# External Impact Assessment of the THRIVE Consortium Project

## Final Report

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## ACRONYMS

EATHAN:     East Africa Trans Health and Advocacy Network

FGDs:       Focus Group Discussions

GATE:       Global Action for Trans Equality

HIV:        Human Immunodeficiency Virus

KIIs:       Key Informant Interviews

KVP:        Key and Vulnerable Populations

LGBTQIA+:   Lesbian, Gay, Bisexual, Transgender, Intersex, Queer/Questioning, Asexual.

M&E:        Monitoring and Evaluation

OECD:       Organization for Economic Co-operation and Development

RCF:        Robert Carr Fund

THRIVE:     Trans Health and Rights Advocacy Network

TGEU:       Transgender Europe

ToR:        Terms of Reference

UC Trans:   United Caribbean Trans Network

WHO:        World Health Organization

# 1. EXECUTIVE SUMMARY

## 1.1 Brief Summary

For the period 2022 to 2024, the THRIVE Consortium, encompassed three regional and one global trans-led organizations with an aim to advance the human rights and health of trans and gender diverse people through core organizational capacity grants. This assessment examines the Consortium's effectiveness in achieving its objectives, which focused on governance and management, financial management, sustainability and resource mobilization, human resources, and programs.

## 1.2 Key Findings

**Network Building:** The THRIVE Consortium connected different trans rights groups globally and cross-regionally, contributing to larger and more cohesive trans movement building. Enabling connection-building between different trans groups residing in different countries to exchange knowledge and experiences and to collaborate. This is accomplished through flexible funding that can be used as core organization funding, enabling Consortium members to have the capacity to organize events.

**Advancement of advocacy priorities:** Through this Project, core funding has enabled direct advocacy works and others identified as crucial to support or sustain advocacy efforts by Consortium members. It also contributed to strengthened internal advocacy capacity, expanded network for collaborative actions, amplified voices from diverse trans and gender diverse communities and increased the sphere of influence amongst the Consortium partners.

Of note is the representation of GATE as co-chair of the Guidelines Development Group for the WHO's guidelines on the health of trans and gender diverse people (also referred to as the gender-affirming care guidelines).

**Strengthened capacity of members and communities:** Significant contribution to organizational capacity by providing core and flexible funding, allowing resource mobilization to various important work within trans rights advocacy while creating sustainable existence. Core funding allowed for broader staff capacity development as opposed to project activities that focused more on the long-term and at-the-core process of building a movement and network due to the nature of the grant.

## 1.3 Key Recommendations

- Translation of materials and communication documents to in-country languages to improve accessibility and inclusivity and contribute to decolonization

- A dedicated collective and safe platform for Consortium partners to exchange information and news.

- The Consortium could put more effort into visibility and a communications and media strategy, assuming it is safe.

- Further, document THRIVE as a case study for effective cross-regional and cross-movement networking and collaboration.

- Dedicating resources to strengthen the Consortium's monitoring and evaluation capacity for collective learning and evidence documentation.

- Engaging potential THRIVE partners from other regions currently underrepresented - for example, Latin America, Asia, and the Pacific

- Increased funding to further scale up efforts for visibility and accessing important advocacy spaces

## 2. INTRODUCTION

### 2.1 Project Background

The THRIVE Consortium encompasses three regional and one global trans-led organizations: East Africa Trans Health and Advocacy Network (EATHAN), Global Action for Trans Equality (GATE), Transgender Europe (TGEU) and UC Trans (United Caribbean Trans Network). It is a multi-year project with activities spanning international and regional levels across the Caribbean, East Africa, Europe and Central Asia, and the Middle East and North Africa. With English serving as the primary language of communication, the Project focuses on key strategic goals:

- Strengthening connections among trans rights groups worldwide to build a more cohesive international trans movement;

- Enhancing the capacity of trans-led networks to sustain and expand the role of community-led organizations in the HIV response;

- Empowering global and regional community-led networks to advocate for legal recognition and access to health rights for trans and gender diverse communities; and

- Generating knowledge and resources to support evidence-based advocacy efforts.

RAISE Global Health ("RAISE") was contracted by GATE on behalf of the Consortium to conduct an external and independent impact assessment from October 9, 2024, to December 31, 2024. THRIVE is often referred to as "the Project" or "the Consortium" by interview participants during this assessment. Throughout this report, "participants" refers to interviewees or interviewed participants. These terms may be used interchangeably.

### 2.2 Objectives of the Evaluation

This assessment aims to critically evaluate the impact of the THRIVE Consortium's initiatives in achieving their stated objectives. It seeks to document key successes, challenges and lessons learned while offering evidence-based recommendations to enhance governance, financial management, sustainability, human resources and programmatic effectiveness.

## 2.3 Limitations of the Evaluation

- **Time constraints:** The limited evaluation timeline and its end-of-year timing made engaging all relevant stakeholders as we would have liked challenging. Coordinating with and scheduling participants was difficult as most had conflicting priorities.

- **Time-zone challenges:** With the varied time zones among participants and also RAISE team, scheduling was challenging, and calls had to be rebooked on numerous occasions.

- **Limited understanding of Core funding:** Some participants had difficulty allocating success for core funding. Understanding that core funds that cover human resources have a direct impact on programming needs to be improved.

# 3. METHODOLOGY

## 3.1 Summary Methodology

This evaluation was conducted qualitatively using a feminist approach. Rather than a solely technical approach, feminist evaluation acted as ethical guiding principles with six core values: evaluation as a political instead of neutral activity; acknowledgment of knowledge as culturally, socially, and temporally meaningful; knowledge as a powerful resource with explicit or implicit purpose; awareness that research methods, institutions, and practices are social constructs; acknowledgment that gender inequities are one manifestation of social injustice intersecting with other injustices in unique ways; and action and advocacy as morally and ethically appropriate responses of an engaged feminist evaluator.

We combined qualitative assessment of Project documents (including reports, publications, and products) and qualitative interviews with key informants from all 4 THRIVE Consortium members. First, we developed an evaluation matrix based on the objectives of the Project and the evaluation as stated by the Project documents and the Terms of Reference (ToR) of the assessment. This evaluation matrix was structured according to the criteria from the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC): outcome/effectiveness, impact, efficiency, sustainability, relevance, and coherence. We primarily focused on effectiveness, impact and sustainability, with efforts made to assess efficiency qualitatively, coherence and relevance. We also added additional criteria from feminist evaluation principles on power dynamics.

Based on the evaluation matrix, we developed the KII guides, which utilized gender-affirmative languages as much as possible. The following qualitative interviews were conducted by the evaluation team:
- **GATE**:  3 KII with staff and 6 KII with external partners

- **EATHAN**: 1 KII with staff and 3 KII with board members.

- **TGEU**: 1 with staff and 3 KII with external partners

- **UC Trans**:  1 KII with staff

## 3.2 Operational Context

### 3.2.1 Time Frame

The evaluation was conducted over a period of three months; from the 9th of October 2024 to the 16th of January 2025. Albeit time constricted, we were able to extensively review the documents, develop an evaluation matrix, conduct key informant interviews, analyze data and develop the report.

### 3.2.2 Geographical Scope

The evaluation focused on the location of the Consortium members, namely, East Africa, Europe and Central Asia and the Caribbean. An emerging trans regional network from the SWANA region was also interviewed, however, they are not yet a THRIVE partner.

## 3.3 Sampling Design

### 3.3.1 Sampling Strategy

The sampling design for this evaluation used a purposive sampling strategy to select participants who were best placed to provide meaningful insights into the key objectives of the THRIVE Project. The Consortium members were requested to identify and provide RAISE with individuals who are well-versed in the Project. These individuals could be directly working with THRIVE or people who were external to the Project and partners but had been witness to or involved in THRIVE's work in some capacity. Purposive sampling allowed for the intentional selection of participants based on their familiarity with the THRIVE Project, as well as their familiarity with the Consortium members.

### 3.3.2  Sample Size

Ideally, the sample size for a qualitative evaluation is determined by reaching data saturation, where additional participants no longer provide significantly new information or insights. However, for this study, the sample size was primarily based on how many stakeholders from each THRIVE Consortium member we could engage with within the evaluation timeframe. This was influenced by the number of participants proposed by each organization and their availability.  **Table 1** below shows the number of participants we interviewed across Consortium members:

| Stakeholder type | GATE | EATHAN | TGEU | UC Trans |
|---|---|---|---|---|
| Staff | 3 | 1 | 2 | 1 |
| Board Member | 0 | 3 | 0 | 0 |
| External Partners | 6 | 0 | 3 | 0 |

### 3.3.3 Participant Selection Criteria

The selection process for participants was inclusive and diverse. The evaluation team sought representation from all THRIVE Consortium member organizations and respective Project stakeholders. The criteria for selection included:

• A range of experiences with the THRIVE Consortium's strategic priorities encompassing both successes and challenges.

• Diverse perspectives, such as those of organizational staff versus Project participants.

This approach aimed to ensure that the evaluation captured a comprehensive and nuanced understanding of the Project's impact on various segments of stakeholders across different contexts.

## 3.4 Data Collection Tools

RAISE collected evaluation data about the THRIVE Project from various key stakeholder interviews. The questions were developed from the Project background documents provided by GATE. These questions served as a guide to key thematic areas related to the THRIVE Project. The interview questionnaires were structured to measure the impact, effectiveness, efficiency, relevance, sustainability and coherence of the Project and its associated outcomes.

The interview questions were developed in English. They were translated, on a need basis to Swahili, as some participants requested to be interviewed in Swahili. The questionnaire used is provided in the Annex. Participant information and the questions were shared with participants during the initial contact. Before each interview was conducted, we ensured to receive consent from the participants.

Interviews were conducted on Zoom or Google Meet, depending on participant preference. If the participant consented to recording, the interview was recorded, and a draft transcription was made using Zoom AI transcription. After the draft transcription was generated it was reviewed for accuracy while re-listening to the recording. It was de-identified during this process.

## 3.5 Data Processing and Analysis

In the initial phase, secondary data extraction was conducted on Project documents, including the grant application and related materials. This process involved systematically reviewing shared documents to extract relevant information aligned with the evaluation objectives. Specifically, we focused on identifying the Project outcomes expected at the outset to assess whether these were achieved later during the evaluation. We synthesized this so that it could be used to provide contextual background, clarify Project goals and intended outcomes, and supplement findings from the primary data analysis.

During the analysis of primary data, we used framework analysis, a systematic approach to qualitative data analysis that involves organizing data into a structured framework based on predefined research objectives while allowing for the emergence

of new themes. We first conducted an initial round of analysis, loosely organizing the data according to the evaluation matrix while allowing new themes to emerge (e.g., additional themes emerged in the facilitating and challenging factors section). We then triangulated findings from the secondary and primary data extraction. This process involved comparing and integrating evidence from all data sources. The themes and insights from the qualitative data were cross-referenced with the expected outcomes identified in the Project documents to confirm alignment and identify discrepancies.

We used an intersectionality framework to analyze the data, considering intersectionality-based power dynamics and conducting power analysis as applicable. We also adopted a contribution analysis approach to the data analysis, attempting to identify the reasoning behind how certain changes happened and in what context. However, our contribution analysis was limited by the limitations of data collection and, as such, the limitations of the available data itself.

## 3.6 Quality Control

Maintaining stringency and integrity of qualitative evaluation is crucial for the validity and reliability of findings. Several measures were implemented to maintain quality control throughout the evaluation process of the THRIVE Consortium Project:

- **Regular Team Meetings:** Weekly meetings, and additional sessions as needed, were held among evaluation team members to discuss emerging themes, resolve discrepancies in data interpretation, and refine the interview approach as required. These meetings facilitated ongoing calibration of the team's understanding and interpretation of the data.

- **Rich Regional Context:** The evaluation team's diversity and regional expertise allowed for a nuanced understanding of the unique social, cultural, and political contexts across the areas represented in the THRIVE Consortium Project.

- **Peer Debriefing:** Peer debriefing sessions allowed team members to discuss their experiences and thoughts related to the data collection process. This reflective practice helped in minimizing biases and enhancing reflexivity.

## 3.7 Privacy, Confidentiality, and Data Security

Participants in this evaluation were fully informed of their rights, including the option to consent (or not) to participation, to enable or disable their video during online sessions, to consent (or not) to being recorded, and to withdraw their participation and consent at any time without consequences. To ensure confidentiality, all data collected was anonymized using a participant numbering system accessible only to the RAISE project team, whose members have signed non-disclosure agreements as part of their engagement. RAISE employed a secure data storage system for all key informant interviews (KIIs). All audiovisual and written materials will be permanently deleted six months after the assignment's completion. This report contains no personal identifiers or other sensitive information.

# 4. RESULTS

The evaluation results are organized based on the THRIVE Consortium Project's objectives outlined in the background section. They are combined with participants' insights on the Project's successes and challenges, relevance to their needs and contexts, sustainability potential and any unintended effects.

## 4.1 Strengthened connections among trans rights groups globally by developing a more cohesive movement with regional partners.

The THRIVE Consortium has connected different trans rights groups globally and cross-regionally in various ways, contributing to a more extensive and cohesive trans movement building. The Consortium itself had both global and regional networks set up with regular and ad-hoc meetings, enabling connection-building between different trans groups residing in different countries to exchange knowledge and experiences and to collaborate. Another way the Project contributed to a cohesive international trans movement was by bringing together community members through global events and conferences. The Project has provided flexible funding that can be used as core organizational funding, enabling Consortium members to have the capacity to organize these events.

Many participants highlighted the Unite! Advocate! Thrive! Global Trans Conference 2024, as a key Project-supported contributor to strengthening the trans movement and expanding networks. This was a joint organizing effort among 13 organizations globally, including the THRIVE members In addition, a networking zone was explicitly dedicated to the trans community at the AIDS 2024 Conference, which took place immediately after the Global Trans Conference, and focused on three interconnected themes: health, human rights, and movement building. GATE was the lead organizer of this activity. While GATE has conducted this activity in previous conference cycles,. having the two conferences back-to-back provided the opportunity for a dedicated space at AIDS 2024 for THRIVE Consortium members to host a 'learning and sharing' platform. Participants expressed that both of these spaces have given the trans community platforms to be acknowledged as experts in their own rights

The Consortium supported GATE in diversifying scholarship allocations for attending the Global Trans Conference through direct recommendations based on regional expertise, with GATE providing majority of attendees with full scholarships. This contributed to sharing opportunities for people who would otherwise not have been able to participate and diversifying trans voices in the conference itself. We have interviewed participants from the Global South who participated in the conference, especially in the pre-conference, and they expressed the following:

> *"This was the biggest gathering I have been to during my entire career of almost 10 years. I met people from the other side of the world, which I would never have been able to do if I didn't go to that conference. [...]This allowed me to learn about other countries and adopt their strategy in my work back home." (P30, GATE External)*

> *"I felt like we had representatives from around the world at every session, and it felt safe to speak and share ideas." (P29, GATE External)*

Separate to the conference, network building also happens informally and snowballs by referrals between different individuals and organizations across regions within the THRIVE Consortium Project. The Project also contributed to larger alliance-building on the issue of trans rights, for example, by enabling organizations to connect with more allies working on interconnected issues. One participant from an external partner of TGEU working on HIV issues mentioned, for example, that it was the first time they had ever worked with someone from the trans community, which they perceived as a good opportunity for allyship-building and knowledge exposure. Moreover, both Consortium and regional-level participants expressed that the network contributed to increased cohesiveness, alignment, and solidarity between the different groups and movements. Several participants felt that trans communities face similar problems globally; therefore, expanding networks and connections helps communities consolidate their efforts.

> *"...and if we only consider the connections and relationships that have been strengthened across regions, even though this is less visible, it is deeper work that will show impact on the long-term. We are learning from one another, exchanging materials, exchanging knowledge, while building a more cohesive and united trans movement. I think this has been a great, a great success." (P23, GATE)*

> *"...whenever I ask [a Consortium member's representative] for contacts and networks in different regions to include them in a session or a project, it takes seconds to get an answer."(P27, GATE's external partner)*

> *"So I think that was helpful, because they...You know...Have more allies to count on than before." (P18, TGEU External)*

> *"It's given [regional network member] an opportunity to build their capacity and also provide more information that can help us get more funding and also build on, uuh, different networks and connections and communities, since we all face the same similar problems. So it has all helped us actually work together, to find solutions to this problem." (R17, EATHAN)*

We note that the Project has contributed to bidirectional knowledge and support exchange. For example, a participant from EATHAN feels that their community's efforts are *"bolstered through solidarity"* in the Project Consortium. Meanwhile, a participant from TGEU shared how they had the opportunity to learn about the correlation between trans rights and climate change from UC Trans during the Global Trans Conference,  an issue that they "[had] never even thought about" - and about migration processes from EATHAN.

The connection built through the Project has also contributed to, or raised the potential of, collaborative activities between trans groups. For example, a conference participant from a low-income country shared that their connection built with their European colleagues contributed to them participating in the Trans Day of Remembrance in Amsterdam, the Netherlands, alongside their European colleagues and how their conversations have explored the potential of collaborative research where South-to-North knowledge sharing can happen. They mentioned, for example, that the advocacy achievement in their own country to integrate a trans health budget into the government budget can be a knowledge the South can offer the North.

*"[...] most of the time people, I think, around the globe, we, we had the same problem of getting access to [...]care and then the fact that we have opened this [clinic's name] clinic, which is led by the trans community for almost 9 years. We have done a lot of capacity building in our region, and we're talking about the next step where maybe we can work together to transfer the knowledge and experience, you know, into Europe as well. [...] We are currently talking about maybe the research collaboration or what kind of research topic that we are looking at." (P30, GATE)*

Using capacity built as part of the THRIVE Consortium UCTrans provided financial support and collaborated with other Caribbean organizations to produce Gender Diverse Health Training for Health Care Professionals in 2023 and 2024, the first initiative of its kind in the region. This annual training equips healthcare providers with the tools to deliver inclusive, affirming care to trans and gender diverse people.

The program addressed critical topics, including creating safe healthcare environments, meeting clinical needs, and navigating regional legal and policy barriers to care. By supporting these initiative workshops, UC Trans and their partners have created critical new pathways to healthcare access and improved outcomes for trans populations across the Caribbean region.

## 4.2 The advancement of advocacy priorities that further and strengthen the rights and health of trans and gender diverse people

Advocacy priorities such as changes in policy or practice typically take longer and require complex pathways to be achieved with many contributing factors, which we were unable to cover in this evaluation. However, we have identified progress in the right direction towards advocacy gains for trans rights and health, which was contributed by the Project. As discussed in the capacity strengthening section above, the Project provided core funding that has enabled many other works to be done by the Consortium partners. Many were direct advocacy works, and others were identified as crucial to support or sustain advocacy efforts. Overall, the Project has contributed to strengthened internal advocacy capacity, expanded network for collaborative actions, amplified voices from more diverse trans communities and an increased sphere of influence amongst the Consortium partners.

The support received by GATE has contributed positively to its access to high-level and strategic advocacy spaces. For example, GATE has its representation sitting on a strategic role (co-chair) in the Guidelines Development Group of the development process for the WHO's guidelines on the health of trans and gender diverse people.

Participants expressed that while the guideline's' development itself is a complex and challenging process with many conflicting interests and political drives they also see this representation at such a high-level process as a positive development with potentially significant influence towards the resulting guidelines. They also expressed a careful yet considerable hope that theise guidelines can improve the fulfillment of trans health rights, particularly in low- and middle-income countries. At the time of writing this report, the guideline's' status is in development.

*"I've talked quite extensively about the WHO guidelines process, that's really really important, because there's a lot of countries, particularly lower and middle-income countries, that don't have any sort of policies on gender-affirming health care at the moment, and they very much follow WHO guidelines. So having WHO guidelines is a very important first step into getting the possibility of accessing gender-affirming healthcare in those countries." (P24, GATE)*

GATE has also been able to contribute to policy debates with international organizations, such as UN bodies. Several participants mentioned the presence of GATE's representatives in bodies such as the Global Fund Board, the PCB, the Human Rights Council and UNAIDS as opportunities to influence policy outcomes and high-level lobbying. A participant from the Global South expressed that by GATE's effort to mobilize community organizations' support and input for these efforts, voices from trans and gender diverse communities around the world were represented. This access to spaces is extended to the broader trans and gender diverse community as well. The Project fund has contributed to GATE being able to invite other trans and gender diverse community members to high-level UN meetings, such as the UNAIDS meetings, to speak on the importance of HIV programming for the trans community and the integration of services with gender-affirming care services. One participant from the Global South mentioned sharing the data from their clinic as evidence at this meeting.

TGEU's strengthened capacity for HIV and broader trans rights advocacy helps the organization to contribute to the body of evidence for advocacy through research. For example, it has been involved in research projects on anti-trans violence at the regional and global level and on the impact assessment of gender-affirming care and legal gender recognition on the HIV outcomes of trans people globally. A participant shared their opinion that these research works will support not only their advocacy on health access for trans and gender diverse people but also on trans decriminalization advocacy.

*"Everything that we can do in terms of improving access to healthcare helps everything that we can do in terms of improving access to legal gender recognition. [...] The research is really important in being able to counter criminalization and criminalization is a major issue in all of the regions." (Participant, GATE)*

It has also been able to access strategic advocacy spaces, for example, on an advisory board of an EU project on community access to prevention services and linkage to care. TGEU has been able to use evidence from its research projects and generally from its strengthened technical capacity to collect, interpret, and use scientific data to strengthen its advocacy efforts. In the words of one participant from TGEU:

*"So having [the expertise and being] able to deliver information regarding trans health and why it's important for stakeholders to support trans health in the development sector, while using very scientific language was absolutely fantastic." (P17, TGEU External)*

It also appears that TGEU has been looping in in-country trans groups into their knowledge-sharing spaces, possibly contributing to the strengthened advocacy capacity of those groups as well.

*"TGEU would include local initiative groups in Eastern Europe and Central Asia in their mailing list. I would also get these emails and they helped me be more informed. These would also include invitations to surveys, community news, or myth busting around health issues and new information in the form of Q&As." (P17, TGEU External)*

EATHAN has also been able to boost its evidence-based advocacy efforts. Participants from EATHAN expressed that the Consortium has supported them to access regional and international advocacy platforms. They also shared how EATHAN's member organizations were supported in their own country-level advocacy. For example, one member organization has been able to place a representative on the board of a Consortium that is working with Global Fund in the country and, hence, lobby for the inclusion of the trans community specifically within the Global Fund country budget allocation and policy documents. Another member has been able to conduct a gap analysis on the national strategic plan for HIV and on the reports from the National AIDS Commission in their country and use the findings for advocacy. Another member has also been able to reach strategic spaces to advocate for specific outcome targets for the trans community within the HIV response. All in all, in the words of one participant:

*"The THRIVE Project has actually helped to identify the gaps within healthcare because most trans people are behind on healthcare. Through the THRIVE Project, we have research-based information'.' (R13, EATHAN)*

It is commendable to highlight here that the Project's contribution has helped less established organizations to access and participate in key spaces that they previously struggled to access. For example, EATHAN has been able to represent itself and attend more global events and spaces than in the previous years before the Project, not just due to funding availability but also the visibility and exposure it received from the Consortium. According to EATHAN participants, these spaces serve as advocacy spaces and networking and fundraising opportunities. EATHAN participants highlighted their attendance at the UN's Commission on the Status of Women (CSW), a high-level political forum, and the AIDS 2024 Conference.

*"THRIVE has pushed for trans-inclusive representation in influential bodies and processes such as UN [Trans] Advocacy Week 2024, AIDS 2024, and Global Fund grantmaking processes. [...] Participating in regional and international advocacy spaces has built EATHAN's capacity to advocate in various spaces, which will subsequently translate into attracting new and flexible funds as well as other partners." (R13, EATHAN)*

UCTrans has leveraged its strengthened core and financial capacities contributed by the Project to conduct an innovative survey on ["Linking the Impact of Climate Change to Legal Gender Identity Recognition"](#) the first of its kind in the Caribbean. The survey has produced substantial evidence on the impact of climate change on the health and well-being of trans and gender diverse communities in the region, for example, how natural disasters affect their access to care. UCTrans participants considered this landmark research for its evidence-based advocacy for systemic change in an intersectional manner, unique to the regional contexts.

However, there still remains room for improvement. Increased/more funding would allow them to take more people to these spaces, allowing them to learn, more, about advocating at a global space.

At the Consortium level, the THRIVE Project has contributed to increased visibility and legitimacy of the trans community's voices in high-level advocacy spaces. The Consortium also managed to strengthen its utilization of data for public communication and education through infographics and other activities related to the challenges faced by trans and gender diverse people globally.

## 4.3 Strengthened capacity of Consortium members and communities.

Almost all participants - especially the internal staff of the Project Consortium partner organizations - expressed that the most significant contribution of the Project to their organizational capacity strengthening is by providing core and flexible funding, allowing them not only to dedicate more resources to various important work within trans rights advocacy but also to literally sustain their existence. Core funding allowed broader staff capacity development as opposed to only (rigidly) funding project activities. As one participant put it, the Consortium was able to be less "activity obsessed" and focus on the longer-term and at-the-core process of building a movement and network due to the nature of the grant.

> *"That's the big difference between project-based funding where you've got a kind of donor agenda and the kind of core funding that we get through this grant where, yes, we've got activities that we're doing as a THRIVE Consortium. But the majority of the funding is actually for our organizations to operate, and that really gives us the flexibility to be in the spaces that we need to be in and to respond in the way we want to respond. And that's been particularly important." (P24, GATE)*

However, it is important to note that this works differently for different partner organizations, as these organizations had different capacities in the first place (some were already more established than others) and they work in different contexts.

For example, GATE is the most established organization among the Consortium partners. Participants stated that this was the main reason GATE became the Project's sub-granting organization, responsible for distributing funds to other partners. Nevertheless, The Project funding also contributes significantly to the salaries of GATE's core leadership staff, allowing them to work with fair compensation. This core support, in turn, contributed to improving GATE's capacity to do global work in various ways: by strengthening the technical capacity of their own in-country partner organizations, such as with grant or report-writing; by generating and publishing resources and materials (such as policy reports, guidelines, and safety and security resources) for in-country organizations; and by their involvement in high-level advocacy spaces like the Global Fund, WHO, and UN spaces. Finally, the core funding contributes to developing a well-being-centered organizational culture at GATE through staff retreat activities and the implementation of a 4-day working week.

TGEU is another partner that participants considered to be established. The Project supported TGEU in strengthening its internal capacity for HIV-related advocacy concerning trans people. TGEU participants indicated that the organization previously lacked the specific capacity to work on HIV as a key strategic entry point for trans rights advocacy before the THRIVE Project, and this strengthened capacity has now led to them advocating at the EU level, including at the Council of Europe. Specific examples related to TGEU's newly-strengthened capacity in evidence-informed HIV and trans rights advocacy include building a tool to assess the inclusivity of health services for

trans people, being on the advisory group for projects at EU level, speaking at webinars on gender affirmative services, joining meetings on inclusivity in clinical trials, speaking at a regional PrEP (Pre-Exposure Prophylaxis) conference, and speaking at a European Parliament event.

At the Consortium level, the programmatic capacities of the partners were also strengthened. A participant shared their observation of progress with reporting activities, such as better coordination, strengthened report writing skills, and faster time needed for reporting work.

*"Ever since we started the partnership, we have grown quite a bit. We joined in 2022. That year we were able to hire a program consultant who worked with the Executive Director. Their role was mainly programmatic and fundraising. Last year, we applied to more than 8 grants. That was growth for us. Before it was just our director who would do the fundraising. And because she has other duties, we sometimes would miss deadlines to submit applications but now with a program consultant, we have a third eye who helps with keeping an eye on the deadline. Our application process also improved, as they have been in the movement longer and have experience with fundraising." (R 25, EATHAN)*

*"So it was kind of like we were going into the reporting of the previous year and people sat down, and they were like, Oh, okay, here we go with this laborious, difficult reporting process.Oh, let's get to it. And then we sat there, and we went through it like, zap, zap, zap! Zap! Zap! And everyone was prepared. Everyone had the information. Everyone knew what to do. And we're like, Oh, wow! We'd like, put aside a day and a half of this, and we were done in like literally half that time. And everyone was like, wow! What happened?" (P24, GATE)*

THRIVE also played a key role in strengthening organizational capacity through network-building.  Flexible funding by the Project supported the Consortium to reach out and establish connections in a region whose sociopolitical climate is hostile towards trans people and the trans rights movement. The connection established and subsequent knowledge sharing has contributed to a growing regional network. Moreover, this funding has contributed to activities related to the organization's legal registration.

*"There was one organization that was just by organizing meetings and events was starting to do some of that regional organizing work. [...] That was such an important thing, because that region, the organizations that are working in that region are working in such hostile, hostile environments where it's very difficult to network because of the kind of confidentiality that's needed to keep people safe. And just have, being able to have, the network there where people can connect with each other is gonna make such a difference in the work that the organizations are already doing, because it's not like... There's a, there's a vacuum there. There's a lot of organizations working but they're working covertly and under the radar because of the really hostile legal environments that they're operating [in]."(P24, GATE)*

The THRIVE Project strengthened EATHAN's fundraising capacity, visibility and report writing skills. Before joining the Consortium, EATHAN struggled with not only limited staff but also a limited skills-set. However, since joining the Consortium, there has been improvement on their reports, leading to published annual reports. They are convinced the quality of the narrative and evaluation reports to donors has improved tremendously.

With THRIVE support, EATHAN was able to hire a program consultant who has been a key driver of fundraising efforts. Hiring a consultant took the pressure off of the Executive Director, who had been solely responsible for fundraising in the past. This consultant has supported EATHAN , increasing the number of grant applications while also improving the quality of these applications. Additionally,  the THRIVE Project has increased the visibility of the organization and advocacy works, ultimately opening more possible fundraising doors. And while they have not successfully gotten funding yet, they have been able to hold conversations with potential donors for next year's East Africa Trans Conference. In addition to improved fundraising capacity, EATHAN's knowledge and skills around monitoring and evaluation have increased. EATHAN has been able to hold training sessions for not only its board members who are directly involved in the Consortium but also for their staff members. Part of EATHAN's learnings come from within the Consortium, where it has been able to capitalize on knowledge exchange and learning from Consortium partners. Through this, EATHAN has gained valuable insights into report writing, fundraising, and communication skills.

*"Last year we had training for both the board and the staff, and we mainly were focusing on organizational development and system strengthening. And one of the things that we kind of learned or had during that training was Monitoring and Evaluation. Like I mentioned, we've kind of improved with the support of the program consultant. I think it's like as we progress, we improve our working methods. So we've…we've definitely improved in the way we like… monitor how projects are doing." (Participant, EATHAN)*

The THRIVE Project accounts for approximately 40% of UC Trans' core funding, playing a critical role in advancing the priorities. Aligned with the organizational capacity plan designed at the inception of the Consortium, UCTrans has prioritized institutional strengthening by engaging in monitoring and evaluation training for its four full-time staff members. The organization has also made notable progress in resource mobilization, independently securing additional RCF grant funding for 2025 to supplement its core funding.

## 4.4 Impact

While the ultimate intended impacts of the THRIVE Project - the improved health, well-being, and rights fulfillment of the trans and gender diverse communities - will need a long and complex journey influenced by various factors that are not possible to assess or cover in this evaluation, we found that the THRIVE Project has contributed to important steps in the direction towards the achievement of the intended impacts. This is especially important since the Project concerned structurally marginalized and systematically harmed communities facing multiple layers of inequities.

The Project has contributed to strengthened internal capacity and continued survival of trans and gender diverse organizations and networks in various regions of the world, in turn expanding their capacity to do important work in trans advocacy without

stretching their (personal and organizational) resources too thin. The flexibility of the Core funding has given the space for the Consortium partners to determine their internal and external priorities according to their contextual needs. The Project has also contributed to connecting various trans organizations to one another at global and regional levels, strengthening their relationship, facilitating the exchange of knowledge, skills and experiences, aligning their efforts for shared advocacy goals, creating opportunities for collaboration and building more global solidarity between their own movements and with other movements as well.

The various interrelated issues the Consortium partners have worked on with the support of the Project funding - for example, HIV, inclusive healthcare, anti-trans violence, climate justice, and social movement building - can contribute to trans health, well-being and rights fulfillment from various angles. The networking aspect of the Project also contributes to the growing interconnectivity of these different streams of work as the trans organizations get more exposed and connected to each other, which in turn can push the direction of their collective work into a more intersectional manner.

## 4.5 Efficiency

We found that by providing core and flexible funding, the Project contributed to tackling two resource-related issues faced by trans and gender diverse organizations: a shortage of resources to conduct activities as per their contextual priorities and shortage of resources to support their own livelihood in their work as activists. We see this contribution alone as an impactful use and allocation of funding, especially compared to programmatic funding. Furthermore, many participants expressed the outcomes of the Project elaborated above as proof of a good and strategic utilization of resources because the outcomes are seen as crucial to the improvement of their communities' health and well-being. Examples mentioned by participants for satisfactory resource utilization are TGEU's investment to strengthen its advocacy capacity, EATHAN's strengthened capacity leading to the organization's representation in high-level advocacy spaces, and GATE's utilization of the funding to improve staff's well-being.

*"I think we can achieve the goal faster if we have a network and we know who's doing what and who has what expertise. And, you know, how can we come together and set up a shared goal, which is a smart way to utilize the limited resources that we have. I have never before seen such a big scale and visibility of our work. It's been very inclusive work for trans people in the last 5 years, I think." - Participant, GATE external partner*

## 5. SUSTAINABILITY

There was consensus among all participants that the sustainability of the outcomes of the Project and the networks built depends on sustained funding. For example, sustaining the advocacy capacity of TGEU will depend on sustained funding to retain the necessary expert staff. One of the participants mentioned that for them, sustainability means having funding that is empowering and not constraining, that helps scale up the THRIVE Project, and that allows the building of networks and partnerships rather than focusing on activities. Another participant mentioned that this

is an issue most NGOs face where they are pushed into project funding that does not allow for much flexibility and, as such, does not allow them to go to various meetings and initiatives.

Participants reported that from a movement-building perspective, more projects like THRIVE are needed to build a global trans movement. They are worried, however, about the current funding landscape, not just for the trans and gender diverse movement but for civil society in general. In the context of many right-wing governments pushing back on trans rights, it is even more important to sustain projects like THRIVE internationally. All the organizations working with the anti-gender movement are very well-funded, while those working against them are not. Therefore, while all elements are there to conduct this work at the time being, continued funding and support are essential. The participants also noted that sustained funding does not only cover tangible resources such as the number of staff or direct activity expenses such as paying for training, but it is also crucial to ensure that activists from structurally oppressed communities are supported and protected against the double burden of experiencing oppression and burnouts and/or other psychological harms from their work.

*"It's hard to sustain any outcome without funding and without employees. I think it would be a significant issue if the people who are employed through the THRIVE Project are no longer employed." - Participant, TGEU external partner*

*"A lot of advocacy organizations are being defunded, you know, or funding is being severely cut. And that's a worrying trend for civil society in general. for me, that's a very worrying trend." - Participant, GATE external partner*

"We learned that, for example, the anti-gender movement has funding for 15-20 years, you know, like almost ensured and that we have to [get the same]. The civil society organizations, and more targeted to human rights organizations... We find ourselves many times working on cycles of 2, 3 years, and most of the times by project. And that consistency of you know, of funding and the personnel and staff, being able to to work on the issues and even have capacity to incorporate. Increasing staff has to be a golden rule in order to continue defending the rights of the population that is being targeted right now. So with that funding, it will come. And I think that we have always been very good at doing very much with a little. But that also creates certain burnouts that maybe that has to be also addressed." - Participant, TGEU external partner

Participants are also of the opinion that the networks built during the Project will remain sustainable if people are employed to push it along, as it will not happen by itself. Another key aspect of sustainability mentioned is that the network provides value to those involved, and it is on every member of the network to provide mutual value. Since the focus of the Project was on organizational and institutional strengthening, it may be that networks will be sustained with or without the Project funding, but this is more likely among well-established organizations. However, this grant will be essential for the more fragile organizations. For the latter, one participant shared that the network needs to be sustained by building more organizations and reorganizing and strengthening organizational abilities. They acknowledge that many resources are needed to do this. However, participants also believe that internal efforts beyond the Project funding can also be made to sustain the network. One participant shared that the end of the grant should not mean organizations go their separate ways; they will need to keep in touch and exchange ideas as they continue with their work.

*"I think to sustain it, you need to get more people in your movement, because you cannot be everywhere. It's important to  make sure that others integrate your message in their work, so that in a way you plant seeds everywhere. I think that's the only way to sustain and expand." - Participant, TGEU external partner.*

In terms of sustaining any progress towards achieving advocacy priorities, participants mentioned the importance of awareness among policy-makers and the broader public perspective of the issue in question. For example, even if a law is successfully changed, it can always be reversed or changed again depending on political will and broader context. Therefore, movement sustainability is essential and is linked to "keeping trans issues on people's minds." Continuously engaging government actors emerged as an essential factor in sustaining policy changes. One participant also highlighted the importance of advocating for national governments to provide access to gender-affirming healthcare instead of having access to healthcare always be dependent on foreign funding. This reflects the emphasis that a strong and sustained focus is needed to keep engaging national governments in trans issues, amidst political changes and in order to embed the changes into national governance.

## 6. RELEVANCE

Participants shared that the alignment of the Project's goals with the needs of the trans and gender diverse communities was a complex issue. GATE was considered the leading partner responsible for coordination and alignment at the Consortium level and, as such, relied on the input of in-country partners in assessing alignment with communities. There was always a risk of overlooking some in-country issues.

*"Through my work within various communities, I have seen that sometimes our communities become disjointed and everybody starts fighting for the same pie and the slices get smaller and smaller, which means that the work gets pinned down. But if you come together, that pie is still the same, but you can be more effective because not everybody is looking for that 5% to cover the same thing. And so you can come together and all of a sudden you've got 25% that you can actually pull together and make a far bigger contribution or have a far stronger outcome." - Participant, GATE external partner*

## 7. COHERENCE

Participants were of the opinion that the THRIVE Project has conducted efforts in a coordinated way, where one partner can observe successful initiatives among other partners and duplicate (or, rather, replicate) them while sharing lessons learned and exchanging knowledge. Therefore, resources are not wasted but instead used to support the effort to build on successful interventions and adapt and tailor them to the local level, leading to building a natural flow of exchange where all the partners are familiar with each other's work and amplify and build on it. This was seen as a way of preserving energy and reducing costs while also achieving goals faster.
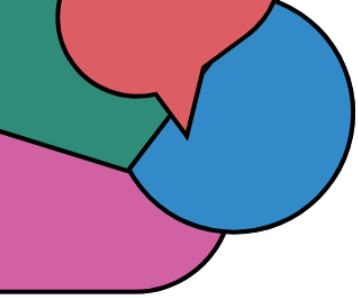
*"I have seen a lot of competition among advocacy groups, people always competing with each other... I don't see a lot of that in the trans community. They've really got their act together. It seems to me that there's a lot of alignment there, and the THRIVE Project could have been a part of making that possible." - Participant, GATE external partner*

## 8. SPACES OF EMPOWERMENT, POWER SHARING AND SAFEGUARDING

### 8.1 Inclusive participation

Participants appear to be of the opinion that the Project was designed to prioritize inclusive participation and the safety and security of attendees. For example, one participant highlighted the practice of hiring marginalized populations within its staff (e.g., hiring a trans person of color living with HIV). Another participant also shared that partnering with GATE, for example, has allowed organizations working on HIV to have meaningful engagement with members of the trans and gender diverse community living with HIV and to include their needs in the conversation. Another participant was of the opinion that GATE is highly conscious of balancing racial, geographic, and gender representation and ensuring that all voices are heard. For example, the events organized by GATE and partners are in different geographical locations yearly, and organizers make sure that the relevant issues of the hosting country are prioritized. They also need to sometimes get creative in raising issues that are not easy to talk about in certain contexts and ensure there are safeguards for invited speakers (P28).

*"In my experience, Asian representatives are always left behind when we are working at the global level. I think this Project and the strategy of GATE are helping to ensure our representatives will attend key events and helping make sure people of all genders and sexualities are represented at the table. This has been their principle in working with different communities." - Participant, GATE external partner*

*"I think when it comes to inclusivity, we're really striking quite high. And we are.. we have one of these rare network that is truly led by, you know, concerned voices and further marginalized voices." - Participant, GATE*

Another example claimed by a participant is how TGEU has intentionally made an effort to make its grantmaking process more equitably inclusive by using non-traditional criteria to assess applications.

*"We do not assess how professionally the proposal is written, because we understand that grassroots trans groups especially because we want to support members who work*

*intersectionality and who represent intersectional identities. Again, people who probably haven't had access to formal education or professional NGO experience. So we do not judge if the proposal does not neatly follow the logic models and use other tools that are promoted in NGO work ...or even if it clearly hasn't been proofread." - Participant, TGEU*

## 8.2 Safety and security

Participants were of the opinion that trans and gender diverse organizations are already well-trained in safety and security due to the nature of their work. As organizations working in very hostile environments, all partners, especially those in very restrictive contexts such as EATHAN, already have a very strong practice around security. This includes secured storage systems, offering anonymous reporting of violations, document sharing systems, as well as safety and security around travel. One participant mentioned having very specific protocols when booking travel for anyone, particularly around where and how personal information is shared. There are also safety measures in place for participants traveling from legally challenging countries. Overall, the issue of safety is seen as engrained and embodied in the processes of trans-led organizations, more so than organizations working on other issues, which speaks to the level of threat felt by Consortium partners.

*"There are our internal protocols that we follow. There are simple things like holding online events with a registration form that we use as a security pre-screening to make sure people are there who are supposed to be there. We also organize safety and security training for members. We connect members to organizations that specialize in protection for human rights defenders... I mean, we have pretty regular collaborations with [name of an organization] and with [name of an organization] for digital security." - Participant, TGEU*

*"I mean, that's kind of our mantra. There are certain things that can and cannot happen at our events to make sure people feel safe and comfortable. I am just very sure trans organizations do all they can and more." - Participant, GATE external partner*

Interestingly, one participant also perceives a sort of excessive risk tolerance for people working in activism because they feel it is required for the job. According to this participant, it can create a barrier to discussing safety and security:

*"I see activists who we work with are often so used to living in high-risk situations that they are not necessarily even willing to start conversations about safety and security, because apparently for a lot of people even going into the field of activism per definition per default means accepting that, he will very probably be targeted." - Participant, TGEU*

A newly registered organization working in the hostile region has emerged as a hopeful future THRIVE partner through the effort of the Project. They provided insight into unique safety and security challenges in the region. In their case, legal registration has provided a layer of security through legality in the eyes of the governments and authorities.

## 9. DISCUSSION AND REFLECTIONS

The findings of this evaluation pinpoint the importance of core and flexible funding

to support a social movement such as the trans and gender diverse rights movement. Core funding can enable activists and organizers to sustain their livelihoods and protect their well-being while doing their activism work alongside strengthening their technical and organizational capacities. Flexible funding allows activists to use available resources according to their contextual needs and to allow pivoting and adaptation in cases of changes in context and needs. It has indeed been argued by social movement experts that core and flexible funding are crucial to developing, implementing, sustaining, and scaling social movements.[1] [2] Moreover, it has also been argued that more rigid and programmatic funding runs the risk of altering social movements with a push towards prescribed activities not necessarily essential for them and burdening them with bureaucracy.[3] Therefore, the THRIVE Project experience can be an example for funders of how to support social movements effectively.

The steps taken to get closer to their advocacy goals can also be credited to the trans organizations' own existing capacity, commitment and resilience. However, it is clear that the support of the Project fund has contributed to their scaling-up effort. It is important to note here that while each organization in the THRIVE Consortium benefits from the Project support, it appears that the less established organizations need more tailored and extensive support. We noted that in this case, the less established partners are those residing in the Global South with considerably more hostile political and sociocultural repression, alongside less proximity to financial resources. The context of the general development sector may also play a role in this inequity, where resources dedicated to the Global South tend to be less.

Supporting social movements also requires a different mindset when measuring success. This evaluation documented this important critique in seeing the effectiveness of a movement. For example, the sole achievement of advocacy gains may not always be an appropriate indicator to measure success in a very complex and ever-changing environment, especially where the impacted communities' sphere of influence is limited by structural and layered discrimination. A closer look into the steps to be taken toward those advocacy goals will be more appropriate. Additionally, what these steps look like may look different in different contexts. For one organization, it may look like accessing global advocacy events; for others, it may simply be being able to pay their staff. Moreover, a focus on 'ámplifying' instead of the 'economic' perspective of 'duplicating' efforts is also warranted, as in crucial but under-resourced issues, existing efforts tend to be few and far between.

In movement networks at the international level involving both Global South and Global North organizations and people, there is always a risk of (neo)colonial legacy impacting power dynamics. The evaluation has identified some intentional efforts at power sharing on behalf of the Global North partners, as well as potential to start a more equitable knowledge sharing between North and South.

1 Engler, P., Lasoff, S. and Saavedra, C. (2019) Funding Social Movements: How Mass Protest Makes an Impact. rep. Ayni Institute. Available at: https://ayni.institute/fundingmovements/

2 Rogers, C. (2023) The case for funding social movements, Alliance magazine. Available at: https://www.alliancemagazine.org/blog/the-case-for-funding-social-movements/ (Accessed: 15 January 2025).

3 Corrigall-Brown, C. (2016) 'Funding for Social Movements', Sociology Compass, 10(4), pp. 330–339. doi:10.1111/soc4.12362.

## 10. RECOMMENDATIONS

Based on the data collected and the findings from the evaluation, we recommend:

- Consortium: Translation of materials and communication documents to in-country languages to improve accessibility and inclusivity and contribute to decolonization.

- Consortium: A dedicated collective and safe platform for Consortium partners to exchange information and news, also to help ensure the sustainability of the network, in addition to more regular meetings, workshops, and conferences.

- Consortium/GATE: The Consortium could put more effort into visibility and into a communications and media strategy, assuming it is safe to do so.

- Consortium: Further document THRIVE as a case study for cross-regional and cross-movement effective networking and collaboration.

- Consortium: Dedicating resources to strengthen the monitoring and evaluation capacity of the Consortium for the purpose of collective learning and evidence documentation in ways that do not further burden partners, for example through regularly documenting stories of success, lessons learned, and challenges in creative ways.

- Consortium: Engaging potential THRIVE partners from other regions currently underrepresented

- Consortium: Developing a more deliberate and structured learning and internship effort to enhance learning experience - for example, embedding a core staff member in another organization for an extended period (in-person or virtually).

- Donor: Increased funding to further scale up efforts for visibility and accessing important advocacy spaces.
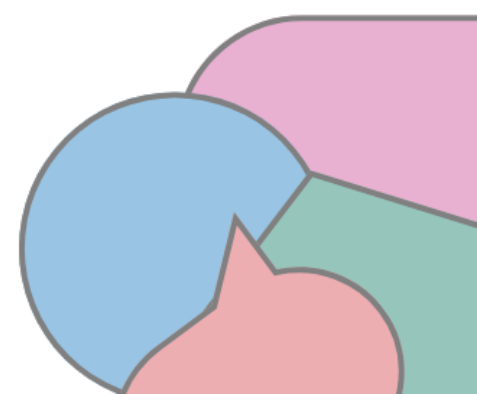
# 11. ANNEX

## THRIVE External Impact Assessment Evaluation Questions For Key Informant Interviews and Focus Group Discussions with RAISE Global Health

### Outcome/Effectiveness

1. To what extent and how, if at all, has the THRIVE Project strengthened the connections among trans rights groups worldwide and developed a more cohesive international trans movement with regional partners?
    1.1  To what extent and how, if at all, has the THRIVE Project connected different (local, regional, global) trans rights groups to each other?
    1.2  To what extent and how, if at all, has the THRIVE Project improved the cohesion of (local, regional and global) partnerships in the trans movement?
    1.3  To what extent and how, if at all, has the THRIVE Project contributed to the success of hosting the first regional trans conference on health and wellness in the Caribbean?

2. To what extent and how, if at all, has the THRIVE Project contributed to the advancement of advocacy priorities that further and strengthen the rights and health of trans* and gender diverse people?
    2.1  To what extent and how, if at all, has the THRIVE Project contributed to success in influencing the WHO's guidelines on the health of trans and gender diverse people (in development) (also referred to as the gender-affirming care guidelines)?
    2.2  To what extent and how, if at all, has the THRIVE Project contributed to success in ensuring that the new Global Fund strategy in health care system strengthening prioritizes trans and gender diversecommunities?
    2.3  To what extent and how, if at all, has the THRIVE Project contributed to success in influencing the WHO Values and Preference Research on Gender Affirming Care for trans and gender diverse people?
    2.4  To what extent and how, if at all, has the THRIVE Project contributed to success in access to key strategic global policy spaces, bodies, and processes? (Including the Universal Periodic Review, the Global Fund, WHO, UNHCR, the High-Level Political Forum, OAS Spaces, UN spaces including UPR)
    2.5  To what extent and how, if at all, has the THRIVE Project contributed to success in advancing regional advocacy priorities/policy demands?

3. To what extent and how, if at all, has the THRIVE Project contributed to strengthening the capacity of its members and communities? Note to interviewers: *See evaluation matrix questions column for specifics of what each partner does.*
    3.1  To what extent and how, if at all, has the THRIVE Project contributed to strengthening the capacity of its Consortium members?
    3.2  To what extent and how, if at all, has the THRIVE Project contributed to strengthening the capacity of local trans and gender diverse communities and organizations?
    3.3  What were, if any, the unintended outcomes of the THRIVE Project - both favorable and unfavorable ones? How did the Project contribute to those outcomes?

## Process

4. What were the supporting and challenging factors faced by the THRIVE Project? How were the supporting factors capitalized? How were the challenges mitigated?

## Impact

5. To what extent and how, if at all, has the THRIVE Project contributed to improving the health, well-being, and rights fulfillment of trans and gender diverse communities?
   5.1  To what extent and how, if at all, has the THRIVE Project contributed to strengthening the counter efforts against the anti-rights agenda?
   5.2  To what extent and how, if at all, has the THRIVE Project contributed to improving the quality of life for trans and gender diverse people?
   5.3  To what extent and how, if at all, has the THRIVE Project contributed to improving the fulfillment of trans and gender diverse human rights?

## Efficiency

6. How well have various resources been utilized by the THRIVE Project compared to its outcomes? Note to interviewers: Type of resources: Material, Human, Social-organizational, Cultural and Moral

## Sustainability

7. To what extent, if at all, can the outcomes of the THRIVE Project be sustained in the long run?
   7.1  To what extent, if at all, can the capacity strengthened/built during the THRIVE Project be sustained in the long run?
   7.2  To what extent, if at all, can the network/partnership/collaboration/connection developed during the THRIVE Project be sustained in the long run?
   7.3  To what extent, if at all, can the advocacy achievements gained during THRIVE Project be sustained in the long run?

## Relevance

8. How well did the THRIVE Project align with its goals and, most importantly, with the needs and realities of the trans and gender diverse communities at consortium/global, consortium member/regional, and local levels?

## Coherence

9. To what extent, if at all, did the THRIVE Project fit with other interventions in terms of synergies and avoiding duplication of efforts at consortium/global, regional, and local levels?

**Spaces of empowerment, power sharing, and safeguarding**

10. To what extent and how, if at all,  are inclusive participation, agency, accountability, and safety promoted throughout the THRIVE Project?

   10.1 To what extent and how, if at all, did the THRIVE Project promote meaningful and equitable participation and accountability among stakeholders?

   10.2 To what extent and how, if at all, did the THRIVE Project protect and promote safety and security of its stakeholders?

   10.3 To what extent and how, if at all, did the THRIVE Project take into account the power-based intersecting identities (e.g., gender, sexuality, vulnerability to climate injustice, systemic poverty, colonial legacy, etc.) of its stakeholders which result in unique patterns of marginalization and vulnerabilization?