branch?

  ☐ not important at all

  ☐ of little importance

  ☐ of average importance

  ☐ very important

  ☐ absolutely essential

30. Did your Red Cross National Society/ branch/department take any actions in the last 12 month to promote gender equality?

  ☐ no

  ☐ yes

  b. If yes: Please describe them (E.g.: Which measures were taken? Who participated? What were the topics? What were the results?):

  _____

☐ By submitting, I hereby agree that my personal data (gender, occupation and age) will be processed by the Austrian Red Cross and the University of Economics

and Business (WU) in Vienna, Austria, for the purpose of evaluation, management and improvement of the Skybird programme. My sex, organisation/occupation and age will be shared by the Austrian Red Cross with the project donor, the Austrian Development Agency, according to the donor's regulations (the data will not be shared with any other party). You have the right to withdraw your consent at any time, by contacting washnetwork@redcross.at. The withdrawal of consent will not affect the lawfulness of processing based on consent before its withdrawal. The data will be stored safely and kept for a maximum period of 10 years after the end of the programme.

Thank you for your cooperation. Your information and feedback will help us to make the next Skybird cycle better and more efficient.

If you would like to receive the results of the evaluation, please enter an e-mail address to which we can send the information after the report has been completed: _____

8.3.3.   Quantitative survey for network members

1. Are you part of the Sykbird WASH network?

    ☐ yes

    ☐ no

    a. If yes: which communication channels/tools are you using and which events did you visit?

        ☐ LinkedIN CoP

        ☐ IFRC Learning Platform

        ☐ Newsletter

        ☐ Skybird Website

        ☐ Literature Club

        ☐ Speed Dating Events

        ☐ Virtual Field Visits

        ☐ Skybird WASH Network – Twitter

☐ Skybird WASH Network – You Tube Channel

b. If no: We would like to invite you to our knowledge and communication tools. Which tools are you interested in?

☐ LinkedIN CoP (get to know each other and discuss)

☐ IFRC Learning Platform (technical learning opportunities)

☐ Newsletter (relevant monthly updates)

☐ Skybird Website

☐ Literature Club

☐ Speed Dating Events

☐ Virtual Field Visits

☐ Skybird WASH Network – Twitter

☐ Skybird WASH Network – You Tube Channel

2. Please indicate what kind of organisation you are working for:

☐ Red Cross Red Crescent (RCRC)

☐ Non-governmental organisation (not RCRC)

☐ Governmental organisation

☐ Private company

☐ University/Research institute

☐ Other: _____

3. How years have you worked in the field of WASH?

☐ < 1 year

☐ 1-3 years

☐ 3-5 years

☐ 5-10 years

☐ over 10 years

4. What is your sex?

☐ female

☐ male

In the last **6 months**, …	never	1-3 times	4-6 times	7-10 times	more than 10 times
5. … how often did you **share information or learnings** in the field of WASH with players <u>inside</u> the RCRC movement?	☐	☐	☐	☐	☐
6. … how often did you **share information or learnings** in the field of WASH with players <u>outside</u> the RCRC movement?	☐	☐	☐	☐	☐
7. … how often did you **collaborate** in the field of WASH with players <u>inside</u> the RCRC movement?	☐	☐	☐	☐	☐
8. … how often did you **collaborate** in the field of WASH with players <u>outside</u> the RCRC movement?	☐	☐	☐	☐	☐

Please indicate to what extent the following statements apply to you:

	not at all 1	2	3	4	5 extensively
9. I know about the **activities** in the field of WASH that are currently executed by different organisations in my country.	☐	☐	☐	☐	☐
10. I know about **innovative activities** in the field of WASH that are currently tested in my country.	☐	☐	☐	☐	☐
11. I **know** about current **gender-related issues** in the field of WASH in my country.	☐	☐	☐	☐	☐
12. My organisational unit is **taking actions** to tackle **gender-related issues** in the field of WASH.	☐	☐	☐	☐	☐

13. I include **gender-related issues** in the field of WASH in decision-making procedures.	☐	☐	☐	☐	☐
14. I **know** about the current **scientific dialogue** in the field of WASH in my country.	☐	☐	☐	☐	☐
15. My organisational unit is **taking part** in a **scientific dialogue** about WASH (e.g. university projects, presentations).	☐	☐	☐	☐	☐
16. I **know** about various **funding opportunities** in the field of WASH in my country.	☐	☐	☐	☐	☐
17. My organisational unit is **collaborating** with **non-traditional donors** in the field of WASH.	☐	☐	☐	☐	☐
18. I know the **important players** in the field of WASH in my country.	☐	☐	☐	☐	☐
19. I consider the Skybird **WASH network** useful for my <u>daily work</u>.	☐	☐	☐	☐	☐
20. WASH is a priority in the Red Cross Red Crescent movement.	☐	☐	☐	☐	☐
21. Through the Skybird WASH network, I now **share more information** on WASH with people outside my own organisation than before participating in it.	☐	☐	☐	☐	☐
22. Through the Skybird WASH network I have received **WASH relevant information** that I would not have received otherwise.	☐	☐	☐	☐	☐
23. Through the Skybird WASH network, I have gathered **new contacts** that I have already contacted with specific questions.	☐	☐	☐	☐	☐
24. Through the Skybird WASH network, I have gained additional knowledge on **gender relevant issues** in WASH.	☐	☐	☐	☐	☐
25. Through the Skybird WASH network, I have gained additional knowledge on a **scientific dialogue** about WASH.	☐	☐	☐	☐	☐
26. Through the Skybird WASH network, I have gained additional knowledge on **traditional and non-traditional funding opportunities**.	☐	☐	☐	☐	☐

27. Do you have any recommendation for us to improve our work in establishing a WASH network?

_____

28. **If you have already taken part in this survey in 2020 or 2021, please enter your name again so that we can refer to the data from that time.**

first name(s) :_____

*last name(s)*_____

☐ By submitting, I hereby agree that my personal data (name, gender) will be processed by the Austrian Red Cross and the University of Economics and Business (WU) in Vienna, Austria, for the purpose of evaluation, management and improvement of the Skybird programme. My sex, organisation/occupation and age will be shared by the Austrian Red Cross with the project donor, the Austrian Development Agency, according to the donor's regulations (the data will not be shared with any other party). You have the right to withdraw your consent at any time, by contacting washnetwork@redcross.at. The withdrawal of consent will not affect the lawfulness of processing based on consent before its withdrawal. The data will be stored safely and kept for a maximum period of 10 years after the end of the programme.

Thank you for your cooperation. Your information and feedback will help us to make the next Skybird cycle better and more efficient.

8.4. SENIOR MANAGEMENT: FINAL EVALUATION OF SKYBIRD PROGRAMME – RANKING

8.4.1. Observed changes in the organisation since Skybird implementation in 2019

Observed changes in the organisation since Skybird implementation in 2019

Category	Value
Strengthened capacities (e.g. project management; technical solutions) (n=29)	93,10%
Increased initiative by the branches for new projects or project proposals (n=29)	93,10%
Gender issues were given greater consideratio (n=29)	89,66%
Increased innovation in WASH projects and projects of WASH related fields (e.g. new tools and intervention…	82,76%
Increased collaboration between branches and headquarter (n=29)	82,76%
Environmental issues were given greater consideration (n=29)	65,52%
Increased collaboration between RCRC units and external partners (n=29)	62,07%
Social issues were given greater consideration (n=29)	62,07%
Evidence-based learning was strengthened (n=29)	51,72%
Increased collaboration between branches (n=29)	37,93%

8.4.2. Benefit for National Society of participating in Skybird programme

Benefit	Percentage
Increased innovation in WASH projects and projects of WASH related fields (n=29)	89,66%
Increased consideration of gender issues (n=29)	89,66%
Strengthened capacities (e.g. project management; technical solutions) in the branches (n=29)	86,21%
Strengthened capacities (e.g. project management; technical solutions) in the central organizational units (e.g. headquarter) (n=29)	79,31%
Increased collaboration between branches and headquarter (n=29)	75,86%
Increased initiative by the branches for new projects or project proposals (n=29)	75,86%
Increased financial resources for WASH projects and projects in WASH related fields (n=29)	65,52%
Knowledge and application of evidence-based learning (n=29)	62,07%
Increased consideration of environmental issues (n=29)	62,07%
Increased consideration of social issues (n=29)	55,17%
Increased collaboration between branches (n=29)	51,72%
Increased collaboration between RCRC units and external partners (n=29)	44,83%

8.4.3. Benefit for the branches of participating in the Skybird programme

Category	Value
Strengthened capacities (e.g. project management; technical solutions) in the branches (n=29)	93,10%
Increased innovation in WASH projects and projects of WASH related fields (n=29)	89,66%
Increased collaboration between branches and headquarter (n=29)	86,21%
Increased consideration of gender issues (n=29)	86,21%
Increased initiative by the branches for new projects or project proposals (n=29)	79,31%
Increased consideration of environmental issues (n=29)	72,41%
Increased consideration of social issues (n=29)	72,41%
Increased financial resources for WASH projects and projects in WASH related fields (n=29)	65,52%
Strengthened capacities (e.g. project management; technical solutions) in the central organizational units (e.g. headquarter) (n=29)	62,07%
Knowledge and application of evidence-based learning (n=29)	62,07%
Increased collaboration between branches (n=29)	51,72%
Increased collaboration between RCRC units and external partners (n=29)	51,72%

8.4.4. Benefit of the Skybird programme for other organisations (RCRC and external)

Category	Value
Increased collaboration with local/regional RCRC units (n=29)	89,66%
Increased collaboration with national society (n=29)	79,31%
Increased consideration of gender issues (n=29)	68,97%
Increased consideration of social issues (n=29)	68,97%
Stronger joint presence in WASH and related fields (n=29)	68,97%
Access to knowledge generated in Skybird funded projects (evidence based learning) (n=29)	62,07%
Increased consideration of environmental issues (n=29)	58,62%
Increased innovation in WASH-projects and projects of WASH related fields (n=29)	55,17%
Less need to fund WASH-projects and projects in WASH related fields (n=29)	27,59%

Infos und Kontakt

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