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Evaluation of Sida's Support to the Gorée Institute (2012-2015)

Final Report

Sida

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Abbreviations and Acronyms

CSO	Civil Society Organisation
DGPP	Democracy, Governance and Political Processes
ECOWAS	Economic Community of West African States
ECPF	ECOWAS Conflict Prevention Framework
GE	Gender Equality
GORIN	Gorée Institute – Institut Gorée
HRBA	Human Rights Based Approach
OSIWA	Open Society Initiative for West Africa
RBM	Results Based Management
RESOCIT	Réseau des Observateurs Citoyens
ToC	Theory of Change
ToR	Terms of Reference

Preface

This is an evaluation of Sida's Support to the Gorée Institute (2012-2015) commissioned by the Embassy of Sweden in Addis Ababa and carried out by NIRAS Indevelop.
Interviews were conducted in Dakar in October 2016. This report was finalised in November 2016 after feedback from Sida and the Gorée Institute on the draft report.

NIRAS Indevelop's independent evaluation team consisted of:
- Jérôme Gouzou, Team Leader
- Olivia Lazard, Team Member

The Project Manager at NIRAS Indevelop for this evaluation, Josefina Halme, has been responsible for compliance with NIRAS Indevelop's QA system throughout the process and quality assurance was performed by Ian Christoplos.
The team would like to thank all the respondents and staff at the Gorée Institute for their valuable contribution to the evaluation process.

Executive Summary

This report presents the findings of the evaluation of the Gorée Institute's programme «*Imagine Africa, Building Collaborative Partnerships Towards Promoting Peaceful and Secure Communities in West Africa*» for the period 2012-2015. This evaluation was commissioned by the Embassy of Sweden in Addis Ababa, based on Terms of Reference (ToR) developed by the Embassy and agreed by the Gorée Institute (hereinafter called GORIN). The evaluation team used a mix of quantitative and qualitative data collection methods (survey, Focus Group and individual interviews with a wide range of stakeholders) to highlight the results of the programme, and also to explain how and why these results were obtained.

The evaluation shows that GORIN's programme produced impressive results in two of its strategic priority areas (support to electoral processes and contribution to the ECOWAS Conflict Prevention Framework), despite some shortcomings that could have jeopardised its ability to perform. This programme is characterised by three major deficiencies.

The first is the weakness of the results framework. This document is not logically constructed. The results framework does not reflect what the programme aims to do and indicators are of poor quality. This weakness, however, is not insurmontable, insofar as it is not a structural problem of the programme, and as it does not reflect an inability of GORIN's staff to think logically. If this was the case, the programme would not have been able to produce the results highlighted in this evaluation. The problem is not related to strategic thinking, but rather to insufficient mastery of results-based management tools.
The second weakness is the absence of a comprehensive monitoring system, which prevents GORIN from adequately monitoring the results of its intervention and demonstrating the quality and effectiveness of its programme.
Finally, the third major weakness lies in GORIN's inability to think through and develop a relevant cultural dimension to its programme, and, more generally, a clear articulation between its three pillars (Peace Building, Elections and political processes and Culture).

Despite these weaknesses, GORIN's programme manages to achieve interesting, and sometimes even impressive results. It is primarily a programme that implements high-quality activities, thoroughly thought out in terms of pedagogical methods and quality of human resources that have been mobilised to implement them. Moreover, these activities are based on appropriate content for effective transfer of knowledge and skills. These highly relevant activities deliver direct results of high quality (outputs).

The evaluation finds that there are clear indicators of knowledge production and of transfer of knowledge. These high quality outputs contributed to the setting in motion of the

stakeholders involved in the parts of the programme (electoral processes, peace building), and the evaluation team has been able to highlight a range of indicators at outcome, up to impact level. The evaluation team has, indeed, collected solid evidence, corroborated by several actors, which shows that the programme has contributed to preventing violent conflicts in the direct aftermath of elections in at least two countries. Beyond the effectiveness of its programme, GORIN is perceived as a highly professional, competent and unbiased organisation whose publications are appreciated by a wide range of actors.

Recommendations to Sida

The evaluation recommends Sida to support GORIN with external assistance aimed to:
- Develop the capacities of GORIN's management and staff in strategic planning;
- Help GORIN develop/revise its future programme proposal and results framework;
- Develop an effective monitoring system based on the development and institutionalisation of:
  - Monitoring steps (from data collection, documentation to its analysis);
  - Monitoring responsibilities (internal and external);
  - Monitoring tools (template for monitoring activities and results, guidelines for monitoring meetings, results-based reporting templates);
  - Monitoring structures (internal and external monitoring meetings);
  - Management decisions (coordination processes linking programme results and management decisions);
- Support GORIN in its effort to broaden its portfolio of financial partners providing core funding.

Recommendations to GORIN

The evaluation recommends GORIN to:
- Plan its future programme using a method that will clearly highlight:
  - The theory of change of the programme;
  - The problems it intends to tackle and the objectives it would like to contribute to reaching (changes of behaviours);
  - The strategies/activities it intends to develop and implement and how they are likely to lead to well-identified outputs;
- Recruit one full-time research coordinator;
- Explore the possibility to develop strategic partnerships with well-established research institutes in Africa and outside the continent;
- Put in place and systematically use a permanent scientific peer review group whose mandate/function might be defined along the following lines:
  - To participate in and validate the research methodology in the early stages of each research project;
  - To perform quality assurance on the first and final drafts of the research papers;
- Perform, together with their intended users, quality assurance on the recommendations formulated by the researchers;

- Urgently embark on an in-depth process aimed at clarifying the possible value added and contribution of the culture component to its programme;
- Develop a publication policy, with the development of two collections (one dedicated to research and one to workshop reports);
- Embark on a process aiming at developing a comprehensive monitoring system and to plan for costs (human resources) related to monitoring in the budget of its future programme.

1 Methodology

This evaluation started with an inception period at the end of which the evaluation team drafted an inception report, approved by Sida and GORIN, in which the methodology is detailed (Cf. Annex 2). This chapter is dedicated to explaining how the methodology was used, to reflecting on its usefulness and on the reliability of the data collected and, thus, on the validity and utility of the findings presented in this report.

1.1 SCOPE OF THE EVALUATION

The inception period allowed for further clarification of the scope of this evaluation. Indeed, two closely-linked elements were highlighted during the dialogue with Sida:

- Without neglecting the other evaluation criteria, a special emphasis should be put on evaluating the relevance and effectiveness of the programme;
- Beyond assessing the OECD/DAC criteria, this evaluation has a summative and a formative nature, as it will also provide Sida with the foundation for a possible continuation of the Swedish support to GORIN.

This clarification provided a structure for the work of the entire evaluation in terms of refining the evaluation questions, of developing the methodology and in the way the evaluation team engaged with GORIN. It was agreed that particular attention would be given to understanding the logic of GORIN's interventions, to unravelling the Theory(ies) of Change (ToC) on which the programme has been built. More specifically, the evaluation aims to better highlight the justification/relevance for the three pillars of GORIN's programme (Peace Building, Elections and political processes and Culture) and their articulation: why these pillars are important in relation to the West African (regional) peace and security context, how GORIN sees its role and what its contribution/added value are within each of these pillars, as well as what these three pillars *together* contribute to. Finally, the evaluation would focus on assessing the extent to which, and how, GORIN is able to demonstrate that its programme has produced a series of results that possibly contribute to the West African peace and security agenda.

The evaluation questions were clarified during the inception period. The evaluation team decided to add the analysis of the financial sustainability of GORIN, as we believe it would bring additional value to the formative dimension of this evaluation.

1.2 DATA COLLECTION

The evaluation team integrated different methods for this assignment. They were chosen as they were adaptable to the various types of informants to approach and information to collect that the evaluation team believed were necessary in order to provide solid evidence to all the evaluation questions. The evaluation team incorporated a mix

of three key methods that allowed us to analyse a large amount of information and, more importantly, to triangulate the data collected.

1.2.1 Analysis of the available documentation

The first part of the work of the evaluation team consisted of a thorough analysis of all relevant documents provided by GORIN (proposal, narrative reports of the programme as a whole and of each specific project, research publications, capacity building/empowerment material) and of documents provided by Sida (assessment memos, decisions, regional strategies). We also analysed a series of documents provided by organisations that GORIN had been interacting with (for example the Economic Community of West African States (ECOWAS) Strategy, ECOWAS Conflict prevention Framework). Due to the importance of research in the work undertaken by GORIN, a great amount of time was spent on an in-depth analysis of six publications representative of GORIN's programme (Cf. List of documents consulted in Annex 4 and the list of GORIN's publications in Annex 5). The in-depth analysis allowed assessing the relevance of the research work and drawing recommendations for its improvement.

1.2.2 Survey

In light of the fact that a large part of GORIN's partners and training recipients are based in various West African countries that the evaluation team was not be able to visit, we developed a survey (See annex 4 A of the inception report.) An invitation to participate in the survey was sent to all the target groups of GORIN's programme. This survey was structured around three sets of questions aimed at collecting evidence on the relevance of the programme (the extent to which stakeholders think that it addressed their needs, took into account a human rights based approach (HRBA) and a gender perspective, etc.), on the effectiveness of the programme (the extent to which it has had an influence on their work, and the extent to which it has led to changes of their behaviours), and on the sustainability of the programme (indicators of ownership, of possible replication of methods, etc.)

GORIN had shared its target groups database with the evaluation team during the inception period. It included more than 2000 contact persons. The evaluation team first analysed this database in order to determine a relevant and manageable size for the survey. We developed a list of criteria allowing the selection of a sample that would be representative of GORIN's wide range of stakeholders (Cf. Table 1.) We ended up using the same list of criteria as the one developed for the selection of key stakeholders that we interviewed.

Table 1: List of criteria for the selection of the survey sample

- Experience of working directly with GORIN
- Balanced representation of the three pillars (Peace Building, Electoral processes and Culture)
- Balanced representation of different types of organisations (CSOs, Electoral Bodies, Regional Organisations)
- Gender balance
- Geographic coverage (at least one informant per country)

With the support of GORIN, the evaluation team selected a sample of 546 individuals. Using the internet-based platform Monkey Survey, the survey was launched after the inception report had been approved by Sida. GORIN first sent a collective email informing the selected stakeholders that they would soon receive an invitation to participate in a survey and that the window for participating would be limited in time (three weeks, 3 - 22 October). The email insisted on the importance to participate in the survey, as it would be a good opportunity for GORIN to learn about its programme. After the invitation was sent, three reminders were forwarded (two by GORIN and one by the evaluation team). Despite these efforts, the response rate was low, with 132 responses registered. Even though the evaluation team made sure that the target group would be representative of GORIN's stakeholders, such a low response rate (24%) might entail some bias in the responses. We decided that the survey alone would not be enough to draw solid conclusions, and that only triangulated information would be presented in the final evaluation report.

1.2.3 Interviews with key stakeholders
The evaluation team used different interview techniques, depending on the type of information that needed to be collected.

- *One-on-one interviews with key informants*. This method was used with GORIN's management, with key informants in Dakar and, through a series of conference calls, with representatives from institutions that GORIN has collaborated with and/or has tried to influence: officials from several institutions such as ECOWAS, relevant UN agencies, etc;

- *In-depth distance interviews with key informants.* These interviews were organised with a limited number of key informants from the nine countries in which GORIN has intervened. The evaluation team used the same list of criteria as the one developed for the survey. These interviews were complementary to the survey, as they were meant to provide qualitative information aiming at further assessing the relevance, the effectiveness and the sustainability of the programme. For these three purposes, a set of questions aiming at collecting relevant information was prepared (See annex 4 B of the inception report). The one-on-one interviews were conducted using a mix of forced-choice questions (mainly aiming at clarifying the role of the informant in GORIN's programme or specific activity) and of open-ended questions aiming at collecting the perception of the informant of the strategies used by GORIN and the possible effects the intervention has had on his/her organisation or on the process he/she participated in.

- *Focus Group Interviews (FGI)*. This method was used with GORIN staff in the Dakar office and with the beneficiaries of the programme in Senegal. The FGIs were conducted using open-ended questions that allowed the respondents to elaborate on the questions and build on each other's answers. This method was mainly used to assess the relevance of GORIN's interventions and the effectiveness and sustainability of the programme. Both one-on-one interviews and FGIs used semi-structured questions. Departing from prepared sets of questions, the evaluation team let the respondents talk about what was important to them. This approach,

which sometimes allowed the interviewees to bring in aspects or issues other than those planned by the evaluators, proved to be very useful to add qualitative information to purely structured interviews.

1.3 RECONSTRUCTING THE THEORY OF CHANGE

From the very onset of the inception period, the work of the evaluation team consisted of trying to unravel GORIN's ToC and applying the evaluation questions to the programme logic. The analysis of GORIN's results framework and of the narrative reports, together with the discussions that took place during the preparatory interviews conducted with GORIN's staff, allowed the evaluation team to highlight a ToC that is logical. However, it is not clearly explained in the narrative documents, nor is it reflected in the results framework of the programme (which tends to mix different levels of results.) In the inception report, we suggested a generic chain of results based on our initial understanding of GORIN's programme. This chain of results presented GORIN's intervention as a typical empowerment programme, based on the triple-faceted Access (to information/knowledge), Action/agency (capacity of an organisation to use the knowledge gained in order to act) and Achievement (capacity of an organisation to effectively address the problems identified.) This recreated generic chain of results reflecting GORIN's programme was further improved prior to and during the field visit (See Table 2 below.) GORIN confirmed that this was an accurate representation of the ToC.

Table 2: GORIN's Generic Chain of Result

GORIN Strategies/Activities	Outputs	Outcomes	Impact
Peace Building, Electoral processes, Culture: • **GORIN launches research projects/studies on issues relevant to its stakeholders** • **GORIN uses the knowledge generated by its research projects and studies to inform the content of its trainings and workshops** • **GORIN is directly involved in the facilitation of electoral and peace building processes using the knowledge generated from its research projects and studies**	**Access** • Through GORIN's training sessions and workshops, the stakeholders have acquired relevant knowledge, which is a precondition for their future engagement	**Agency** • GORIN's stakeholders organise themselves, engage other institutions, and use this gained knowledge to address problems at national and/or regional level	**Achievement** • The agency of GORIN's stakeholders achieves results: it contributes to transforming the problems they intend to address

1.4 LIMITATIONS AND LESSONS LEARNED

Within the framework of this assessment, the evaluation team visited and distance-interviewed several stakeholders, each of them different in their nature, mandate and organisational structure. A great amount of time was spent with GORIN's team and management in order to better understand the logic of the programme, as well as with other informants to get a fair picture of the opportunities and constraints faced by organisations aiming at bringing change at national and/or regional levels. Our method attempted to, as much as possible, minimise difficulties linked to dealing with complex issues in complex environments. We would, however, like to point at the following limitations:

- A survey can be a useful tool to collect information on a programme. However, its performance depends on a series of factors, among which informing the respondents ahead of time and preparing them before launching the survey is of utmost importance. This is crucial to increase both the response rate and the probability that the respondents will draft useful comments to the qualitative questions. Due to time constraints, however, the respondents' preparation period was probably too short to allow for a satisfactory response rate.

- This assessment is a final retrospective evaluation of GORIN's work. However, it is still too early to assess with precision and certainty the depth and durability of recorded changes. On the other hand, it is also possible that some changes occur long after the evaluation has taken place.

- This assessment shall be seen as a learning tool for GORIN and Sida. It aims at providing GORIN with strategic guidance on several aspects of its work that require major improvement in the possible next phase of its programme.

- The issue of attribution was a constant concern for the evaluation team. In many cases, it was possible to draw conclusions on the effective changes (at outcome level) that could be attributed to the programme, mainly because GORIN had been the only actor involved in a very specific issue or in a particular country. In other cases, in which it was difficult to isolate GORIN's intervention from others', we were able to highlight the contributions of the programme to a series of processes at play.

- Apart from making sure that information gathered answers the evaluation questions, our approach and the focus on utilisation ensured that the evaluation process would allow GORIN to reflect on its work and, thus, learn from the evaluation process.

The evaluation team is convinced that the findings presented in this report provide a fair picture of GORIN and its programme. The systematic triangulation of data collected, the absence of strongly discordant voices, the confirmation by all the stakeholders interviewed of our own analysis of the strengths and weaknesses of the programme, and finally, the general consensus on the findings expressed by GORIN's staff during the presentation of our initial findings that was organised at the end of the field visit, strengthen our confidence in the credibility of the results of this evaluation.

2 Evaluation Findings

2.1 RELEVANCE

Relevance questions
- Relevance in relation to strategic priorities of national, regional and international institutions/actors
- Relevance in relation to the logic of programming
- Relevance to the context

2.1.1 Relevance in relation to strategic priorities of national, regional and international institutions/actors

i. Relevance to the Cooperation Strategy for Regional Development Cooperation with Sub-Saharan Africa 2010–2015

Through its work on the ECOWAS Framework Document for Conflict Prevention Framework (FDCP), GORIN's programme has relevance to several aspects of Sector 1 on Peace, Security and Conflict Management of the Cooperation Strategy for Regional Development Cooperation with Sub-Saharan Africa 2010–2015 (hereinafter called the Strategy). This highlights the need for Swedish support to be directed at conflict prevention measures in the regional cooperation context. Through its work dedicated to contributing to fair and non-violent elections, GORIN's programme is in line with Sector 1, which stipulates that Swedish support should also "*be extended to contributions in the sphere of democracy and human rights for the purpose of conflict prevention and management*" (p.8 of the Strategy). Moreover, through its research efforts, GORIN's programme is relevant to Sector 5 of the Strategy, which stipulates that "*support to research institutions must help build capacity for research in developing countries and regions, promote greater independence in identifying problem areas for research and implementing and using their own research, and help to expand and strengthen the African knowledge base*" (p. 11). The following sections will further strengthen this point. Finally, the Strategy mentions the fact that support can be provided to civil society organisations (CSOs) engaged in regional challenges, which is the central focus of GORIN's programme as a whole.

ii. Relevance to the strategic priorities of regional actors

The main actor of reference at regional level is ECOWAS. As mentioned in the previous section, GORIN's programme is highly relevant to ECOWAS FDCP. This framework, developed in 2008, is the regional conflict prevention strategy, which is intended to help the ECOWAS system and Member States to mobilise adequate human and financial resources to transform all conflicts in the region in a non-violent manner. It consists of 14 components, divided into more than 100 structural and operational peace-and-security-related indicators. GORIN's relevance to this strategic

document is reinforced by the fact that its programme directly contributes to making the framework fully operational (see chapter 2.2 on effectiveness.) Moreover, GOR-IN's programme is consistent with the ECOWAS Regional Strategic Plan 2011-2015, as it contributes to the fundamental principle of respect for constituted authority formulated in the Strategic Pillar on Peace, Security and Good Governance.

iii. Relevance to the needs of the target group(s) in national and regional contexts
GORIN's approach, and we return to this particular point on several occasions in this report, is based on the systematic identification and analysis of issues relevant to its stakeholders within the peace, security and governance sectors. These analyses are made at national and/or regional levels. The fact that most of them are participatory and action-oriented allows for the identification of needs that the programme aims to respond to. This is true for CSOs and networks, for state institutions (such as, for example, National Electoral Commissions in several West African countries) and/or for regional bodies.

2.1.2   Relevance in relation to the logic of programming

This section is dedicated to assessing the extent to which the programme was logically planned and whether the activities and the outputs of the programme were consistent with the attainment of its objectives. It also aims at assessing the extent to which the programme benefited from available knowledge during its design and implementation.

iv. Coherence of programme design
GORIN's programme essentially lacks coherence in the way it is structured and presented. The logical framework fails to demonstrate a logical causality between the activities and the different levels of results, and between the different levels of results themselves. The first problem is linked to the format of the results framework. All the outputs are put together, followed by a long list of strategies/activities, which makes it very difficult to understand the logical link between each activity (or between a series of activities) implemented and its (their) expected outputs. The second issue concerns the use of terminology and the formulation of the higher levels of results (Purpose and Goal). They both consist of a mix of several levels of change that the programme aims to contribute to and of strategies. For example, the Goal is defined as "*To reduce, through better knowledge, understanding and analysis* (strategies and outputs), *the impact of conflict on communities in West Africa* (impact) *by contributing directly to the peace building and conflict prevention processes* (outcome) *in order to promote peaceful, secure, just and economically prosperous communities* (another impact)[1]". The programme Purpose is formulated as "*To enable CSOs,*

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[1] The underlined comments to the programme goal and purpose are added by the evaluation team.

ECOWAS, governments and key individuals to find ways to address the conflicts and related social, cultural, political and economic challenges (<u>vague outcome</u>*), by promoting collaborative partnerships and dialogue* (<u>strategies</u>)". The indicators formulated in the results framework are not very useful either, as they do not correspond to, nor do they inform the different levels of expected results.

This mix of results and strategies is very problematic. First, it makes the results framework unusable, even though it should be an important programme management tool. Second, it explains why GORIN's reports focus largely on activities rather than on tangible results achieved. Finally, it does not reflect the programme that has been implemented. It does not reflect the quality of the strategic thinking of GORIN's staff. During the different meetings organised with the evaluation team, GORIN's management and staff explained with great clarity the logic of intervention of the organisation (and of each programme unit), the articulation between the main strategies implemented and the progression between different levels of results. The real ToC of the programme, as it is presented by GORIN's staff and in the methodology chapter, is very logical. The poor quality of the results framework reflects GORIN's insufficient mastery of results-based management/strategic planning tools and terminology.

The evaluation therefore recommends Sida to support GORIN with external assistance aimed to:
- **Develop the capacities of GORIN's management and staff in strategic planning;**
- **Help GORIN develop/revise its future programme proposal and results framework.**

The evaluation therefore recommends GORIN to plan its future programme using a method that will clearly highlight:
- **The theory of change of the programme;**
- **The problems it intends to tackle and the objectives it would like to contribute to reaching (changes of behaviours);**
- **The strategies/activities it intends to develop and implement and how they are likely to lead to well-identified outputs.**

v. Relevance of GORIN's strategies
GORIN's programme is built on the systematic use of three main intertwined strategies (research – training – action), with a clear sequencing:
- A problem first needs to be analysed (research);
- The result of the analysis is transformed into a training module;
- The transfer of skills allows the development of an informed action (by GORIN and/or by the programme stakeholders);
- The action is, in turn, analysed in order to learn from it and to potentially inform new training modules.

- **Relevance of the research work**

The analysis of six out of 17 research publications produced by GORIN during the period 2010-2016 allowed the evaluation team to draw the following conclusions. The choice of research topics is always the result of in-depth discussions with a broad range of West African researchers on political and/or security issues that the region is facing or is likely to face in the near future, whether the initiative emanates from GORIN or from one of its stakeholders. This approach provides a strong relevance to the topics covered. The quality of the research work is, however, often uneven. Several reasons explain this weakness. First, it is due to the lack of systematic use of a solid scientific accompaniment of the research projects, especially in terms of methodology development. Second, GORIN does not have a full-time researcher in the staff. In the absence of in-house competence and of systematic peer review mechanism, all research work is supervised by at least one academic from the region, but his/her input often consists of performing quality assurance after the research has been undertaken, which is often too late to fundamentally influence the quality of the work. Moreover, and this is a very positive aspect of GORIN's approach, each researcher is supposed to transform his/her research findings into a series of practical recommendations aimed to guide possible future interventions. Here again, the quality of these recommendations is uneven, which prevents most of them from being of use as a basis for future project planning.

The evaluation therefore recommends GORIN to:
- **Recruit one full-time research coordinator;**
- **Explore the possibility to develop strategic partnerships with well-established research institutes in Africa and outside the continent;**
- **Put in place and systematically use a permanent scientific peer review group whose mandate/function might be defined along the following lines:**
  - **To participate in and validate the research methodology in the early stages of each research project;**
  - **To perform quality assurance on the first and final drafts of the research papers.**
- **Perform, together with their intended users, quality assurance on the recommendations formulated by the researchers.**

GORIN has produced an impressive amount of publications, either directly linked to its research work or to a series of workshops during which research was presented and its results debated. However, in the absence of a publication policy, the format for each publication is different (colour, GORIN's logo, font, size of the books, etc.) This affects the quality, visibility and credibility of GORIN's publications.

The evaluation therefore recommends GORIN to develop a publication policy, with the development of two collections (one dedicated to research and one to workshop reports).

- **Relevance of the training modules**

GORIN systematically uses the results of its research work to develop a series of training modules. These training modules are clear, well adapted to the target groups, and they provide an interesting mix of theoretical knowledge and practical tools. They address issues of relevance to the participants (natural resource management and conflicts, youth leadership, women leadership, radicalisation in West Africa, etc.), and the pedagogical approach allows for monitoring the extent to which a transfer of skills is taking place, and for organising the following sessions in order to increase the probability that it will take place. GORIN takes the different preconditions and opportunities for men and women seriously and integrates this issue in the design of the training sessions. Some trainings are particularly targeted at women, some others at the youth, and all trainings pay attention to gender issues.

2.1.3 Relevance to the context

This section is dedicated to analysing the extent to which the programme is anchored in a rigorous analysis of the political economy of conflict in the region. It also seeks to understand whether the programme has taken into account and reacted to changes in the national and/or regional political environment.

These evaluation questions were partly answered when introducing GORIN's approach in this report. One of the great strengths of this programme is based on a systematic analysis of the major issues facing West Africa, and on reacting to major changes and/or threats in the political environment. It is also based on GORIN's ability to invite a wide range of stakeholders from the whole region to think about these problems, which leads to the formulation of recommendations enriched with complementary experience and competences, reflecting diverse interests. The workshop on "*Religious radicalism and security threats in West Africa: national and regional perspectives*" organised in February 2016 is a perfect example of this. GORIN was able to mobilise recognised experts on religious extremism from the region who presented a series of papers on this topic. The presentations were aimed at understanding the causes of religious radicalisation, of increased youth radicalisation more specifically, at unravelling the violation of women's rights in the name of religion, and at analysing the responses by governments in the region. Together with the debates that followed the presentations, this workshop was a first step in helping GORIN design a new project on preventing violent extremism in West Africa.

2.1.4 Conclusion on relevance

In sum, GORIN's programme is potentially very relevant, but it has been constructed on insufficiently mastered foundations of results-based management, which is an obstacle to a clear demonstration of programming logic. However, this weakness did not prevent the programme from planning and implementing highly relevant activities, nor from reacting adequately (time and content-wise) to changes in the institutional environment. It is also a well-established programme in the West African context, highly consistent with the strategic priorities of governments, regional and continental bodies and of donors. Finally, lessons learned further developed in the conclusion of

this report highlight that GORIN's programme remains relevant to the new Strategy for Sweden's regional development cooperation in Sub-Saharan Africa, 2016-2021.

2.2 EFFECTIVENESS

Effectiveness questions:
- What progress has been made towards the achievement of the expected outcomes and expected results?
- Does evidence indicate that the outputs have been delivered in a timely manner?
- What are the reasons for the achievement or non-achievement of expected outcomes and expected results?
- Do the partners, target groups and beneficiaries consider that the programme is contributing to enhancement of CSOs capacity to respond to conflict in West Africa?
- How much does the programme contribute to shaping policies in the sub region?
- What is the level of satisfaction amongst beneficiaries, partners, donor and other external stakeholders with the programme implementation and results so far?
- To what extent do the intended and unintended benefits meet the needs of vulnerable groups?

This section presents the findings on the extent to which GORIN's programme contributed to reaching its objectives (outcomes). This section is divided in two parts in order to answer all the evaluation questions, but also to keep a logical flow and avoid repetitions. The first section is dedicated to highlighting the main results achieved by the programme, which have been verified by the evaluation team. The analysis follows the three programme pillars. The second part focuses on analysing the perception of GORIN's programme by external stakeholders.

2.2.1 Progress made towards the achievement of outcomes

i. Effectiveness of the pillar Democracy, Governance and Political Processes
The results recorded within the component Democracy, Governance and Political Processes (DGPP) of GORIN's programme are impressive. It all started with the work of the *Réseau des Observateurs Citoyens* (RESOCIT) and the observation of the presidential and parliamentary elections in Senegal in 2012. GORIN developed its model for the observation of elections (Situation Room) and training modules for the monitoring and the observation of elections that have been further refined with time and experience from engaging in several electoral processes in West Africa (Togo, Guinea Bissau, Equatorial Guinea and Burkina Faso) and beyond (Congo and the Comoros). The Situation Room is an interface, a space for interaction and exchange between the election observers and the authorities in charge of the organisation, management and supervision of electoral processes. It consists of three different Rooms: the Technical Room, which gathers all information collected by the monitors, the Intermediary Room, in which political analysts and electoral experts analyse the information gathered in the Technical Room, and the Political Room, in which Senior Officials, religious leaders and prominent civil society leaders define intervention strategies to address serious flaws in the electoral process.

Table 3: Results achieved under the DGPP component

GORIN Strategies/Activities	→ Outputs	→ Outcomes	→ Impact
	Access	Agency	Achievement
• **GORIN trains election monitors and CSOs in electoral processes (BRIDGE)** • **GORIN manages the deployment of election monitors** • **GORIN is directly involved in the facilitation of electoral processes**	• Election monitors and CSOs have acquired relevant knowledge • Election monitors are deployed in the field • The Situation Rooms are equipped and operational • Networks of CSOs for the monitoring and observation of elections are created • GORIN produces election reports accepted by all stakeholders	• CSOs are deployed in polls and/or participate in the Situation Room • Women networks dedicated to the observation of elections are deployed and active • Election monitors provide real-time electoral data • Information related to electoral process is treated in a timely manner in the Situation Room • Electoral Commissions in West African countries integrate lessons from GORIN's election reports	• Contribution to political dialogue between opposition political parties and majority in several countries • Contribution to fair elections • GORIN has contributed to preventing violent post-electoral conflicts in at least one country

Within a few years, GORIN has become a reference for the monitoring and observation of elections on the African continent. GORIN is capable of mobilising and training national networks of election monitors with great effectiveness. All information collected tends to demonstrate that the transfer of skills is delivered in timely manner. Moreover, GORIN's model for election monitoring and observation has generated reliable information on all the electoral processes it has participated in. Perhaps more importantly, GORIN's model contributes to facilitating dialogue between opposing political actors in the Political Rooms. By doing so, GORIN is not only achieving a set of important outcomes highlighted in Table 3, it also contributes to achieving results at impact level. Several stakeholders have, indeed, confirmed that in one country, GORIN was able to gather key political leaders from the opposition and from the ruling party to break the political stalemate, while the situation was deteriorating during the evening of the election day. This mediation meeting led to a common acceptance of the validity of the electoral process and contributed to preventing highly probable electoral violence. All the stakeholders interviewed during the evaluation have confirmed the quality and effectiveness of GORIN's work around electoral processes.

ii. Effectiveness of the component Peace Building and Conflict Prevention
The results of the evaluation of the component Peace Building and Conflict Prevention that we were able to verify (Cf. Table 4 below) highlight two important characteristics of the programme. First, they tend to confirm the strong ability of GORIN's programme to deliver high quality outputs in a timely manner. Despite some weaknesses highlighted in the section dedicated to the analysis of relevance, the research undertaken is useful to GORIN's stakeholders. The training sessions are well organised and lead to tangible transfer of skills in several areas (conflict analysis; institutional instability; women, youth, peace and security; conflict-sensitive journalism; conflicts and natural resources management.) However, these series of outputs do not necessarily lead to tangible effects/outcomes (agency).

Table 4: Results achieved under Peace Building and Conflict Prevention

GORIN Strategies/Activities →	Outputs →	Outcomes →	Impact
	Access	**Agency**	**Achievement**
• **GORIN launches research projects/studies on civil society, peace and security issues relevant to its stakeholders** • **GORIN uses the knowledge generated by its research projects and studies to inform the content of its trainings and workshops** • **GORIN encourages/facilitates the creation of national women and youth peace building networks** • **GORIN is directly involved in populating the ECOWAS CPF**	• GORIN generates relevant knowledge, which is a precondition for its stakeholders' future agency • GORIN's generated knowledge leads to the formulation of relevant recommendations for agency • GORIN's stakeholders acquire relevant skills through trainings/workshops organised by GORIN • GORIN generates knowledge on the CPF and is perceived by ECOWAS as the most relevant and effective CSO working with this framework	• GORIN's stakeholders organise themselves (indicators of youth and women's networks in 9 countries)	

The evaluation team believes that GORIN's empowerment model that structures its programme highlights a challenge for the organisation. The impressive results achieved by the programme in its component on support to electoral processes were, to a large extent, due to the involvement of GORIN with its stakeholders during the elections. GORIN was directly involved in the implementation of the activities. In the Peace Building and Conflict Prevention component, GORIN facilitates/encourages a series of processes that are supposed to be implemented without GORIN's direct support. So far, this approach has not yet led to many tangible outcomes. The following two examples illustrate this challenge. GORIN has trained a large number of youth

and women's groups from nine West African countries. During these training sessions GORIN encourages and, to some extent, facilitates the creation of national networks, in line with the ToC of the programme (once they have acquired relevant knowledge, GORIN's stakeholders organise themselves, engage other institutions, and use this gained knowledge to address problems at national and/or regional level.) If the theory is logical, its implementation faces important constraints. The evaluation team was able to record attempts to create national youth and women's networks in nine countries. However, these networks often lack financial resources, which is an obstacle to their development. GORIN has, in a limited number of cases, put these networks in contact with potential donors at national level, but this is done on *ad hoc* basis. Similarly, GORIN has been involved in the implementation of the ECOWAS Conflict Prevention Framework (CPF). GORIN has mobilised and trained civil society actors in all West African countries on the 14 components of the framework, and the organisation supports their efforts to collect information on each indicator at national level. The output is of very high quality: GORIN has been able to create a well-populated database, and has managed to produce two annual reports. GORIN has been invited by ECOWAS to present these reports at regional meetings dedicated to the CPF. Only three organisations in West Africa have been involved in the CPF, but according to ECOWAS, GORIN has produced the most comprehensive document. However, the objective of the CPF, what Member States have committed to, is to transform the CPF into national action plans (on a model similar to what was done with the UN Resolution 1325). So far, no national action plan has been developed. It would be unfair to blame GORIN for not achieving this level of result within such a short amount of time.

What we wish to highlight is the fact that GORIN's empowerment model may not lead to its expected outcomes and impact unless it is accompanied by clear strategies aiming at addressing the structural issues faced by GORIN's stakeholders in their respective countries. The plausibility of GORIN's activities and outputs contributing to intended outcomes is reliant on other contributions that are outside GORIN's sphere of influence. This, in turn, raises the question of GORIN's role in these processes and of its capacities to engage in several countries. Is the model of intervention used by GORIN in supporting electoral processes based on the short-term mobilisation of high quality external resources, relevant/adaptable to supporting the structural development and advocacy work of CSO networks in several countries? The evaluation teams does not have a clear answer to this fundamental question, and we are not implying that GORIN should expand to fill the vacuum. However, we are convinced that GORIN will have to make strategic choices related to the geographical and technical scope of its intervention in the next phase of its programme (limited number of countries to increase the probability of achieving outcomes and impact, and direct/hands-on support.) We believe that the capacity of GORIN's programme to have an influence on policies and practices at regional level depends on these strategic choices.

iii. Effectiveness of the Culture component
The cultural component is the weakest part of the programme. It has mainly consisted of the production of two publications, collaboration with the Pirogue Collective As-

sociation on literary creativity, participation in a few cultural events in South Africa, and of the production of two portfolios of engravings that have been presented at an exhibition in Dakar. This part of the programme is characterised by a lack of strategic reflection, which prevents GORIN from developing a programme in which culture would be articulated in a meaningful manner in terms of being integrated with the other two components. This is very surprising, mainly because GORIN is, historically, an organisation closely linked to the cultural sector. GORIN is renowned, far beyond the borders of the African continent, through the commitment to peace of several cultural personalities of international stature, and the organisation still enjoys this reputation. The problem is that it is impossible to develop such a programme without prior reflection on three main issues:

1) What is culture?
2) What role/function does culture play (and/or doesn't it play any longer) in socialisation processes?
3) What could be GORIN's contribution in improving these socialisation processes?

For GORIN, the challenge is not to define what culture is in general, but to identify one or several possible entry points that the organisation considers essential, to explain and justify them as part of a programme. In the last decade, GORIN has focused its attention on the production of graphic and musical works. If GORIN intends to continue on this path, it would be necessary to justify and explain how the process of artistic creation contributes to the institutional stability and/or to peace and security in West Africa. The second issue, meaning the role that culture plays in socialisation processes, is not totally absent from GORIN's programme, but the link is never clearly established. For example, GORIN has conducted one research on traditional conflict resolution methods, it has organised a regional workshop on religious radicalism and the organisation confers great importance to the issue of gender equality in its programme.

The following presents three aspects of GORIN's work that entail a cultural dimension. Various social institutions in West African societies have generated social norms that still influence the life of social groups in the sub region. Many of these norms are pre-Christian and pre-Islamic. They have been shaped by multiple influences (religious, colonial, etc.). They are sometimes protective of the rights of individuals and minority groups, and they are also sometimes real obstacles to the emancipation of the same individuals and groups (e.g. women, pastoralists). Several people interviewed during the fieldwork have mentioned that it is essential to analyse the links between the current deficiencies in common cultural norms and instability in West Africa.

The destruction of mausoleums of Timbuktu by jihadist groups that have invaded northern Mali is perceived by GORIN's stakeholders as an example of loss/distortion of cultural norms and values rather than a sign of religious radicalisation. GORIN deals with this topic in some of its activities (research, workshops, support to women's networks), but not in terms of culture. This brings us to the third question, which is the inability of GORIN to provide a clear articulation between the three compo-

nents of its programme (democratic governance, peace building and culture). It seems that, so far, the culture dimension has been dealt with as a stand-alone, by-product of the programme. There is, for GORIN, a need to further reflect on this possible articulation.

The evaluation therefore recommends GORIN to urgently embark on an in-depth process aimed at clarifying the possible value added and contribution of the culture component to its programme.

2.2.2   Perception of GORIN's programme by external stakeholders

Beyond the analysis of the results achieved (and not achieved) by the programme, this evaluation seeks to understand how GORIN's programme has been perceived by its stakeholders. The findings are presented in a way that allows for drawing some lessons on how and why the results have been achieved. As mentioned in the methodology part of this report, all the information presented in this section has been triangulated (survey, distance interviews and interviews during field visit).

The perceptions of GORIN's programme by external stakeholders are very positive, regardless of whether these stakeholders represent a CSO, a state institution, an intergovernmental body, a UN and/or a donor agency. There are five main reasons explaining the strong reputation, and, by our judgement, the effectiveness of GORIN's programme. They are presented in the following sections.

- **A knowledge-producing organisation**

All the stakeholders we interviewed mentioned the value, quality and utility of GORIN's publications. These perceptions seem to contradict the criticisms that we have formulated on the uneven quality of research. We believe, however, that they should be understood in their context. These perceptions indicate an appreciation of an effort to produce knowledge on the sub-region by researchers from the sub-region that no other organisation has been able to do for a long time. The researchers mobilised by GORIN confirm that its programme gives them the opportunity to do fieldwork and to publish, which universities cannot afford in many West African countries (especially in the francophone ones). Beyond generating knowledge, GORIN contributes to the development of a regional pool of researchers, even though it is still modest, but also to maintaining a tradition of publication, which is increasingly rare. Finally, and although it is difficult to assess this dimension accurately, the information the evaluation team has collected suggests that these publications are used by GORIN's programme stakeholders. They use them to prepare their own training sessions, articles (media) or simply to increase their knowledge of issues at stake in the region.

- **Quality of the trainings/workshops**

The training sessions are perceived as being of very high quality. The quality is expressed, first of all, by the systematic link made between the content of the training sessions and the results of the research undertaken by GORIN. The participants have the feeling that they learn something solid, that they acquire a knowledge that has been validated by a scientific approach. When it comes to the training sessions dedi-

cated to electoral support, they are seen as very technical and precise. The quality of training is also related to the pedagogical approach. GORIN uses a participatory method that manages to introduce new knowledge while giving participants the opportunity to expose theirs. It is based on exchange, on dialogue among participants, with a strong emphasis on respect for differing and sometimes conflicting opinions. The approach is also relevant as, regardless of the topic addressed by training, it mixes theory and practice. The participants understand the utility of the knowledge transferred, as they have to work on the operationalisation of the concepts introduced during each session. Finally, and this is an appreciated element, GORIN always provides the participants with useful teaching materials (Power point presentations, booklets, handbooks, research publications).

- **High relevance of issues addressed**

Whether in its training sessions, workshops and/or research projects, GORIN addresses interesting and relevant issues. The relevance consists of the direct utility of, for example, the training sessions, but also of the timeliness of the themes tackled, such as, for example, the religious radicalisation and/or the institutional instability. There is a recurrent perception among stakeholders that what GORIN does is interesting, important and useful. The evaluation team is convinced that GORIN's ability to understand the nature of the political challenges in West Africa, and to raise issues of concern to its programme stakeholders in a timely manner is an important factor explaining the capacity of the organisation to achieve results. This is particularly the case for its support to electoral processes and for its work dedicated to the regional conflict prevention framework.

- **A professional, competent organisation**

All information collected during this evaluation converges to emphasise the high level of professionalism and seriousness of GORIN. This is particularly true for the stakeholders involved in the work around elections and what comes out with most clarity in our interviews with officials from state institutions (Electoral Commissions), international and regional organisations (UNDP, UNOAU, ECOWAS) and with financial partners (OSIWA and EU). These stakeholders emphasise the reliability of GORIN (activities are implemented and reports are provided in time), its capacity to deliver according to plans and to mobilise high quality external resources. All of them have recommended GORIN to their colleagues from other West African country offices, which explains that the organisation has received many demands in the last three years to support electoral processes in many different countries.

- **A neutral/unbiased organisation**

All the themes tackled by GORIN are sensitive, but the electoral support is the most sensitive one, as GORIN is directly involved during the elections. Moreover, the very nature of its work, its contribution to the credibility, not only of the election results, but also of the whole electoral process, can potentially put GORIN in a difficult position. The pressure exerted by political groups is enormous in the context of African

elections, and working in such an environment requires a solid ethical stance. Here again, all information collected during this evaluation converges to underline the unbiased stance of GORIN staff and of the high quality external resources mobilised in the Situation Rooms and/or in the polls.

All these combined factors explain the strongly anchored perception among the partners, target groups and beneficiaries that GORIN's programme is contributing to enhancing their capacity to prevent and/or respond to conflicts in West Africa.

2.3 EFFICIENCY

Efficiency questions:
- Have GORIN's organisational structure, managerial support and coordination mechanisms effectively supported the delivery of the programme?
- Has there been sufficient capacity in place to monitor and evaluate the activities and the results of the programme?
- Following the recommendations in the System-based Audit report (2010), how has GORIN complied with the recommendations?

2.3.1 Efficiency of the organisation

This section is dedicated to assessing the extent to which GORIN's organisational structure, managerial support and coordination mechanisms have supported the delivery of the programme. The result of this assessment is mixed. On one hand, GORIN has succeeded in creating an efficient model of intervention. Conscious of the financial constraints faced by the organisation, and more specifically the increasing difficulty to raise core funding, GORIN's management and governance (Executive Director and Board together) have developed an organisational structure and coordination mechanisms aimed at optimising the use of human resources. This efficiency is based on two principles: flexibility and quality of the human resources mobilised to manage the programme and to implement its activities.

GORIN's model is based on the systematic use of external technical capacities in all its activities: the research work is undertaken by external researchers, the workshops and/or training sessions are very often led by external contributors, and key functions during the support to electoral processes are occupied by external resources. The interviews conducted during the fieldwork show that these resources are loyal to GORIN, as they believe in the relevance and effectiveness of the approach, and most of them have participated in several activities.

This externalisation of human resources allows GORIN to maintain a small full-time employed technical team consisting of four staff members, to which should be added the Executive Director who is directly involved in many activities.

However, this model has a number of disadvantages. The evaluation team saw that it had negative implications on the quality of research, and it is also partly the case for the monitoring system.

2.3.2 Efficiency of GORIN's monitoring system

One of the great weaknesses of GORIN as an organisation, and of its programme, is the absence of a structured and institutionalised monitoring system. This does not

mean that GORIN does not monitor its work. For example, the organisation monitors the learning curve during its training sessions (especially for the election observers) through practical exercises (regular tests on how to collect electoral data). GORIN is also in touch with some of the participants in training sessions dedicated to peace and security, as well as with members in different networks. However, it is done on an *ad hoc* basis, and no structural element of an effective monitoring system is in place. This is confirmed by the evaluation survey and the qualitative interviews, the respondents explaining that they contact GORIN whenever they need some post-activity support (which they always receive), but that GORIN does not initiate a process aiming at assessing the potential effects of the activities implemented. The evaluation team believes that there are two main and intertwined reasons that explain this weakness. The first is linked to GORIN's organisational structure. The evaluation team has assessed the model as efficient, but the limited number of staff and the use of many external resources to implement activities would have required a clear vision in terms of monitoring needs and skills to develop the monitoring system. Unfortunately, and this is the second reason, if GORIN's management is aware of the need to equip the organisation with a solid monitoring system, it has so far failed to mobilise the adequate competence to do so. GORIN has recently recruited a new staff member who is experienced in monitoring and who will be in charge of enhancing monitoring practices within the organisation. This is surely a step in the right direction, but it is important that GORIN fully perceives the technical, managerial and financial implications related to developing a comprehensive monitoring system. The organisation might benefit from learning from other similar experiences and/or from some external support.

The lack of a monitoring system, combined with the internal weakness in terms of strategic planning, explains to a great extent why GORIN's narrative reports are almost only focused on activities. This double flaw prevents GORIN from demonstrating, in its narrative reports, the quality and effectiveness of the work undertaken.

The evaluation therefore recommends GORIN to embark on a process aiming at developing a comprehensive monitoring system and to plan for costs (human resources) related to monitoring in the budget of its future programme.

The evaluation therefore recommends Sida to support GORIN in the development of an effective monitoring system based on the development and institutionalisation of:

- **Monitoring steps (from data collection, documentation to its analysis);**
- **Monitoring responsibilities (internal and external);**
- **Monitoring tools (template for monitoring activities and results, guidelines for monitoring meetings, results-based reporting templates);**
- **Monitoring structures (internal and external monitoring meetings);**
- **Management decisions (coordination processes linking programme results and management decisions).**

2.3.3 Compliance with the recommendations from the system-based Audit

Prior to financially supporting the programme, Sida launched a system-based audit in January 2011 in order to establish whether the organisation, systems and processes at GORIN would meet the terms and conditions for financial support (as stipulated in all agreements with Sida.) A total of 32 recommendations were formulated, and the auditing firm considered that any future funding should be made conditional on key improvements to the governance framework of GORIN. These improvements included the reactivation of the Board of Trustees, the appointment of a full-time Executive Director and quarterly financial and operational reporting to the Board of Trustees. In order to ensure that these recommendations would be dealt with in due time, Sida commissioned a follow-up system-based audit in November-December 2011. The auditors observed that GORIN had made significant improvements to its governance, financial management systems and procedures, that GORIN's internal financial control systems were adequate to cope with core and programme support from Sida, and, finally, that GORIN should be able to manage Sida funds in a reliable way. All the essential recommendations had been adequately dealt with, and 12 out of the 15 significant recommendations had been addressed and/or where being addressed at the time the audit was undertaken. The auditors concluded that Sida should continue to fund and support GORIN as a constructive and reliable dialogue partner.

The evaluation team went through all the recommendations formulated in 2011 with GORIN's staff. All of them have been addressed with one exception[2]. The auditors had recommended GORIN to establish a general fund. The idea was that this fund would be used to finance all payments that are not covered by a particular donor. In addition, it would receive agreed contributions from the Teral Department (Cf. section on sustainability) and any balances in project accounts that are not required to be returned to the relevant donors. GORIN believes that this recommendation triggers a feasibility issue, as an organisation cannot reallocate the balance of funding without prior approval from the financial partners. Moreover, the contracts that GORIN has signed with different financial partners stipulate that all unused funds should be paid back to the donor at the end of the project/programme.

The auditors, however, also observed that GORIN should continue to refine its approach to results-based management. The previous sections demonstrate that GORIN has not yet totally complied with this observation, which reinforces the importance of the recommendations related to the need to support GORIN in strategic planning and in the development of an effective monitoring system formulated in this evaluation report.

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[2] A detailed list of the recommendations from the system-based audit and GORIN's action is to be found in Annex 3 of this report.

2.4 SUSTAINABILITY

Sustainability questions:
- To what extent do local organisations demonstrate leadership commitment and technical capacity to continue the programme implemented by GORIN?
- Are there any indications demonstrating attempts to replicate and/or pursue the efforts undertaken by the programme?
- GORIN's financial sustainability

2.4.1 Sustainability of programme results

Due to the absence of an effective monitoring system and to the inability of the evaluation team to visit the different countries in which GORIN has been active, it is difficult to assess with great exactitude the extent to which local organisations demonstrate leadership commitment to continue the programme implemented by GORIN. However, the evaluation team was able to collect indications demonstrating attempts to replicate and/or pursue the efforts undertaken by the programme. The outputs achieved under the component Democracy, Governance and Political Processes are, to a large extent, sustainable, as local CSOs and Electoral Commissions are using GORIN's reports and training materials to train their own colleagues, and to increase and capacitate the pool of election observers. As mentioned in the section dedicated to analysing the effectiveness of the component Peace Building and Conflict Prevention, GORIN's stakeholders, and more specifically youth and women's networks use the knowledge acquired during GORIN's training sessions to train their members, but this level of result appears fragile and not yet sustainable.

2.4.2 Financial sustainability of GORIN

Table 5 below is an account of GORIN's funding situation during the period covered by this evaluation (2012-2015). It shows the great dependency of GORIN on Sida's financial support. Despite a series of efforts to attract other financial partners, and the fact that this dependency has slightly reduced in relative terms during this period (from 48 to 41%), it remains very high.

As we have seen in the previous sections, GORIN's work has been very effective. This has contributed to strengthening its reputation on the African continent, which, in turn, explains why GORIN has been very successful in winning most of the tenders it participated in from 2013 onwards launched by different UNDP offices (Congo Brazzaville, Guinea Conakry, Guinea Bissau, Ivory Coast, Comoros) and EU delegations (Senegal and Togo) related to supporting electoral processes. However, GORIN's success is not only due to its experience and reputation. Sida's core funding allowed GORIN to provide the 10 or 20% own contribution usually required in these tender processes.

Table 5: GORIN's funding situation (2012-2015)

EUR	2012		2013		2014		2015	
Donors	**Amount**	**%**	**Amount**	**%**	**Amount**	**%**	**Amount**	**%**
Sida 2012-2014	671 280	47,9	674 076	46,3	323 253	42,2	701 606	41,3
IDEA 2011-2012	4 580	0,3						
IFES 2012	68 219	4,9						
OSIWA 2012	36 256	2,6						
EU Senegal	129 429	9,2					46 850	2,8
EU Togo	280 000	20,0	520 000	35,7				
UNDP Guinea C			54 571	3,7	23 102	3,0		
UNDP Congo					118 544	15,5	31 207	1,8
UNDP Guinea B					22 108	2,9		
UNDP Iv. Coast							76 396	4,5
UNDP Comores								
Ong3d/USAID					44 921	5,9	18 543	1,1
Conseil de l'E.							472 408	27,8
Teral	211 160	15,1	208 390	14,3	234 095	30,6	353 312	20,8
Total	**1 400 924**	**100**	**1 457 037**	**100**	**766 023**	**100**	**1 700 323**	**100**

The dependency on Sida's funding is, thus, double, as it is a necessary condition to the existence of GORIN **and** to the capacity of the organisation to have access to other funding sources available in the region. GORIN's management and governance (Executive Director and Board) are fully aware of the fact that this is a weakening factor for the organisation and that the situation is not sustainable. They have envisaged a four-faceted strategy.

The first part of the strategy consists in strengthening the part taken by the Teral programme in raising funds. The Teral programme is an initiative from GORIN's management and governance. It is based on the attractiveness of the Gorée Island, which is a UNESCO World Heritage site since 1978. This site receives visits from a large number of tourists and personalities interested in the history of triangular Atlantic slave trade. The Teral programme consists of renting out GORIN's premises (conference room and guesthouse) to enterprises from the private sector, embassies, etc. If this strategy has been quite successful, Teral representing between 15 and 20 % of GORIN's operational budget, it is far from being enough to ensure the financial autonomy of the organisation.

The second part of the strategy consists in trying to attract funds from private African investors and international philanthropists. It is still embryonic, but the Board is working on improving its effectiveness. The third part of the strategy consists in the project to create a Centre of Excellence that would offer training against fees. Finally, GORIN has tried to attract other financial partners that would provide some core

funding. So far, GORIN has failed to reach any agreement with another international donor willing to offer this kind of financial arrangement.

The evaluation therefore recommends Sida to support GORIN in its effort to broaden its portfolio of financial partners providing core funding.

2.5 RISK AND ADAPTATION

Risk question:
Have external factors affected the programme and to what extent was the programme able to mitigate them?

As stipulated in the ToR, this section is dedicated to assessing whether external factors have affected the programme and the extent to which the programme was able to mitigate them. Two factors have influenced the programme. One, in a conjonctural manner, the second one having structural repercussions on the organisation.
The outbreak of Ebola forced to GORIN to change its plans. This crisis has had an influence on the volume of activities, as many participants were not allowed to travel between countries until the end of 2015. Most activities that were planned to take place in Sierra Leone and Guinea took place in Dakar. This slowed down the implementation of the activities, but it did not have any influence on the capacity of GORIN to achieve its direct results.
The second factor is linked to the general elections in Senegal in 2012. The fear that these elections might trigger political violence in the country changed the focus of GORIN. The model of support to electoral processes had been developed by GORIN already in 2008. In this first stage, GORIN's value added was mainly linked to the involvement of civil society in monitoring elections. The full involvement of GORIN in the electoral process in Senegal helped the organisation refine its approach, in particular with the development of the Situation Rooms. This innovation, which consists of the development of effective electoral conflict prevention and management mechanisms (early warning, and early and effective response), has largely contributed to making of GORIN an organisation of reference in electoral processes. This experience demonstrates the capacity of GORIN not only to quickly adapt to external constraints, but also to transform it to the benefit of the organisation.

3 Conclusion and Recommendations

This evaluation shows that GORIN's programme produced impressive results in two of its strategic priority areas (support to electoral processes and contribution to the ECOWAS Conflict Prevention Framework), despite some shortcomings that could have jeopardised its ability to perform. This programme is indeed characterised by three major deficiencies. The first is the weakness of the results framework. This document is not logically constructed. The results framework does not reflect what the programme aims to do and indicators are of poor quality. This is not a problem related to strategic thinking, but rather to insufficient mastery of results-based management tools. The second weakness is the absence of a comprehensive monitoring system, which prevents GORIN from adequately monitoring the results of its intervention and demonstrating the quality and effectiveness of its programme. Finally, the evaluation shows that the culture pillar of the programme was, to a great extent, neglected. Despite the historical dimension of culture in the development of GORIN, in a time when the social, political and security crises that characterise West Africa are also cultural crises, the organisation has failed to capitalise on its original identity to propose a programme in which culture could play a prominent role. The evaluation team is convinced that culture is a highly relevant theme and that GORIN may have an important role to play in its development. More generally, GORIN's programme would gain in relevance if it was capable of demonstrating a clear articulation between its three pillars.

Despite these weaknesses, GORIN's programme manages to achieve interesting, and sometimes even impressive results. It is primarily a programme that implements high-quality activities, thoroughly thought through in terms of pedagogical methods and quality of human resources that have been mobilised to implement them. Moreover, these activities are based on appropriate content for effective transfer of knowledge and skills. These highly relevant activities deliver direct results of high quality (outputs). The evaluation finds that there are clear indicators of knowledge production and of transfer of knowledge. These high quality outputs contributed to the setting in motion of the stakeholders involved in the parts of the programme (electoral processes, peace building), and the evaluation team has been able to highlight a range of indicators at outcome, up to impact level. The evaluation team has, indeed, collected solid evidence, corroborated by several actors, which shows that the programme has contributed to preventing violent conflicts in the direct aftermath of elections in at least two countries. Beyond the effectiveness of its programme, GORIN is perceived as a highly professional, competent and unbiased organisation whose publications are appreciated by a wide range of actors.

Finally, GORIN has developed, and shared with Sida, a new programme proposal for the period 2016-2018. This proposal is meant as a logical follow-up of the programme evaluated in this report, and it builds on the results achieved so far. This new programme is potentially highly relevant to the new Strategy for Sweden's regional development cooperation in Sub-Saharan Africa, 2016-2021. GORIN's programme, indeed, is likely to contribute to two objectives of the new strategy, namely a "Strengthened democracy and gender equality and greater respect for human rights" (*through enhanced capacity of regional actors to work towards strengthened democracy and the rule of law, gender equality and increased respect for human rights, with a focus on the rights of women and children; enhanced capacity of civil society and media to work towards accountability and respect for human rights at regional level*) and Human security and freedom from violence (*through strengthened capacity of regional actors for peace and reconciliation; strengthened capacity of regional actors to combat violent extremism; and increased influence and participation by women and young people in processes for peace and reconciliation*). Moreover, the strategy also stipulates that Sida should investigate the possibility of including, to a greater extent, cooperation with academic research institutions and cultural organisations. However, the analysis of the results framework of GORIN's new programme proposal highlights the same weaknesses as the ones mentioned in this report (inadequate use of results-based approach terminology, weak/unclear formulation of the different levels of results, mix of results and activities/strategies, need to clarify the ToC of the programme) The evaluation team is convinced that this further reinforces the validity of the recommendations formulated in this evaluation report.

Recommendations to Sida
The evaluation recommends Sida to support GORIN with external assistance aimed to:

- Develop the capacities of GORIN's management and staff in strategic planning;
- Help GORIN develop/revise its future programme proposal and results framework;
- Develop an effective monitoring system based on the development and institutionalisation of:
  - Monitoring steps (from data collection, documentation to its analysis);
  - Monitoring responsibilities (internal and external);
  - Monitoring tools (template for monitoring activities and results, guidelines for monitoring meetings, results-based reporting templates);
  - Monitoring structures (internal and external monitoring meetings);
  - Management decisions (coordination processes linking programme results and management decisions);
- Support GORIN in its effort to broaden its portfolio of financial partners providing core funding.

Recommendations to GORIN

The evaluation recommends GORIN to:

- Plan its future programme using a method that will clearly highlight:
  - The theory of change of the programme;
  - The problems it intends to tackle and the objectives it would like to contribute to reaching (changes of behaviours);
  - The strategies/activities it intends to develop and implement and how they are likely to lead to well-identified outputs;
- Recruit one full-time researcher;
- Explore the possibility to develop strategic partnerships with well-established research institutes in Africa and outside the continent;
- Put in place and systematically use a permanent scientific peer review group whose mandate/function might be defined along the following lines:
  - To participate in and validate the research methodology in the early stages of each research project;
  - To perform quality assurance on the first and final drafts of the research papers;
- Perform, together with their intended users, quality assurance on the recommendations formulated by the researchers;
- Urgently embark on an in-depth process aimed at clarifying the possible value added and contribution of the culture component to its programme;
- Develop a publication policy, with the development of two collections (one dedicated to research and one to workshop reports);
- Embark on a process aiming at developing a comprehensive monitoring system and to plan for costs (human resources) related to monitoring in the budget of its future programme.

Annex 1 – Terms of Reference

Terms of Reference for the evaluation of the Sida support to the Gorée Insititute 2012 to 2015

Date: 2016-06-08

Case number: UM2016/19755/ADDI

1.Background

The Gorée Institute was founded in 1992 to promote peace and development on the continent. Since 2003, following an analysis of the African context, the Institute focuses on research and the understanding of the causes of conflicts in Africa, the promotion of political dialogue and conditions of lasting peace, and the deepening of democracy through involvement in the electoral process. This work is done mainly trough trainings, studies and networking activities.

The Institute's Peace Building and Conflict Resolution Programme, supported by Sida since 2010, aims to respond to the various causes and consequences of conflict in West Africa. The programme 'Imagine Africa, Building Collaborative Partnerships Towards Promoting Peaceful and Secure Communities in West Africa' has three focus areas:

1) Conflict Resolution, Peace building and Security
2) Democratization, elections and political processes
3) Support for artistic and literary creativity: Peace by Force

The main objectives of the focus areas, stated in the project proposal 2012-2014, are:

1. To effectively strengthen the capacities of civilian actors in West Africa in conflict prevention , the building of human rights , and the promotion of best African practices in the non-violent management of conflicts , security and peace building , while ensuring a sub-regional focus.
2. To contribute to the prevention of conflicts through improvement of democratic, electoral and political processes in West Africa.
3. Contribute towards making West Africa's divergent experiences and realities of peace, war and other aspects of social life better known and understood - by local and regional authorities and to the world at large - through publications, exhibitions and presentations.

For the time period that this evaluation concerns Sida and Gorée Institute entered into an agreement in 2012. The Sida contribution in total from 2010 to 2015 amounts to 22,5 million SEK.
The agreement has since then been extended and the activity phase ends in December 2016 (the additional contribution is 3 million SEK).

Save for a system audit in 2010 no other assessment of the programme has taken place, an independent evaluation is therefore needed to assess the impact of the Sida support hitherto

and to determine the advancement made of the set goals as contained in the results frame-work.

2. Evaluation Purpose

The purpose of this evaluation is to assess the effectiveness, relevance, efficiency, sustaina-bility and impact of the programme funded by Sida from 2012 to 2015, to achieve a fair, ob-jective and accurate assessment of the project performance and provide strategic lessons and recommendations for Gorée Institute's future interventions. The evaluation will also provide Sida with the foundation to determine an eventual continuation of the Swedish support to the Institute.
The overarching objectives of the proposed evaluation are:

- To assess results against planning and in relation to the results framework for the agreement period 2012-2015.
- To assess the quality and efficiency of programme implementation – approaches and methods – and the links between methodology and results achieved.
- To provide specific operational and programmatic recommendations that may improve the effectiveness and quality for the future.
- To provide an analysis of the relevance of the organisation's work in relation to the Cooperation Strategy for Regional Development Cooperation with Sub-Saharan Africa 2010–2015.

3.Evaluation Questions

The evaluation shall be informed by the OECD/DAC Guidance on Evaluating Conflict Pre-vention and Peacebuilding Activities. In answering the evaluation questions below and in providing recommendations, the consultant is also required to take gender equality into ac-count.

In terms of scope, the evaluation will cover the following key areas and respond to the fol-lowing evaluation questions:

Evaluating relevance:
- Do the partners, target groups and beneficiaries consider that the programme is con-tributing to enhancement of CSOs capacity to respond to conflict in West Africa?
- Are the programme objectives addressing identified needs of the target group(s) in national and regional contexts? How much does the programme contribute to shaping policies, in the sub region?
- Do the activities address the problems identified?
- Have the four principles of non-discrimination, openness and transparency, participa-tion and accountability been integrated to reach better and more sustainable results for the target group?
- Have the different preconditions and opportunities for men, women, boys and girls been analysed and integrated into logical framework and in the design of the activi-ties?
- To what extent is the work of the organisation relevant in relation to the Cooperation Strategy for Regional Development Cooperation with Sub-Saharan Africa 2010–2015?

Evaluating effectiveness:
- What progress has been made towards the achievement of the expected outcomes and expected results? Is it likely that the outputs have been delivered in a timely manner? What are the achieved results so far in relation to the framework?
- What are the reasons for the achievement or non-achievement of expected outcomes and expected results?
- What is the level of satisfaction amongst beneficiaries, partners, donor and other external stakeholders with the programme implementation and results so far?
- To what extent do the intended and unintended benefits meet the needs of groups like women?
- What factors has contributed to the effectiveness and ineffectiveness of the interventions?
- Has the programme design been articulated in a coherent structure? Is the definition of goals, outcomes and outputs clearly articulated?

Evaluating efficiency:
- Could the activities and outputs have been delivered with fewer resources without reducing their quality and quantity?
- Has Gorée Institute's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the programme?
- Has there been sufficient capacity in place to monitor and evaluate the activities conducted?
- Following the recommendations in the System-based Audit report (2010), how has Gorée Institute complied with the recommendations?

Evaluating impact:
- What external factors have affected the project so far? How have those factors affected the project and to what extent was the project able to mitigate against/adapt to them?

Evaluating sustainability:
- Is the programme supported by national/local institutions? Do these institutions demonstrate leadership commitment and technical capacity to continue the efforts and activities supported by the programme and/or replicate them?
- Are requirements of national ownership satisfied?

4.Approach and Method

The evaluation exercise will be wide-ranging, consultative and participatory, entailing a combination of comprehensive desk reviews, analyses, interviews and possible field visits. While interviews are a key instrument, all analysis must be based on observed facts to ensure that the evaluation is sound and objective. On the basis of the foregoing, the consultant will further elaborate on the method and approach in a manner commensurate with the assignment at hand and reflect this in the inception report, which will subsequently be shared with key stakeholders. The consultant is expected to carry out the assignment in a cost efficient manner, considerate of effects on the environment.

Focus should be kept on general effects of the programme rather than on details of individual activities. More in particular, the evaluation shall make informed judgements on the extent to which the programme may have had a positive influence on Peace Building and Conflict Resolution in the programme areas, as well as on organisations and individuals. Such judgements shall be based on collected evidence, clearly and thoroughly argued, and, if relevant, include a critical discussion. Even when results may not yet have been attained, or may be

impossible to definitely separate from effects of more general trends, the review team shall endeavour to discuss the likelihood of them occurring as a result of the programme. In describing the results of the Gorée Institute's programme, examples may be used both for illustration and for proof. However, if a choice is made to use such material, the review team shall also present a view on how representative such examples are of the programme in general.

5.Stakeholder Involvement

The main stakeholders of the evaluation are Sida and the Gorée Institute. The consultant will report to Sida. The evaluation must be an inclusive process, involving programme participants and other relevant stakeholders, as identified by the evaluation team. The team should meet with partners, stakeholders and intended target groups. During the evaluation, stakeholders will be asked to critically reflect on the degree to which programme outcomes are likely to have been achieved and whether or not the strategic priorities, results framework and the underlying theory of change remain relevant. The process for selection of stakeholders and the method for how these will be consulted shall be discussed in the inception report.

6.Time Schedule, Reporting and Communication

The consultant is expected to present the tender document, including the suggested methodology and the team composition by July 19, 2016. The tender document shall also include the full budget of the assignment, including reimbursable costs.

An inception report, describing the methods and timeframe of the evaluation, shall be presented to the Embassy in Addis Ababa for revision and approval within 14 days after signing the contract. The inception report will delineate in more detail the approach and methods to be used in carrying out the evaluation, such as the suggested sampling criteria for cases and a time schedule, including travels and field visits. The inception report should not be longer than 10 pages excluding annexes.

The evaluation shall start in the beginning of September 2016 and be conducted within a time frame of three months. Tostan, Sida HQ and the Embassy in Addis Ababa will provide the necessary documentation. The consultant shall be responsible for organising meetings with relevant stakeholders. The Embassy in Addis Ababa can assist the consultant with contact details to key stakeholders. The consultant shall be responsible for all travel arrangements, such as booking of tickets and hotels.

The consultant shall present a draft evaluation report to the Embassy in Addis Ababa, written in English. The report shall address all of the above questions, and shall clearly indicate the extent to which its conclusions are firmly based in evidence. The draft report shall be submitted no later than 10 November 2016. Before submitting the draft report, it is recommended that the consultant will lead a workshop with Tostan's staff, to present initial observations, conclusion and recommendations.

The final report shall be submitted to the Embassy in Addis Ababa no later than two weeks after the Embassy and the organisation have submitted their final comments to the draft. The final report shall be written in English and submitted to the Embassy in Addis Ababa via e-mail no later than 30 November 2016. The report shall be maximum 30 pages, excluding annexes. In addition, it shall contain an executive summary of maximum 5 pages. The report shall have been proof-read and edited before being sent to the Embassy.

The evaluation will primarily be used by Sida and Tostan to get an overall picture of obtained and expected results. The report may also be shared with other donors as well as with interested African and international organisations.

7.Resources

The consultant shall in the tender document present a preliminary timeframe that indicates number of days per consultant engaged for the assignment, and reimbursable costs. The tender shall also contain the CVs (maximum 4 pages each) of all consultants in the team, and one example from each consultant of a previous evaluation report of a similar kind, where the consultant has had a significant role.

8.Evaluation Team Qualification

The consultant shall possess the following competences:
- Strong experience of reviews and evaluations related to peacebuilding, conflict prevention and human security conflict in West Africa
- Thorough knowledge of democratization, elections and political processes
- Thorough knowledge about the West African context in general, and on the conflict situations in Gorée Institute's intervention zones in particular.
- Thorough knowledge about and capacity to analyse the political context in which the Gorée Institute's programme operates.
- Knowledge of policy advocacy, regional peace and security issues and regional bodies in Africa.
- Fluency in English and proficiency in French.
- Previous knowledge of the organisation is a merit.

The team-leader shall be responsible for all contacts with Sida. S/he shall coordinate the evaluation and should have knowledge about evaluation methods and of working in the sector of peace and security/conflict. The evaluation team shall exercise skill, care and diligence in the performance of services and shall carry out the assignment in accordance with recognised professional standards. The team members must be independent, have no commitment with the institutions reviewed and have no stake in the outcome of the review.

9. Appendices

- Cooperation Strategy for Regional Development Cooperation with Sub-Saharan Africa January 2010 – December 2015
- Sida's Template for Evaluation Reports

Annex 2 - Inception report

1.Assessment of the scope of the evaluation

The Terms of Reference (ToR) for this assignment mention that this evaluation should assess GORIN's programme against OECD/DAC Evaluation Criteria (relevance, effectiveness, efficiency, impact and sustainability, page 2 of the ToR.)
The inception period allowed to further clarify the scope of this evaluation. Indeed, two closely-linked elements were highlighted during the dialogue with Sida:

- Without neglecting the other evaluation criteria, a special emphasis should be put on evaluating the relevance and effectiveness of the programme;

- Beyond assessing the OECD/DAC criteria, this evaluation has a summative and a formative nature, as it will also provide Sida with the foundation for a possible continuation of the Swedish support to GORIN.

This clarification has provided the basis for structuring the work of the evaluation team during the inception period in terms of refining the evaluation questions, of developing the methodology and in the way it has engaged with GORIN. The evaluation team has had three different preparatory interviews with GORIN staff and Board members during which the approach chosen for this evaluation has been introduced. A particular effort has been put on listening to GORIN's expectations, in explaining the scope of the evaluation and in highlighting what it would entail. The content of the preparatory meetings might be summarized as follows:

- Particular attention will be given to understanding the logic of GORIN's interventions, on unravelling the Theory(ies) of Change (ToC) on which the programme has been built;

- More specifically, the evaluation aims to better highlight the justification/relevance for the three pillars of GORIN's programme (Peace Building, Elections and political processes and Culture) and their articulation: why these pillars are important in relation to the West African (regional) peace and security context, how GORIN sees its role and what its contribution/added value are within each of these pillars, as well as what these three pillars *together* contribute to. A particular focus will be put on further understanding what working at regional level means and entails.

- Finally, the evaluation will focus on assessing the extent to which, and how, GORIN is able to demonstrate that its programme has produced a series of results that possibly contribute to the West African peace and security agenda.

As these questions will form the core of this evaluation, GORIN's staff and Board members have been encouraged to reflect on them prior to the field visit and the discussions with the evaluation team.

2.Relevance and evaluability of evaluation questions

As mentioned in the Technical Proposal, the evaluation team has used the inception period to reorganise some of the questions formulated in the ToR in order to make them evaluable, consistent with the OECD/DAC criteria and to avoid their duplication. The final proposed evaluation questions are presented in the following sections.

Evaluating the relevance of the programme

The relevance criterion is very important when evaluating a programme, and the scope of this evaluation should further strengthen its depth. The relevance criterion is, first, meant to assess the extent to which an intervention has taken into account the context in which it has taken place. In the case of the evaluation of GORIN, evaluating the relevance means :

- Focusing on the appropriateness of the strategies and of the programme objectives in relation to the needs and priorities of the stakeholders, on the extent to which they were feasible/realistic given the West African socio-cultural and political contexts. The relevance criterion is also meant to focus on the logic of a given intervention, on its consistency.

- Evaluating the extent to which the activities and outputs of the programme are consistent with the attainment of its objectives. In other words, the evaluators will assess the extent to which the theory(ies) of change of GORIN's programme were founded on solid grounds.

- Investigating the reactivity of an organisation and/or of programme management: to what extent and how did GORIN take into account changes in the environment in which the organisation has intervened?

The evaluation team suggests, thus, to organise the evaluation questions related to the relevance criteria along these three sub-components.

Relevance questions
  1. Relevance in relation to strategic priorities of national, regional and international institutions/actors:
      a. To what extent is the work of the organisation relevant in relation to the Co-operation Strategy for Regional Development Cooperation with Sub-Saharan Africa 2010–2015?
      b. To what extent is the work of the organisation relevant in relation to the strategic priorities of other national and/or regional actors?
      c. Have the different preconditions and opportunities for men, women, boys and girls been analysed and integrated into logical framework and in the design of the activities?
         Do the programme objectives address identified needs of the target group(s) in national and regional contexts?
  2. Relevance in relation to the logic of programming:
      a. Has the programme design been articulated in a coherent structure: are the outcomes and outputs clearly articulated?
      b. To what extent do the activities carried out address the causes of problems identified?

c. Have the four principles of non-discrimination, openness and transparency, participation and accountability been integrated to reach better and more sustainable results for the target group?
d. Did the programme benefit from available knowledge (for example, the experience of other similar programmes in the West African region or in Senegal) during its design and implementation?
e. Did the programme objectives remain relevant over the period of time required for implementation?
3. Relevance to the context:
a. To what extent is the programme anchored in a rigorous analysis of the political economy of conflict in the region?
b. To what extent has the programme taken into account and reacted to changes in the national and/or regional political environment?

Moreover, using the results of the evaluation, we envisage dedicating a section of the conclusion of the final report to a prospective analysis, which will take into account the Strategy for Sweden's regional development cooperation in Sub-Saharan Africa, 2016-2012.

Evaluating the effectiveness of the programme

The effectiveness criterion aims to assess the extent to which an intervention has achieved its expected results, especially at outcome level. The evaluation team suggests to use the evaluation questions formulated in the Technical Proposal, as they appear to be evaluable within the specific constraints of this evaluation, but also as they may provide an opportunity to understand *why* results have been achieved, to highlight the factors resulting from a series of interactions between the context and the implementation of the programme's theory(ies) of change. It is hoped that assessing the effectiveness of the programme will lead to drawing lessons learned on how and why the theory translated (or not) into an empirical reality.

Effectiveness questions
1. What progress has been made towards the achievement of the expected outcomes and expected results?
2. Does evidence indicate that the outputs have been delivered in a timely manner?
3. What are the reasons for the achievement or non-achievement of expected outcomes and expected results?
4. Do the partners, target groups and beneficiaries consider that the programme is contributing to enhancement of CSOs capacity to respond to conflict in West Africa?
5. How much does the programme contribute to shaping policies in the sub region?
6. What is the level of satisfaction amongst beneficiaries, partners, donor and other external stakeholders with the programme implementation and results so far?
7. To what extent do the intended and unintended benefits meet the needs of vulnerable groups?

Evaluating the efficiency of the programme

The evaluation team highlighted in the Technical Proposal that the questions dealing with cost efficiency were always difficult to address and that measuring the cost-benefit relationship would presuppose the existence of sound parameters/baselines that allow a comparison. Our

fear was that this question might lead to conclusions of speculative nature, while our ambition is that the evaluation provides rigorous findings of relevance to its users. This issue was discussed with Sida at the start-up meeting, and it was agreed that priority should be given to formulating evaluation questions in such a way that they are relevant and evaluable. That is why the efficiency criterion, in the context of this evaluation, is not a cost-efficiency analysis, but rather an analysis of the organizational structure and systems for achieving programme results. The evaluation questions will focus on assessing the extent to which GORIN's organisational and management set-up have effectively supported the programme and, thus, the implementation of its theory(ies) of change. The efficiency criterion is fundamental, as its analysis will provide important elements of answer as to *how* the programme achieved or not its results.

Efficiency questions
1. Have GORIN's organisational structure, managerial support and coordination mechanisms effectively supported the delivery of the programme?
2. Has there been sufficient capacity in place to monitor and evaluate the activities and the results of the programme?
3. Following the recommendations in the System-based Audit report (2010), how has GORIN complied with the recommendations?

Evaluating the sustainability of the programme

The sustainability criterion aims to assess the level and probability of continuation of benefits from a development intervention. In the context of this evaluation, the main focus will be on assessing the extent to which national and/or local organisations demonstrate leadership commitment and technical capacity to continue the programme implemented by GORIN. The evaluation aims also to highlight examples /indicators of attempts to replicate and/pursue the efforts undertaken by the programme.

Sustainability questions
1. To what extent do local organisations demonstrate leadership commitment and technical capacity to continue the programme implemented by GORIN?
2. Are there any indications demonstrating attempts to replicate and/or pursue the efforts undertaken by the programme?

Evaluating the impact of the programme

As stipulated in the ToR, the focus will be on assessing the external constraints faced by the programme and on the strategies put in place by GORIN to mitigate them. However, whenever possible and relevant, the evaluation team will highlight other types of impact indicators (whether for example, GORIN's programme has led to tangible effects at higher societal and/or regional levels.)

Impact question
1. Have external factors affected the programme and to what extent was the programme able to mitigate them?

3.Proposed approach and methodology

Overall approach

An important aspect of our approach consists of promoting utility. Since the beginning of the inception period, it has been done by stimulating a critically reflective discussion of GORIN's results framework and of the logical assumptions or theory of change wherein outcomes are expected to be realised. Through our discussions with GORIN, we have already triggered an internal discussion regarding its results framework and theory(ies) of change.

Moreover, the evaluation team strives to, as far as possible, integrate a Human Rights Based Approach (HRBA) and Gender Equality (GE) into this evaluation. Integrating a HRBA and GE in evaluation will contribute to learning about programme functioning and improve decision-making on programme design. It will also foster empowerment through participation of stakeholders in producing knowledge about GORIN's intervention.

We intend to systematically refer to the United Nations Evaluation Group (UNEG), which stipulates that a HR and GE-responsive evaluation has two dimensions:

> **(i) Result-wise**: it assesses the extent to which the intervention is guided by or-ganizational and system-wide objectives on HR and GE, and has achieved HR and GE results related to these objectives;

> **(ii) Process-wise**: (a) it examines how and to what extent HR and GE are main-streamed in the intervention's programming process, and (b) it applies HRBA and GE mainstreaming principles to the actual evaluation process.

Visualizing the Theory of change

The first part of the inception period has consisted of trying to reflect on the evaluation ques-

Graph 1: Visualization of the Theory of Change
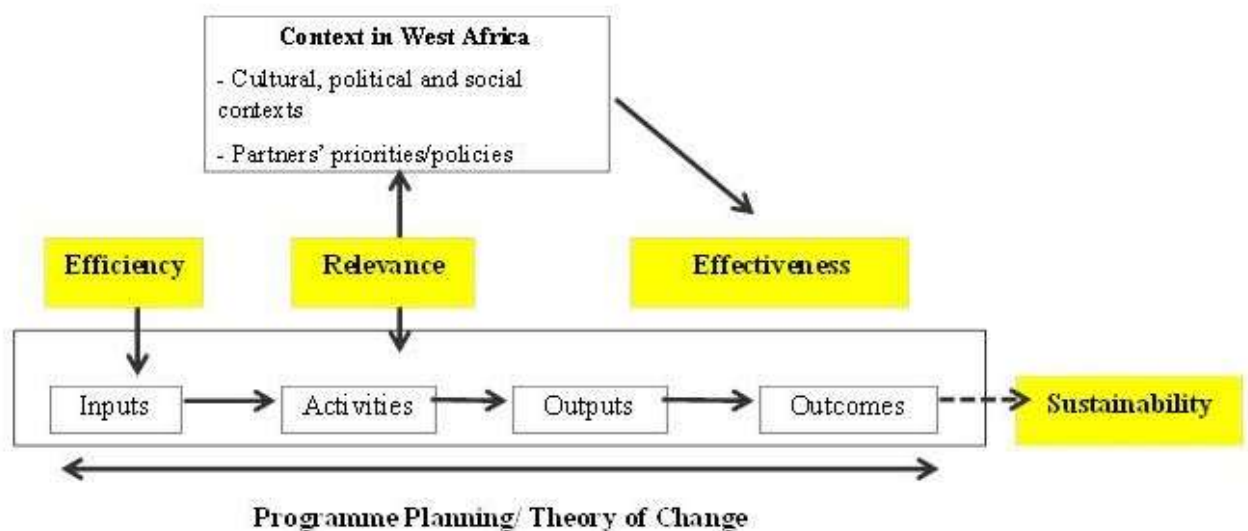
tions and apply them within a general Theory of Change (See Graph 1 below).

The second step has consisted of trying to unravel GORIN's ToC and in applying the evalua-tion questions to the programme logic. The analysis of GORIN's results framework and of the narrative reports, together with the discussions that took place during the preparatory inter-

views conducted with GORIN's staff, have allowed the evaluation team to highlight a ToC that is logical. However, it is not clearly explained in the narrative documents, nor is it reflected in the results framework of the programme (which tends to mix different levels of results.) This issue has been discussed with one Board member, as it is particularly obvious for the pillar dedicated to Culture, and there is an awareness within GORIN of the need to clarify its strategic positioning: what results the organisation wants to achieve, how it intends to achieve them <u>and</u> where does its legitimacy come from (or what is its added value)?

This part of the work will be of utmost importance to evaluate the relevance and the effectiveness of the programme. Our initial understanding is that GORIN implemented a typical empowerment programme during the period 2012-2015, based on the triple-faceted Access (to information/knowledge), Action/agency (capacity of an organisation to use the knowledge gained in order to act) and Achievement (capacity of an organisation to effectively address the problems identified.)

During the inception period, the evaluation team recreated a generic chain of results reflecting GORIN's programme (See Table 1 below.)

Table 1: GORIN's Generic Chain of Result

GORIN Strategies/Activities	Outputs	Outcomes	Impact
Peace Building, Electoral processes, Culture: Research Training Facilitation	**Access** Target groups have acquired relevant knowledge, which is a precondition for their future engagement	**Agency** Target groups organise themselves, engage other institutions, and use this gained knowledge to address problems at national and/or regional level	**Achievement** The engagement of target groups achieves results: it contributes to transforming the problems they intend to address

The evaluation team intends, in close collaboration with GORIN, to refine this generic chain or results, highlighting detailed activities, results and indicators. It will be used it as an analytical basis for this evaluation, and it will be presented in the final report.

Data collection and evaluation method

The evaluation team is going to integrate different methods for this assignment. They are adapted to the various types of informants and information that the evaluation team believes are necessary to approach and to collect in order to provide solid evidence to all the evaluation questions. A detailed evaluation matrix is provided in annex 1 of this inception report. Note that this matrix is not a final product and that it will be further developed during the evaluation process. We propose to incorporate a mix of three key methods that will allow us to analyse the information in a variety of ways:

- **Analysis of the available documentation**. The analysis of all relevant documents provided by GORIN (proposal, narrative reports of the programme as a whole and of each specific project, publications related or not to the projects, capacity building/empowerment material, advocacy campaigns' documents) and of documents provided by Sida (assessment memos, decisions, communication between Sida and GORIN, Regional Strategy) has started during the inception period. The evaluation team has also started the analysis

of documents provided by organisations that GORIN has been interacting with (for example ECOWAS Peace and Security Strategy).

- **Survey.** In light of the fact that a large part of GORIN's partners and training beneficiaries are in various West African countries that the evaluation team will not be able to visit, the evaluation team has developed a survey (See annex 4 A of the inception report.). An invitation to participate in the survey will be sent to all the target groups of GORIN's programme. GORIN has shared its target groups database, which includes more than 2000 contact persons. We are still in the process of analysing this database in order to determine a relevant and manageable size for the survey. Using the internet-based platform Monkey Survey, the survey will be launched once the inception report has been approved by Sida. This survey is structured around three sets of questions aiming at collecting evidence on the relevance of the programme (the extent to which stakeholders think that it addressed their needs, took into account a HRBA and a gender perspective, etc.), on the effectiveness of the programme (the extent to which it has had an influence on their work, and the extent to which it has led to changes of their behaviours), and on the sustainability of the programme (indicators of ownership, of possible replication of methods, etc.)

- **Interviews**. The evaluation team intends to use different interview techniques, depending on the type of information that needs to be collected.
    - *One-on-one interviews with key informants*. This method will be used with GORIN staff in Dakar and, through a series of conference calls, with representatives from institutions that GORIN has collaborated with and/or has tried to influence: officials from several institutions such as ECOWAS, relevant UN agencies, Senegalese Government officials, etc;
    - *In-depth distance interviews with key informants.* These interviews will be organised with a limited number of key informants from the nine countries in which GORIN has intervened. The evaluation team has started to work with GORIN on the selection of these informants. However, at the time of writing this report, the selection process has not been completed. A list of criteria has been developed (See table 2 below), but we need to ensure that these informants will be available and in a position to provide useful information.

Table 2: List of criteria for the selection of key informants

- Knowledge of GORIN's programme
- Experience of working directly with GORIN
- Balanced representation of the three pillars (Peace Building. Electoral processes and Culture)
- Balanced representation of different types of organisations (CSOs, Electoral Bodies, Regional Organisations)
- Gender balance
- Geographic coverage (at least one informant per country)

These interviews will be complementary to the survey, as they are meant to provide qualitative information aiming at further assessing the relevance, the effectiveness and the sustainability of the programme. For these three purposes, a set of questions aiming at collecting relevant information has been prepared (See annex

4 B of the inception report). The one-on-one interviews will be conducted using a mix of forced-choice questions (mainly aiming at clarifying the role of the informant in GORIN's programme or specific activity) and of open-ended questions aiming at collecting the perception of the informant on the strategies used by GORIN and the possible effects the intervention has had on his/her organisation or on the process he/she participated in.

o *Focus Group Interviews (FGI)*. This method will be used with GORIN staff in the Dakar office, with GORIN Board members and with the beneficiaries of the programme in Senegal. The FGI will be conducted using open-ended questions that allow the respondents to elaborate on the questions and build on each other's answers. This method will mainly be used to assess the relevance of GORIN's interventions and the effectiveness and sustainability of the programme. Both one-on-one interviews and FGI will use semi-structured questions. Departing from prepared sets of questions, the evaluation team will also let the respondents talk about what is important to them. This approach, which sometimes allows the interviewees to bring in aspects or issues other than those planned by the evaluators, has proven very useful in other similar evaluations to add qualitative information to purely structured interviews.

o *One-on-one interviews and/or FGI with selected resource persons*. The evaluation team intends to mobilise its network in Senegal and in the West African region to triangulate the information collected during the fieldwork, through the survey and the distance interviews. This network consists of reliable individuals with a solid academic background and a deep knowledge of the political and socio-cultural dynamics in the region.

Organisation of the work

The role of each team member has been planned in order to optimise the time and resources made available for this evaluation. The Team Leader will travel to Dakar and lead the interviews with GORIN's team and with key informants in Senegal. The other team member will focus on managing the survey and performing the distance interviews.

- **Field work**

The field work will take place in Dakar from 10 to 14 October. The evaluation team and GORIN are currently planning the interviews. A detailed account will be presented in the final report.

- **Survey**

The evaluation team plans to launch the survey no later than 3 October, and will be open for a period of two weeks. This should the Team Leader to have access to the first results while he is in Dakar, and for analysing the results prior to performing the distance interviews.

- **Distance interviews**

These qualitative interviews will take place during the period 10-28 October, which will allow the evaluation team to, if necessary, re-orientate some questions in order to address interesting results potentially highlighted by the survey.

- **Deliverables**

The first draft of the evaluation report will be shared with Sida and GORIN no later than 10 November, and the final report will be submitted no later than 30 November 2016.

Limitations

In the Technical Proposal, the evaluation team stipulated that they did not foresee any major limitation for this evaluation. The inception period provided the opportunity to clarify what could be rigorously and reasonably evaluated given the time and resource constraints. It has led to the reformulation of some evaluation questions in order to make them more evaluable. There is, however, one important constraint that need to be clearly highlighted. The fact that the budget made available does not allow the evaluation team to visit the different countries in which GORIN has intervened creates a challenge in terms of verifying the results claimed by GORIN in its reports and/or by the stakeholders who will participate in the survey. Our efforts to triangulate the information through more in-depth and qualitative interviews do not necessarily guarantee the accuracy of the information/indicators collected.

The inception period has not allowed the evaluation team to fully grasp the quality of GORIN's monitoring system. The data collected may, thus, to a large extent, and more specifically at outcome level, reflect more the perception by different stakeholders of the effects of the programme rather than highlight tangible and verifiable results. If that were to be the case, the final report would elaborate further on this constraint and draw attention to possible limitations to its conclusions.

Annex 3 – Evaluation Matrix

Questions raised in ToRs	Indicators to be used in Evaluation	Methods	Sources	Availability and Reliability of Data /comments
Relevance				
To what extent is the work of the organisation relevant in relation to the Cooperation Strategy for Regional Development Cooperation with Sub-Saharan Africa 2010–2015?	- Evidence of level of alignment of GORIN's objectives to the objectives formulated in the Swedish Strategy	- Analysis of the Swedish Strategy - Interviews with Sida staff in charge of managing GORIN's programme from 2012 to 2015	Cooperation Strategy for Regional Development Co-operation with Sub-Saharan Africa, 2010-2015, 18 p	Data available and reliable
To what extent is the work of the organisation relevant in relation to the strategic priorities of other national and/or regional actors?	- Evidence of level of alignment of GORIN's objectives to the objectives formulated in the Strategy Documents of national and regional actors	- Analysis of the strategy documents - Interviews with key informants from UN agencies, ECOWAS, Electoral Commissions/bodies in Togo, Ivory Coast, Burkina, Senegal	- ECOWAS Strategy on Peace and Security (2016-2020) - ECOWAS Conflict Prevention Framework (ECPF) - UN agencies' strategic plans (to be refined)	Some of these strategic documents might be difficult to access
Have the different preconditions and opportunities for men, women, boys and girls been analysed and integrated into logical framework and in the design of the activities?	- Evidence of gender-sensitive conflict analyses - Evidence of gender-disaggregated indicators at activity, output and outcome levels	- Analysis of GORIN's results framework; - Survey - In-depth interviews	- GORIN's programme documents and results framework - Question 11 survey - Question 1 interview (Cf. Guide Annex 4B)	Data available and reliable

Do the programme objectives address identified needs of the target group(s) in national and regional contexts?	- Evidence from baseline studies/conflict/situation analyses highlighting needs of target groups - Evidence demonstrating changes in target groups' needs (access to free and fair elections, for example)	- Analysis of GORIN's results framework; - Survey - In-depth interviews	GORIN's programme documents and results framework - Question 9 survey - Question 2 interview guide	Data available and reliable
Has the programme design been articulated in a coherent structure: are the outcomes and outputs clearly articulated?	Evidence of clear Theory of Change	Analysis of GORIN's programme documents and results framework;	GORIN's programme documents and results framework	Data available and reliable. Moreover, the evaluation team has already suggested a new generic chain of results upon which the evaluation of GORIN's programme will be based.
To what extent do the activities carried out address the causes of problems identified?	- Evidence of solid problem analyses - Evidence of clear Theory of Change	Analysis of GORIN's programme documents and results framework; Interviews	- GORIN's programme documents and results framework - Evaluation reports - Question 3 interview guide	Data related to GORIN's programme are available and reliable, and the evaluation team has already suggested a new generic chain of results upon which the evaluation of GORIN's programme will be based.
Have the four principles of non-discrimination, openness and transparency, participation and accountability been integrated to reach better and more sustainable results for the target group?	- Evidence of HRBA principles in training material - Evidence of HRBA principles in research methodology - Evidence of HRBA principles as indicators of results (output and outcome levels)	- Analysis of GORIN's programme documents and results framework; - Survey - Interviews	- GORIN's programme documents and results framework - Evaluation reports - Question 10 of the survey - Question 4 interview guide	Same as above. Note that the quality of the evaluations that have been commissioned by GORIN (evaluation of the support to the electoral process in Togo, for example) may not allow to draw solid conclusions
Did the programme benefit from available knowledge (for example, the experience of other similar programmes in the West African region or in Senegal) during its design and implementation?	- Evidence of integration of lessons learnt in formulating strategies - Evidence of integration of lessons learnt in formulating expected results	- Analysis of GORIN's programme documents and results framework; - Interviews with GORIN's staff - Interviews with key informants	- GORIN's programme documents and results framework - Evaluation reports	Data related to GORIN's programme are available and reliable, and the evaluation team has already suggested a new generic chain of results upon which the evaluation of GORIN's programme will be based.

Did the programme objectives remain relevant over the period of time required for implementation?	- Evidence of systematic use of conflict/political analyses during programme implementation - Evidence of use of the monitoring system - Evidence of internal discussions on relevance of the theory of change of the programme	- Analysis of GORIN's programme documents and results framework; - Interviews with GORIN's staff - Interviews with key informants (in Senegal and from distance)	- GORIN's programme documents and results framework - Evaluation reports - Minutes from monitoring meetings	Same as above
To what extent is the programme anchored in a rigorous analysis of the political economy of conflict in the region?	- Evidence of systematic use of conflict/political analyses; - Evidence of links between the objectives of the programme (or of projects within the programme) aiming at addressing problems highlighted in the conflict/political analyses;	- Analysis of GORIN's programme documents and results framework; - Interviews with GORIN's staff - Interviews with key informants (in Senegal and from distance)	- GORIN's programme documents and results framework - Evaluation reports	Data related to GORIN's programme are available and reliable; This is not necessarily the case with the evaluations that have been commissioned by GORIN (evaluation of the support to the electoral process in Togo, for example)
To what extent has the programme taken into account and reacted to changes in the national and/or regional political environment?	- Evidence of systematic use of risk analysis - Evidence of new orientation given to parts of the programme (new strategies and/or formulation of revised expected results)	- Analysis of GORIN's programme documents and results framework; - Interviews with GORIN's staff - Interviews with key informants	- GORIN's programme documents and results framework - Evaluation reports - Question 5 interview guide	Same as above
Effectiveness				
What progress has been made towards the achievement of the expected outcomes and expected results?	- Evidence of knowledge gained during training sessions - Evidence of relevant knowledge generated by research work - Evidence of engagement og GORIN's stakeholders in electoral and peace building processes - Evidence of contribution to conflict resolution efforts (use of GORIN's	- Analysis of GORIN's programme documents and results framework; - Interviews with GORIN's staff - Survey - Interviews with key inform-	- GORIN's monitoring data - GORIN's narrative reports - Evaluation reports - Question 13 survey - Question 6 interview guide	Data related to GORIN's programme are available and reliable; This is not necessarily the case with the evaluations that have been commissioned by GORIN (evaluation of the support to the electoral process in Togo, for example)

	recommendations) - Evidence of contribution to free and fair elections	ants (in Senegal and from distance)		
Does evidence indicate that the outputs have been delivered in a timely manner?	- Evidence of knowledge gained <u>during</u> training sessions - Evidence of relevant knowledge generated by research work	- Analysis of GORIN's programme documents and results framework; - Interviews with GORIN's staff - Survey	- GORIN's monitoring data - GORIN's narrative reports - Evaluation reports - Question 13 survey	Same as above
What are the reasons for the achievement or non-achievement of expected outcomes and expected results?	- Level of quality of problem analyses - Quality (or lack of it) of strategies implemented - Quality (or lack of it) of management and coordination support	- Analysis of GORIN's programme documents and results framework; - Interviews with GORIN's staff - Interviews with key informants	- GORIN's monitoring data - GORIN's narrative reports - Evaluation reports - Question 7 interview guide	Data related to GORIN's programme are available and reliable; This is not necessarily the case with the evaluations that have been commissioned by GORIN (evaluation of the support to the electoral process in Togo, for example)
Do the partners, target groups and beneficiaries consider that the programme is contributing to enhancement of CSOs capacity to respond to conflict in West Africa?	- Evidence of agency from GORIN's stakeholders	- Analysis of GORIN's monitoring data - Interviews with GORIN's staff - Survey - Interviews with key informants	- Monitoring reports - Question 15 survey - Question 8 interview guide	Data reliable and avaialble

How much does the programme contribute to shaping policies in the sub region?	**Evidence of influence of GORIN's programme on development of new policies by regional actors (UN agencies, ECOWAS)**	**- Analysis of GORIN's monitoring data - Interviews with GORIN's staff - Interviews with policy makers - Survey**	**- GORIN's monitoring data - GORIN's narrative reports - Evaluation reports - Question 13 survey**	**Data related to GORIN's programme are available and reliable; This is not necessarily the case with the evaluations that have been commissioned by GORIN (evaluation of the support to the electoral process in Togo, for example)**

What is the level of satisfaction amongst beneficiaries, partners, donor and other external stake-holders with the programme implementation and results so far?	**Perception and examples provided by beneficiaries, partners, donor and other external stakeholders of the relevance and/or effectiveness of the programme**	**- Analysis of GORIN's mon-itoring data** **- Interviews with GORIN's staff** **- Survey** **- Interviews with key in-formants**	**- GORIN's monitoring data** **- GORIN's narrative re-ports** **- Evaluation reports** **- Questions 9 and 18 of the survey** **- Question 9 interview guide**	**Same as above**
To what extent do the intended and unintended benefits meet the needs of vulnerable groups?	Evidence of results enhancing the situation of men, women, boys and girls	- Analysis of GORIN's moni-toring data - Interviews with GORIN's staff - Interviews with key inform-ants	- GORIN's monitoring data - GORIN's narrative reports - Evaluation reports - Question 10 interview guide	Same as above
Efficiency				
Have the Gorée Institute's or-ganisational structure, manage-rial support and coordination mechanisms effectively sup-ported the delivery of the pro-gramme?	- Evidence of clear responsibilities given to project managers - Evidence of relevant and timely support provided by GORIN's man-agement to programme staff and programme stakeholders - Evidence of capacity building op-portunities given to the staff	- Interviews with GORIN staff - Interviews with GORIN management - Interviews with GORIN Board - Analysis of evaluation re-ports 8including system-based Audits)	SIPU International, System-Based Audit, Gorée Institute, January 2011 SIPU International, Follow-up System-Based Audit, Gorée Institute, December 2011 Evaluation reports	Data available and reliable
Has there been sufficient capaci-ty in place to monitor and eval-uate the activities and the results of the programme?	- Evidence of adequate resources (human and financial) dedicated to monitoring - Quality of the monitoring system: clear monitoring steps, responsibili-ties, structures, tools and evidence of management decisions responding to the analysis of monitoring data	- Analysis of the monitoring system - Interviews with GORIN staff	- Data generated by the mon-itoring system - Minutes from monitoring meetings	This part of the work has not been fully done during the inception period. The evaluation team plans to deal with this question during the remaining two weeks (prior to the field visit)

Following the recommendations in the System-based Audit report (2010), how has Gorée Institute complied with the recommendations?	- Evidence that all recommendations have been addressed	Analysis of the System-based Audits	SIPU International, System-Based Audit, Gorée Institute, January 2011 SIPU International, Follow-up System-Based Audit, Gorée Institute, December 2011	Data available and reliable. During the inception period, GORIN has provided the evaluation team with a table showing how each recommendation has been addressed.
Sustainability				
To what extent do local organisations demonstrate leadership commitment and technical capacity to continue the programme implemented by GORIN?	- Evidence of project, programmes and/or structures created after GORIN's intervention	- Survey - Interviews with key informants - Analysis of GORIN's programme documents	- Informants/GORIN's programme stakeholders - GORIN's programme documents - Questions 15, 16 and 19 survey - Question 11 interview guide	GORIN's programme documents are available and reliable, even though they may not necessarily highlight tangible results. Moreover, the data collected through interviews with key informants might be difficult to verify.
Are there any indications demonstrating attempts to replicate and/or pursue the efforts undertaken by the programme?	- Evidence of project, programmes and/or structures created after GORIN's intervention	- Survey - Interviews with key informants - Analysis of GORIN's programme documents	- Informants/GORIN's programme stakeholders - GORIN's programme documents - Questions 15 , 16 and 19 survey - Question 12 interview guide	GORIN's programme documents are available and reliable, even though they may not necessarily highlight tangible results. Moreover, the data collected through interviews with key informants might be difficult to verify.
Impact				
Have external factors affected the programme and to what extent was the programme able to mitigate them?	- Evidence of risk management (from risk analysis to risk mitigation strategies)	- Analysis of GORIN's programme documents - Interviews with GORIN staff and management - Interviews with GORIN Board - Interviews with key informants	- GORIN's programme documents - Question 13 interview guide	This part of the work has not been fully done during the inception period. The evaluation team plans to interview GORIN management during the remaining two weeks (prior to the field visit)

Annex 4 - System-based audit and actions taken

Recommendations	Actions taken
3.1.2 - As planned, the BOT of the Gorée Institute is revitalised with the addition of some new members (and the possible retirement of some existing members). This should include members with financial expertise. The new Board should then meet at least once a year, and preferably, twice a year.	Restructuration - redynamisation du board - institutionnalisation de la reunion annuelle du conseil d'administration
3.1.4 - The Institute takes the necessary steps to recruit a full-time Executive Director. If possible the person recruited to this post should have the necessary skills and experience to take effective lead on fund raising for the Institute	Clarification role & responsabilites du directeur executif - apres des demarches infructueuses visant au recrutement d'un directeur executif, le board a promu le general manager, en poste de 2003 - 2012 au poste de directeur executif, en lieu et place de m. Breytenbach, pour une gestion beaucoup plus effective de l'organisation, du volet fundraising, notamment.
3.2.2 - A member of staff is given the key responsibility of developing a co-ordinated funding strategy, facilitating bids for further funding for the Institute and and maintaining good relationship with the Institute funders to be undertaken by the proposed full-time Executive Director or the proposed Communication Officer.	Le d.e. conduit les negociations avec des bailleurs institutionnels tels que l'asdi, l'union europeenne, le pnud, le conseil de l'entente pour, au final, lever d'importantes contributions destinees a la poursuite des buts-programmes et des buts-projets de gorin.
3.1. - At least a portion of any future funding for Gorée Institute is only made on condition that specified action is taken and that certain reports are issued to Sida. In 2011, at least a portion of any support to the Gorée Institute from Sida should be disbursed on a quaterly basis on condition that certain actions and reports have been submitted as indicated in Appendix B of this report.	Strice application des principes de bonne gouvernance financiere et administrative et des obligations contractuelles vis-a-vis du bailleur
3.1.1 - The Institute's Operational Manual is reviewed and made available to all managers to ensure that it reflects current practices and responsibilities. It must be accessible to all	Organisation de sessions d'echanges & informations sur le manuel - redaction du livret de l'employe en version anglaise et francaise - redaction d'un projet de manuel d'organisation et de

staff.	procedures administratives et financieres, lequel manuel doit faire l'objet d'une validation.
3.1.2 - A profile of the ideal capacities, regional representation, gender and other qualities of Board members is developed to guide the identification of new members of the Board of Trustees.	"Internationalisation" du board avec l'etablissement de criteres visant a elargir le board a des personnalites d'importance politique appreciable (2 f - 2 h) venant du maghreb, de l'afrique de l'est, de l'europe et des ameriques.
3.1.3 - The members of the Board of Trustees are provided with operational and financial reports on the GORIN each quarter and that they are encouraged to play a more active role in supporting the work of the Institute.	Les membres du board sont regulierement informes, par le canal du directeur executif, sur toutes les questions touchant le gorin afin de leur permettre de pouvoir pleinement contribuer a la poursuite des objectifs organisationnels
3.1.5 - The Institute should recruit a Communication Officer. This role could perhaps be combined with that of fund raising, especially if the person recruited to fulfill the role of Executive Director does not have the necessary skills or experience in this area.	Recrutement de communication officers charges de la mise en œuvre de la strategie de communication interne et externe et de plaidoyer du gorin, le volet fundraising propre etant devolu au directeur executif.
3.1.6 - The Institute develops a more formal approach to results based management.	Developpement d'une "strategie-maison" de gestion axee sur les resultats, laquelle strategie est destinee a concilier apprentissage et responsabilites dans le but d'apprecier la pertinence, l'efficacite, l'efficience et la durabilite de gorin.
3.2.3 - The Institute develops a formal process for recording, maintaining and co-ordinating its stakeholders and other contacts. This could be one of the responsibilities of the proposed Communication Officer.	Compilation de toutes les bases de donnees existantes pour, au final, en developper une seule et unique base de donnees, regulierement mise a jour, regroupant l'ensemble des personnes-ressources, des clients, et des participants aux activites de gorin.
3.2.4 - Quarterly activity and financial reports are developed and that these are sent to the members of the Board Of Trustees.	Les membres du board sont, par le canal du directeur executif, regulierement informes sur toutes les questions touchant le gorin afin de leur permettre de pouvoir pleinement contribuer a la poursuite des objectifs organisationnels.
3.2.6 - As part of its annual planning process, the Institute considers and formally documents the main risks to the achievement of its plans.	Elaboration d'une politique de gestion des risques susceptibles d'affecter l'efficacite organisationnelle. Et, annee apres annee, ces risques sont revisites pour une bien meilleure prise en compte de leur attenuation.
3.3.1 - The General Manager, the Financial Manager and the Administrative Manager are provided with the necessary training to enable them to use to new versions of Tompro-Tompaie and that these new versions are	Organisation de sessions regulieres de formations destinees au staff administratif dans le cadre du contrat d'assistance et de maintenance des logiciels tompro (cf. fomations sur le module suivi-budgétaire, sur le suivi des décaissements, sur la

then used to record the Institute's finances	gestion des immobilisations, paramétrage du pont comptable, présentation des nouveautés de la version 5,9, ...)
3.3.1 - As part of the process of rejuvenating the Board of Trustees, steps are taken that the Board of Trustees has adequate expertise and capacity to review the finances and financial position of the Institute on a regular basis	Cooptation d'un expert financier, auditeur international au sein du conseil afin de permettre au conseil de fournir au gorin une supervision financiere efficace et adequate.
3.3.1 - A general fund is established for the Institute. This fund will be used to finance all payments which are not covered by a particular donor. In addition, it will receive agreed contributions from the Teral Department and at the end of donor projects, any balaces in the accounts of the projects which are not required to be returned to the relevant donors.	Bien que le projet de creation d'un fonds special ait été retenu et adopte, il n y a pas encore, a proprement parler, de fonds special.
3.3.1 - Quarterly financial reports are produced and issued to the BOT and that monthly budget reports are provided for each of the programme managers. Programme Managers may need some training to ensure that they can effectively understand the budget reports	Production effective de rapports financiers destines aux membres du sous-comite administration & finances - organisation de sessions de partage & d'informations entre le d.e, le daf et les coordonateurs de programmes sur la question du budget alloue aux activites des programmes.
3.3.2 - The General Manager should check that bank reconciliations are completed for each of the Institute's bank accounts by the 20th of the following month as required by the Institute's procedure manual. Where this is not achieved, enquiries should be made for the reason for the delay and necessary steps taken to ensure that the reconciliations are promptly completed.	Les etats de reconciliation bancaires sont produits et presentes par la comptable, pour approbations et pour signatures respectives du daf et du d-ex, au plus tard le 5 du mois.
3.3.2 - The salary levels of all staff are reviewed to ensure that unnecessarily high differentials are not retained.	Revision de presque tous les salaires des employes de manière a faire se rencontrer efficacite organisationnelle et motivation a contribuer aux succes de gorin. Elle s'est faite , bien sur sur la base de la contribution reelle de chaque employe, et surtout, en fonction de la sante financiere du gorin.
3.3.3 - The Institute's procedure manual is reviewed to ensure that it reflects current practice and responsibilities and is accessible to all staff, especially those with financial responsibilities.	Redaction d'un projet de manuel d'organisation et de procedures administratives et financieres : l'ancien datant de 2007 ne prenait pas suffisamment en compte le nouveau schema de positionnement de gorin. Toutefois, le document doit

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	faire l'objet d'une validation pour être définitivement adopté pour une application effective des dispositions qu'il contient.
3.3.6 - The Institute's auditors are requested to provide an audit opinion on the summary financial statements provided in the Institute's annual report. This opinion should indicate whether the summary financial statements are consistent with the Institute's full financial statements.	Materialisation de cette donne dans le rapport d'audit
3.1.1 - Consideration is given to developing specific policies in such areas as gender, the environment and HIV/AIDS	Redaction d'un projet de manuel d'organisation et de procedures administratives et financieres : l'ancien datant de 2007 ne prenait pas suffisamment en compte le nouveau schema de positionnement de gorin.
3.1.4 - The Institute's key documents, for example, the agreement between the Institute and the Senegalese Government (the "Accord de Siège") and its legal title to the property it owns ("Copie du Titre Foncier") should be kept securely in a fire proof safe,ideally off-site, for example, in the offices of its exteranl auditors.	Archivage electronique des documents : numérisation documents et création d'un coffre-fort vituel pour rangement de documents de ce type.
3.2.1 - The work of programme managers is more formally and regularly co-ordinated.	Institutionalisation des reunions mensuelles de coordination sous la presidence du charge du suivi & evaluation, du d.a.f et /ou du d. Executif afin de favoriser une plus grande synergie et, ainsi, eviter d'eventuels dysfonctionnements dans le cadre de la politique de suivi & evaluation.
3.2.1 - Where possible, essential baseline studies are carried out for proposed programmes, and that indicators and results are compared to the results of these baseline studies.	Mise en place d'un cadre logique et coherent favorisant l'amelioration de la performance d'ensemble du gorin et ledeveloppement d'une approche institutionnelle orientee resultats.
3.2.2 - The Programme Department re-establishes a shared filing system.	Done
3.3.2 - Bank accounts for specific projects are closed as soon as the project comes to an end and any balance is transferred to the Institute's main account.	Cloture effective de tout compte bancaire dedie a un projet particulier apres cloture dudit projet
3.3.2 - Action is taken to eliminate the standing items in the bank reconciliation statements dating from 2009 and before.	This has been achieved by making the necessary accounting adjustements.

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3.3.2 - The Institute obtains legal advise on whether its staffs contracts need to be validated by the Gouvernment Labour Inspectorate.	Sollicitation conseil juridiques pour eclairages sur le point de droit invoque puis application des dispositions legales et reglementaires en matiere de gestion des contrats a duree determinee.
3.3.2 - The administration of financial floats for programme workshops is reconsidered. It may be more appropriate for the floats to be administrated by the relevant Project Manager or the Project Assistant supported with appropriate forms and clear instructions to be followed.	Recrutement d'un comptable - assistant du DAF chargé de la gestion des operations effectuées dans le cadre de l'exécution des activités des progammes et projets de GORIN, conformément aux procédures internes, aux procédures des bailleurs
3.3.6 - As required the Institute's procedures, a tender exercise for external audit services is undertaken every three years.	Par cycle de trois ans, il est procede a un appel d'offres, aupres de trois cabinets d'audit, au moins, en vue de la selection par le board du cabinet heritant de la realisation de l'audit en tant qu'evaluation du niveau d'effcacite et d'efficience du gorin.
3.3.7 - As planned, the new version of Tompro should be used to record the Institute's fixed asset register. In compiling this new register the relevant recommendations of the external auditorshould be taken into account.	Apres organisation de sessions de formation, utilisation effective du module gestion des immobilisations du logiciel Tompro pour une gestion efficace des immobilisations de GORIN en lieu et place de la gestion jusque la faite à l'aide un fichier extra-comptable.

Annex 5 – List of persons interviewed

FGI GORIN		
Doudou Dia	GORIN	Executive Director
Mamadou Seck	GORIN	Coordinateur Programme Gouvernance Politique et Processus Électoraux
Koassi Akakpo	GORIN	Responsable Suivi et Évaluation
Fredric Ndeki	GORIN	Coordinateur Programme Peacebuilding et Prévention des Conflits
Wore Ndiaye	GORIN	Coordinatrice Projet Alliance
Abdourahamane Sow	GORIN	Directeur Administratif et Financier
Abdou Salam Wane	GORIN	Administration Officer
FGI Projet Alliance - Association des Femmes Juristes (AFJ)		
Souleyua Diallo	AFJ	Membre du Board
Khady Ba	AFJ	Secrétaire Générale
Fatou Thiam	AFJ	Vice-Président, chargée des programmes
Individual Interviews in Dakar		
Mathias Hounkpe	OSIWA	Political Governance Programme Manager
Alfred Gomis	WANEP	National Coordinator
Stéphane Meert	EU Delegation Senegal	Conseiller Développement Rural et Environnement – Former EU Governance Advisor in Togo
Alioune Tine	Amnesty International	Regional Director
Mustapha Gueye	University Dakar CESTI-UCAD	University Professor
Amadou Ciré Sall	Advisor to GORIN	Former General Secretary of the Commission électorale Nationale Autonome (CENA)
Cheikhou Oumar Sy	Assemblée Nationale du Sénégal	Député
Ndéye Fatou Sarr	RADDHO	Trésorière Général
Mohamed El Mounirou Fall	OFNAC	Coordinateur Général des Projets
Distance Interviews		
Taffa Tabiou	Commission électorale Nationale Indépendante Togo	Président
Simon-Pierre Nanitelamio	UNOUA	Principal Electoral Affairs Officer

Bangali Camara Minatoge	Leadership Jeune pour la Paix et le Développement en Afrique (LEJEPAD) - Guinea	Directeur
Maïmouna Dembele	Ecole de maintien de la paix Alioune Blondin Beye – Bamko - Mali	Militante des Droits de la Femme
Nora Amedzenu-Noviekou	REPSFECO - Togo	Vice Présidente
Franck Kepomey	Concertation Nationale de la Société Civile - Togo	Directeur Exécutif
Chaikou Baldé	OGDH	Directeur
Constant Gnacadja	ECOWAS	Political Officer, Department of political Affairs
Sida		
Elisabeth Lyfors	Sida	National Programme Officer, Regional Development Cooperation for Sub-Saharan Africa
Camilla Bengtsson	Sida	Councellor, Head of Section
Maria Lundberg	Sida	First Secretary, Regional Development Cooperation for Sub-Saharan Africa
Staffan Smedby	Sida	Enhetschef, Stödenhet för rättvisa och fred

Annex 6 – Documents consulted

Documents provided by Sida

Terms of Reference for a System Based Audit of Gorée institute, 2010, 6 p.

Cooperation Strategy for Regional Development Cooperation with Sub-Saharan Africa, 2010-2015, 18 p.

Strategy for Sweden's regional development cooperation in Sub-Saharan Africa, 2016-2021, 7 p.

Beslut om programstöd till Goreeinstitutet, 12 April 2012, 3 p.

Bilaga 1 – Promemoria, Programstöd till Goreeinstitutet, 14 March 2012, 15 p.

Bilaga 2 – Proposal by Goree Institute on program support 2012-2014, 31 December 2011, 21 p.

Bilaga 4 – Gorée Results Framework, LFA Matrix, 31 December 2011, 5 p.

Bilaga 5 – Budget Gorée, 31 December 2011, 6 p.

Agreement between Sida and the Gorée Institute on Support of Programme Support during 2012-2014, April 2012, 9 p.

Amendment to the Agreement to the Gorée Institute regarding Programme Support during 2012-2015, October 2014, 9 p.

SIPU International, System-Based Audit, Gorée Institute, January 2011, 31 p.

SIPU International, Follow-up System-Based Audit, Gorée Institute, December 2011, 15 p

Documents provided by the Gorée Institute

Rapport Annuel 2012, 19 p.

Rapport Annuel 2013, 36 p.

Rapport Annuel 2014, 50 p.

Rapport Annuel 2015, 43 p.

Financial Report, 2012

Financial Report, 2013

Financial Report, 2014

Financial Report 2015

Abdoul Aziz Kane, Evaluation of Gorée Institute, February 2015, 25 p.

Liste des publication sde l'Institut Gorée pour la période 2010-2015, 4 p.

SYDEL Afrique, Rapport d'Évaluation Globale de la Mission d'Assistance Électorale (MAE), Togo, Mars 2014, 64 p.

Gorée Institute, *La stabilité démocratique: une solution à la consolidation de la paix?*, Actes du 4ème symposium annuel, 2015, 382 p.

Gorée Institute, *Problèmes de paix et sécurité dans les zones instables du bassin du fleuve Mano et du Mali*, 2013, 138 p.

Gorée Institute, *Violence électorale en Guinée, au Sénégal et au Togo*, 2015, 97 p.

Gorée Institute, *Le radicalisme religieux et les menaces sécuritaires en Afrique de l'Ouest: perspectives nationales et régionales*, Rapport de l'atelier sous-régional, 2016, 94p.

Gorée Institute, *La société civile face aux défis de l'instabilité politique en Afrique de l'Ouest*, 2013, 196 p.

Gorée Institute, *Instabilité institutionnelle et sécurité humaine*, 2012, 362 p.

Gorée Institute, *Systèmes de conflits et enjeux sécuritaires en Afrique de l'Ouest*, 2012, 232 p.

Gorée Institute, *Guide de l'accompagnement électoral, Modèle de l'Institut Gorée*, 2015, 90 p.

Other documents

Maider Marana, *Culture and Development, Evolution and prospects*, UNESCO Etxea, Working Papers no.1, 2010, 30 p.

ECOWAS, *Regional Strategic Plan, 2011-2015*, ECOWAS-CEDEAO, Sept 2010, 24 p.

ECOWAS, *Document Cadre de Prévention des Conflits*, 2008

Annex 7 – List of GORIN's publications

INTITULE PUBLICATION	N° ISBN	Year	Donor
L'Etat de la démocratie et des élections en A.O	9-782953 552409	2010	SIDA
Elections, Paix et Sécurité en A.O.	978-2-9535524-1-6	2010	FNUD
The Socio-cultural and Security Implications of Instability in Guinea on the sub-region (VF/VA)	978-2-9535524-2-3	2010	SIDA
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Rapport des Symposium annuel de l'Institut	979-1-0921360-3-6	2015	SIDA
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modèle GORIN	9	2015	SIDA
Violence électorale en Guinée, au Sénégal et au Togo	979-1-092136-01-2	2015	SIDA
Rapport de l'Atelier sous Régional sur le radicalisme religieux et les menaces sécuritaires en A.O. – perspectives nationales et régionales	979-1-092136-03-6	2016	SIDA

Evaluation of Sida's Support to the Gorée Institute (2012-2015)

This report presents the findings of the evaluation of the Gorée Institute's programme « Imagine Africa, Building Collaborative Partnerships Towards Promoting Peaceful and Secure Communities in West Africa » for the period 2012-2015. The evaluation shows that, despite some shortcomings that could have jeopardised its ability to perform (weak results framework and monitoring system), GORIN's programme produced impressive results in two of its strategic priority areas. The evaluation finds that there are clear indicators of knowledge production and of transfer of knowledge. These high quality outputs contributed to the setting in motion of the stakeholders involved in electoral and peace building processes, and the evaluation team has been able to highlight a range of indicators at outcome, up to impact level. There is solid evidence showing that the programme has contributed to preventing violent conflicts in the direct aftermath of elections in at least two West African countries. However, the Gorée Insitute would benefit from thinking through a relevant cultural dimension to its programme, and, more generally, from highlighting a clear articulation between its three pillars.

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