



2017:2

Sida Decentralised Evaluation

Kimiko Hibri Pedersen
Alassane Binta Diop
Helena Neves
Olivia Lazard
Jérôme Gouzou

Evaluation of Sida's Support to Tostan (2010-2016)

Final Report

Evaluation of Sida's Support to Tostan (2010-2016)

**Final Report
November 2016**

**Kimiko Hibri Pedersen
Alassane Binta Diop
Helena Neves
Olivia Lazard
Jérôme Gouzou**

Authors: Kimiko Hibri Pedersen, Alassane Binta Diop, Helena Neves, Olivia Lazard and Jérôme Gouzou

The views and interpretations expressed in this report are the authors' and do not necessarily reflect those of the Swedish International Development Cooperation Agency, Sida.

Sida Decentralised Evaluation 2017:2

Commissioned by the Embassy of Sweden in Addis Ababa

Copyright: Sida and the authors

Date of final report: November 2016

Published by Citrus 2017

Art. no. Sida62018en

urn:nbn:se:sida-62018en

This publication can be downloaded from: <http://www.sida.se/publications>

SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Address: SE-105 25 Stockholm, Sweden. Office: Valhallavägen 199, Stockholm
Telephone: +46 (0)8-698 50 00. Telefax: +46 (0)8-20 88 64
E-mail: info@sida.se. Homepage: <http://www.sida.se>

Table of contents

Table of contents	2
Abbreviations and Acronyms	3
Preface.....	4
Executive Summary.....	5
1 Scope and Methodology	8
1.1 Scope	8
1.2 Data collection methods	10
1.3 Limitations	11
2 Background.....	13
2.1 Strategic framework.....	13
2.2 Tostan	15
2.3 The peace and security programme	16
3 Findings.....	19
3.1 Relevance	19
3.2 Effectiveness	27
3.3 Efficiency	34
3.4 Sustainability	41
4 Conclusions	43
5 Recommendations.....	48
Annex 1: Terms of Reference	49
Annex 2: Inception report	54
Annex 3: Evaluation matrix.....	70
Annex 4: Bibliography.....	77
Annex 5: Field visit schedule.....	80
Annex 6: List of persons met.....	84
Annex 7: Key profile data of consulted stakeholders.....	100
Annex 8: Summary of the programme	102
Annex 9: Mapping of reported types of conflicts	107
Annex 10: Constructed programme organisational chart.....	108

Abbreviations and Acronyms

AU	African Union
APSA	African peace and security architecture
CPM	Conflict prevention and management
CMC	Community management committee
CEP	Community Empowerment Programme
CPF	Conflict prevention framework
CSO	Civil Society Organization
ECOWAS	Economic Community of West African States
FGC	Female genital cutting
FGD	Focus group discussion
GBV	Gender based violence
HR	Human resources
HRBA	Human rights based approach
IGA	Income generating activities
KII	Key informant interview
LFA	Logical framework approach
LGA	Local government authorities
M&E	Monitoring and evaluation
MERL	Monitoring, evaluation, research and learning
NGO	Non-governmental organisation
PC	Peace committee
PM	Project manager
REC	Regional economic communities
SEK	Swedish Korner
SSI	Semi-structured interview
ToC	Theory of change
ToR	Terms of Reference
UNSRC	United National security resolution council
UN	United Nations
WANEP	West Africa Network for Peacebuilding

Preface

This evaluation of Sida's support to Tostan (2010-2016) was commissioned by the Embassy of Sweden in Addis Ababa through Sida's Framework Agreement for Evaluation Services. Niras Indevlop undertook the evaluation from September to November 2016.

The evaluation team consisted of:

- Kimiko Hibri Pedersen, leading the evaluation of Tostan
- Alassane Binta Diop, regional evaluator, Senegal
- Helena Neves, local evaluator, Guinea Bissau
- Olivia Lazard, peace and security expert
- Jérôme Gouzou, Senior Peace and Security

Ian Christoplos provided Quality Assurance while Josefina Halme was the Project Manager with overall responsibility for managing the implementation of the evaluation.

The evaluation team wishes to thank all consulted stakeholders for allocating time to meet with the evaluation team to share their views and experiences.

Executive Summary

This summative and formative evaluation was commissioned by the Embassy of Sweden in Addis Ababa. Its timing coincides with the launch of the new Strategy for Sweden's Regional Development Cooperation in Sub-Saharan Africa (2016-2021) and the expiry of the previous strategy (2010-2015). The evaluation report presents findings on the support provided by Sida to Tostan in the period 2010-2016 through the '*Peace and security from the bottom up programme*'. The programme reached rural communities in three West African countries (Senegal, Guinea Bissau, Gambia) and was implemented in two phases having different objectives and components.

Scope and methods. The evaluation is seen as a participatory learning exercise. It accounted for principles of the human rights based approach and gender perspectives. Mixed qualitative data collection tools were used, coupled with quantitative data from Tostan's monitoring and evaluation system. Data collection tools included document review, semi-structured interviews, key informant interviews and focus group discussions with internal and external stakeholders in Guinea Bissau and Senegal. The evaluation focused on the assessment of relevance and effectiveness in relation to local community and regional peace and security agenda dimensions. It touched upon sustainability and efficiency. The evaluation team did not have the opportunity to systematically trace longer term impact. The assessment was made based on three thematic focus areas that cut across both phases of the programme. They include engagement and capacity of communities in the promotion of peace and security, conflict prevention and management in communities, and cross border and regional dimensions.

Key results achieved. The programme aspired to promote peace and security in West Africa through cross border interface and capacity development of local structures (peace committees) and of community members in conflict prevention and management. Key results include:

- A modest increase in knowledge and capacity of community members. Stronger knowledge was achieved in topics linked to human security on for instance health, education and child protection.
- A noticeable improvement in the capacity of peace committees in conflict management and mediation techniques.
- Overall reduction in conflicts in local communities.
- Some improvement in social cohesion in local communities.
- A space for networking and dialogue between peers across borders.
- Participation of women in committees as local mechanisms for resolving conflicts.

While evidence indicates that conflict was reduced, the types of conflicts resolved were primarily related to household and neighbourhood conflicts at the village and inter-village levels and to a lesser extent at the cross border level. The majority of the types of conflict did not directly contribute to the peace and security agenda. However, some resolved conflicts (e.g. land/natural resources) have more pertinence to the peace and security regional context. This suggests that the role of peace committees has the potential to be expanded to deal with larger issues than household conflicts.

In parallel to working at the community level, the programme intended to collaborate with regional actors/networks to elevate the significance of the work done at community level. Furthermore, it intended to include the diaspora community in supporting local peace and security efforts. Despite efforts to gain visibility and engage with such actors/networks, no collaboration ensued. Similarly, the presence of the diaspora community was not palpable during the period of the programme.

The regional relevance of the programme transpired most strongly in relation to cross border meetings and to the unrealised collaboration with regional actors. The latter is seen as a missed opportunity that could have given Tostan an entry point to contribute to and/or influence the regional peace and security agenda. Faced with difficulties in reaching out to intended regional actors, no alternatives were considered on how else to link local community efforts to other platforms or networks that have regional significance. While not clearly articulated and documented, two other elements of the programme carried relevance to the regional peace and security agenda. First, the capacity building of peace committees as community-led conflict prevention and management structures. Second, the inclusion and participation of women in peace committees as local mechanisms for conflict resolution.

Methods and approaches used. The programme was generally well practised in applying key principles of the human rights based approach. Challenges faced include:

- The programme was a post-intervention to the Tostan model. Its justification lied in its complementarity to the model in building local capacities. It did not have an articulated strategic vision for working with conflict prevention and management and was not founded on a context and conflict analysis and a theory of change.
- Programme design was not systematically grounded in relevant pre-studies and consultations that would contribute to a more effective implementation and did not account for sustainability considerations.
- The programme was not holistic in its approaches and did not equally support the organisational and financial capacity of peace committees.
- Furthermore, it did not consider locally based civil society organisation as part of the make-up of local communities whose capacity should be strengthened.
- The programme had limited knowledge of other similar initiatives or initiatives working in targeted areas and did not establish linkages that could complement its work (e.g. income generation activities, microcredits).

Scale-up plan. The programme established a good basis for expanding its work in areas of cross border tension but this is only relevant if the expansion can be justified

by a vision and a theory of change that articulates how activities intend to contribute to results, outcomes and ultimately the peace and security agenda in West Africa. A conflict analysis can open up for a scale-up to villages concerned by a given conflict on both sides of the border. A scale-up also requires a consolidation and learning phase to building on results achieved and an overview of what others are doing.

Operational issues. The programme generously supported resources for implementation, monitoring and internal evaluation. Field staff were not strongly included in budget design leading to limited resources for implementing certain activities. Cross fertilisation of the knowledge between the monitoring and evaluation team and the programme team is not fully exploited. Financial follow up has become more regular but is not guided by expenditure targets.

Recommendations to Tostan and Sida

The evaluation recommends the following to Tostan:

1. Articulate the strategic vision and objectives of Tostan's ambition of working with conflict prevention and management and develop a theory of change to unfold this vision and strengthen the coherence of the programme.
2. Use context and conflict analyses as a basis for programme design, the selection of areas of interventions and targeting relevant stakeholders.
3. Establish an overview of similar initiatives in areas of interventions and other initiatives relevant to the needs of communities and explore potential synergies.
4. Adopt a holistic approach in local capacity building in communities that includes technical, organisational and financial capacity as well as closer collaboration with locally-based organisations working on similar issues.
5. Explore alternative approaches for strategic collaborations with national or regional structures or networks that work on the regional peace and security agenda, cross border initiatives or themes that have regional significance.
6. Document results achieved in terms of the implementation of themes that have regional significance (e.g. UNSCR 1325 or 2250), even if not part of programme indicators.
7. Enhance the integration of feedback from the field into programme design and implementation at programme, monitoring and evaluation and finance levels.
8. In the absence of periodic expenditure targets, maintain the regularity of monthly programme and finance meetings.

The evaluation recommends the following to Sida:

1. Ensure a better budget analysis of efficiency at the proposal stage for instance by examining the administration cost ratio and identifying key cost drivers.
2. Support Tostan in technical expertise on context and conflict analysis and theory of change.
3. Should the opportunity arise, contribute to increasing the visibility of the programme with organisations funded by Sida and regional platforms/networks.

1 Scope and Methodology

The Terms of Reference (ToR, Annex 1) set the objectives of the evaluation based on which the evaluation methodology was developed in detail in the inception report (Annex 2). This chapter presents a summary of key elements of the methodology.

1.1 SCOPE

Objectives. The purpose of the evaluation is ‘to assess the effectiveness, relevance, efficiency, sustainability and impact of the programme funded by Sida from 2010-2016’, draw strategic lessons and recommendations for future support and provide a basis for determining the continuation of possible Swedish support to the programme. More specifically, the evaluation is expected to address five objectives:

- 1 To assess results against planning for the agreement period 2010-2016
- 2 To assess the effectiveness of approaches and methods used to achieve intended results
- 3 To provide specific operational and programmatic recommendations that may improve the effectiveness of the programme in the future
- 4 To provide an analysis of relevance of the programme in relation to the Strategy of Regional Development Cooperation with Sub-Saharan Africa 2010-2015 and its foreseen relevance to the new Swedish Strategy for Regional Cooperation with Sub-Saharan Africa 2016-2021
- 5 To discuss if Tostan’s focus on scaling up its activities to involve other countries, regions and organisations enables them to reach the vision of promoting peace and security in the West African region

Overall approach. The evaluation is seen as a learning exercise. The evaluation team strived to ensure a participatory process in its dialogue with the Embassy and Tostan as well as in consultations with internal and external stakeholders. Mixed qualitative methods were used coupled with existing quantitative data from Tostan’s Monitoring, Evaluation, Research and Learning (MERL) department. Central perspectives including gender equality and the principles of human rights based approach (HRBA) were integrated into the analysis. Local and regional perspectives were also considered.

Evaluation criteria. In dialogue with the Embassy, the evaluation focused on relevance and effectiveness. It touched upon sustainability and efficiency as defined in the inception report. The evaluation team did not have the opportunity to systematically trace longer term, larger societal impacts and has considered shorter-term effects where pertinent. The evaluation questions were revised and streamlined from 22 to 14 questions based on which an evaluation matrix was developed (Annex 3).

Key Focus areas. The programme was implemented in two phases, each with a different scope (Chapter 2). As agreed in the inception report, the evaluation team made an assessment based on three key focus areas rather than the individual results and objectives of each phase. The focus areas represent themes that cut across both phases.

Table 1.: Focus areas of the Sida supported Tostan programme

	Theme	Explored issues
Focus Area 1:	Engagement and capacity of targeted communities in the promotion of peace and security	Relevance to priority needs, motivation and ownership, change in knowledge, capacity regarding conflict prevention and management
Focus Area 2:	Conflict prevention and management in targeted communities	Relevance to local context, actions taken to prevent and resolve conflict and results, type of conflicts, perceived changes in communities
Focus Area 3:	Cross-border and regional dimensions	Relevance and contribution to regional priorities, actions taken to partake in regional initiatives/networks and results achieved

Geographic scope. The evaluation covered two out of the three countries targeted by the programme, namely Senegal and Guinea Bissau. The selection of regions and villages in Senegal and Guinea Bissau was made taking into account the actual distribution of villages targeted by the programme¹. The team split to cover the North (Podor, Matam) and the South/Casamance (Kolda, Ziguinchor). In Guinea Bissau, the northern part bordering Senegal was covered (Bafata, Gabu). Consideration was given to access, proximity, villages from phases 1 and 2, ethnicity, cross border/village level activities and villages not included in the recent internal evaluation². The evaluation included villages that were directly targeted by the programme. ‘Adopted’ village through organised diffusion activities were not included due to budget limitations.

¹This is elaborated in details in the inception report, section 3.3.4.

²Tostan (undated): Presentations of findings from the final evaluation of the peace and security programme 2015-2016.

1.2 DATA COLLECTION METHODS

Data collection tools. In summary, data collection methods consisted of review of secondary data including key documents (Annex 4), M&E programme data and reports and primary data collection using mixed qualitative methods, allowing for triangulation. Data collection tools included semi-structured interviews (SSI), key informant interviews (KII) and focus group discussions (FGD). The planned quantitative survey with regional actors was dropped as the number of relevant actors was not sufficiently large. Interview guides were drafted and revised during the inception phase. These tools were tailored to the various stakeholders to be consulted, namely Tostan management and staff, two types of direct rights holders (PCs and participants from the community), members of the diaspora community and external stakeholders including local government authorities (LGA), non-governmental organisations (NGO), community based organisations (CBO) and regional organisations or networks.

Data collection scope. The selection of villages was finalised in dialogue with Tostan. The field visit took place between 10 to 21 October, 2016. The evaluation team visited a total of 12 villages (out of 120 targeted villages). This included eight villages in Senegal (three in the North and five in the South) and four villages in Guinea Bissau (two in Bafata and two in Gabu). The actual field visit schedule can be found in Annex 5. A debriefing with Tostan was held in Thiès on October 21, 2016.

Stakeholders met. The evaluation team consulted with 545 stakeholders including Sida, Tostan management and staff, peace committees, village leaders (village chiefs, imams, elders and other community leader), participants from the community, government authorities at the departmental, district and municipal levels including border police, regional actors/networks and CBOs (Annex 6). Of all (non-Tostan and non-Sida) consulted stakeholders, 66% were women. The tables below provide an overview. The profile of key consulted stakeholders is presented in Annex 7.

Table 2.: Overview of stakeholders met

	SSI		KII			Total*
	Tostan*	Peace committees	Village leaders	Authorities	External stakeholders	#
Dakar	9	0	0	0	4	13
Senegal South	8	30	33	11	8	90
Senegal North	3	24	8	2	2	39
Guinea Bissau	6	26	9	3	0	44
France	2	0	0	0	0	2
Total	28	80	50	16	14	188

*Excludes five Tostan staff from other countries present at the debriefing and four Sida staff.

Table 3.:Gender balance of focus group discussions

	FGD participants			
	Women	Youth*	Men	Total
Senegal South	82	38	0	120
Senegal North	67	0	0	67
Guinea Bis-sau	81	50	30	161
Total	230	88	30	348

*Includes female and male participants.

1.3 LIMITATIONS

Key limitations of the evaluation primarily include the following:

- The evaluation team did not meet with management, programme and support staff separately as planned. This meant that the perspectives of management and of staff may not have been fully captured and triangulated.
- The evaluation team was informed upon arrival that the programme had not systematically reached men in Senegal. Accordingly, no FGD was held with men as planned. However, a few youth FGDs included young men. This means that the perspective of male participants was not strongly captured in the evaluation.
- Meetings with key external stakeholders were not organised. This limited the perspectives of the evaluation on collaboration with actors engaged in similar work.
- Few FGDs included community members who were not participants in the programme as planned. In most FGDs, participants gave more feedback on the CEP than on the supported programme. This limited the level of relevance of the feedback from communities on the programme per se.
- Attendance lists from few meetings with peace committees indicate that some were not members of the committee. This information was not verified with Tostan as lists for villages from phase 1 (old villages) are not readily available. This may have minor impact on the feedback received in meetings.
- The senior programme coordinator responsible for peace and security at Tostan was not in Senegal at the time of the debriefing. This may have affected the level of detail of the feedback the team received on preliminary findings.
- As Tostan France closed down in 2013, the foreseen limitation of being unable to mobilise diaspora members materialised. This means that the evaluation team did not have the opportunity to interview participants involved in diaspora related activities as the lists provided were outdated. This limited the ability of the evaluation team to triangulate findings and report diaspora perspectives and results.

- Documentation on Tostan France activities such as strategic plans, M&E documents and other key documents were not accessible. Furthermore, the programme team had little knowledge about the diaspora component. This limited the basis for getting an in-depth understanding of the diaspora component.

Despite these limitations, the evaluation team finds that it established a well-grounded view of the programme and good level of confidence in the validity and credibility of the findings from the field and recommendations.

2 Background

2.1 STRATEGIC FRAMEWORK

2.1.1 ECOWAS strategic priorities

This section provides a snapshot of the ECOWAS (Economic Community for West African States) priorities for dealing with conflict prevention, conflict management and the promotion of peace in West Africa.

ECOWAS strategic plan. The framework of the ECOWAS regional strategic plan 2011-2015 includes peace, security and good governance³. The plan is aligned to the African Peace and Security Architecture (APSA) whose sector priorities comprise, i) conflict prevention including early warning, ii) crisis and conflict management (focusing on West Africa) and iii) post conflict reconstruction and peace building and iv) strategic security issues⁴. The goal is to *'promote good governance, justice and upgrade the conflict prevention, management and resolution mechanism'*⁵. The four objectives include 1) a viable framework for conflict prevention, 2) improving own resources and capacities, 3) political governance, rule of law and electoral processes, and 4) conflict and post-conflict management. Collaborating with civil society organisations (CSOs) as key contributors to transforming policy into concrete action is noted.

ECOWAS Conflict Prevention Framework (CPF). One of the objectives of the peace and security pillar of the ECOWAS strategic plan is the CPF. The framework underlines the increasing role of CSOs in supporting member states in preventing conflict⁶ and promoting peace. The CPF covers 14 components: 1) early warning, 2) preventive diplomacy, 3) democracy and political governance, 4) human rights and rule of law, 5) media, 6) natural resource management, 7) cross-border initiatives, 8) security governance, 9) disarmament, 10) women, peace and security, 11) youth promotion, 12) ECOWAS peace forces, 13) humanitarian assistance, and 14) peace edu-

³The new ECOWAS strategic plan 2016-2021 is not yet published or available.

⁴African Union (2015) : African Peace and Security Architecture Roadmap 2016-2020.

⁵ ECOWAS (2010): Regional strategic plan 2010-2015.

⁶ By conflict prevention, the strategy refers to non-violent transformation of conflict (operational and structural).

cation (culture of peace)⁷. The CPF underlines the joint responsibility of ECOWAS, member states, the private sector and CSOs in the implementation and evaluation of the CPF at the regional, national and local (community) levels. The CPF has working groups to implement the CPF at the national level including CSOs. In September 2016, the Gorée Institute hosted the CPF working group in Senegal. The action plan will increase the awareness of young persons in universities and populations in rural areas.

ECOWAS plan on UNSRC 1325. The ECOWAS plan for the implementation of United National Security Resolution Council (UNSCR) 1325 is of importance to the regional peace and security agenda. The UNSCR 1325 acknowledges women as active agents in the prevention and resolution of conflict, peace building and peacekeeping. The UN based task force on women, peace and security in West Africa is a platform that strives to facilitate the implementation of UNSCR 1325 in the region, including the development of national action plans. The network on security and peace for women in the ECOWAS region also works for the promotion of UNSCR1325 among other conflict prevention initiatives. It is a member of the task force.

2.1.2 Swedish strategic priorities

Objectives and priorities. The objective of the Cooperation Strategy for Regional Development Cooperation with Sub-Saharan Africa 2010-2015 was *‘to increase the capacity and political accord among African intergovernmental communities and the countries concerned to manage transboundary challenges [...] to ensure that their capacity to prevent, resolve and manage the effects of conflicts is well developed’*⁸. The strategy supports *‘collaborating organisations working to solve regional challenges [...] including civil society organisations [that] may be local, national or regional. [However], all contributions must be of clear regional relevance’*⁹.

Sectors. The strategy identifies three thematic sectors. Of relevance to the programme is Sector 1: Peace, security and conflict management. The objective here is *‘increased regional cooperation aimed at preventing, solving and managing the effects of armed conflict’*¹⁰. Focus is on conflict prevention in the regional cooperation context and conflict management that addresses the structural causes of conflicts. Regional processes promoting women in the peace process and early warning systems

⁷ CEDEAO (2008): Cadre de prevention des conflits de la Cedeao (CPCC)

⁸ Ministry of Foreign Affairs of Sweden (2010): Cooperation Strategy for Regional Development Cooperation with Sub-Saharan Africa 2010-2015

⁹ Ibid

¹⁰ Ibid (p.8)

are among other areas of the strategy. The strategy states that limited support to democracy and human rights for the purpose of conflict prevention and management is envisaged.

The recently launched Strategy for Sweden's Regional Development Cooperation in Sub-Saharan Africa (2016-2021) maintains its focus on regional support and strengthening capacities to deal with cross border challenges and opportunities at regional level. It identifies four sectors, including human security and freedom from violence. The latter focuses on the capacity of regional actors to engage in peace and reconciliation and combat violent extremism as well as initiatives increasing influence and participation by women and young people in processes for peace and reconciliation. The strategy states it strives '*to help prevent, solve and manage the effects of conflicts*'.

2.2 TOSTAN

Tostan is an international Non-Governmental Organisation (NGO) based in Dakar. It has a track record providing non formal education in local languages targeting young persons and adults in rural West African communities. Tostan's vision is to promote dignity for all by inspiring and empowering communities to achieve their own vision for sustainable development¹¹. The cornerstone of Tostan is its three-year community empowerment programme (CEP), also referred to as the Tostan model, which has been implemented for 25 years in eight African countries. The Tostan model entails i) the organisation of communities into community management committees (CMC) and ii) attendance in CEP classes that equip participants with knowledge that instigates dialogue and reflections conducive to social change such as the abandonment of female genital cutting (FGC) and child marriage. The CEP classes include the following modules:

- *The Kobi (one year)* is the foundational module that introduces participants to visioning their future, democracy, human rights and responsibilities, hygiene and health and problem solving; and
- *The Aawde (two years)* offers literacy and numeracy classes, project management and income generating activities (IGA) and is offered after the completion of the Kobi module.

The Tostan model operates with a strategy described as 'organised diffusion'. This means that participants/villages who attend classes 'adopt' other participants in their community and in inter-connected villages to disseminate the knowledge obtained in

¹¹ Tostan (2015): The Tostan Theory of Change: The Community Empowerment Programme (draft)

classes. In this manner, knowledge is spread and is acquired by people who were not directly targeted by the programme. This could take the form of participants undertaking awareness raising sessions on hygiene in ‘adopted’ villages and organising a clean-up day.

Over time, the CEP has been complemented with other training modules, known as post-CEP modules such as the Child Protection module, the Reinforcement of Parental Practices and the Peace and Security module (initial and revised versions). The latter is a product of the programme subject to this evaluation.

2.3 THE PEACE AND SECURITY PROGRAMME

Swedish support to Tostan dates back to 2000. With the launch of the Swedish Cooperation Strategy for Regional Development Cooperation with Sub-Saharan Africa 2010-2015, the Tostan ‘Peace and security from the grassroots up’ programme 2010-2013 (SEK 18 million) came into being. It was prolonged to 2014 with a no cost extension (Phase 1). Its intention was to explore the potential of building on CMCs as possible inclusive platforms for peace and reconciliation and linking these community-based initiatives to regional institutions. Awaiting the launch of the new Swedish strategy, a cost extension of SEK 5 million was granted for 2015-2016 (Phase 2), rather than a full programme funding.



Overall scope and objectives. The programme operated in three West Africa countries namely Senegal, Guinea Bissau and Gambia. 120 villages were reached, of which 80 are located in Senegal (66%) and 20 in Guinea Bissau and Gambia (17%) respectively¹².

In Senegal, the programme operated in two departments of the north¹³ and six departments in the south¹⁴. In Guinea Bissau, two departments were targeted in the northern region¹⁵. In Gambia, one region (Basse) was covered.

The effective implementation of activi-

¹² According to Tostan, this number refers to targeted villages and does not include adopted villages.

¹³ Matam and Saint Louis: Podor is one of three departments in the region of Saint Louis and Matam is one of three departments in the region of Matam.

¹⁴ Kolda, Sedhiou and Ziguinchor: In Kolda, all three departments of Kolda, Medina Yoro Fouta and Velingara are covered. In Sedhiou, one department (Boukiling) out of three departments. In Ziguinchor, two departments (Bignona and Ziguinchor) out of three departments.

¹⁵ Pirada in the Gabu region and Contuboe in the Bafata region.

ties in targeted communities started in 2013/2014.

In addition to these countries, the programme targeted diaspora living in Europe through Tostan France. The ambition was to involve diaspora leaders as influential actors that could contribute to peace and security initiatives in their villages of origin.

Phases 1 and 2 strived to achieve the same goal. However, the content and objectives of the two phases were different. The goals and objectives of both phases are summarised in the table below. A summary of the key elements of Phases 1 and 2 is presented in Annex 8. According to Tostan, changes were made based on lessons learned and challenges faced during Phase 1.

Table 4.: Goals and objectives of the two phases of the programme

	Phase 1: 2010-2014	Phase 2: 2015-2016
Goal	To contribute to peace and security in West Africa	Promoting peace and security in West Africa
Objective 1	Local communities in West Africa are engaged in regional peace building initiatives	To engage grassroots community members of both genders in the promotion of peace and human security in three West African countries
Objective 2	Peace and security are promoted within and between social networks in West Africa (including diaspora)	To contribute to prevention and management of conflicts in grassroots communities of three West African countries
Objective 3	Tostan's capacity is reinforced to expand and improve the quality of programme intervention	To contribute to peace and security and the prevention and management of conflicts in other African countries through trainings at the Tostan training centre in Thiès ¹⁶
Objective 4	-	To prepare for a large scale expansion of the CEP and the peace and security module in West Africa

Key differences between Phases 1 and 2. No external evaluation was undertaken during the life of the programme. However, Tostan undertook baselines and internal evaluations of both phases. The testing of the training module in communities and difficulties mobilising regional actors resulted in changes.

¹⁶ This objective has an outreach in Africa as a whole and is not funded by Sida.

Key differences include:

- Phase 2 included sessions from Kobi 1 in order to reach communities which had been through the CEP many years ago and where many of the former participants in the CEP had either moved, died or were no longer available.
- Phase 2 did not strongly focus on linkages with regional actors as Tostan realised there would be more interest in the Tostan model once the module was tested, implemented and evaluated. This dimension was integrated as part of the Tostan expansion plan.
- Activities with the diaspora were not pursued in Phase 2 of the programme.
- Phase 2 clearly articulated its focus on community based CPM as an area of work within the sector of peace and security.
- Phase 2 established peace committees (PC) as the community based structures that are mandated and capacitated to deal with CPM. CMCs are no longer expected to play such a role as initially envisaged in Phase 1.
- Despite the establishment of PCs as the community level structure dealing with CPM, Phase 2 continued to establish CMCs. It also integrated training on themes relevant to CEP under the concept of human security (e.g. hygiene and health, education) and carried out organised diffusion activities linked to these topics.

3 Findings

3.1 RELEVANCE

Evaluation questions
1. To what extent does the programme address the needs of target communities in their local contexts?
2. How is the programme relevant to regional peace and security priorities in West Africa?
3. To what extent does the programme contribute to meeting the regional strategic priorities articulated in the Swedish Strategy for Regional Development Cooperation with Sub-Saharan Africa 2010-2015?
4. Is the programme in its current form likely to remain relevant under the new Strategy for Regional Development Cooperation with Sub-Saharan Africa 2016-2021?
5. How relevant is Tostan's vision of scaling up to other countries in West Africa to promoting peace and security in West Africa?
6. Did the programme include and intend to empower the most vulnerable and marginalised groups of rights-holders in local communities? Were any groups excluded from participating in programme activities? Why?
7. Has the programme design been articulated in a coherent manner?

3.1.1 Needs of targeted population and their context

Relevance to community priorities. Overall, community priorities were more linked to development than to conflicts prevention and management. Findings from the field indicate that priority needs of communities targeted by the programme revolved around access to basic social services. Participants in the majority of FGDs held (75%) reported that lack of access to health and education services is their key preoccupation. The second most reported priority was infrastructure. In one third of FGDs held, women and youth noted income generating activities (IGA). Other mentioned equipment for agricultural or household use and skills development. In Guinea Bissau, men noted cross border mobility. In almost half of FGDs held in Guinea Bissau, literacy was expressed as a priority for women.

Consulted stakeholders informed that programme activities involved participation in training courses on human rights, hygiene, sanitation, health and conflict management. Many organised awareness raising activities primarily on hygiene and sanitation but also on health and conflict management. This took place in their villages and

in ‘adopted’ villages in line with Tostan’s organised diffusion model. In general, topics linked to hygiene, sanitation, health and child protection were seen as useful. Some community members, including youth, were interested in engaging in CPM as they were motivated to promote peace and/or social cohesion¹⁷.

Consulted stakeholders conveyed that their expectation that ‘the programme would be good for their community because it was a Tostan programme’ materialised. Based on results achieved, they now understand how important it is to work with resolving conflicts in the community because ‘without peace, there is no development’.

Assessment: The programme increased awareness on the relevance of addressing conflicts in local communities. However, their priorities are centered on development.

Relevance to local context. The programme targeted villages across the borderlines in Senegal/Guinea Bissau, Senegal/Gambia and in northern Senegal along the border to Mauritania¹⁸. It also covered villages that are not concerned with cross border conflicts, for instance Ziguinchor in Casamance. Field visits indicate that the local context in which the programme operated cannot be referred to as one local context even within the same country. For instance, the context in northern Senegal is different from that in the south, where the Casamance conflict, although latent, shapes daily life. In the north, interface with Mauritania is traditionally characterised by ethnic tensions and land disputes between Senegalese farmers and Mauritanian herders. It is also coupled with challenges linked to the movement of displaced populations hosted in Mauritania as a result of the Malian displacement crisis. This imposes the risk of radicalised groups entering from Mauritania, as evidenced by a recent incident of infiltration of such elements into Matam¹⁹. The context in villages sharing a border with a neighbouring country is different from that of villages that are inside the country where daily life is more affected by the application (or non-application) of ECOWAS rules on movement of goods and persons. The context is also different in villages that were once abandoned as a result of armed conflict (e.g. Ziguinchor) and where returnees came back to resettle or are still returning, leading often to land disputes. According to interviews with Tostan staff, an analysis of the specific context and conflict did not take place. The programme’s intention was to strengthen the capacity of communities that previously participated in Tostan’s flagship programme, CEP. Therefore the peace and security module was developed in a manner that can be used across contexts rather than specifically addressing a given type of conflict.

¹⁷ Five FGDs with women and youth (22% of FGD held) and five PCs (42% of total PCs met).

¹⁸ Mauritania is not part of the programme. There are no cross border Senegal/Mauritania activities.

¹⁹ http://www.seneweb.com/news/Societe/presumes-djihadistes-a-matam-la-gendarme_n_197933.html

Consultations with internal and external stakeholders also underline the relevance of the programme in promoting community-led conflict prevention and management mechanisms, particularly along the border. Around half of consulted LGAs highlighted the relevance of PCs and of working with cross border challenges. The importance of dealing with cross border concerns was explicitly mentioned in more than half of consultations with village leaders and 95% of FGDs held with community members. Such cross border challenges include mobility, illegal procurement of bamboo and herder/farmer trespassing. In northern Senegal, the importance of early warning systems to monitor the infiltration of radicalised groups was noted.

Assessment: The relevance of the programme to the context lay in its approach to supporting community led conflict prevention and management mechanisms and outreach to areas of cross border tensions. Beyond its intention to build the capacity of communities previously targeted by CEP, the justification of why it decided to work in those areas and what conflicts it intends to address and how is unclear.

Relevance to diaspora priorities. Working with the diaspora community was pursued on the basis of the perceived relevance of engaging diaspora in the work done in their communities of origin. This stems from a recognition of the link they maintain when they settle abroad via remittances or investments in their villages of origin and the influence they can have in their home villages. Tostan began working with diaspora communities when they noted the great influence these communities play in the lives of the villagers who remain in their home countries. The idea was to do social mobilisation work within diaspora communities so that they would encourage and promote local initiatives for positive social change. Tostan conducted studies that confirmed there is a link but did not enquire how the diaspora impact their communities of origin and how they might influence peace and/or conflict.

Assessment: The relevance of the programme to the diaspora to the programme is not documented in studies or consultations that i) gauge its relevance to diaspora needs, ii) assess the feasibility of the proposed idea, iii) understand how the diaspora influence home villages and iv) how an intervention can navigate around these influences, capacitate and leverage them to work for peaceful transformation and development.

3.1.2 Regional peace and security priorities in West Africa

Alignment to regional strategic priorities. The programme strived ‘to promote peace and security in West Africa’ as its goal. This marks the programme’s ambition and intention to have impact at the regional level. As it evolved and learned, the programme clearly defined that it works with CPM at the community level. This resonates with ECOWAS’ strategic goal.

At the objective level, the intention to involve local communities in regional peace building initiatives (Phase 1) and to engage them in promoting peace and contributing

to CPM (Phase 2) aligns itself to regional objectives. This refers to ECOWAS and its CPF, which acknowledge the role CSOs in preventing conflict and promoting peace.

At the level of outputs and activities, regional relevance is not clearly articulated even if it is more evident for activities on collaboration with regional actors. A theory of change (ToC) would have provided insight into how locally-based programme activities are foreseen to contribute to the prevention and management of conflict at the local and regional levels and more broadly to peace and security in West Africa.

Assessment: The evaluation team assesses that particular programme activities had regional significance and potential to contribute to regional priorities:

- *Collaboration with regional networks*, organisations or platforms working on the implementation of the regional peace and security agenda. As stated in the ECOWAS regional plan, CSOs play an important role in transforming policies into real actions on the ground. Being a community based initiative, the programme could contribute to the implementation of regional priorities by expanding their outreach to rural communities in West Africa.
- *Capacity development of PCs* as community led CPM mechanisms. This is relevant to the ECOWAS regional plan in its intention to promote CPM at local level, to the implementation of the CPF in rural communities and to strengthening the role of CSOs in for instance early warning.
- *The inclusion and capacity development of women* as member of PCs as well as the integration of a session on the role of women in the management, prevention and resolution of conflict in the peace and security module. This resonates with the ECOWAS plan for the implementation of UNSCR 1325.
- *Cross border meetings* align to ECOWAS' intention to strengthen good relations between decentralised authorities across two or more member states²⁰. It also links up to CPF and allows working with conflict prevention and management in cross border areas of tension.
- *Inclusion of youth* in the programme could become relevant once ECOWAS adopts an action plan for UNSCR 2250 addressing youth participation in peace processes and conflict resolution in light of increased radicalisation. Tostan informed that they are currently implementing a pilot project specifically intended for youth in 16 villages in the Southern region of Senegal.

²⁰ It should be noted that these meetings can only trigger informal collaboration between decentralisation authorities. Formal collaboration requires approval of the national level.

Alignment to Swedish priorities. The strategic priorities outlined in Sweden's Co-operation Strategy for Regional Development Cooperation with Sub-Saharan Africa 2010–2015 resonate and support the regional strategic priorities discussed above. The Swedish strategy gives room for supporting organisations that work to address regional challenges such as transboundary challenges and capacities to prevent, resolve and manage conflict in the regional cooperation context. The programme addresses community based capacity development in the prevention, resolution and management of conflict with the intention to linking these to the regional context. The peace and security training module include elements on human rights and the promotion of women's role in the prevention and management of conflict. It also targets youth as community participants. Cross border meetings are held in areas of cross border tension and are intended to discuss transboundary concerns in targeted communities.

Assessment: Specific programme activities that are pertinent to the regional peace and security agenda are concurrently seen as pertinent to Sweden's strategic priorities in the peace and security sector, including the strategic priorities for 2016-2021.

Scaling up the programme. An expansion of the programme was seen as relevant by most consulted stakeholders²¹. However, many agreed that such an expansion should take place after having consolidated and strengthened results achieved. Consulted stakeholders saw the pertinence of a scale up in various manners. First, geographic expansion within the country including new villages along the border. Second, geographic expansion along new border lines on both sides of the border (e.g. Mauritania, Guinea Conakry). Third, an expansion of targeted populations to include young persons. Fourth, thematic expansion to focus more on prevention, sensitisation and early warning particularly in northern Senegal to monitor the movement of radicalised groups. Fifth, expansion of the scope of the programme to include linkages to other organisations that can complement the programme (e.g. IGA).

Tostan sees the expansion taking place through the training offered on the peace and security module which has so far included NGO representatives from Senegal, Cameroon, Ivory Coast, The Gambia, Liberia, Sierra Leone, DCR, Burundi and Rwanda. It plans to publicise the offering of the peace and security module with other NGOs, ECOWAS, WANEP and other regional UN institutions as of 2018.

One of the objectives of Phase 2 was to prepare Tostan for a large scale up in 600 communities - and for NGO training at the Tostan Training Center (not under Sida's

²¹ One third of FGDs held, 7 LGA meetings out of 10 who knew the programme, half the meetings held with village leaders and two PC meetings in Senegal.

support). According to Tostan management, Tostan has drafted an action plan for this expansion, has the systems in place to support it and is ready for an immediate scale up. In addition to consolidating and strengthening results achieved, an issue of relevance to a potential geographic expansion is the selection of villages. Programme villages were selected based on a set of criteria. A key criterion is the completion of CEP and compliance with performance criteria that make them eligible for a post-CEP module such as the peace and security module. The iteration of the program in Phase 2 opens up for communities which have not been through the CEP or went through the program many years ago to benefit from the module. Although it does not figure in the selection criteria, the programme team indicated that a factor of increasing importance is proximity to the border. The selection process makes sense from a Tostan model perspective, the aim of which is to capacitate local communities by topping-up the two core modules with extra post-CEP modules. However, it does not account for the relevance of selected villages in relation to a given conflict situation that the programme wants to address. A conflict analysis would allow the programme to better understand the specific context of a given conflict and contribute to addressing the root causes and effects of that conflict in a more targeted manner. Tostan had carried out a study on social networks, but the purpose was to establish deeper knowledge that can contribute to the development of the peace and security module.

A finding that is also of relevance to a potential scale up is the presence of a multitude of initiatives working on peace and security in Casamance. These are not coordinated through a platform at the departmental or municipal level. There is a range of NGOs as well as formal and informal CBOs working with the establishment of similar committees and the promotion of the role of women in CPM. The number of such organisations was particularly striking in Ziguinchor. In Kolda, CBOs were the most prominent actors working with cross border issues and peace and development initiatives. The knowledge of field staff about these initiatives and other initiatives relevant to communities (e.g. IGA, agricultural development, microcredits) was limited. This imposes a risk linked to potential duplications or lost opportunities for synergies.

Assessment: A scale up along borderlines responds to the expressed priorities of cross border communities but is only pertinent if is founded in a clear vision, a conflict analysis, a consolidation of learning and a holistic understanding of the context.

3.1.3 Coherence

The programme is not articulated in a ToC that provides the foundation for its objectives, intended results and planned activities. The goal and objectives of the programme have a regional dimension (regional level). Building on Tostan's strong experience working with rural communities in West Africa, the operational context of the programme is the community level in three countries (local level). The programme does not clearly articulate how activities and outputs at the local level will contribute to results that have local, national and/or regional significance. Overall, the link between activities, outputs and results generated at the community level and their contribution to the achievement of programme objectives and goal whose scopes are

regional is highly uncertain. Achieving community results in three separate countries does not necessarily mean that the result has regional significance. An articulation of how the programme by working in three or more countries can contribute to peace and security in West Africa is needed and is a pre-requisite for a potential scale-up. With improved knowledge gained from support from the Gates Foundation on M&E, Tostan intends to work on developing a ToC.

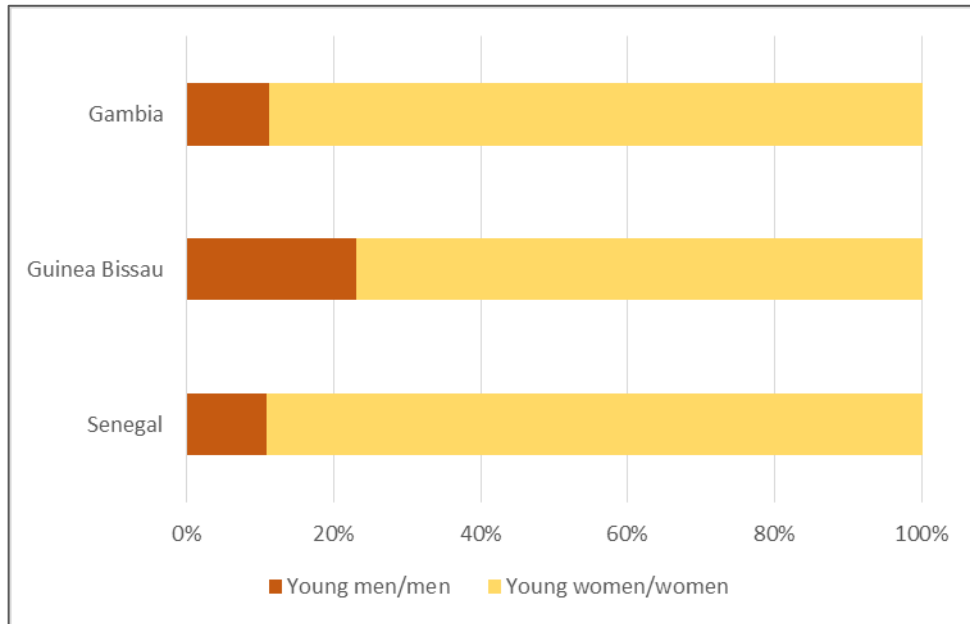
Assessment: The goal of the programme to promote peace and security in West Africa is not strongly founded in a ToC that articulates how activities and results at the local level will contribute to outcomes at a larger level in the region and how working in more than one country contributes to generating those outcomes.

3.1.4 HRBA and gender perspectives

Non-discrimination and transparency. Tostan is well known in local communities and has good contacts with village leaders, which the programme capitalised on. Information was openly disseminated in targeted villages through village assemblies. It provided equal opportunities for men/young men and women/young women to sign up and participate in training activities as it opened up for adult and youth classes. Participants in FGDs reported that no one was excluded from participating in the training sessions including persons from different social classes, ethnicities and with disabilities. The vast majority of community members know the PC in their village (21 out of 24 FGDs). In terms of equal opportunity to access the PCs' CPM 'services', PCs and FGDs informed that anyone in the community regardless of gender, age, ethnicity, social class and religion can approach PCs and get help to resolve a given conflict. However, few mentioned that youth are likely to resort to youth associations.

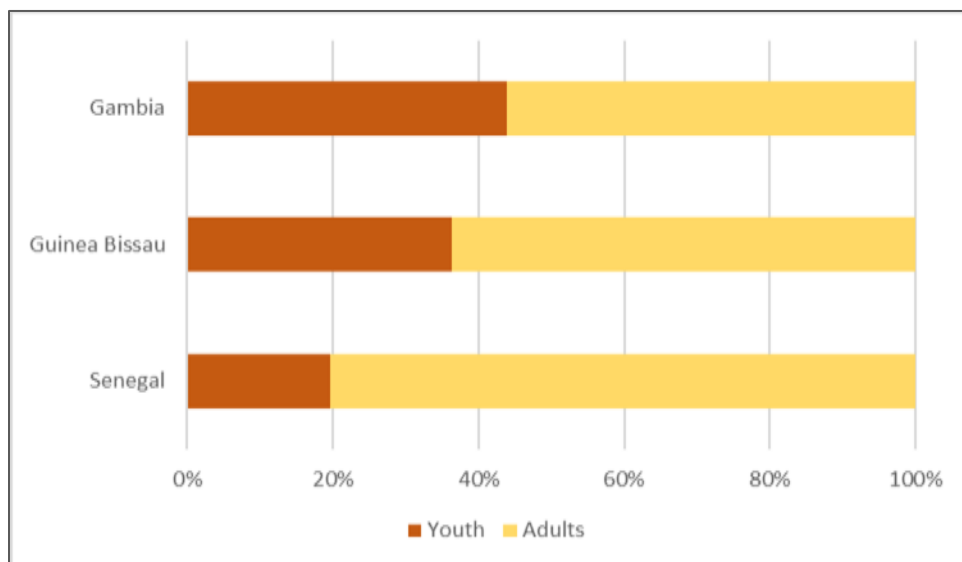
Assessment: Overall, the programme was transparent and provided equal access and opportunities to community members including access to members of the PC.

Inclusion and participation. Women including youth are perceived as the most vulnerable groups in communities. Women including young women constitute the bulk of participants in training sessions. Some consulted stakeholders said that Tostan's activities are mostly viewed as being 'activities relevant to women'. This is the case due to the required regular attendance to classes, which many men cannot commit to as they travel to seek income opportunities elsewhere in the dry season. This explains why it is mainly women who participate, making it challenging for the programme to mobilise men including young men who are potential interested. Tostan's M&E data for Phase 2 confirm that in all three targeted countries, men represent only 13% of programme participants, with the highest representation in Guinea Bissau (23%). In Senegal and Gambia, men account for 11% of programme participants.

Chart 1.: Gender profile of community participants

Source: Tostan M&E data, April 2015-April 2016

M&E data also show that the programme mobilised young persons (29% of total participants). Young women represented the majority (75% young participants). The programme mostly reached young persons in Gambia (44% of total participants) followed by Guinea Bissau (36%) and Senegal (22%).

Chart 2.: Youth profile of community participants

Source: Tostan M&E data, April 2015-April 2016

The selection of PC members was done by communities. All PCs met agreed that the selection took place based on certain criteria. These mainly included personal characteristics (e.g., honesty, tolerance, ability to listen). In one instance, the ability to read

and write was mentioned, which is a potential barrier for participation. This selection process explains why the village chief, imam and many elders are members of the committee. The programme opened up for the inclusion of women in peace committees by setting a quota. In principle, men and women have the same roles. Gender and age disaggregated lists of committee members are not available. The evaluation team observed more men in committees in Senegal and a large majority of women in Guinea Bissau (Annex 7). According to Tostan staff, PCs in Guinea Bissau are sub-committees of CMC, which mainly gathers women. Consulted young men felt that youth inclusion and participation could be strengthened. A good example practiced in one village is the inclusion of youth through a sub-committee for youth.

The vast majority of community members found PCs to be very useful (20 out of 24 FGDs). In around half of FGDs, community members said that they viewed PCs as neutral (in Senegal) and legitimate (both countries). They previously resorted to the village chief, elders, the imam, close family members, authorities and the police.

Assessment: Overall, the programme is seen to have been inclusive and participatory, although men/young men did not strongly participate in activities. This raises questions on the programme's ability to mobilise men including young men.

Accountability. The programme included local authorities, mainly municipalities and district authorities in cross border meetings. Administrative authorities at the departmental level felt that they are not strongly involved and informed. Field staff recognised the importance of stronger involvement of administrative authorities at the departmental level.

Assessment: The inclusion of local authorities as duty-bearers is relevant as they can influence the respect, protection and fulfilment of the rights of cross border communities, for instance with regards to ECOWAS rules for the movement of goods and persons, illegal procurement of bamboo and cattle theft.

3.2 EFFECTIVENESS

Evaluation questions

8. To what extent have expected outcomes and results been achieved? What are the factors that contributed to the achievement/non-achievement of results and outcomes?
9. To what extent were the programme's approach and method effective in achieving intended results and outcomes? What worked/what didn't?
10. Do partners and target groups consider that the programme has contributed to enhancement of local communities' capacity to respond to local and/or cross-border conflicts in West Africa?
11. Do partners and target groups consider that the programme has contributed or has the potential of contributing to shaping policies and/or implementing the peace and security agenda in the sub region?

3.2.1 Achievement of results and outcomes

Some increased knowledge of community members. The capacity development of community members took place through training on the foundational CEP module and the peace and security module. It also included the establishment and reinforcement of CMCs whose members are beneficiaries of the training. Some consulted stakeholders pointed out that disseminating information through community based radio stations would be an effective way to increase knowledge in communities²². Participants in the majority of FGDs (19 out of 24 FGDs) indicated that they acquired knowledge primarily on health, hygiene, sanitation, child education and protection (e.g. prenatal health visits and birth certificates). Around half of FGDs that reported increased knowledge specified that they gained knowledge on conflict management techniques. This increase in knowledge is confirmed by the findings of Tostan's internal evaluations for phases 1 and 2. In terms of capacity, participants in 18 out of 24 FGDs said they now feel they are able to identify and address conflicts. Few real examples were given on conflicts resolved within families or peers. The frequency and scale of such interventions seemed limited. Consultations with PCs confirm that community members are to a certain extent able to resolve conflicts within families.

Assessment: The programme was particularly effective in increasing community knowledge in topics such as health and child protection but less so on conflict prevention and management. It is pertinent to capitalise on CEP results. However, the integration of themes linked to human security which fall under topics covered by CEP was not clearly justified in terms of its relevance to building capacities on preventing and solving conflict.

Improved knowledge and technical capacity of peace committees. PCs met confirmed the usefulness of the peace and security module. The most useful aspects of the module were conflict management, mediation techniques and conflict analysis²³. A vast majority of PCs met reported an increase in knowledge (92% of PCs) and in capacity (75%) to respond to conflicts in their communities. Some consultations with LGAs underlined that a strength of the programme is that it built on existing local mechanisms and strengthened their capacity. Meetings with PCs revealed that around half of them existed before the programme. This is confirmed by the internal evaluations of Tostan for Phase 2. In more than half of PCs met, some members, primarily men, had previous experience with conflict resolution. This was mainly the case in

²² Tostan informed that radio activities were taken out of Phase 2 due to budget limitations.

²³ 92% of PCs reported that conflict management was useful, 67% that mediation was useful and 50% that the conflict analysis tree was useful.

Senegal. However, they underlined that the module ‘enlightened’ them in its different approach to addressing conflicts and ‘made them mature’. In the past, their interventions had in some cases worsened a given conflict situation.

Around one third of PCs met expressed the wish to receive more in-depth training on conflict management techniques. Others felt that training on specific topics of relevance to conflicts in their areas (e.g. legal issues governing land rights, natural resource management, ECOWAS rules on cross border movement of goods and services) would strengthen their capacity. Field staff confirmed the relevance of these suggestions. They informed that for these improvements to be implementable, sessions would need to be spaced out in time as the module schedule is very pressed. .

Results achieved in terms of improvement in technical capacity was not equally matched by an improvement in organisational and financial capacity. All PCs met were not registered and had not written bylaws but they had an internal structure. Only one out of 12 PCs regularly collected fees to finance activities, mainly transportation costs to other villages or villages across the border when they are summoned to intervene in the resolution of a given conflict. In Guinea Bissau, the linkage between CMCs and PCs is institutionally closer than in Senegal. All PCs met in Guinea Bissau fund their activities from the village fund managed by CMCs. PCs met in Senegal felt they needed support on mechanisms for revenue generation or linkages to IGA so they can finance their activities. Tostan is considering whether to include PCs within CMCs and how this may affect the independence and neutrality of PCs.

Assessments: The programme contributed to strengthening the technical capacity of committee members as individuals. However, it did not address other aspects of capacity development of PCs as nascent structures, namely their organisational and financial capacity. In this manner, the programme was not holistic in its approach to developing the capacities of peace committees.

Reduction in conflicts in local context. PCs met reported that that their work resulted in reduced conflicts in their local community. One third of PCs believed that by doing so, they are contributing to less conflict in West Africa. A majority of community members (22 out of 24 FGDs), the large majority of village leaders (10 out of 12 meetings) and LGAs (six out of nine meetings) confirmed that PCs’ work resulted in reduced conflicts. An indicator that many consulted stakeholders referred to was the reduction in the number of conflicts that reach village leaders and imams and of complaint cases taken to authorities or the police. In six out of nine meetings with village leaders, the latter reported that they felt less burdened because they had to deal with fewer conflicts. In three meetings with LGAs, authorities explicitly mentioned that their ‘workload was reduced because many conflicts were resolved at the community level’. A municipality pointed out that the queue of people standing to discuss conflictual situations with municipality officials was substantially shortened. This was seen as a relief as ‘authorities can now use their time to focus on other matters’.

A mapping of types of conflicts mentioned in meetings revealed that consulted stakeholders identify and prioritise conflicts differently. The table in Annex 9 summarises the types of conflicts cited by order of importance. Cross border conflicts, household conflicts, marital conflicts and land/natural resource related conflicts are in the top list for all stakeholders. For many women, the issue of delamination of rice fields was repeatedly mentioned (in Senegal) as was the issue of cohabitation with other women in the household (also in Guinea Bissau). Examples were given on how cohabitating women for instance often enter into conflicts in the rice field and how setting limits in rice fields has helped address the conflict also back home. For men, delimitation of land for agricultural use and trespassing by herders were common sources of conflicts. In Guinea Bissau, cross border mobility was systematically mentioned as an unresolved issue. In Senegal, the view however is that there are less cross border mobility problems. In terms natural resources, bamboo was the most frequently cited as its illegal procurement has historically been a driver of violent conflict.

The perceived reduction in conflicts in communities was also experienced somewhat differently. The table below provides an overview of the types of conflicts that community members and PCs viewed as having decreased.

Table 5.: Types of conflicts reduced as viewed by communities and PCs

Reduced conflicts reported by community	Reduced conflicts reported by PCs
1 Less youth related conflicts	1 Less household and cohabitation conflicts
2 Less household and cohabitation conflicts	2 Less GBV
3 Less GBV	3 Less neighbour conflicts
4 Less marital conflicts	Less intervillage conflicts
5 Less land related conflicts	Less cross border conflicts
6 Less neighbour conflicts	4 Less cattle theft incidences
7 Less farmer/herder trespassing conflicts	Less land related conflicts

Findings of the internal evaluations confirm that PCs intervened mostly to resolve marital or household conflicts and show that they were in most cases successful in mediating conflicts.

Assessment: The programme contributed to reducing conflicts in targeted communities even though the types of conflicts resolved are not fully relevant to peace and security issues. This improvement confirms however the strengthened capacity of PCs to resolve conflicts in their local context. It also opens up for opportunities such as developing their capacity in cross border prevention or early warning.

Some improvement in social cohesion. Part of the peace and security module is dedicated to increasing awareness on the notion of peace. All participants had received training with CEP on human rights and democracy. Stakeholders from local communities observed an improvement in attitude and behaviour within communities. Community members (78% of FGDs) reported an improved sense of tolerance, solidarity

and cooperation among members of the community. An example was given about how a family previously kept its food stock to itself for the lean season compared to now where it shared it with others who are in need. Village leaders (10 out of the 12 meetings) sensed that community members became less prone to violent behaviour and more tolerant towards each other (e.g. when talking to a herder that trespassed one's land). They reported that a stronger sense of unity and cohesion has emerged. This was confirmed by around half of PCs met.

Assessment: The programme contributed to establishing a stronger sense of social cohesion. It is likely that this is primarily a result that built on the human rights and democracy training previously provided by CEP.

Increased participation of women in CPM. While most likely linked to results achieved by CEP most consulted stakeholders said that women are now more actively engaged in the public sphere. Through their inclusion in PCs, women had the opportunity to engage in conflict resolution. Observations in the field indicate that some female members were highly engaged and active, while others were not. The actual role women played is unclear. In Guinea Bissau, the low representation of men questions whether the high number of women led to an actual increase in their role in resolving conflicts. The programme has no data to document this.

Assessment: The programme opened up the opportunity for engaged women to take active part in local community conflict resolutions mechanisms. However, the actual scope and significance of this participation is not documented.

Improved cross border dialogue. Cross border meetings were held in 2013 and 2016. The purpose of these meetings is to exchange experience and address common cross border concerns. The value of cross border meetings was primarily seen in the opportunity to meet peers and gain new contacts²⁴. Consultations with various stakeholders generally indicate that these meetings contributed to better dialogue and relations across the border. One third of PCs reported that these meetings paved the way for authorities to collaborate more than they did before. An LGA in Senegal reported that the new contact established with his peer in Guinea Bissau allowed him to explain that certain goods that families from Guinea Bissau cross the border to buy are cheaper in Senegal because they are subsidised by the government. That is why these are not items that can be freely taken across the border without paying taxes. He admitted that sensitisation on such topics in communities is weak and the incident is recurrent. In fact many FGD participants in Guinea Bissau highlighted difficulties in

²⁴ The motivation for establishing such contacts was not fully explored.

getting rice across the border, a subsidised good.

The general perception in Senegal is that relations between the two countries have improved. This was in relation to resolving private conflicts such as household or inter marriage conflicts and to other cross border issues such as improved mobility and access to markets. In Guinea Bissau, a majority of community members felt that there is still much work to be done to improve cross border collaboration between authorities with regards to cross border mobility. More sensitisation on ECOWAS rules on the movement of goods and persons was reported to be highly in need. In one meeting, the legal framework governing natural resources management was disseminated in response to the issue of cross border bamboo ‘theft’. Follow up dissemination of this information to community members resulted in a reduction in the number of arrests linked to the theft of bamboo from Guinea Bissau²⁵. The example underlines the importance of using cross border meetings as a platform for establishing common understanding of basic rules governing a particular issue. It also underscores the importance of disseminating the information to the community at large.

The recent inclusion of border police in meetings helped establish a collaboration between one PC and border police in Senegal on the issue of children trafficking to Koranic schools from Guinea Bissau to Dakar. An example was given of a child that was identified and returned home following messages sent through the local radio station.

Many consulted stakeholders attributed the reduction of cross border theft of cattle to cross border collaboration as resulting from the programme. While this could be partially be true, it should be acknowledged that locally based initiatives have been working on the issue since 2000. Community based committees were mandated to work on cattle theft for more than 15 years and still exist today. Their work resulted in establishing rules and procedures (e.g. documentation, cattle branding) and community watch groups. Some examples were however given on stolen cattle being identified and returned to their owners in Senegal.

A key challenge noted by LGAs in Senegal is that the management of relations between two countries is mandated to the national level. In that sense, they have limited jurisdiction to take decisions to engage in formal cross border collaboration without the programme reaching out to the national level.

Assessment: Cross border meetings opened up for closer dialogue and ad-hoc infor-

²⁵ This was reported by two LGA in the same district in Senegal. The information was not validated with local authorities in Guinea Bissau.

mal collaboration, but issues were not necessarily linked to peace and security. The frequency of these meetings was limited and irregular. Meetings did not evolve over time to become more focused on specific issues identified in previous sessions. They lacked an element of capacity building of participants on specific issues and plans to disseminate information about them to communities.

Regional collaboration as a missed opportunity. As a new player in the sector of peace and security, Tostan mapped relevant actors and actively participated in regional meetings, training and conferences to position itself and gain visibility with regional actors and networks such as the West Africa Network for Peacebuilding (WANEP), the Gorée Institute and the network on security and peace for women in the ECOWAS region. This resulted in the signing of a memorandum of understanding (MoU) with WANEP in 2012. However, no collaboration ensued in the following years, partly due to staff turnover. Tostan also became member of the UN task force on women, peace and security and attended meetings. This is visible in its directory of organisations working for peace and security in West Africa and on its website²⁶. However, no collaboration resulted from these meetings. Annual reports and meetings with Tostan reveal that establishing contact with regional actors such as the African Union and ECOWAS was highly challenging. Meetings with regional actors informed that they did not know the peace and security programme or Tostan.

While the programme aimed for engagement with the big players among regional actors, alternatives on how to otherwise achieve the programme's objective were not strongly considered or sought. For instance, the national representations of the UN task force and the ECOWAS network have scarce financial resources. According to representations in Senegal, this limits their ability to implement and monitor their action plans including, for instance, the national plan for the implementation of the UNSCR 1325. They mainly work at the national level. Their limited organisational capacity does not allow them to seek regional funds pertinent to their mandate. The consultation indicated an interest in collaborating with organisations like Tostan in light of their stronger organisational capacity and their outreach in communities, which complements their national focus. An alternative therefore is to work with national platforms working on issues of relevance to the regional peace and security agenda. The national plan for UNSCR 1325 was under finalisation at the time of the mission. However, Tostan was absent in this process.

The approach of the programme to collaborate with regional actors was to offer them training on the Tostan model and distribute communications material in meetings.

²⁶ <http://www.womencount4peace.org/gtfps-ao/intro>

The assumption was that regional actors would be interested because it is relevant to their work. No prior consultations or assessment about their potential interest was undertaken. Stronger knowledge of the priorities of regional actors may have resulted in an outreach strategy that was different. Such knowledge would have allowed the programme to understand and focus on the role foreseen for CSOs to play at the local level in conflict prevention and management, highlighting the value added it brings to implementing regional strategies on the ground. It would also have helped the programme understand their partnership modalities and potential opportunities.

Assessment: Collaboration with regional actors and network did not materialise. It was not strongly anchored in knowledge about these actors and their priorities. The approach of seeking to build their knowledge on community based initiative seems farfetched in grasping the interest of these actors to engage with the programme. No alternatives to this approach was sought during implementation. The programme is seen to be a missed opportunity for Tostan to engage in the regional context and to contribute and/or influence the peace and security agenda in the region.

Absence of diaspora contribution in local communities. According to interviews with Tostan France, the mobilisation of the diaspora communities was highly challenging. Missions to Senegal were undertaken to meet with communities and identify migrants who left to France and other countries in Europe. A simple database was produced. In general, activities with the diaspora communities were not guided by a strategic plan but evolved in an ad-hoc manner. Overtime, Tostan France became more engaged in working with migrants in France. Some sessions were held with the diaspora to discuss issues of peace and security. However, the bulk of programme activities focused on FGC.

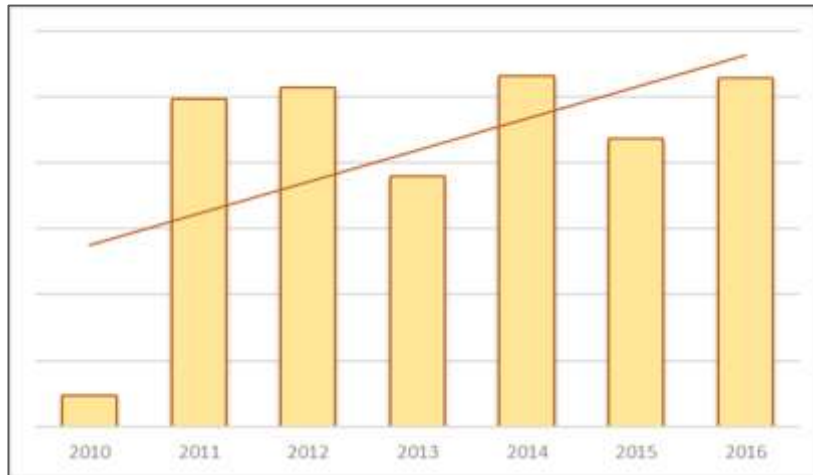
Assessment: The support to the diaspora component was not effective in attaining expected results partly due to inadequate programme design. Furthermore, support to Tostan France is not fully justified since the bulk of activities were generally not aligned with the scope of the programme.

3.3 EFFICIENCY

Evaluation questions
12. Does Tostan have adequate resources (systems, human resources) to support the delivery of the programme?
13. Has there been sufficient capacity in place to monitor and evaluate the programme?

3.3.1 Organisational context and development

Tostan in expansion. Tostan as an organisation has witnessed an exponential growth in the last years. The management team highlighted that the sudden growth required a revision of Tostan's structure and a comprehensive upgrade of systems and resources.

Chart 3.: Annual budget of Tostan in the period 2010-2016

Source: Tostan finance department

The peace and security programme dedicated resources to strengthen the organisational capacity of Tostan as an add-on to the organisational capacity support that had been granted under previous Sida funding. The Norwegian agency for development (Norad) is another donor agency that has been supporting the organisational development of Tostan. According to Tostan management, organisational support provided over the years has greatly helped Tostan mobilise funding from other agencies.

Support to organisational capacity. The organisational support provided was in the form of support to recruitment of staff and systems/software for, i) the operations department ii), the programme, communication and MERL department and iii) the volunteer programme. It was justified by the needs of the planned expansion.

The programme aimed at strengthening the operations department through the purchase of an accounting software system (Serenic), training on accounting and payroll systems as well as the recruitment of key personnel for human resources (HR), finance and logistics. While the use of the accounting system is discontinued today²⁷, Tostan has recently put in place a new standardised system that is now used by all Tostan offices. The new platform allows for online access to financial data and monthly financial overviews. The HR system has evolved to an online system that is fully operational. The system does not however generate data on staff retention, which is somewhat an issue in the international office.

²⁷ According to Tostan, this was due to errors in the transfer of financial data into Serenic, a software procured by a service provider based in Kenya. Annual reports did not inform about these challenges in the period 2012-2014.

The programme intended to support the programme, communication and MERL team through the purchase of softwares and licenses (ARCGis, Access, SPSS or similar systems²⁸), staff recruitment and training as well as the creation of a Tostan-wide database. According to annual reports, staff were hired, a grants department was created and staffed, ARCGis, SPSS and NVIVO were purchased and some training on ARCGis took place. However, the latter is not in use today due to technical challenges in generating geographic coordinates in all targeted countries. A holistic online M&E system is in progress today with support from the Gates Foundation (until 2017) establishing an M&E framework and system for the Tostan model and focal points.

The Sida funded programme supported the volunteer programme to cover for stipend and benefits, orientation, housing and language training²⁹. Volunteers were placed in the five Tostan offices in Senegal, Gambia, Guinea Bissau, Guinea Conakry and Mali. According to Tostan management, volunteers were a resource that greatly supported national coordinators.

Assessment: The programme availed adequate resources to address the recruitment of staff and training, expenses of volunteers and the purchase of software's. Some of the recruited and trained staff were not retained. While this is not uncommon in the NGO sector, the fact that some softwares are no longer in use raises questions on the efficient use of resources. The relevance of the volunteer programme to strengthening the organisation in a sustained manner is unclear.

3.3.2 Programme organisation and resources

Programme organisation. A programme organisational chart is a tool that helps communicate and clarify the number or share of resources assigned to the programme, roles and responsibilities, lines of reporting and communication and links to collaborating entities or partners³⁰. Based on consultations with Tostan's programme team and information received from the finance department, the evaluation team constructed a tentative organisational chart for the programme which is enclosed in Annex 10.

Resources supported by the programme included one project manager (PM), one assistance PM, 12 field level supervisors and 60 facilitators. Each supervisor had a portfolio of five villages. Each facilitator operated in one village. In Phase 1, one volun-

²⁸ ARCGis is an online mapping platform. Access is database platform. SPSS is the statistical package for social scientist. NVIVO is a software used primarily in research to process qualitative data.

²⁹ According to Tostan, the budget was not sufficiently large in Phase 2 to include this support.

³⁰ Tostan France is the only partner with annual sub-grantee agreements for 2011, 2012 and 2013 with full payment effective upon signature of the agreement.

teer was assigned to the programme. Based on information received from the finance department, M&E staff (6 in total) have not been supported by the programme since the Gates Foundation grant began.

Facilitators were responsible for implementing activities and collecting monthly data. Supervisors held overall responsibility for the implementation and monitoring in their five assigned villages and for reporting to regional offices or national offices directly in the absence of regional offices. Supervisors reported on their own activities and quality assure reports of facilitators. They submitted their monthly reports to i) the programme team and ii) the MERL team in national offices. This was relayed to respectively the programme and MERL teams in the international office in Dakar. Annual and progress reports sent to Sida were drafted by the PM in Dakar. The chief executive officer of Tostan had the overall responsibility of head of programmes.

Reporting to the programme and MERL teams, supervisors have double lines of reporting. Tostan is aware of the issue and is currently discussing it. Document review and meetings with staff indicate that communication between these two teams is not fully practiced, for instance when drafting reports or designing surveys. Tostan staff recognised this would contribute to a better understanding of achievement/non-achievement of results and integration of learning into design and implementation.

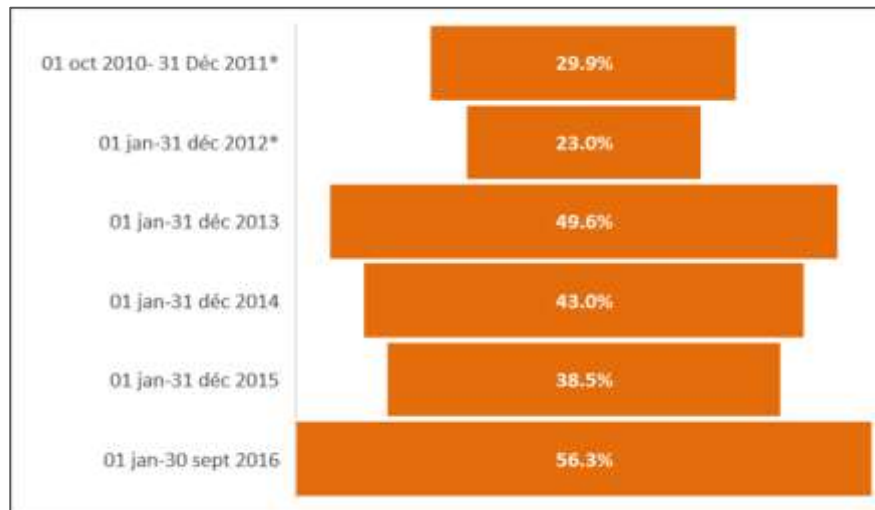
Assessment: Field staff are essential resources for the successful implementation and monitoring of the programme. Double lines of reporting not only burdens them but also creates confusion about roles and responsibilities. The fact that Tostan is discussing this issue indicate that it is a learning organisation and that it is still in the process of streamlining its procedures. Stronger linkages between the programme and MERL teams would contribute to that learning process.

Resources for programme delivery. Tostan deemed that human resources for the implementation of the programme were adequate. Chart number 4 below confirms that the share of the budget allocated to human resources of the total budget was reasonable in the first years and generous in the following years³¹. The number of staff recruited by the programme remained stable over time. According to Tostan, the share of human resources increased overtime as facilitators and supervisors were recruited as of the second year and were paid over a longer period because of the inclusion of additional training (Kobi 1) in Phase 2. It should also be noted that the percentage allocated to staff in 2016 does not cover the no-cost extension up to Decem-

³¹ Salaries to Tostan France staff accounted for around 65% of their budget in 2012 and 2013. In 2010-2011, the full budget covered for salaries and office expenses.

ber 2016, which explains the higher rate.

Chart 4.: Percentage of budget allocated to human resources



Source: Tostan financial data (* based on actual disbursements)

There are indications that the resources for implementing some activities were not sufficiently adequate. For instance, supervisors were not provided with suitable transportation means despite long distances and difficult roads. Transportation expenses for activities were not systematically included in the budget to cover for activities that require transportation to other villages in the country and across the border. The lack of resources to cover for transportation also jeopardised the mobilisation of key persons such as LGAs to participate in activities, as local government budgets are generally scanty. This limitation was expressed by Tostan staff, LGAs, PCs and other consulted stakeholders. Field teams also found it difficult to retain community participants in training sessions as Tostan did not cover for expenses linked to participation and there were no resources to offer refreshments as a minimum or lunch. This meant that many left for lunch and did not come back, something which affected outputs and the quality of results. Tostan staff also noted that the absence of resources for wider dissemination through local media limited the potential outreach of the programme. Findings from the field indicate that the budgeting process during the period of the programme did not strongly integrate feedback from field staff in the design phase. This partly explains why some resources were not included in budget lines.

Assessment: The programme had more than adequate staffing to implement the programme. However, resources were not as adequate for some activities, something which challenges field staff in implementation. The weak involvement of field staff in the formulation of the budget partly contributed to that.

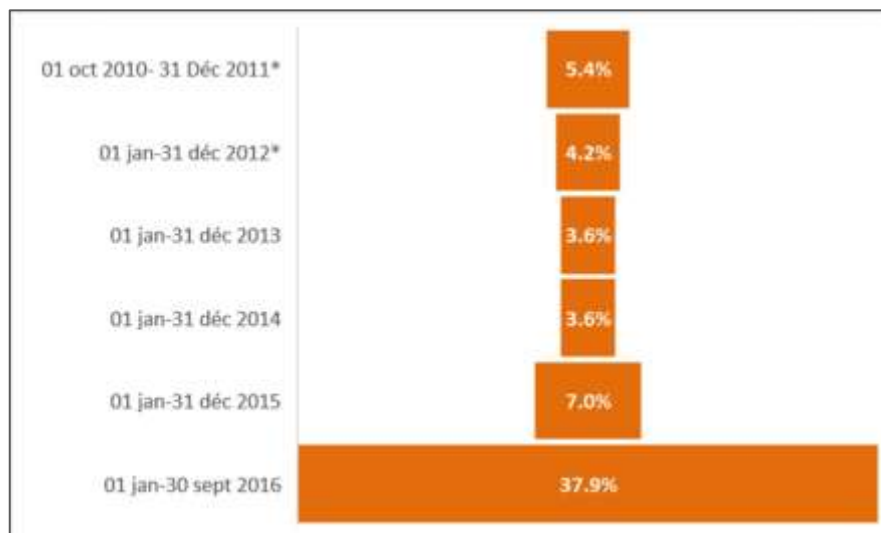
M&E system and resources. The M&E framework for the programme was its LFA. The MERL team set out a monitoring plan which included baselines and end lines for both phases. No mid term evaluation was envisaged due to short project life. The team acknowledged that in hindsight, a mid term evaluation should have been includ-

ed considering the number of approved extensions that came along the way. The team collected data sent from the three countries' national offices and compiles and consolidated into Excel. The M&E system generates quantitative data on activities and outputs. It tracks outcomes in quantitative baseline and end line evaluations, which are coupled with some FGDs. While well-versed with quantitative analysis, the MERL team recognised that its capacity in qualitative methods is an area for improvement. Programme staff also noted that the capacity of field staff in collecting and reporting on qualitative results could be strengthened. This would provide a better understanding of progress and results and generate learning during implementation.

Gender and age disaggregated data are generated based on the need of a given programme. For the peace and security programme, the number of women/men, young men/young women who participated in classes is collected. Information of the profile of participants such as ethnicity is not collected. While Tostan positions itself as an organisation working with HRBA, there is no data to fully document and evidence how it adheres to the principles of HRBA, for instance non-discrimination.

Consulted staff assessed that the programme had adequate resources for M&E. Budget data provided by the finance department shows that the percentage allocated to M&E ranged between 3 and 5.5% in Phase 1 and increased overtime to more than one third of the budget for 2016, which is more than a generous percentage. It is worth noting that the percentage allocated to M&E in 2016 does not cover the no-cost extension up to December 2016, which partly justifies the higher rate.

Chart 5.: Percentage of budget allocated to M&E



Source: Tostan financial data (* based on actual disbursements)

Assessment: The programme had sufficient resources to monitor and evaluate the programme. In the last years, resources allocated to M&E seemed significant compared to the share of monitoring (19%) and baseline and evaluation (2%) allocated in the approved budget (Annex 8). Monitoring primarily focuses on activities and out-

puts. When results are monitored, methods used are quantitative. This provides a good basis for documenting results. However, the limited knowledge and capacity of staff to monitor qualitative results weakens the programme understanding of factors affecting the achievement or non-achievement of results and its ability to adjust during implementation.

3.3.3 Programme management

Financial monitoring. The approved budget of the programme was internally allocated into three country budgets for Senegal, Guinea Bissau and Gambia. Over the years, meetings between the programme and finance teams have become more regular and are currently held on a monthly basis. Country offices now consolidate their budgets on a monthly basis. They report to the international office on a quarterly basis by submitting a quarterly financial report and a request for funds for the next quarter. As this entails extensive administrative work, a semi-annual timeline is under discussion. The programme and the finance team monitor the disbursement of funds against the approved budget and identify under or overspending. Over the period 2010-2014, 75% of the budget was consumed (Annex 8). The disbursement figures received only cover the period 2010-2014. This questions the regularity of budget consolidation at the international office level.

The programme did not have quarterly or semi-annual targets set for expenditures that allowed the identification of unspent budget lines in a more regular manner. An overview of unspent budget primarily emerged at the end of each phase, as indicated by requests for a no-cost extension at the end of both phases.

Assessment: Tostan is still learning how to improve its operational practices. The absence of consolidated budget figures for last year calls for a better understanding of the causes for the unavailability of such data. In the absence of expenditure targets, monthly meetings are crucial for maintaining an overview, prompting regular budget consolidation and allowing for reallocations of unspent funds during the implementation phase. Based on available disbursement data, the ability of the programme to fully consume its approved budget could be raised in the event of a larger scale-up.

Technical monitoring. Monthly meetings were held within the programme team across targeted countries to follow up on the progress of activities in Senegal, Guinea Bissau and Gambia. As noted, programme monitoring was primarily carried out by supervisors. The regional and national coordinators followed up on the programme as part of their overall portfolio. Quarterly monitoring visits were planned to selected sites based on input from field reports. These sites may or may not include villages targeted by the peace and security programme. The team in Dakar monitored the progress of the programme through reports. Their primary role was to provide technical support to the field team. The team did not frequently do monitoring visits but was involved in some activities, where it gets/gives feedback from/to the field.

Monitoring was not included in the budget for Phase 1, possibly because of the core funding provided. In Phase 2, the budget for monitoring mainly went to national and regional coordinators (7% of total budget each). The team based in Dakar and supervisors in the field had around 2% each. There seems to be a discrepancy between budget figures allocated to monitoring and the actual functions doing the monitoring.

Assessment: The limited role of national and regional coordinators in monitoring the programme does not justify their larger share in the monitoring budget. This call for a more balanced distribution of financial resources that matches scope of work.

3.4 SUSTAINABILITY

Evaluation question

14. Do partners and structures put in place (e.g. peace committee, cross border networks) exhibit ownership of peace and security activities undertaken by the programme and/or improved capacity that would allow them to continue activities independently of Tostan?

Motivation and engagement. Consulted stakeholders were generally motivated to engage in programme activities. More than half of FGDs said that the key driver for their participation in the programme was their village's previous experience with Tostan and results achieved with CEP. This is confirmed by findings from consultations with PCs, where 58% of PCs met said that one of their motivations to participate in the programme was that it was a Tostan programme. Men and women had different reasons for wanting to participate. A majority of women had actively signed up to the training because they did not want to miss out on any opportunity that involved learning. Men, particularly PC members and village leaders, were motivated to be part of the programme because they traditionally work with conflict resolution. Overall, PC members exhibited a strong sense of ownership of the work done with CPM. Around half of PCs met explicitly said they will continue activities independently of the programme. Some were already doing this prior to the programme. In all visited villages of Phase 1 where the programme ended around two years ago, PCs reported they were still active. A good example of strong ownership is an initiative led by a village leader in Casamance. Inspired by his role as member of the PC, the village leader established an association of village leaders across the border for discussing and resolving outstanding matters between Senegal and Guinea Bissau.

A majority of PCs expressed the wish to expand their work and have a bigger role and to work at a higher level than their own villages, to interact more closely with authorities and engage in cross border CPM.

Assessment: PCs exhibited strong ownership of the work they are doing. Their wish to play a bigger role in addressing cross border concerns is an opportunity for the

programme to build on and strengthen their role. This would increase the likelihood that results achieved are built on and expanded.

Peace committees as structures. The knowledge gained by members is put into practice today. Key preoccupations revolve around two aspects that were not addressed by the programme. First, their financial sustainability. Currently, PCs do not have the organisational knowledge and capacity to explore options for generating revenues to finance their activities. Second, their organisational sustainability. For PCs to continue their work in a manner where they are seen as legitimate, a good deal of consulted stakeholders namely PC members, LGAs and village leaders highlighted the issue of legal recognition. Identification cards or badges that identify PC members when they leave their villages, go to neighbouring countries or interact with LGAs were mentioned. This is inspired by the identification cards that the committee mandated to address cattle theft uses. Other alternatives included formalisation into an association or the issuance of a decree by the district authorities³². However, knowledge of legal texts on various alternatives was limited including the extent to which non-profit associations are legally allowed to get loans for IGA.

Assessment: The organisational and financial sustainability of peace committees is weak. The approach to their capacity development did not address aspects needed to strengthen it. An exit or phase-out strategy was not considered in the design phase.

Cross border meetings. Given the time and cost linked to organising cross border meetings, their sustainability can be questionable once the programme stops coordinating and funding them. No mechanism was put in place during design or implementation phase to consider who could take over this activity, or to draft a handover and financing plan. In some targeted areas, local CBOs are engaged and have experience working on similar initiatives. Their capacity may not be strong. However, options to build their capacities so they can take over activities when Tostan leaves were not made. This is primarily because Tostan implements its own programmes.

Assessment: The programme did not integrate considerations for the sustainability of cross meetings, which are seen as a key activity of regional significance. Since Tostan implements all its projects and programmes, collaboration with local CBOs was not considered. Such a collaboration could not only strengthen the organisational capacity of locally based organisations which as part of the make-up of local communities but potentially provide an exit strategy

³² Such a degree is time bound and can be reversed by a new district chief.

4 Conclusions

This chapter presents conclusions in line with the objectives of the evaluation noted in the ToR and highlights key conclusions relating to operational issues.

Assessment of achievement of results and outcomes

Knowledge and capacity of community members. The programme contributed to a modest increase in the knowledge and capacity of community members to prevent and resolve conflicts. The integration in Phase 2 of a pre-training on human rights education linked to Tostan's flagship programme (CEP) and of the broad dimensions of human security resulted in more knowledge acquired in relation to topics linked to health, hygiene, child education and protection and less so on CPM. Knowledge gained in conflict management was occasionally put to practice but the scope of conflicts resolved with families and peers is limited.

Knowledge and capacity of PCs. The programme can be said to have contributed to improving the technical capacity of PCs to respond to local conflicts. A number of PC members, mainly men, had previous experience with conflict resolution. Nevertheless, training on conflict management, conflict analysis and mediation was seen as useful and inspiring. It introduced new techniques they did not know before which improved the quality of their interventions. Areas of improvement include more in-depth training on conflict management techniques and thematic training on topics relevant to specific conflicts (e.g. legal issues governing land rights, natural resource management, ECOWAS rules on movement of goods and persons). The approach to capacity development was not holistic. Improvement in technical capacities was not matched by an improvement in their organisational and financial capacity. The latter remains weak and affects their sustainability. The engagement of PCs has created a strong interest in playing a bigger role in CPM across the border and in the region, which is a momentum to be capitalised upon.

Conflict prevention and management. The programme contributed to a reduction in conflicts in local communities and some improvement in social cohesion. The types of conflicts resolved by PCs are however not strongly relevant to issues of peace and security in the local and regional contexts. They mainly included household conflicts primarily among cohabitating women, marital conflicts linked to GBV, neighbourhood conflicts and to a lesser extent intervillage and cross border conflicts. However, this confirms the strengthened capacity of PCs to resolve conflicts in their local context. It also opens up for opportunities for strengthening their capacity.

Collaboration with regional actors. Collaboration with regional actors and networks did not materialise during the period of the programme primarily due to difficulties in mobilising such actors. A MoU was signed with WANEP but no collaboration ensued. Alternatives for collaborations with national representations of regional networks working on regional peace and security priorities were not actively sought. The programme is seen as a missed opportunity to engage more actively in the regional context through strategic collaborations that would allow it to contribute to and/or influence the peace and security agenda in the region.

Cross border meetings. Meetings were not held in a systematic manner to create a momentum. Nevertheless, they helped establish contacts across the border. They also acted as a platform for networking among peers. The meetings opened up the floor for dialogue about issues of concern that have historically resulted in conflicts along the border (e.g. bamboo theft has historically been a driver of violent conflict). Informal needs-based collaboration ensued between peers, including LGAs. These were however not always linked to issues of peace and security. Cross border meetings have not yet realised their full potential, for instance in systematising the use of these meetings as a platform for establishing common understanding of legal frameworks governing particular concerns on both sides of the border and linking them to dissemination activities to the community at large.

Diaspora engagement. The engagement of the diaspora in Europe in the promotion of peace and security in their villages of origin in Senegal did not materialise. The component was not grounded in relevant assessments on the feasibility and context of activities. It was also not guided by a strategic plan on how to leverage the diaspora to work for peaceful transformation and development. Support to Tostan France is not clearly justified, as the bulk of activities undertaken in Europe were outside the scope of the programme.

Assessment of approaches and methods used

HRBA and gender considerations. The programme was transparent, inclusive and participatory vis à vis local communities. It provided equal opportunities for men/young men and women/young women to participate in training activities and in accessing and using PCs. There was, however, an indication that youth prefer resorting to youth associations. In terms of accountability, the programme did not strongly liaise with administrative authorities. In practice the programme primarily mobilised women/young women as Tostan's activities are seen as mostly pertinent to women. This poses challenges in terms of the programme's ability to potentially mobilise men including young men. The implementation of a quota opened the opportunity up for engaged women to actively participate in CPM, although the actual scope of their intervention is unclear. The same opportunity was not offered to young persons.

Programme design. Tostan specialises in non formal education, which explains its focus on training. While extensive research was undertaken on social networks to

feed into the development of the peace and security module, there is a general tendency that programme design was not always grounded by pre-studies or consultations that would contribute to a more effective implementation. For instance, the approach used to mobilise regional actors and networks was based on Tostan's own assessment of relevance and feasibility. A context and conflict analysis was not undertaken to establish an understanding of the local context of conflicts it intends to address to feed into the design the programme.

Link with CEP. The programme was framed in the context of the Tostan model. The model focused on non formal education whose goal is to capacitate communities to lead their own development. The programme was considered a post-CEP intervention/module offered to communities that completed the Tostan flagship programme. Beyond its complementarity to the latter, it is unclear what the programme's approach was to contribute to CPM and the peace and security agenda at the regional level. Its *raison d'être* was not founded in an analysis that justified and defined its scope and objectives but by its complementarity to CEP. The same applies for the selected of targeted areas. Furthermore, the integration of topics on human security (e.g. hygiene, sanitation) and the continued establishment of CMCs when the mandate to prevent and resolve conflicts is assigned to PCs was not clearly justified.

Holistic approach. The programme created PCs and strengthened their technical capacity. However, it did not equip them with knowledge and capacity on organisational and financial matters necessary for their sustainability. Combining technical, organisational and financial capacities would constitute a more holistic approach. Furthermore, part of building local capacities in local communities includes the capacities of locally based organisations. The programme did not work with or through CBOs engaged in similar initiatives including cross border activities. Doing so reinforces CBOs and provides opportunities for handing over activities to them as a potential exit strategy.

Synergies with other programmes/CBOs. There is a multitude of initiatives working on peace and security, particularly in Casamance. The limited knowledge of field staff about such initiatives and other initiatives that are relevant to the needs of targeted communities (e.g. IGA, microcredits) meant that synergies and collaborations were not sought or established.

Outreach to regional actors. A factor in the non-achievement of the component on regional collaboration is linked to the approach adopted by the programme to mobilise these actors. The approach focused on increasing the awareness of regional actors on the Tostan model as a community based initiative. It was not strongly anchored in knowledge about these actors, their priorities and modalities of work. Furthermore, flexibility in adjusting the approach by exploring more realistic alternatives was not strongly pursued.

Relevance to regional peace and security

The programme had some elements of regional significance even though the scope was still limited and there is room for improvement. Relevance to regional peace and security priorities lies at two key levels:

- The two activities that were intended to have regional pertinence namely linkages with regional actors/networks and cross border meetings.
- Community based activities that have or have the potential of having regional significance. This mainly alludes to three aspects:
 - The capacity development of PCs as community based structures mandated to prevent and manage conflict at the local level. The results achieved by PCs still have limited relevance to the peace and security agenda. However, they paved the way for a more significant role for PCs at the cross border level.
 - The inclusion and participation of women in local mechanisms of conflict resolution. Even if limited, this is not documented as a contribution to the implementation of the regional and national plans for implementing UNSCR 1325. Tostan is not visible in platforms responsible for the formulation, implementation and monitoring of the plan. This substantially limits the visibility of their contribution. In its content, however, it carries significance to regional priorities on peace and security, including Sida's new priorities of increasing the influence of women in peace and reconciliation processes
 - The inclusion and participation of young persons in PCs is currently weak. A stronger focus on young persons including young men would be pertinent to the implementation of the action plan on UNSCR 2250 and to Sida's new priority of increasing the influence of young people in peace and reconciliation processes.

Programme scale- up plan

The strategic vision for working with preventing and resolving conflicts in a manner that contributes to the peace and security agenda at the regional level is not clearly articulated. The goal of the programme to promote peace and security in West Africa is not well founded in a ToC that articulates how activities and results at the local level contribute to outcomes at the national and/or regional levels. The justification for the expansion of the programme to other countries is not anchored in the relevance of working on particular cross border conflicts but rather follows CEP. A conflict analysis would allow the programme to better understand the specific context of a given conflict and contribute to addressing the root causes and effects of that conflict in a more targeted manner. This potentially opens up for a scale-up to villages concerned by a given cross border conflict along various borders. A rounded view of other actors and initiatives working in the same area would allow the programme to explore complementarities and avoid duplications.

The programme established a good basis for working in cross border areas of tension. A consolidation of learning is needed to take stock of results achieved and approaches used and explore how these can be capitalised upon. There are still challenges that-

need to be tackled so that results are strengthened and made sustainable. Moreover, there are untapped opportunities to build on acquired capacities which can be explored, for instance strengthening local capacities in participatory action research methods for conflict analysis, early warning and resolution of cross border conflicts.

Operational issues

The programme availed adequate, and in some instance more than adequate, resources (systems, human resources) to support the delivery, monitoring and internal evaluation of the programme. Some inefficiencies are noted in relation to the procurement of few systems that are no longer in use. While resources were generally sufficient, limited involvement of field staff in the design of the budget partly resulted in inadequate resources for the implementation of certain activities with ease. Monitoring primarily tracked activities and outputs and captured results in quantitative baseline and evaluation exercises. Knowledge of qualitative methods at all levels of the programme was limited. Communication between the M&E team and programme team was not fully systematised in a manner that promotes learning. Follow up by the programme and finance team has become more regular over time. In the absence of expenditure targets, this is seen to be an important tool for budget monitoring.

5 Recommendations

Recommendations to Tostan

The evaluation recommends the following to Tostan:

1. Articulate the strategic vision and objectives of Tostan's ambition of working with conflict prevention and management and develop a theory of change to unfold this vision and strengthen the coherence of the programme.
2. Use context and conflict analyses as a basis for programme design, the selection of areas of interventions and targeting relevant stakeholders.
3. Establish an overview of similar initiatives in areas of interventions and other initiatives relevant to the needs of communities and explore potential synergies.
4. Adopt a holistic approach in local capacity building in communities that includes technical, organisational and financial capacity as well as closer collaboration with locally-based organisations working on similar issues.
5. Explore alternative approaches for strategic collaborations with national or regional structures or networks that work on the regional peace and security agenda, cross border initiatives or themes that have regional significance.
6. Document results achieved in terms of the implementation of themes that have regional significance (e.g. UNSCR 1325 or 2250), even if not part of programme indicators.
7. Enhance the integration of feedback from the field into programme design and implementation at programme, monitoring and evaluation and finance levels.
8. In the absence of periodic expenditure targets, maintain the regularity of monthly programme and finance meetings.

Recommendations to Sida

The evaluation recommends the following to Sida:

9. Ensure a better budget analysis of efficiency at the proposal stage for instance by examining the administration cost ratio and identifying key cost drivers.
10. Support Tostan in technical expertise on context and conflict analysis and theory of change.
11. Should the opportunity arise, contribute to increasing the visibility of the programme with organisations funded by Sida and regional platforms/networks.

Annex 1: Terms of Reference

Terms of Reference for the evaluation of Sida's support to Tostan 2010-2016

Date: 2016-06-08

Case number: UF2015/23615/ADDI

1. Background

Tostan is a non-governmental organization based in Senegal specialized in basic, non-formal education. Sida has provided support to Tostan since 2000 through the project 'Community Empowerment program' with the aim to establish opportunities for building platforms for peace and reconciliation at the community level with wide inclusion of women, men and marginalised groups.

Key objectives of the programme are to develop or consolidate links with regional institutions and UN agencies; to mobilize the awareness and participation of larger regional organizations in Tostan's social-networking grassroots methodology; and to enhance the relevance of the Community Empowerment Programme approach on regional peace and security matters.

Tostan has received support from Sida during 2010-2015 for the implementation of their Peace and Security from the Grassroots Up programme aimed to promote long-term peace and security in West Africa. The support has amounted to 18 million SEK and has reached 120 villages in Senegal, Guinea Bissau and Gambia. Tostan's internal evaluation of the module in 2014 showed that the programme module was successful in contributing to conflict resolution at local level, but that the module needed to be widened to include education on democracy and human rights principles. Thus, Tostan revised the Peace and Security module and the revised module began with a baseline study in 60 new villages from January to February 2015.

In 2015 Tostan applied for a renewed support for the period 2015-2017. However, the Embassy assessed that a new three year agreement was inadequate, considering that the regional cooperation strategy for Sub-Saharan Africa was under revision and most likely would be replaced during 2016. The Embassy therefore only agreed to a cost extension of 5 million SEK for 2016. The implementation period in the 60 new villages for the revised module was from March 2015 to March 2016. Social mobilization activities by the participants to promote peace, human security and conflict resolution in the villages and surrounding areas started in April 2016 and will end in August/September 2016. The original agreement between Sida and Tostan from 2010 stipulated that an evaluation would be conducted in 2012. After a discussion with the organisation, the evaluation was postponed and it will now take place during 2016 in accordance with the last extended agreement. The chosen time has been selected with regard to the direction of the new Swedish regional strategy, which is expected to be in force as from 2017.

2. Evaluation Purpose

The purpose of this evaluation is to assess the effectiveness, relevance, efficiency, sustainability and impact of the programme funded by Sida from 2010 to 2016, to achieve a fair, objective and accurate assessment of the project performance and provide strategic lessons and recommendations for Tostan's future interventions. The evaluation will also provide Sida with the foundation to determine the continuation of a possible Swedish support to the programme.

The overarching objectives of the proposed evaluation are:

- To assess results against planning for the agreement period 2010-2016.
- 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 2010–2016.
- To discuss if Tostan's focus on scaling up its activities to involve other countries, regions and organisations enable them to reach the vision of promoting peace and security in the West African region.

3. Evaluation Questions

The evaluation process shall be informed by the OECD/DAC Guidance on Evaluating Conflict Prevention and Peacebuilding Activities. In answering the evaluation questions below and in providing recommendations, the consultants are required to take gender equality into account.

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

Evaluating relevance:

- Do the partners, target groups and beneficiaries consider that the programme is contributing to enhancement of CSOs' capacity to respond to local conflict in West Africa?
- Are the programme objectives addressing identified needs of the target groups in national and regional contexts?
- How much does the programme contribute to shaping policies, in the sub region? How could the module contribute to shaping policy in the sub region?
- Do the activities address the problems identified?
- 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?
- 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?
- To what extent is the work of the organisation relevant in relation to the Cooperation Strategy for Regional Development Cooperation with Sub-Saharan Africa 2010–2016 and its ambition in relation to regional integration?

- Tostan's aim is to scale up its reach to other NGO's in the region through trainings and a normative approach to peace and security- is this relevant in relation to the strategy of linking regional challenges across borders?

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 Tostan'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?

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, field visits and interviews. 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 judge-

ments 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 Tostan'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 Tostan. 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 in West Africa.
- Thorough knowledge of democratization, elections and political processes
- Thorough knowledge about the West African context in general, and on grassroots conflict situations Tostan's intervention zones in particular.
- Knowledge of policy advocacy, regional peace and security issues and regional bodies in Africa.
- Fluency in English and proficiency in French.
- Demonstrated ability to collect information using a range of qualitative (particularly focus group discussions and in-depth interviews) and quantitative techniques;
- Previous knowledge of the organisations is a merit.
- Knowledge on diverse mediation and conflict resolution methodology and techniques 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

Assessment of the scope of the evaluation

Purpose and Objectives

The assignment is a summative and formative evaluation that is commissioned by the Embassy of Sweden in Ethiopia (thereafter referred to as the Embassy). The timing of the evaluation coincides with the expiry of the Strategy for Regional Cooperation with Sub-Saharan Africa 2010-2015 under which the Tostan ‘Peace and security from the grassroots up’ programme 2010-2016 (hereafter referred to as the Sida financed programme or programme) was approved and funded and the launch of the new Strategy for Regional Cooperation with Sub-Saharan Africa 2016-2021.

The evaluation is expected i) to assess the performance of the Sida-funded programme visà vis the five evaluation criteria of relevance, effectiveness, efficiency, sustainability and impact and ii) provide strategic lessons and recommendations for potential future interventions. The evaluation is meant to provide a basis for Sida’s consideration of possible continuation of Swedish support to the programme.

To meet these expectations, the evaluation team is foreseen to address five overarching objectives and answer 22 evaluation questions (EQ). The latter are presented and addressed in Chapter 3.

The overall purpose of the evaluation is clear. However, a clarification of some terminologies was suggested in the proposal and during a briefing meeting held with Sida. Accordingly, the evaluation team proposes a refinement of the formulation of three of the five overall objectives as follow:

1. To assess results against planning for the agreement period 2010-2016 (no proposed change)
2. To assess the effectiveness of approaches and methods used to achieve intended results
3. To provide specific operational and programmatic recommendations that may improve the effectiveness of the programme in the future
4. To provide an analysis of relevance of the programme in relation to the Strategy for Regional Development Cooperation with Sub-Saharan Africa 2010-2015, and its foreseen relevance to the new Swedish Strategy for Regional Cooperation with Sub-Saharan Africa 2016-2021
5. To discuss if Tostan’s focus on scaling up its activities to involve other countries, regions and organisations enables them to reach the vision of promoting peace and security in the West African region (no change proposed)

The evaluation is envisaged to examine the performance of the Sida financed programme. However, in line with the ToR, it will primarily consider general effects rather than details of specific activities.

Evaluation criteria

A briefing meeting with the Embassy held on September 1, 2016 confirmed that the evaluation should prioritise the assessment of two evaluation criteria, notably relevance and effectiveness. The evaluation will to a lesser extent address efficiency and sustainability. In light of the focus on effectiveness and achievement of results and outcomes, impact will be addressed whenever possible and relevant. In summary, the key evaluation criteria will be addressed as follows:

Key evaluation criteria	Issues to be explored
Relevance	• Relevance to needs in the local context • Relevance to regional peace and security priorities in West Africa including Sida strategic priorities • Relevance to other Sida priorities (HRBA principles³³)
Effectiveness	• Coherence (linkage between activities, results, outcomes and goal of promoting peace in West Africa) • Attainment of results and outcomes • Approaches and factors affecting achievement and non-achievement of results and outcomes
Efficiency	• Adequacy of resources for programme delivery and monitoring (cost considerations will be examined if time allows)
Sustainability	• Ownership and capacity gained as a basis for continued activities

Programme and geographic scope

The Sida financed programme builds on the community empowerment programme (CEP) which is at the heart of Tostan's work modality. The CEP and its established community management committees (CMC) were an entry point for building plat-

³³ The evaluation deems it most pertinent to only include non-discrimination and participation. (See Chapter 3)

forms for peace and reconciliation at the community level including women, men and marginalised groups. While interlinked, the evaluation will not make an assessment of CEP or its elements and will solely examine the Sida programme for the period 2010-2016.

The intended geographic outreach of the programme is West Africa, but concretely focuses on three countries namely Senegal, Guinea Bissau and Gambia. As proposed in the methodology section below and due to budget constraints, the evaluation will cover two countries namely Senegal and Guinea Bissau.

Regional dimension

Swedish support to Tostan is granted under the Peace and Security portfolio, where strategic focus is on '*conflict prevention measures in the regional cooperation context*' and includes support to civil society organisations whose programmes have a '*clear regional relevance and promote regional integration and collaboration*'³⁴. The Sida support to Tostan's programme was committed in view of contributing to these priorities.

The new Swedish strategy for regional cooperation 2016-2021 emphasises the role of regional actors and the relevance of a regional approach. Cross-border challenges are acknowledged and underlined. Potential future Sida funding is therefore foreseen to be dependent on the regional relevance of programmes in all the key sectors of the strategy.

Accordingly, the evaluation will consider the regional dimension of the Sida financed programme as a key element. This however does not mean that the evaluation will not examine results and outcomes at the local community level.

Key focus areas

A briefing meeting with Tostan staff informed the team that the programme covering the period 2010-2016 was implemented in two phases. Based on a preliminary review of documents, the evaluation team notes that the goal of the two phases are somewhat similar. However, programme components are not fully identical and have different programme documents, objectives and result frameworks as summarised below:

³⁴Swedish Cooperation Strategy for Regional Development with Sub-Saharan Africa, 2010-2015.



*Objective 3 goes beyond West Africa and is not funded by Sida.

The evaluation team is therefore faced with two phases/sub-programmes that are similar in some ways but different in others. Given that the evaluation is not to assess individual activities per se but to maintain focus on overall results, the evaluation team proposes to define key areas of focus based on which an assessment can be made.

In both phases, the organisational strengthening of Tostan figures as one objective. Notwithstanding the importance of organisational capacity development, the evaluation team has selected thematic areas as key focus areas and intends to address organisational issues separately under the efficiency criterion. These key focus areas cut across both phases and take into account that the bulk of the Sida support (78% of the total Sida support in 2010-2016) was committed to Phase 1.

The proposed key focus areas cover:

- Focus Area 1 (FA1): Engagement and capacity of targeted communities in promoting peace and security
- Focus Area 2 (FA2): Conflict prevention and management in targeted communities
- Focus Area 3 (FA3): Cross-border and regional dimensions

The choice of these three focus areas rests on the intention of the evaluation team to explore the link between motivation and knowledge acquired (FA1), actions taken in communities (FA2) and their regional relevance (FA3). It is envisaged that these focus areas will be explored as follows:

	Axes of analysis
--	------------------

FA1. Engagement and capacity of targeted communities in promoting peace and security	• Peace committees' knowledge, engagement, legal status, structure and organisation, membership representation, technical and financial capacity, collaboration with local authorities and others, perceptions of relevance and importance of their work, challenges. • Community members' knowledge, engagement, expressed relevance to their priorities, perception of peace committees' legitimacy, capacity and challenges • Diaspora members' knowledge, perception of relevance of their engagement in promoting peace and security in their home villages and their level of engagement in promoting peace and security in their home villages • External stakeholders' awareness of the programme, engagement and willingness to cooperate (e.g. local authorities, village and religious leaders) • Approach/method used to engage and capacitate
FA2. Conflict prevention and management in targeted communities	• Peace committee's type of actions taken to prevent and to manage conflicts, interface with local authorities and alternative structures (e.g. religious leaders), division of tasks with CMC, results and outcomes achieved, challenges, perception of usefulness by peace committee members of training module and recommendations to Tostan • Community's access to peace committees, use of peace committees or alternative structures, perceived relevance of committees, results and outcomes achieved, challenges, perception of usefulness of training module by community participants and recommendations to Tostan • Diaspora's actions taken to prevent and to manage conflicts, results and outcomes achieved and challenges
FA3. Cross-border and regional dimensions	• Cross border meetings (participation, purpose, representation, perceived relevance, actions taken, results and outcomes achieved, challenges, future plans) • Collaboration with regional actors (type of collaboration, agreements, actions taken, results and outcomes achieved, challenges, prospects for future) • Membership in regional networks (visibility, role, type of contributions made, results and outcomes achieved, challenges, prospects for future) • Approach/method used to engage and work with regional actors/networks

The types of tools used to collect data from each type of stakeholder are elaborated in Chapter 3.

Relevance and evaluability of evaluation questions

Assessment

The ToR proposes 22 Evaluation Questions (EQs) to address the five OECD/DAC evaluation criteria. While EQs are generally relevant to the purpose of the evaluation, in the proposal, the evaluation team noted that some EQs could benefit from being reassigned to other evaluation criteria than the ones they are assigned to. Furthermore, some EQs addressed similar aspects within a given criteria and in few cases across criteria.

As noted by the Embassy, the EQs are somewhat generic. Many EQs use terms or concepts that could potentially create ambiguity (e.g. quality). The evaluation team believes that a better definition of terms in the formulation of EQs is likely to enhance evaluability and therefore proposes that some EQs be re-formulated.

Revised evaluation questions

In agreement with the Embassy, and to optimise the relevance and evaluability of EQs, the evaluation team proposes to streamline and revise EQs as follows:

- a re-allocation of some questions to more relevant evaluation criteria
- a reformulation of some questions
- a stronger focus on relevance and effectiveness

The proposed revised EQs are presented in the evaluation matrix in more details in Annex 1. Below is a brief overview.

Relevance	
Needs of target population	15. To what extent does the programme address the needs of target communities in their local contexts?
Regional peace and security strategic priorities	16. How is the programme relevant to regional peace and security priorities in West Africa? 17. To what extent does the programme contribute to meeting the regional strategic priorities articulated in the Swedish Strategy for Regional Development Cooperation with Sub-Saharan Africa 2010-2015? 18. Is the programme in its current form likely to remain relevant under the new Strategy for Regional Development Cooperation with Sub-Saharan Africa 2016-2021? 19. How relevant is Tostan's vision of scaling up to other countries in West Africa to promoting peace and security in West Africa?
Other Sida priorities (HRBA principles)	20. Did the programme include and intend to empower the most vulnerable and marginalised groups of rights-holders in local communities? Were any groups excluded from participating in programme activities? Why?

Effectiveness	
Coherence	21. Has the programme design been articulated in a coherent manner?
Delivery of results and outcomes	22. To what extent have expected outcomes and results been achieved? What are the factors that contributed to the achievement/non-achievement of results and outcomes? 23. To what extent were the programme's approach and method effective in achieving intended results and outcomes? What worked/what didn't? 24. Do partners and target groups consider that the programme has contributed to enhancement of local communities' capacity to respond to local and/or cross-border conflicts in West Africa? 25. Do partners and target groups consider that the programme has contributed or has the potential of contributing to shaping policies and/or implementing the peace and security agenda in the sub region?
Efficiency	
Resources vs. Delivery	26. Does Tostan have adequate resources (systems, human resources) to support the delivery of the programme? 27. Has there been sufficient capacity in place to monitor and evaluate the programme?
Sustainability	
Ownership and capacity	28. Do partners and structures put in place (e.g. peace committee, cross border networks) exhibit ownership of peace and security activities undertaken by the programme and/or improved capacity that would allow them to continue activities independently of Tostan?

Proposed approach and methodology

Approach

The evaluation is seen as a learning exercise and will throughout the process use a participatory approach that provides opportunities for an open dialogue with the Embassy and Tostan.

Mixed qualitative methods will be used where triangulation of findings is central. The ambition is to optimise primary data collection from a vertical and horizontal perspective. First, by consulting key stake holders in countries to be visited and in West Africa. Second, by engaging with a wide and varied range of internal and external stakeholders in selected sites.

Given that the Tostan evaluation is running in parallel with the evaluation of Gorée Institute, the evaluation team views it as an opportunity to make use of the Gorée Institute evaluation to collect data from particularly regional stakeholders that are also targeted by the Gorée Institute (e.g. ECOWAS) and the Gorée Institute itself.

Local and regional dimensions will be integrated into the analysis to establish an understanding of linkages between the local and regional levels. As stakeholder consultations will primarily be carried out in villages of rural communities in Senegal and Guinea Bissau, the interview guides will use simple language that does not include

technical jargon that is difficult to understand and interpret into local languages. For instance, when asking about non-discrimination, the question would be whether everyone could partake in a given activity or committee if they wanted to or whether anyone was excluded.

Gender equality and the rights of marginalised groups are also central perspectives that the evaluation will look into. Gender and age considerations will be accounted for when holding meetings in local communities by separating meetings to ensure that voices of men, women, girls and boys are captured. Priority will be given to two human rights based approach principles notably non-discrimination and participation. These are deemed most relevant for the context of the programme which reaches out to rural communities characterised by a variety of ethnicities and social classes that could be marginalised. As noted above, the approach of the evaluation will centre around three key focus areas rather than all the specific objectives of the two phases of the programme. A constructed theory of change using outcome mapping thinking could be outlined as follows:

The Sida financed programme would love to promote peace and security in West Africa. To do so, it will:	
FA1	• Establish peace committees • Train peace committee member on the peace and security module • Train community members and leaders on the peace and security module³⁵ • Organise meetings and events in communities and across communities
FA2	• Provide technical support to peace committees in conflict prevention and management techniques
FA3	• Hold cross-border meetings • Engage with regional actors or networks through participation in meetings to promote collaboration and future concrete actions
While Tostan	Builds its capacity to deliver and monitor
By doing so, the programme expects to see:	
FA1	• Communities have increased their knowledge • Communities are adopting other communities to share their knowledge and experience (organised diffusion) • Communities are participating in activities that promote peace and security

³⁵ In the first phase of the programme, this also included sensitisation of diaphora members to engage them in addressing peace and security issues in their home villages under FA2.

FA2	- Peace committees have the capacity to engage in conflict prevention and management as well as monitor their engagement - Community members are aware of peace committees and are resorting to them
FA3	- Peace committees and other key stakeholders are participating in cross border meetings and experience sharing - Tostan is present, active and visible in regional networks and known to regional actors - Tostan has signed agreements with regional actors/networks
While Tostan	Increases resources allocated to its capacity to deliver and monitor
Ultimately the programme would like to see:	
FA1	- Peace committees are an inherent, recognised and functioning structure in communities - Communities take collective action to advocate for and exercise their right to peace and security
FA2	Peace committees are preventing and managing conflict and are monitoring their work
FA3	- Peace committees are developing action plans to promote cross border collaboration and implementing those plans in collaboration with key stakeholders and in line with the regional peace and security agenda - Peace committees via Tostan are contributing with concrete action to regional networks (e.g. early warning systems, database of the task group on women, peace and security) - Tostan is contributing to and influencing regional policy agenda
While Tostan	Expands its programme and becomes an agent of influence in shaping peace and security in West Africa

Key methodological considerations

The choice of data collection methods is based on what is relevant, appropriate and feasible.

It is expected that Tostan staff and volunteers do not partake in any interview or meeting with partners, target groups and informants. The evaluation team only expects Tostan staff to avail themselves for the specific interviews arranged with Tostan and for the debriefing session at the end of the field visit. In the field however, it is expected that Tostan staff will play a key role in supporting the mobilisation of participants and stakeholders for meetings in addition to providing logistical support. Furthermore, the evaluation team intends to rely on independent interpreters identified by Tostan but that have not been involved in Tostan's work.

Data collection methods

Review of documents and secondary data

A review of key documentation (see Annex 3) has allowed the evaluation team to establish basic knowledge of the programme and a rapid mapping of stakeholders involved, including local, national and regional partners. It has also provided the team with a basic overview of targeted programme areas including areas where cross-border activities were carried out in 2013 and in 2016. It is worth noting that Tostan and the Embassy have been instrumental in sharing documents and responding to queries, which allowed the evaluation team to kick-start the desk review of key documents in a timely manner.

The document review included secondary quantitative data from Tostan's baseline studies and internal final evaluations for both phases of the programme. These reports were very useful in providing data on increased knowledge of participants to the training module on peace and security, existing structures, actions taken to mediate conflicts and types of conflicts resolved. This quantitative data is foreseen to complement the qualitative approach that the evaluation will adopt.

The collection and review of documents will continue during the field visits and will include M&E data from Tostan and other relevant regional, national and partner documentation.

Primary data collection

The bulk of primary data collection will take place in the field in Senegal and Guinea Bissau. Data collection tools will include a mix of the following:

- Semi-structured interviews (SSI) with individuals and groups. These can be face to face or telephone meetings
- Key informant interviews (KII)
- Focus group discussions (FGD)

These tools are tailored to the different types of stakeholders to be met. Preliminary interview guides are enclosed (see Annex 4).

The rapid stakeholder mapping that the evaluation team undertook during the inception phase indicated that the programme did not engage with a large number of regional organisations to justify the implementation of a rapid survey as mentioned in the proposal. Instead, the evaluation team will conduct interviews with key persons within relevant organisations.

To address the key focus areas identified above, the evaluation team will consult with a range of internal and external stakeholders using the following tools:

	Data collection tools
FA1. Engagement and capacity of targeted communities in promoting peace and security	• SSI with Tostan programme staff (head office and field) • SSI with peace committee members • FGD with community members • SSI (telephone) with Tostan France and diaspora members/associations • KII with external stakeholders' (e.g. local authorities, village chiefs, traditional and religious leaders), partners and non-programme organisations • Data from Tostan M&E system and reports
FA2. Conflict prevention and management in targeted communities	
FA3. Cross-border and regional dimensions	• SSI with Tostan programme staff (head office and field) • FGD with participants in cross border meetings • KII with external stakeholders (e.g. border authorities) • SSI (via Gorée evaluation, telephone) with regional actors/networks involved in programme • KII (via Gorée evaluation, telephone) with regional actors/networks (not involved in programme) • Data from Tostan M&E system and reports

Stakeholders to be consulted

In addition to the Embassy of Sweden and Sida in Stockholm, the evaluation team plans to consult with the following organisations and persons:

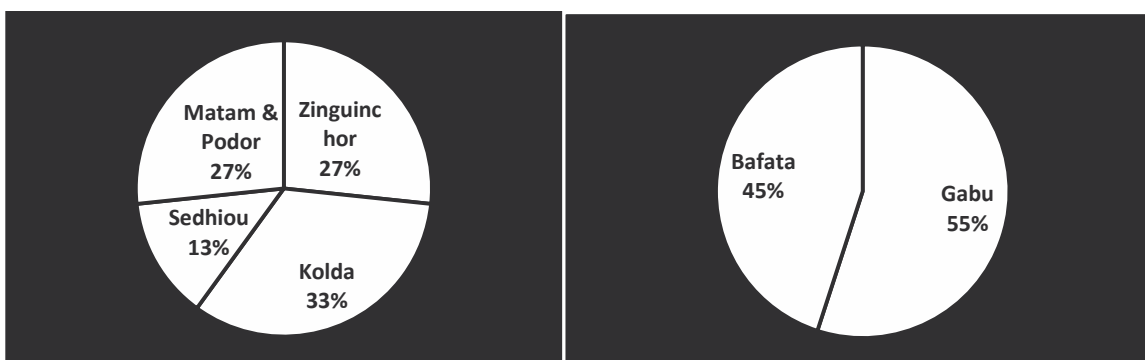
	Who	Where
Tostan	Management team- Dakar Sida financed programme and grants team– Dakar, Bissau and field in both countries Sida financed programme support team (Finance, procurement, human resources) - Dakar Tostan Sida financed programme M&E team- Dakar and field	Senegal Guinea Bissau
Targeted communities	Governorate representatives Mayor (as deemed relevant) Village / traditional leaders Religious leaders Peace committee members Members of the community trained by the programme (non-CMC members) Local border authorities Collaborating partners if any	Senegal Guinea Bissau

Official partner organisations	Network of Peace and Security for Women in the Economic Community of West African States (NOPSWECCO) (TBC) WANEP-Dakar Alliance for migration, Leadership and Development (AMLD)-Dakar	Senegal (Dakar)
Tostan France	Previous management team International diaspora coordinator Key opinion leaders (particularly from the Casamance region) Participants in training/workshops (chosen at random in relation to the Casamance conflict)	France
Regional actors/networks	UNOWA task force on women, peace and security AU (via Gorée evaluation) ECOWAS (via Gorée evaluation) Gorée Institute (via Gorée evaluation) Réseau des plateformes ONG Afrique de l'Ouest et du Centre (REPAOC)	Senegal
Other organisations	Oxfam (if possible) Women's Platform for Peace in the Casamance Regional Women's Solidarity Committee for Peace in Casamance	Senegal (Dakar) Senegal (Ziguinchor)

Selection of field sites

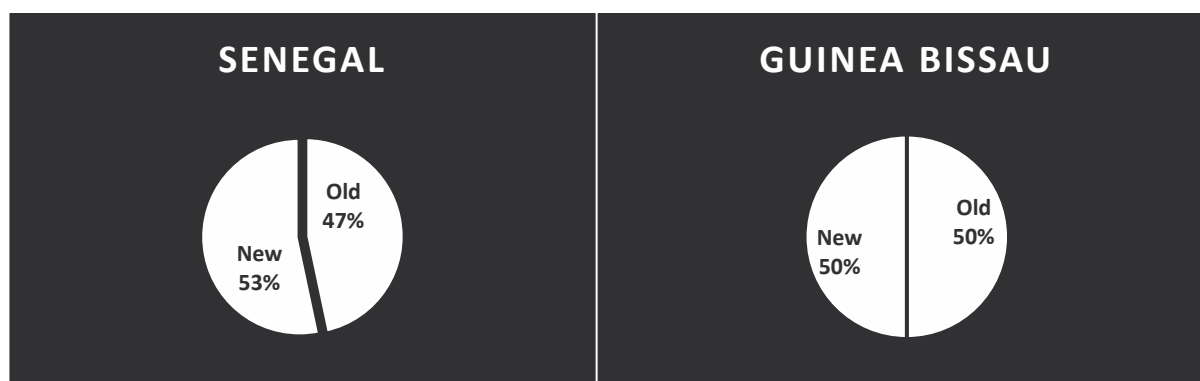
The outreach of the Sida financed programme is quite widespread. The bulk of activities are implemented in Senegal with 80 villages reached compared to 20 villages in each of Guinea Bissau and Gambia. According to village lists received from Tostan, the Sida financed programme covers four key regions including 5 areas in Senegal (left chart) and two regions in Guinea Bissau³⁶:

³⁶ Note that the list for Senegal counts 75 villages (not 80).



The distribution of villages indicates that in Senegal, Casamance is the primary beneficiary of the programme (in number of villages reached) with Kolda gathering one third of villages followed by Zinguinchor. The programme has reached as many villages in Zinguinchor as in Matam and Podor (the North). In Guinea Bissau, the distribution is more or less balanced.

The number of villages covered by the two phases is almost equal in both countries:



The evaluation team acknowledges that it will not be able to establish a statistically significant representative sample. However, the evaluation has taken the above geographic trends into account in establishing its approach and selecting the regions for field visits. As a result, the evaluation team proposes the following:

- The team in Senegal will split to cover both North and South and include areas involved in cross border activities and areas not involved in such activities. In the South, Kolda and Zinguinchor are selected for site visits. In the North, both Matam and Podor will be visited.
- In Guinea Bissau, both Bafata and Gabu will be covered.
- Due to the large geographic scope in Senegal and higher density of villages reached in Senegal, the deputy team leader will remain in Senegal and will not go to Guinea Bissau as initially proposed.

In the week following the submission of the draft inception report, the evaluation team discussed and selected the villages to be visited with Tostan based on the following key criteria:

- Access

- Village proximity/ clusters
- Old versus new villages
- Cross border activities between Senegal and Guinea Bissau versus village level activities
- Villages were not covered in the Tostan final evaluations

In total 12 villages (out of 100 villages in Senegal and Guinea Bissau) will be visited as presented below:

- North of Senegal: two villages in Podor, one village in Matam
- South of Senegal: one village in Zinguinchor, four villages in Kolda
- North of Guinea Bissau: two villages in Bafata, two villages in Gabu

The evaluation team and Tostan discussed the potential of inviting key representatives from neighbouring villages to the visited villages when possible. It is estimated that consultations in one village will typically last around one full day.

The approved time allocated for site visits as presented in the proposal included field days that cover meetings with Tostan and stakeholders in Dakar, consultations in the field as well as debriefing and international travel days. Due to road safety and security considerations which advise against travel in the evenings, the Embassy approved a change in the number of days allocated to the team to ensure that all selected villages are visited while adhering to security guidelines. The revised number of days can be seen in the work plan (Annex 5).

Selection criteria of informants

For interviews a purposive sampling approach will be adopted to directly identify key informants the evaluation team deems relevant to meet. For focus group discussions, the following criteria are expected to be applied:

- Each FGD will include 6-10 participants from the community who directly benefited from the Sida financed programme
- Participants from the community that have not been through the CEP
- Gender sensitivity (separate meetings with men and women)
- Age sensitivity (separate meetings with youth)

Three FGDs are planned in each visited village to be able to separately consult with men, women and youth.

Division of tasks in the team

The deputy team leader of the Goree and Tostan evaluations will lead the evaluation of Tostan. She will have responsibility for method development, data collection, analysis and report writing in close collaboration with the team. The field team is split whereby each member will cover all focus areas of the evaluation. The division of labour among team members is as follows:

- Deputy team leader: Interviews with Tostan Senegal, data collection in the South of Senegal (Casamance), debriefing, data synthesis, consolidation and report writing; communication with Tostan and Sida on the Tostan evaluation.
- Regional expert/Senegal: Data collection in the North of Senegal (Podor, Matam), debriefing and data synthesis. Responsible for managing the field trip to the North.
- National expert/Guinea Bissau: Interview with Tostan in Bissau, data collection in North of Guinea Bissau (Bafata, Gabu) and data synthesis. Responsible for managing own field trip.
- Senior expert in peace building and conflict/security (also team leader for the Gorée Institute evaluation): Technical support, interviews with regional organisations in Dakar as part of the evaluation of the GoréeInstitute.
- Expert in peace building and conflict/security: Data collection with Tostan France on social networks and diaspora via telephone interviews, data synthesis and report writing. Sector input to the team and support to telephone interviews with regional actors on peace and security in West Africa.

Field visit plan

The evaluation team proposes the below field trip schedules, which will be confirmed with Tostan. For Senegal South (Casamance) a 7-day work week will be needed.

The field visits in Senegal are expected to take place between Monday 10 to Friday 21 October 2016 with debriefing on the Friday 21st the afternoon in Dakar.

In Guinea Bissau, the field visit is planned for 12 October 2016 to 16 October 2016 with return to Bissau on the 17th. *Field visit itinerary not included in this report.*

Limitations

The following limitations are foreseen:

- The limited time available for field visits may imply that the team will not be able to meet an ideal range of stakeholders, which also hinges upon their availability. It is crucial that Tostan ensures that stakeholders are available on time for meeting the evaluation team.
- Access due to rainy season in the South and in northern Guinea Bissau may be an obstacle for reaching selected sites. This may affect the number of villages visited. A dialogue with Tostan will be crucial to quickly identify more accessible villages for visits.
- Cancellation of domestic flights and alternatives for driving to the south reduces the number of days allocated for field visits and the number of planned visits.
- The support of Tostan in mobilisation of FGD participants and ensuring availability of key stakeholders including Tostan France will be crucial for carrying out data collection.

- The selection of participants by Tostan may impose a certain bias in representation and responses. Selection criteria were developed to mitigate that risk.
- For Tostan France, since activities only took place until September 2013, the evaluation team suspects that original stakeholders may not still be engaged and might be difficult to reach.

Annex 3: Evaluation matrix

Questions raised in ToRs ³⁷	Indicators to be used in Evaluation	Methods	Sources	Availability and Reliability of Data /comments
Relevance				
EQ1. To what extent does the programme address the needs of target communities in their local contexts?	Expressed community priorities by local authorities and leaders Expressed priorities by communities Expressed community priorities by Tostan Expressed community priorities by partners	Key informant interviews (KII) Focus group discussions (FGD) Semi-structured interviews (SSI)	Prefects, mayors, village chiefs, religious leaders Peace committees, women, men, girls and boys in local communities Tostan programme staff Partner organisations	Assessed as available and reliable

³⁷ The evaluation matrix includes the revised EQs as per Chapter 2.

EQ2. How is the programme relevant to regional peace and security priorities in Africa?	Evidence of alignment with regional peace and security agenda Evidence of participation, engagement and/or contribution to regional actors/networks Evidence of actions contributing to the regional peace agenda Evidence of advocacy towards member states to implement regional commitment on peace and security	KII SII Document review and analysis	Tostan programme and management staff Tostan partners Regional actors/networks Programme documents Annual and progress reports Regional peace and security strategies	Assessed as available and reliable
EQ3. To what extent does the programme contribute to meeting the regional strategic priorities articulated in the Swedish strategy for regional cooperation 2010-2015?	Mapping of priorities Alignment of evidence from EQ2 to priorities	Document review and analysis	Swedish cooperation strategies 2010-2015 Findings from EQ2	Assessed as available and reliable

EQ4. Is the programme in its current form likely to remain relevant under the new Strategy for Regional Cooperation with Sub-Saharan Africa 2016-2016	Mapping of priorities and sectors Alignment of evidence from EQ3 to new priorities and sectors	Document review and analysis	Swedish cooperation strategies 2016-2021 Findings from EQ3	Unlike the previous strategy, the new strategy does not explicitly articulate support to civil society organisations (CSO) implementing programmes with regional relevance and focuses more regional actors. As assumption would have to made that the previous modality of support to such CSOs is still valid.
EQ5. How relevant is Tostan's vision of scaling up to other countries in West Africa to promoting peace and security	Tostan's strategic vision to working with peace and security Tostan's ToC and model for working with peace and security in West Africa using a community-based approach Perception of Tostan's vision by regional actors/networks Results and outcomes achieved and effectiveness of approaches used	SSI KII	Tostan programme and management staff Regional actors/networks Findings from EQs on effectiveness	Contingent on availability and ability of Tostan to think through a ToC and model within the time limits of the evaluation, if this has not yet been done.

EQ6. Did the programme include and intend to empower the most vulnerable and marginalised groups of rights-holders in local communities? Were any groups excluded from participating in programme activities? Why?	Number of persons reached, disaggregated by gender, age, ethnicity Number of peace committee members and participants, disaggregated by gender, age, ethnicity Perceptions of communities on inclusion and participation	Document review FGD KKI SSI	Tostan M&E data and lists Community members Participants in programme activities External stakeholders (e.g. local authorities and leaders) Tostan programme staff	It is unclear whether the M&E system can generate such disaggregated data
Effectiveness				
EQ7. Has the programme design been articulated in a coherent manner?	Linkages and logic between inputs, activities, results and outcomes	Document review and analysis SSI	Programme documents Tostan programme staff	Assessed to be available and reliable
EQ8. To what extent have expected outcomes and results been achieved? What are the factors that contributed to the achievement/non-achievement of results and outcomes?	Level of engagement of communities and local authorities Reported improvement in knowledge on peace and security of participants targeted by the peace and security training Reported improvement in the capacity of peace committees to deliver on conflict prevention and management in local communities Perceived legitimacy of peace committees	SSI FDG KII Document review and analysis	Tostan programme staff Community members and participants in Tostan training and meetings Peace committees Local leaders and local authorities Tostan partners Regional actors/networks Programme documents Annual and progress reports	Assessed to be available and reliable

	Reported use of peace committees Status of collaboration with local authorities and relevant parties Reported reduction in incidences of conflict or conflicts solved Examples of collaboration with regional actors/networks and results Examples of contribution to peace and security at the regional level and results		Tostan baseline and evaluation reports	
EQ9.To what extent were the programme's approach and method effective in achieving intended results and outcomes? What worked/what didn't?	Mapping of approach and methods Perceptions of usefulness of the peace and security module to promoting peace and security Perceptions of usefulness of cross border meetings to promoting peace and security Visibility of Tostan in regional networks and by regional actors Perceptions on the collaboration approach with regional actors/networks	Document review and analysis SSI FDG KII	Tostan ToC and strategic vision Programme documents Annual and progress reports Social network and diaspora studies Tostan management and programme staff Community members and participants in Tostan training and meetings Peace committees Local leaders and authorities Tostan partners Regional actors/networks Tostan documents (strategy)	Assessed to be available and reliable

EQ10.Do partners and target groups consider that the programme has contributed to the enhancement of local communities' capacity to respond to local and cross-border conflicts in West Africa?	Reported increase in knowledge Examples of acquired knowledge put into practice by local communities Examples of acquired knowledge put into practice by peace committees Examples of cross border conflicts addressed and resolved through cross border meetings Number and type of conflict prevented and solved	SSIs FDG KII	Community members and participants in programme activities Peace committees Local leaders and local authorities Tostan partners Regional actors/networks Tostan M&E data Tostan baseline and evaluation reports	Assessed to be available and reliable
EQ11. Do partners and target groups consider that the programme has contributed or has the potential of contributing to shaping policies and/or implementing the peace and security agenda in the sub-region?	Reported contributions or achievements by regional actors/networks Expressed potential for collaboration by regional actors/networks Perceptions of other stakeholders on Tostan's contribution to regional peace	KII SSI	Tostan partners Regional actors/networks Local authorities and leaders Peace committees	Assessed to be available and reliable
Efficiency				
EQ12.Does Tostan have adequate resources (systems, human resources) to support the delivery of the programme s?	Mapping of systems and resources put in place # of staff in 2010 – 2016 compared to Tostan portfolio growth; share of Sida programme	SSI Document review and analysis Tostan data	Tostan management, programme staff and support staff Annual reports including audit reports Tostan HR and finance data	Cost efficiency data may not be immediately available to assess cost minimisation in the limited time available.

	Staff turnover in 2010-2016 in general and in Sida programme Systems supported by Sida that are still in use today Reported challenges			
EQ13. Has there been sufficient capacity in place to monitor and evaluate the programme?	Number of staff in MERL department in Dakar, countries and field, 2010-2016 M&E system in use Reported challenges	SSI	Tostan management and M&E staff Tostan HR data	Assessed to be available and reliable
Sustainability				
EQ14. Do partners and structures put in place exhibit ownership of peace and security activities undertaken by the programme and/or improved capacity that would allow them to continue activities independently of Tostan?	Evidence of strong engagement of targeted communities and peace committees Number of activities and events organised by communities Engagement and willingness of local authorities and leaders to engage with peace committees Engagement and willingness of regional actors	SSI KII FGD	Findings from EQ10 Community members and participants in programme activities Peace committees Local leaders and local authorities Regional actors/networks	

Annex 4: Bibliography

Sida related

Swedish Cooperation Strategy for Regional Development Cooperation with Sub-Saharan Africa 2010-2015
Swedish Cooperation Strategy for Regional Development Cooperation with Sub-Saharan Africa 2016-2021
Beslut om insats Tostan 2010
Assessment Memo Tostan 2010
Decision on assessment and preparation Tostan 2010
Conclusion on performance Tostan 2012
Conclusion on performance Tostan 2012
Conclusion on Performance Tostan 2015
Organisational self-assessment Tostan 2015
Agreement with Sida for 2010-2013
Contract for a workshop in April 2012 in Dakar
Email: Approval of no cost extension Jan-Dec 2014
Amendment 2014
Amendment including extension to Sept 2016
Sida Result summary of Tostan, 2013

Tostan related

Tostan strategic engagement plan 2016 -2022
Tostan theory of change 2016
Tostan organisational chart November 2016
The empowerment community network programme 2016-2018

Programme related

Full programme document 2010-2013
Full Programme document 2015-2016
Annual report 2010
Annual report 2011
Annual report 2012
Annual report 2013
Annual report 2014
Action plan 2010-2011
Action plan 2012
Action plan 2013
Action plan 2015-2016
Progress report, January-May 2015
Progress report, June-December 2015
Summary sheet of key activities completed in 2016

Audited financial accounts of the programme 2011
 Audited financial accounts of the programme 2012
 Audited financial accounts of the programme 2012
 Audited financial accounts of the programme 2014
 Financial data on disbursements and budget allocations
 Lists of CEP and peace and security module sessions
 Programme area lists
 Lists of village included in cross border activities 2013 and 2016
 Minutes of meetings from inter zone meeting in Ziguinchor, Senegal
 Minutes of meeting from cross border meeting in Ndiamacouta, Senegal
 Minutes of meeting from cross border meeting in Tendinto, Guinea Bissau
 Minutes of meetings from cross border meeting in Wassadou, Senegal
 Baseline study for the project 2010-2014
 Final evaluation of the project 2010-2014
 Baseline study for the project 2015-2016
 Power point presentations: Final evaluation results for Senegal, Gambia and Guinea Bissau
 Monthly data sheet on activities
 Monthly reporting sheet for supervisors
 Criteria sheet for selection of villages
 Data sheet on participants in 2015 and 2016
 Guilia Camiliotti, CRED (2013): Enquete sur les reseaux inter-villageois et la structure familiale
 Marine Casaux-Bussiere (2008) : Les enjeux de l'integration des migrants dans les programmes de developpement, le cas de l'ONG Tostan et les Diolas de Casamance.
 Clemence Bessière, Tostan (2009) : Rapport de l'étude menée au mois d'aout à Paris et des mois de janvier à juin 2009 dans la region de Matam et à Dakar
 Tostan France (undated): peace and security mission report in Europe 31 March to 13 April 2012
 Tostan France: Rapport de proges du projet paix et securité, janvier-juin 2012
 Tostan France: Rapport d'activités du projet paix et securité, janvier-decembre 2012
 Tostan France: Rapport de proges du projet pais et securité, janvier-juin 2013
 Tostan France: Draft- Presentation du projet table ronde à Paris, mai 2012
 Base de données village coordination Fouta
 Base de données villages coordination Ziguinchor
 Coordonnées ressortissants suivi du film
 Repertoire project ressortissants Diola
 Sub-grantee agreement with Tostan France, 2010-2011
 Sub-grantee agreement with Tostan France, 2012
 Sub-grantee agreement with Tostan France, 2013
 Protocol d'accord Tostan avec Association Juristes Sénégalaise
 Memorandum of understanding between WANEP and Tostan
 Accord de cooperation entre Alliance pour la migration, le leadership et le developement et Tostan
 Protocol d'accord entre Association juriste du Senegal et Tostan

Draft memorandum of understanding between Plateforme des femmes pour la paix en Casamance and Tostan

Regional peace and security strategic documents:

ECOWAS (2010): Regional strategic plan 2010-2015

CEDEAO (2008): Cadre de prevention des conflits de la Cedeao (CPCC)

CEDEAO (2015) : Strategic plan 2010-2016 & Medium term action plan :2016-2020 of ECOWAS early warning and response system

Jean Bossuyt (2016): The political economy of regional integration in Africa: The Economic Community of West African States (ECOWAS)

CEDEAO (2005): Convention de cooperation transfrontaliere dans l'espace CE-DEAO (Avant projet)

Groupe de travail femmes, paix et securité en Afrique de l'Ouest (2011): Repertoire des institutions oeuvrant pour la paix et la securité en Afrique de l'Ouest

Women and men towards peace and stability in West Africa (2014): Report on the official launch of the database on 'Gender, women, peace and security in West Africa'.

Background documents :

USAID (2009) : Senegal sub-regional conflict assessment.

USAID (2009): Final report: Support to the Casamance peace process

IMF (2013): Senegal Poverty strategy reduction paper

Aïssatou Fall (2010): Understanding the Casamance conflict

Florent Arragain & Emmanuel Salliot (2005): Frontières et integration en Afrique de l'Ouest : Forum de dialogue transfrontalier frontière Sénégal-Guinée Bissau organised by the Mouvement de la jeunesse pour la paix et l'integration

The Courier ACP-EU (2003) : Casamance between war and peace

Carl Otto & Jonathan Otto (2005): Building for peace and prosperity in the Casamance region of Senegal, a case study (funded by USAID and World education)

Plateforme des femmes pour la paix en Casamance (2016) : Rapport final SCOPE 2013-2016

Plateforme des femmes pour la paix en Casamance (undated) : Dossier de presentation

Philippe Mendy & Djibri Badji (2016): Rapport de l'assemblée generale de mise en place d'une coordination des OSC intervenant dans le processus du paix en Casamance

Annex 5: Field visit schedule

	Dakar	Senegal South (Casamance)	Senegal North	Guinea Bissau
11.10.2016	Meetings with Tostan Management team*	Flight to Kolda and meeting with local administrative authorities in Kolda	Departure to Saint Louis	
	Meeting with programme & grants teams*	Meeting with Tostan staff in Kolda	Telephone meeting with Podor supervisor	
12.10.2016		Drive to Wassoudou/ Medina Poussang	Departure to Podor	
		Meeting with village leaders	Meeting with Tostan Coordinateur Ad-joint/North	
			Meeting with Podor district authorities	
		Meeting with peace committee members	Drive Podor to Ndoum	
		FGD with youth	Meeting with village leaders	
		FGD with women	Meeting with peace committees	
		Meeting with Mouvement des jeunes pour la paix et l'integration	FGD with women/young women	
13.10.2016		Drive to village Saré Sori	Drive Ndoum to Thioubalel Lao	
		Meeting with village leaders	Meeting with village leaders	
		Meeting with peace committee members	Meeting with peace committees	
		FGD with young women	FGD with women/young women	
		FGD with women	Meeting with Tostan Chef de base/Supervisor	
		FGD with young men	Drive Thioubalel Lao to Ourosogui	Meeting with Tostan Bissau management

ANNEX 5 FIELD VISIT SCHEDULE

14.10.2016		Meeting with administrative authorities of Wassadou in Pakour	Drive Ourosigi to Matam	Meeting with Tostan Bissau programme team
		Meeting with Wassadou municipality	Meeting local authorities in Matam	
		Meeting with association Banta Frontière		
		Drive Wassadou to Salikégné		
		FGD with women and young women		
		Meeting peace committee members		
		Meeting with border police		
	Dakar	Senegal South (Casamance)	Senegal North	Guinea Bissau
15.10.2016		Drive to Salikégné	Drive Ourosigi to Sinthiou Boumak	
		Meeting with village leaders	Meeting with village leaders	
		Meeting with municipality of Salikégné	Meeting with peace committees	
		Meeting with Tostan supervisor/Kamboua	FGD with women/young women	
		Meeting with Tostan facilitator for Wassadou	Meeting with Tostan Supervisor Matam	
16.10.2016		Drive Kolda to Saré Kediang Bakary	Return to Dakar	Departure to Gabu
		Meeting village leaders		
		Meeting peace committee members		
		Meeting with municipality of Medina el Hadji		
		FGD with women		
		FGD with young men		

ANNEX 5 FIELD VISIT SCHEDULE

17.10.2016		Drive to Zinguinchor		Drive to Pirada
		Meeting administrative authorities in Zinguinchor		Meeting with local Administrator
		Meeting with Afrique Enjeux		Drive to Copa Sule
				Meeting with village leaders
		Meeting with Platforme des femmes pour la paix en Casamance		Meeting with peace committee
				FDG women
		Meeting with Dynamique pour la paix en Casamance		FDG men
				FDG youth
18.10.2016				Drive to Pirada
		Drive to Niaguis in Niaguis (Diola)		Drive to Sori Lumbato
		Meeting with village leaders		Meeting with village leaders
		Meeting with peace committee members		Meeting with peace committee
		FGD with female community members		FGD with women
		FGD with youth community members		FGD with men
		Drive to Zinguinchor airport		FGD with youth
		Flight Zinguinchor to Dakar		Drive to Bafata
	Dakar	Senegal South (Casamance)	Senegal North	Guinea Bissau
19.10.2016	Meeting Tostan MERL team			Meeting local authorities Con-tuboel
	Meeting support team			Drive to Fajonquito
	Meeting with Tostan programme team			Meeting with village leaders
				Meeting with peace committee
				FGD with men
				FGD with women
				FDG youth
				Drive to Bafata

ANNEX 5 FIELD VISIT SCHEDULE

20.10.2016	Follow-up meeting with Tostan programme team			Drive to Sum-bundo
				Meeting with village leaders
	Meeting Task force for women, peace and security GTFPS & Réseau des plateformes d'ONG d'Afrique de l'Ouest et du Centre (REPAOC)			Meeting with peace committee
				FGD with men
	Preparing for debriefing			FGD with women
				FGD with youth
21.10.2016	Team preparation for debriefing			Drive to Bafata
	Debriefing with Tostan in Thiès			Return to Bissau

Annex 6: List of persons met

Debriefing session	Name	Organisation	Title
	Mamoudou Ndiaye	Tostan International	Assistant project manager
	Mamadou Baba Aw		National coordinator RIM
	Yusuf Sané	Tostan Guinea Bissau	Assistant national coordinator
	Moussa Diallo	Tostan Mali	National coordinator
	Daniel Newton	Tostan International	Programme manager
	Bara Kebé	Tostan Guinea Conakry	Deputy national coordinator
	Therese Lothe	Tostan International	Grants officer
	Ansoy Kambaye	Tostan Gambia	National coordinator
	Alassane Diédhiou	Tostan Guinea Bissau	National coordinator
	Molly Melching	Tostan International	Chief executive director
	Rose Diop	Tostan Senegal	National coordinator

Sida	Name	Organisation/Village	Title/Function	Location
	Staffan Smedby	Sida	Sida Thematic unit of justice	Stockholm
	Camilla Bengtsson	Embassy of Sweden, Ethiopia	Head of Regional Development Cooperation for Sub-Saharan Africa	Ethiopia
	Elisabeth Lyfors	Embassy of Sweden, Ethiopia	National programme officer, Regional Development Cooperation for Sub-Saharan Africa	Ethiopia
	Maria Lundberg	Embassy of Sweden, Ethiopia	Regional Development Cooperation for Sub-Saharan Africa	Ethiopia

Tostan	Name	Organisation/Village	Title/Function	Location
	Molly Melching	Tostan International-Dakar	Chief executive director	Dakar
	Mory Camara	Tostan International-Dakar	Peace and security coordinator/Deputy head of programmes	Dakar
	Aurélie Donnard	Tostan International-Dakar	Senior grants manager	Dakar
	Mamadou Ndiaye	Tostan International-Dakar	Assistant peace and security coordinator	Dakar
	Daniel Newton	Tostan International	Programme manager	Dakar
	Mady Cissé	Tostan International	Senior M&E manager	Dakar
	Vivien Manel	Tostan International	M&E manager P&S programme	Dakar
	Therese Lothe	Tostan International	Grants officer	Dakar
	Alexander Davey	Tostan International	Head of operations	Dakar
	Adboulaye Diao	Tostan southern regional office	Coordinator southern region	Kolda
	Finté Boiro	Tostan southern regional office	Programme manager Kolda	Kolda
	Jean Pierre Hdione	Tostan southern regional office	Administrative and financial manager	Kolda
	Mahmadou Baldé	Tostan southern regional office	Supervisor	Kolda
	Koundié Pathé Koïta	Tostan southern regional office	Supervisor	Kolda
	Mariétou Seydi	Tostan southern regional office	Supervisor	Kolda
	Yaya Guèye	Tostan southern regional office	Supervisor	Kolda
	Youssouph Sané	Tostan southern regional office	Programme manager Ziguinchor	Ziguinchor
	Alassane Boli	Tostan northern regional office	Coordinateur	Podor
	Billel amadou Daff	Tostan northern regional office	chef de base superviseur Podor	Podor

ANNEX 6 LIST OF PERSONS MET

	Name	Organisation/Village	Title/Function	Location
Regional actors	Diago Ndiaye	Groupe de travail femme, paix et sécurité pour l'Afrique de l'ouest (GTFPS/AO/Senegal); Réseau paix et sécurité de l'espace CE-DEAO (Repfeco/Senegal)	Presidente	Dakar
	Constant Gnacaja	ECOWAS	Programme Officer Conflict Prevention, Department of Political Affairs	Dakar
	Alfred Gomis	WANEP	Regional coordinator	Dakar
	Doud Dia	Gorée Institute	Executive director	Dakar
	Name	Organisation/Village	Title/Function	Location
NGO/CBOs	Mamadou Gabo	Mouvement des jeunes pour la paix et l'intégration	Vice president	Kolda
	Fodé Baldé	Banta Frontière	President	Kolda
	Jules Bassène	Afrique Enjeux	Coordinator	Kolda
	Saliou Fall	Plateforme des femmes pour la paix en Casamance	Communications manager	Kolda
	Baba Ndiaye	Plateforme des femmes pour la paix en Casamance	Programme coordinator	Kolda
	Mama Ngom	Plateforme des femmes pour la paix en Casamance	Member	Kolda
	Léoni Gamis	Plateforme des femmes pour la paix en Casamance	Secretary General	Kolda
	Henry Ndécky	Dynamique de la paix en Casamance	Coordinator	Kolda

	Name	Profession	Village	Location
Village leaders	Mamadu B Djamanca	Imam	Fajonquito	Bafata
	Mamadu Balde	Village chief	Fajonquito	Bafata
	Bacari Sisse	Village chief	Fajonquito	Bafata
	Suncar Cassama	Village chief	Sumbundo	Bafata
	Amadu Cote	Imam	Sumbundo	Bafata
	Mustafa Djata	Imam	Copa-Sule	Gabu
	Malam Soca Sauane	Village chief	Copa-Sule	Gabu
	Caramo Darame	Imam	Sori-Lumbato	Gabu
	Boy Seidi	Village chief	Sori-Lumbato	Gabu
	Sancoun Sané	Village leader	Medina Poussang	Kolda
	Fodé Dahaba	Imam	Medina Poussang	Kolda
	Samboudiang Dramé	Village elder	Medina Poussang	Kolda
	Sékou Sané	Facilitator	Medina Poussang	Kolda
	Omar Sadio Seydi	CMC secretary	Salikégné	Kolda
	Alassane Diao	CMC coordinator	Salikégné	Kolda
	Thierno Baldé	Imam	Salikégné	Kolda
	Hawa Baldé	Women group	Salikégné	Kolda
	Ibrahima Seydi	Youth association	Salikégné	Kolda
	Aette Mballo	Neighbourhood chief	Salikégné	Kolda
	Niantho Mballo	CMC member	Salikégné	Kolda
	Bocar Baldé	Imam	Saré Kediang	Kolda
	Ousmane Baldé	Village chief rep	Saré Kediang	Kolda
	Sadjio Baldé	Midwife	Saré Kediang	Kolda
	Maimouna Baldé	Women group	Saré Kediang	Kolda
	Aliou Baldé	Health facility	Saré Kediang	Kolda
	Mama Asette Baldé	Municipal advisor	Saré Kediang	Kolda
	Yero Baldé	Village elder	Saré Sory	Kolda
	Sada Mballo	Village elder	Saré Sory	Kolda
	Pathé Diao	Village chief	Saré Sory	Kolda
	Bacary Baldé	Village elder	Saré Sory	Kolda
	Bacary Mballo	Village elder	Saré Sory	Kolda
	Amamé Baldé	Village elder	Saré Sory	Kolda
	Demba Kondé	Village elder	Saré Sory	Kolda
	Moussa Diallo	School Director	Synthiou Boumack	Matam
	Salif Deme	Imam	Synthiou Boumack	Matam
	Mamadou Sy	Village chief	Synthiou Boumack	Matam
	Zakaria Thioun	Judge	Ndioum	Podor
	Mamadou Sogue	Village elder	Ndioum	Podor
	Alassane Diallo	Imam	Ndioum	Podor
	Yero Sy	Village chief	Thioubalel	Podor
	Souleymane Hanne	Religious leader	Thioubalel	Podor
	Abdoulaye Hanne	Rep Imam	Thioubalel	Podor
	Diouf	Teacher	Thioubalel	Podor

ANNEX 6 LIST OF PERSONS MET

Village leaders	Bacary Manga	Elder	Niaguis	Ziguinchor
	Saidou Boubacar Dabo	Imam	Niaguis	Ziguinchor
	Demba Candé	Elder	Niaguis	Ziguinchor
	Ibou Cissé	Elder	Niaguis	Ziguinchor
	Amadou Moussa BA	Deputy Imam	Niaguis	Ziguinchor
	Alassane Ndiaye	Village chief	Niaguis	Ziguinchor
	Landing Badiane	Elder	Niaguis	Ziguinchor
	Seyni Camara	Elder	Niaguis	Ziguinchor
	Sana Camara	Elder	Niaguis	Ziguinchor

	Name	Organisation/Village	Title/Function	Location
Local authorities	Queba Balde	Contuboe Sector	Administrator	Bafata
	Alberto Balde	Pirada Sector	Administrator	Gabu
	Adulai Cande	Pirada	Border police	Gabu
	Dactar Diop	Department of Kolda	Prefect	Kolda
	Ibrahima Gano	Dioulacolon District	Deputy- prefect	Kolda
	Alé Dieje Diouf	Mampaton District	Deputy- prefect	Kolda
	Célestin Mancabou Kantoussan	Department of Kolda	Assistant prefect	Kolda
	Adboulaye Kharm	Pakour prefecture	Deputy- prefect	Kolda
	Moussa Mballo	Municipality of Was-sadou	First deputy to the mayor	Kolda
	Balla Moussa Cissé	Border Police Salikégné	Police agent	Kolda
	Doucouré Seydi	Municipality of Salikégné	Deputy mayor	Kolda
	Mamadou Baldé	Municipality of Medina El Hadji	Deputy mayor	Kolda
	Ismaela Ngaci	Matam	Deputy- prefect	Matam
	Adama Camara	Podor	Deputy- prefect	Podor
	Ibra Fall	Department of Ziguinchor	Prefect	Ziguinchor
	Mamadou Lamine Goudiaby	District of Niaguis	Deputy- prefect	Ziguinchor

ANNEX 6 LIST OF PERSONS MET

Peace Committees	Name	Organisation/Village	Title/Function	Location
	Adulai Djau	Fajonquito	Trader	Bafata
	Aliu Candé	Fajonquito	Facilitator	Bafata
	Aminata Cassama	Sumbundo	Housewife	Bafata
	Cumbél Dabó	Sumbundo	Housewife	Bafata
	Djenabu Djau	Fajonquito	Housewife	Bafata
	Lau Coté	Sumbundo	Housewife	Bafata
	Mamadi Balde	Fajonquito	Housewife	Bafata
	Mandindim Cassama	Sumbundo	Housewife	Bafata
	Sadjo Balde	Fajonquito	Housewife	Bafata
	Sene Candé	Fajonquito	Housewife	Bafata
	Tuncam Dabó	Sumbundo	Housewife	Bafata
	Ussuma Candé	Fajonquito	Housewife	Bafata
	Adama Balde	Sori-Lumbato	Housewife	Gabu
	Aissatu Camara	Sori-Lumbato	Housewife	Gabu
	Ali Seide	Sori-Lumbato	Farmer	Gabu
	Aminata Balde	Sori-Lumbato	Housewife	Gabu
	Cadidjatu Djau	Sori-Lumbato	Housewife	Gabu
	Djabu Sisse	Copa-Sule	Housewife	Gabu
	Fatumata Candé	Sori-Lumbato	Housewife	Gabu
	Fatumata Djau I	Sori-Lumbato	Housewife	Gabu
	Fatumata Djau II	Sori-Lumbato	Housewife	Gabu
	Malam Sauane	Copa-Sule	Farmer	Gabu
	Mara Balde	Sori-Lumbato	Housewife	Gabu
	Maunde Sauane	Copa-Sule	Housewife	Gabu
	Meta Embalo	Sori-Lumbato	Housewife	Gabu
	Muscuto Sane	Copa-Sule	Housewife	Gabu
	Adama Diao	Hamdallaye Diega	Housewife	Kolda
	Alonso Mané	Medina Poussang	Home gardening	Kolda
	Aliou Baldé	Salikégné	Teacher	Kolda
	Amadou Baldé	Nianao	Imam	Kolda
	Amadou Baldé	Hamdallaye Diega	Farmer	Kolda
	Ansata Baldé	Hamdallaye Diega	Housewife	Kolda
	Awa Baldé	Salikégné	housewife	Kolda
	Boubacar Baldé	Nianao	Village chief & head of union of village chiefs	Kolda
	Diao Hamane	Salikégné	Farmer	Kolda
	Djiby Kandé	Saré Kediang Bakary	Farmer	Kolda
	Dlin Diao*	Saré Koubé	Farmer	Kolda
	Fally Kambaye	Medina Poussang	Shoemaker	Kolda
	Galla Baldé	Saré Koubé	Farmer	Kolda
	Hawa Kandi	Saré Kediang Bakary	Housewife	Kolda
	Hianto Mballo	Salikégné	housewife	Kolda
	Kaba Baldé	Saré Sory	Member	Kolda

ANNEX 6 LIST OF PERSONS MET

Peace Committees	Kadidiatou Baldé	Saré Kediang Bakary	Housewife	Kolda
	Lamine Danfa	Medina Poussang	Shoemaker	Kolda
	Lansanor Daffé	Salikégné	Facilitator	Kolda
	Mballo Alette	Salikégné	Farmer	Kolda
	Omar Sadio Seydi	Salikégné	Trader	Kolda
	Ousmane Baldé	Saré Kediang Bakary	Farmer	Kolda
	Ramatoulaye Baldé	Saré Kediang Bakary	Housewife	Kolda
	Souleymane Diao	Hamdallaye Diega	Farmer	Kolda
	Thierno Baldé	Salikégné	Imam	Kolda
	Yéro Baldé	Saré Sory	Imam	Kolda
	Yoba Baldé	Saré Sory	Member	Kolda
	Amadou Sy	Sinthiou Boumack	Farmer	Matam
	Daouda Keita	Sinthiou Boumack	Farmer	Matam
	Diamy Sy	Sinthiou Boumack	Housewife	Matam
	Rougui Koundio	Sinthiou Boumack	Housewife	Matam
	Abdoul Sy	Ndioum	Building Contractor	Podor
	Abdoulaye Hanne	Tioubalel Lao	Muslim Leader	Podor
	Abou Sall	Ndioum	Farmer	Podor
	Alassane Diallo	Ndioum	Imam	Podor
	Aminata Sall	Tioubalel Lao	Small Shop owner	Podor
	Boly Ndim	Ndioum	Dyer	Podor
	Coumba Sy	Tioubalel Lao	Dyer	Podor
	Fatim Ba	Ndioum	Dressmaker	Podor
	Fatou Sow	Ndioum	Nurse Assistant	Podor
	Ibrahima Sarr	Ndioum	Businessman	Podor
	Labatt Sall	Tioubalel Lao	Farmer	Podor
	Mamadou Dia	Ndioum	Teacher	Podor
	Mamadou Sogue	Ndioum	Elder	Podor
	Marieme Gueye	Tioubalel Lao	Small Shop owner	Podor
	Oumar Watt	Tioubalel Lao	Tailor	Podor
	Yacine Dem	Tioubalel Lao	Dressmaker	Podor
	Yacine Hanne	Tioubalel Lao	Small Shop owner	Podor
	Yero Sy	Tioubalel Lao	Farmer	Podor
	Yero Watt	Tioubalel Lao	Teacher	Podor
	Zakaria Thioun	Ndioum	Judge	Podor
	Boubacar Bayo	Niaguis	Farmer	Ziguinchor
	Khady Sagna	Niaguis	Housewife	Ziguinchor
	Robert Evarist Byaye	Niaguis	Farmer	Ziguinchor

	Name	Profession	Village	Location
FGD Women	Mamadu Cuiate	Housewife	Copa-Sulé	Gabu
	Fanta camará	Housewife	Copa-Sulé	Gabu
	Djara Cissé	Housewife	Copa-Sulé	Gabu
	Boque Fati	Housewife	Copa-Sulé	Gabu
	Suncar Cissé	Housewife	Copa-Sulé	Gabu
	Bintu Sanha	Housewife	Copa-Sulé	Gabu
	Djabu Cissé	Housewife	Copa-Sulé	Gabu
	Tuncar Sauane	Housewife	Copa-Sulé	Gabu
	Maudou Sauane	Housewife	Copa-Sulé	Gabu
	Muscota Sauane	Housewife	Copa-Sulé	Gabu
	Mariama Cissé	Housewife	Copa-Sulé	Gabu
	Aissatu Baldé	Housewife	Fajonquito	Bafata
	Fatu Gagigo	Housewife	Fajonquito	Bafata
	Djenabu Djamanca	Housewife	Fajonquito	Bafata
	Muna Djata	Housewife	Fajonquito	Bafata
	Mariama Baldé	Housewife	Fajonquito	Bafata
	Madja Baldé	Housewife	Fajonquito	Bafata
	Quindé Balde	Housewife	Fajonquito	Bafata
	Djidaje Ture	Housewife	Fajonquito	Bafata
	Aminata Sane	Housewife	Fajonquito	Bafata
	Binta Embaló	Housewife	Fajonquito	Bafata
	Aissatu Baldé	Housewife	Fajonquito	Bafata
	Mussuba Baldé	Housewife	Fajonquito	Bafata
	Mama Sissé	Housewife	Fajonquito	Bafata
	Aissatu Djodi	Housewife	Fajonquito	Bafata
	Salimatu Seide	Housewife	Fajonquito	Bafata
	Muna Sane	Housewife	Fajonquito	Bafata
	Umu Cassama	Housewife	Fajonquito	Bafata
	Salimatu Baldé	Housewife	Fajonquito	Bafata
	Tenen Sane	Housewife	Fajonquito	Bafata
	Adama Baldé	Housewife	Fajonquito	Bafata
	Maimuna Candé	Housewife	Fajonquito	Bafata
	Tenen Djau	Housewife	Fajonquito	Bafata
	Cadidjatu Baldé	Housewife	Fajonquito	Bafata
	Califa Djau	Housewife	Fajonquito	Bafata
	Cadidjatu Baldé	Housewife	Fajonquito	Bafata
	Bambe Djau	Housewife	Fajonquito	Bafata
	Aminata Nhamad- jo	Housewife	Fajonquito	Bafata
	Bandje Seide	Housewife	Fajonquito	Bafata
	Salimatu Baldé	Housewife	Fajonquito	Bafata
	Habi Seide	Housewife	Sori-Lumbato	Gabu
	Buia Balde	Housewife	Sori-Lumbato	Gabu

FGD Women	Mariama Balde	Housewife	Sori-Lumbato	Gabu
	Aissatu Balde II	Housewife	Sori-Lumbato	Gabu
	Mari Candé	Housewife	Sori-Lumbato	Gabu
	Djenabu Seide	Housewife	Sori-Lumbato	Gabu
	Fatumata B.	Housewife	Sori-Lumbato	Gabu
	Aminata Seide	Housewife	Sori-Lumbato	Gabu
	Sale Embalo	Housewife	Sori-Lumbato	Gabu
	Ramatulai Balde	Housewife	Sori-Lumbato	Gabu
	Habi Baldé	Housewife	Sori-Lumbato	Gabu
	Satan Sané	Housewife	Sori-Lumbato	Gabu
	Sumai Djau	Housewife	Sori-Lumbato	Gabu
	Maimuna Candé	Housewife	Sori-Lumbato	Gabu
	Djenabu Djau	Housewife	Sori-Lumbato	Gabu
	Adama Candé	Housewife	Sori-Lumbato	Gabu
	Djenabu Baldé	Tradition craft	Sori-Lumbato	Gabu
	Ale Djamanca	Housewife	Sori-Lumbato	Gabu
	Aissatu Balde I	Housewife	Sori-Lumbato	Gabu
	Binto Balde	Housewife	Sori-Lumbato	Gabu
	Aissatu Dabó	Housewife	Sumbundo	Bafata
	Sana Coté	Housewife	Sumbundo	Bafata
	Quitinio Turé	Housewife	Sumbundo	Bafata
	Corfa Indjai	Housewife	Sumbundo	Bafata
	Djari Cassama	Housewife	Sumbundo	Bafata
	Quirara Dabó	Housewife	Sumbundo	Bafata
	Adji cassama	Housewife	Sumbundo	Bafata
	Quinara Conta	Housewife	Sumbundo	Bafata
	Sadjo Cassama	Housewife	Sumbundo	Bafata
	Mamadu Indjai	Housewife	Sumbundo	Bafata
	Sene Indjai	Housewife	Sumbundo	Bafata
	Turé Marena	Housewife	Sumbundo	Bafata
	Fatu Cassama	Housewife	Sumbundo	Bafata
	Sene Marena	Housewife	Sumbundo	Bafata
	Bana Turé	Housewife	Sumbundo	Bafata
	Manu Cassama	Housewife	Sumbundo	Bafata
	Mamadu Bandjai	Housewife	Sumbundo	Bafata
	N'binqui Dafé	Housewife	Sumbundo	Bafata
	Mariama Djabula	Housewife	Sumbundo	Bafata
	N'bó Dafé	Housewife	Sumbundo	Bafata
	Mansata Bodjam	Housewife	Sumbundo	Bafata
	Seydy Mariama	Housewife	Medina poussang	Kolda
	Thiathio Drame	Housewife	Medina poussang	Kolda
	Dahaba Diemabou	Housewife	Medina poussang	Kolda
	Fatou Sane	Housewife	Medina poussang	Kolda
	Faty Tounkang	Housewife	Medina poussang	Kolda
	Faty Mouscouta	Housewife	Medina poussang	Kolda

FGD Women	Irname Aissatou	Housewife	Medina poussang	Kolda
	Diaby Nano	Housewife	Medina poussang	Kolda
	Faty Kady	Housewife	Medina poussang	Kolda
	Diambang Fatou	Housewife	Medina poussang	Kolda
	Marena Awa	Housewife	Medina poussang	Kolda
	Diatoung Fatou-mata	Housewife	Medina poussang	Kolda
	Binta Sow	Housewife	Ndioum	Podor
	Coumba Dia	Housewife	Ndioum	Podor
	Ami Colé Thiam	Housewife	Ndioum	Podor
	Jeynabou Diadji	Small Shop owner	Ndioum	Podor
	Néné Ly	Housewife	Ndioum	Podor
	Fatima Sarr	Housewife	Ndioum	Podor
	Dioudé Diop	Small Shop owner	Ndioum	Podor
	Bigue Mangane	Housewife	Ndioum	Podor
	Gaysira Diallo	Small Shop owner	Ndioum	Podor
	Billo Watt	Small Shop owner	Ndioum	Podor
	Donde Diakhate	Small Shop owner	Ndioum	Podor
	Mariame Sall	Small Shop owner	Ndioum	Podor
	Coumba Guisse	Housewife	Ndioum	Podor
	Faty Fofana	Housewife	Ndioum	Podor
	Hamdjatou Thiam	Small Shop owner	Ndioum	Podor
	Hawa Yock	Housewife	Ndioum	Podor
	Rougui Ba	Small Shop owner	Ndioum	Podor
	Rougui Ndiaye	Housewife	Ndioum	Podor
	Aissata Ndiaye	Housewife	Ndioum	Podor
	Nianga Ba	Small Shop owner	Ndioum	Podor
	Binta Fofana	Small Shop owner	Ndioum	Podor
	Diami Thioun	Dressmaker	Ndioum	Podor
	Halimatou Ndiaye	Small Shop owner	Ndioum	Podor
	Aissat Ndiaye	Housewife	Ndioum	Podor
	Dieynaba Thioun	Based Community Educator / Volunteer	Ndioum	Podor
	Halif Ali Ndim	Small Shop owner	Ndioum	Podor
	Boly Ndim	Small Shop owner	Ndioum	Podor
	Fatou Sow	Nurse Assistant	Ndioum	Podor
	Fatoumata Sambou	Housewife	Niaguis	Ziguinchor
	Fatoumata Diatta	Housewife	Niaguis	Ziguinchor
	Dissatou Mané	Housewife	Niaguis	Ziguinchor
	Saly Camara	Housewife	Niaguis	Ziguinchor
	Fatou Sané	Housewife	Niaguis	Ziguinchor
	Khady Sané	Housewife	Niaguis	Ziguinchor
	Khady Sambou	Housewife	Niaguis	Ziguinchor
	Mariama Sané	Housewife	Niaguis	Ziguinchor
	Philomène Sagna	Agro-industry	Niaguis	Ziguinchor

FGD Women	Kady Dioa	Housewife	Salikégné	Kolda
	Ansarou Diao	Housewife	Salikégné	Kolda
	Mimouna Kandé	Housewife	Salikégné	Kolda
	Assamou Baldé	Housewife	Salikégné	Kolda
	Néné Baldé	Housewife	Salikégné	Kolda
	Binta Seydi	Housewife	Salikégné	Kolda
	Yéro Baldé	Housewife	Salikégné	Kolda
	Gnama Baldé	Housewife	Salikégné	Kolda
	Ansata Diamako	Housewife	Salikégné	Kolda
	Penda Baldé	Housewife	Salikégné	Kolda
	Maya Dioa	Housewife	Salikégné	Kolda
	Anthia Baldé	Housewife	Salikégné	Kolda
	Sanou Seydi	Housewife	Salikégné	Kolda
	Kadidiatou Seydi	Housewife	Salikégné	Kolda
	Mariama Baldé	Housewife	Salikégné	Kolda
	Djina Diao	Housewife	Salikégné	Kolda
	Fatoumata Seydi	Housewife	Salikégné	Kolda
	Doudou Seydi	Housewife	Salikégné	Kolda
	Dado Baldé	Housewife	Salikégné	Kolda
	Djide Mballo	Housewife	Salikégné	Kolda
	Diadia Mballo	Housewife	Salikégné	Kolda
	Anthia Baldé	Housewife	Salikégné	Kolda
	Houssaye Seydi	Housewife	Salikégné	Kolda
	Dienabou Baldé	Housewife	Salikégné	Kolda
	Salimatou Seydi	Housewife	Salikégné	Kolda
	Sadio Seydi	Housewife	Salikégné	Kolda
	Toulaye Baldé	Housewife	Salikégné	Kolda
	Oumayel Diao	Housewife	Salikégné	Kolda
	Emina Diao	Housewife	Salikégné	Kolda
	Houssaye Seydi	Housewife	Salikégné	Kolda
	Pennda Baldé	Housewife	Salikégné	Kolda
	Diénabou Baldé	Housewife	Salikégné	Kolda
	Bamdié Baldé	Housewife	Salikégné	Kolda
	Fatou Baldé	Housewife	Salikégné	Kolda
	Astou Seydi	Housewife	Salikégné	Kolda
	Ayousse Kandé	Housewife	Salikégné	Kolda
	Mary Diallo	Housewife	Salikégné	Kolda
	Lolla Baldé	Housewife	Salikégné	Kolda
	Fatou Diao	Housewife	Salikégné	Kolda
	Souba Baldé	Housewife	Salikégné	Kolda
	Adama Seydi	Housewife	Salikégné	Kolda
	Yoba Baldé	Housewife	Salikégné	Kolda
	Sadio Diao	Housewife	Saré Kediang Bakary	Kolda
	Diénaton Kandé	Housewife	Saré Kediang Bakary	Kolda
	Nansata Baldé	Housewife	Saré Kediang Bakary	Kolda

FGD Women	Ansata Kandé	Housewife	Saré Kediang Bakary	Kolda
	Sisatou Baldé	Housewife	Saré Kediang Bakary	Kolda
	Diariatou Baldé	Housewife	Saré Kediang Bakary	Kolda
	Maïmuna Baldé	Housewife	Saré Kediang Bakary	Kolda
	Bouby Baldé	Housewife	Saré Kediang Bakary	Kolda
	Ramatoulaye Baldé	Housewife	Saré Kediang Bakary	Kolda
	Mblao Metta	Housewife	Saré Sory	Kolda
	Sané Kaolia	Housewife	Saré Sory	Kolda
	Balobé Diouloubé	Housewife	Saré Sory	Kolda
	Diallo Hassantou	Housewife	Saré Sory	Kolda
	Balobé Alé	Housewife	Saré Sory	Kolda
	Hbalo Bonita	Housewife	Saré Sory	Kolda
	Balobé Diabou	Housewife	Saré Sory	Kolda
	Mbalo Abba	Housewife	Saré Sory	Kolda
	Balobé Mawolo	Housewife	Saré Sory	Kolda
	Balobé Fatoumata	Housewife	Saré Sory	Kolda
	Houleye Sy	Student	Sinthiou Boumack	Matam
	Maimouna Koundio	Housewife	Sinthiou Boumack	Matam
	Marry Koundio	Small Shop owner	Sinthiou Boumack	Matam
	Hawa Sy	Housewife	Sinthiou Boumack	Matam
	Racky Kane	Housewife	Sinthiou Boumack	Matam
	Maïram Sy	Housewife	Sinthiou Boumack	Matam
	Faty Sy	Small Shop owner	Sinthiou Boumack	Matam
	Coumba Dia	Housewife	Sinthiou Boumack	Matam
	Maïram Diallo	Housewife	Sinthiou Boumack	Matam
	Ramata Sy	Housewife	Sinthiou Boumack	Matam
	Rougui Koundio	Housewife	Sinthiou Boumack	Matam
	Binta Sall	Housewife	Sinthiou Boumack	Matam
	Aminata Koundio	Housewife	Sinthiou Boumack	Matam
	Fatima Aw	Housewife	Sinthiou Boumack	Matam
	Diamy Sy	Housewife	Sinthiou Boumack	Matam
	Faty Diallo	Housewife	Sinthiou Boumack	Matam
	Faty Dia	Dressmaker	Sinthiou Boumack	Matam
	Dieynaba Sy	Housewife	Sinthiou Boumack	Matam
	Ouleymata Mbaye	Housewife	Sinthiou Boumack	Matam
	Maïram Aw	Housewife	Sinthiou Boumack	Matam
	Aissata Hanne	Small Shop owner	Thioubalel Lao	Podor
	Fatim Hanne	Student	Thioubalel Lao	Podor
	Aminata Diop	Housewife	Thioubalel Lao	Podor
	Aissata Diol	Housewife	Thioubalel Lao	Podor
	Marieme Diallo	Housewife	Thioubalel Lao	Podor
	Kadia Sall	Small Shop owner	Thioubalel Lao	Podor
	Salamata Sall	Housewife	Thioubalel Lao	Podor

ANNEX 6 LIST OF PERSONS MET

Fatima Ly	Farmer	Thioubalel Lao	Podor
Kadia Diallo	Small Shop owner	Thioubalel Lao	Podor
Houleye Bousso	Farmer	Thioubalel Lao	Podor
Aminata Sall	Small Shop owner	Thioubalel Lao	Podor
Yacine Hane	Housewife	Thioubalel Lao	Podor
Dieynaba Hanne	Small Shop owner	Thioubalel Lao	Podor
Ramata Hanne	Dressmaker	Thioubalel Lao	Podor
Maimouna Sall	Small Shop owner	Thioubalel Lao	Podor
Kardiatou Sall	Small Shop owner	Thioubalel Lao	Podor
Aissata Hanne	Farmer	Thioubalel Lao	Podor
Marieme Sall	Small Shop owner	Thioubalel Lao	Podor
Hawa Sall	Housewife	Thioubalel Lao	Podor

	Name	Profession	Village	Location
FGD Men	Aliu Candé	Farmer	Fajonquito	Bafata
	Bacar Sissé*	Farmer	Fajonquito	Bafata
	Baba Djau	Farmer	Fajonquito	Bafata
	Aliu Baldé	Farmer	Fajonquito	Bafata
	Tenen Djamanca	Farmer	Fajonquito	Bafata
	Manjam Sissé	Farmer	Fajonquito	Bafata
	Adulai Sane	Farmer	Fajonquito	Bafata
	Mamadu Baldé*	Farmer	Fajonquito	Bafata
	Queita Djau	Farmer	Fajonquito	Bafata
	Bacar Seide	Farmer	Fajonquito	Bafata
	Otcha Baldé	Farmer	Fajonquito	Bafata
	Sunca Cassama*	Village chief	Sumbundo	Bafata
	Malam Coté	Farmer	Sumbundo	Bafata
	Mamadi Cassama	Farmer	Sumbundo	Bafata
	Bambe Ture	Farmer	Sumbundo	Bafata
	Abu Cassama	Farmer	Sumbundo	Bafata
	Moro Cassama	Farmer	Sumbundo	Bafata
	Quemanse Cassama	Farmer	Sumbundo	Bafata
	Fodé Coté	Farmer	Sumbundo	Bafata
	Quemo Ture	Farmer	Sumbundo	Bafata
	Amadu Coté*	Imam	Sumbundo	Bafata
	Anssu Sauane	Farmer	Copa Sulé	Gabu
	Mustafa Djata*	Imam	Copa Sulé	Gabu
	Braima Sauane	Car technician	Copa Sulé	Gabu
	Sene Sauane	Imam	Copa Sulé	Gabu
	Caniman Sauane	Technician	Copa Sulé	Gabu
	Abudo Dibane	Farmer	Copa Sulé	Gabu
	Ansumane D. Sauane	Professor	Copa Sulé	Gabu
	Mamadu Sauane	Farmer	Copa Sulé	Gabu
	Iussufi Djata	Imam	Copa Sulé	Gabu
	Malam Sauane*	Village chief	Copa Sulé	Gabu

ANNEX 6 LIST OF PERSONS MET

Umara Cande	Farmer	Sori-Lumbato	Gabu
Umara Seide	Farmer	Sori-Lumbato	Gabu
Bacar Seide	Farmer	Sori-Lumbato	Gabu
Boi Seide*	Village chief	Sori-Lumbato	Gabu
Mamadu Seide	Farmer	Sori-Lumbato	Gabu
Suleimane Djau	Farmer	Sori-Lumbato	Gabu
Caramo Darame'	Farmer	Sori-Lumbato	Gabu

*Also present in meeting with village leaders

	Name	Profession	Village	Location
FGD Youth	Mutaro Baldé	N/A	Fajonquito	Bafata
	Rubi Baldé	N/A	Fajonquito	Bafata
	Hamande Seide	N/A	Fajonquito	Bafata
	Samba A. Seide	N/A	Fajonquito	Bafata
	Amadu Embalo	N/A	Fajonquito	Bafata
	Umo Baldé	N/A	Fajonquito	Bafata
	Mariama Sané	N/A	Fajonquito	Bafata
	Amadu Baldé	N/A	Fajonquito	Bafata
	Tidjane Seide	N/A	Fajonquito	Bafata
	Aliu Cande	Professor	Fajonquito	Bafata
	Cani Mareva	Housewife	Sumbundo	Bafata
	Cadidjatu Cassama	Housewife	Sumbundo	Bafata
	Bruna Mareva	Housewife	Sumbundo	Bafata
	Binquindim Cassama	Housewife	Sumbundo	Bafata
	Aissatu Cassama	Housewife	Sumbundo	Bafata
	Sene Cassama	Housewife	Sumbundo	Bafata
	Sucuna Coté	Housewife	Sumbundo	Bafata
	Mamandim Cassama	Housewife	Sumbundo	Bafata
	N'djobi Cassama	Housewife	Sumbundo	Bafata
	naqueber Cassama	Housewife	Sumbundo	Bafata
	Sadjo Cassama	Housewife	Sumbundo	Bafata
	Sirá Cassama	Housewife	Sumbundo	Bafata
	N'djabi cassama	Housewife	Sumbundo	Bafata
	Mariama Dabó	Housewife	Sumbundo	Bafata
	Conta cassama	Housewife	Sumbundo	Bafata
	Fantiana Cassama	Housewife	Sumbundo	Bafata
	Codé Coté	Housewife	Sumbundo	Bafata
	Ibraima Coté	Mason	Sumbundo	Bafata
	Iamussa Silla	Student	Sumbundo	Bafata
	Quelunam cassama	Trader	Sumbundo	Bafata
	Bá Dabo Dabo	Farmer	Sumbundo	Bafata
	Fatumata Sauane	Student	Copa-Sulé	Gabu
	Mamadu Sauane	Student	Copa-Sulé	Gabu
	Aua Djata	Student	Copa-Sulé	Gabu
	Aua Djata atu Sauane	Student	Copa-Sulé	Gabu

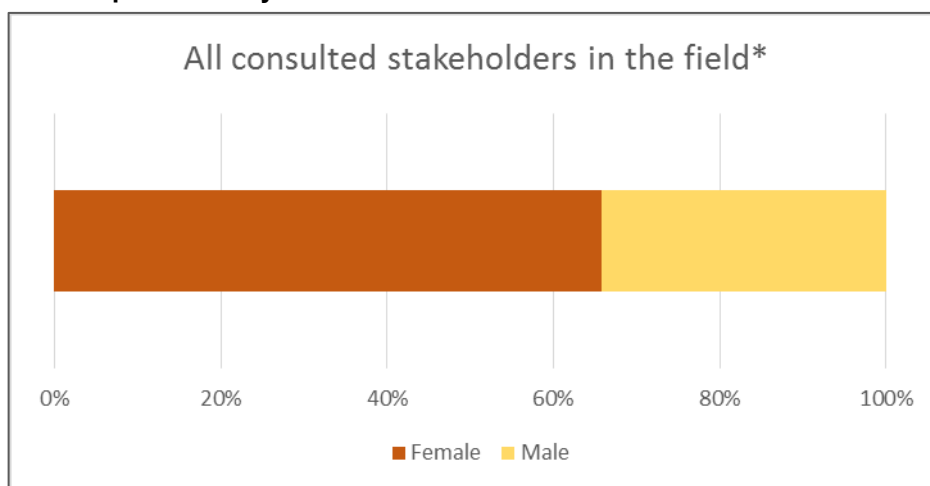
FGD Youth	Arruna Sauane	Student	Copa-Sulé	Gabu
	Adama Djata	Student	Copa-Sulé	Gabu
	Ioio Sauane	Student	Copa-Sulé	Gabu
	Mamadu Sauane	Student	Copa-Sulé	Gabu
	Aua Cissé	Student	Copa-Sulé	Gabu
	Aua Embalo	Student	Sori-Lumbato	Gabu
	Mariama Seide	Student	Sori-Lumbato	Gabu
	Fanta Cande	Student	Sori-Lumbato	Gabu
	Djenabu Seide	Student	Sori-Lumbato	Gabu
	Taco Seide	Student	Sori-Lumbato	Gabu
	Mara Baldé	Student	Sori-Lumbato	Gabu
	Salimatu Seide	Student	Sori-Lumbato	Gabu
	Braima Embalo	Farmer	Sori-Lumbato	Gabu
	Hamadu Baldé	Farmer	Sori-Lumbato	Gabu
	Muntaga Embalo	Farmer	Sori-Lumbato	Gabu
	Mamadou Diaw-boimg	Farmer	Medina poussang	Kolda
	Mafahi Dahaba	Housewife	Medina poussang	Kolda
	Sorincary Danfa	Midwife	Medina poussang	Kolda
	Satong Camara	Housewife	Medina poussang	Kolda
	Fenda Diafourno	Housewife	Medina poussang	Kolda
	Bory Diatono	Housewife	Medina poussang	Kolda
	Awa Dramé	Housewife	Medina poussang	Kolda
	Maoudo Baldé	Housewife	Saré Kediang Bakary	Kolda
	Siya Baldé	Housewife	Saré Kediang Bakary	Kolda
	Oumou Seydi	Housewife	Saré Kediang Bakary	Kolda
	Fanda Baldé	Housewife	Saré Kediang Bakary	Kolda
	Bouya Baldé	Housewife	Saré Kediang Bakary	Kolda
	Adama Kandé	Housewife	Saré Kediang Bakary	Kolda
	Dunsoun Baldé	Housewife	Saré Kediang Bakary	Kolda
	Salimatou Baldé	Housewife	Saré Kediang Bakary	Kolda
	Aminata Diao	Housewife	Saré Kediang Bakary	Kolda
	Diénabou Baldé	Housewife	Saré Kediang Bakary	Kolda
	Mariama Baldé	Housewife	Saré Kediang Bakary	Kolda
	Balobé Karohiatou	Housewife	Saré Sory	Kolda
	Ouamour Mballo	Trader	Saré Sory	Kolda
	Gallé Diallo	Farmer	Saré Sory	Kolda
	Balobé Diahdie	Housewife	Saré Sory	Kolda
	Balobé Karohiatou	Housewife	Saré Sory	Kolda
	Balobé Wass	Housewife	Saré Sory	Kolda
	Mbalo Assanta	Housewife	Saré Sory	Kolda
	Balobé Dieynabou	Housewife	Saré Sory	Kolda
	Balibé Dabi	Housewife	Saré Sory	Kolda
	Mbalo Idiatou	Housewife	Saré Sory	Kolda
	Ousaman Baldé	Mason	Saré Sory	Kolda

ANNEX 6 LIST OF PERSONS MET

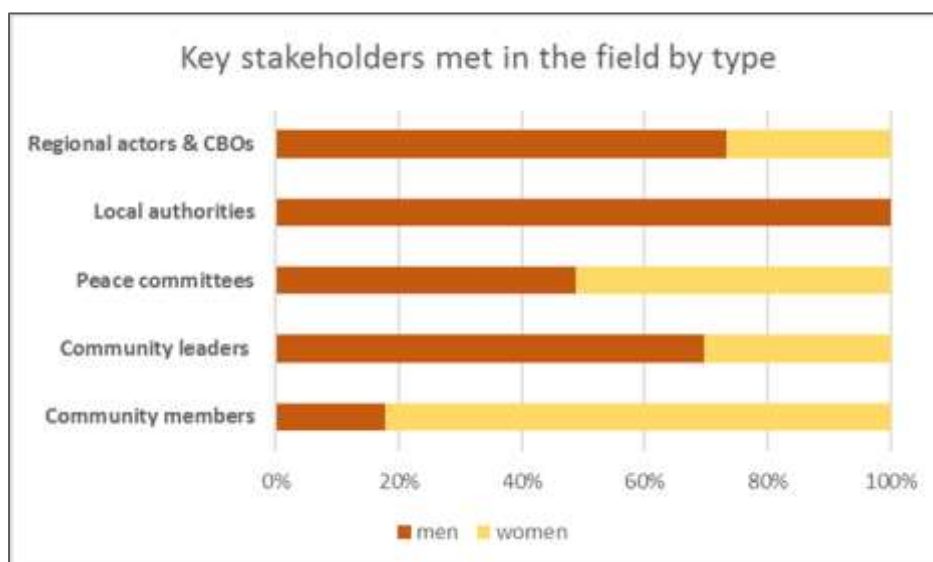
Mamasamba Baldé	Farmer	Saré Sory	Kolda
Yéro Baldé	Farmer	Saré Sory	Kolda
Thierno Baldé	Farmer	Saré Sory	Kolda
Boubacar Isamila Sagna	Consultant	Niaguis	Ziguinchor
Amadou Diatta	Farmer	Niaguis	Ziguinchor
Alassane Diatta	Farmer	Niaguis	Ziguinchor
Djibril Sagna	Farmer	Niaguis	Ziguinchor
Balobé Tounka	Housewife	Nianao	Ziguinchor
Fiallo Housaye	Housewife	Nianao	Ziguinchor

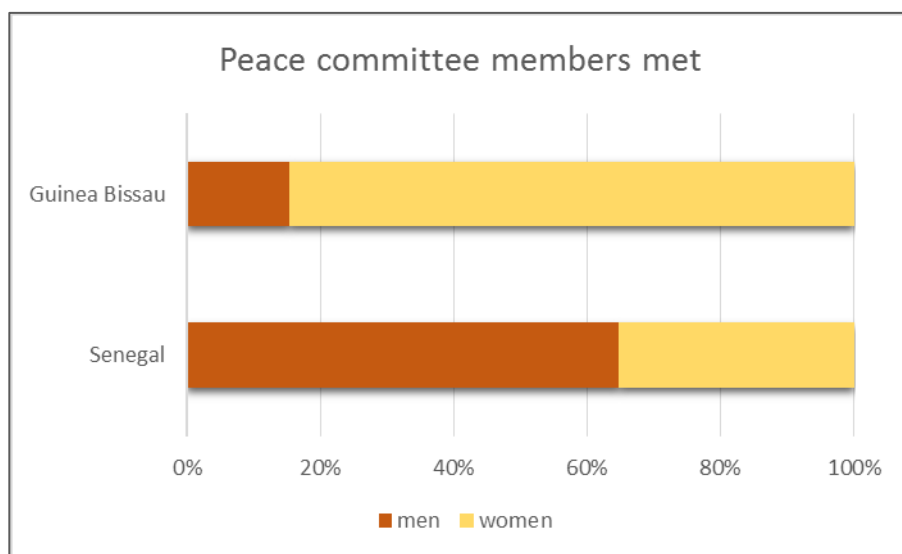
Annex 7: Key profile data of consulted stakeholders

Gender profile of key stakeholders

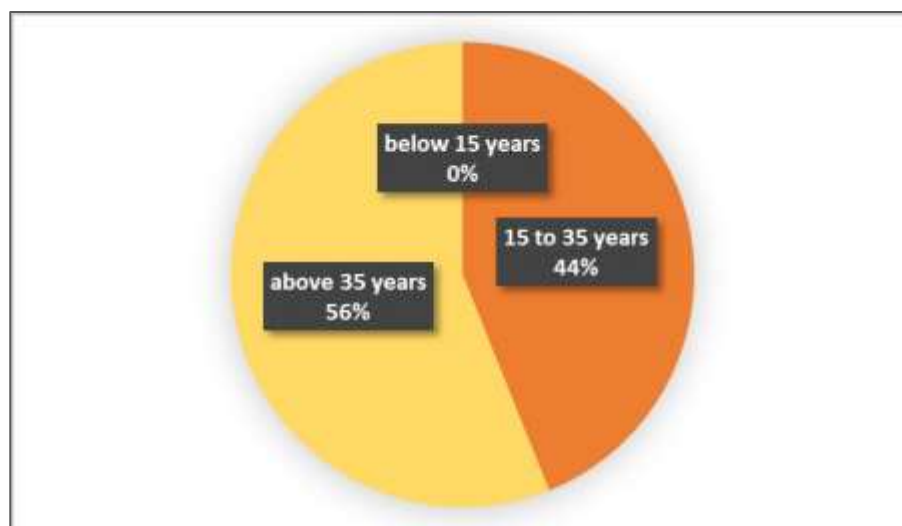


*not including Tostan and Sida

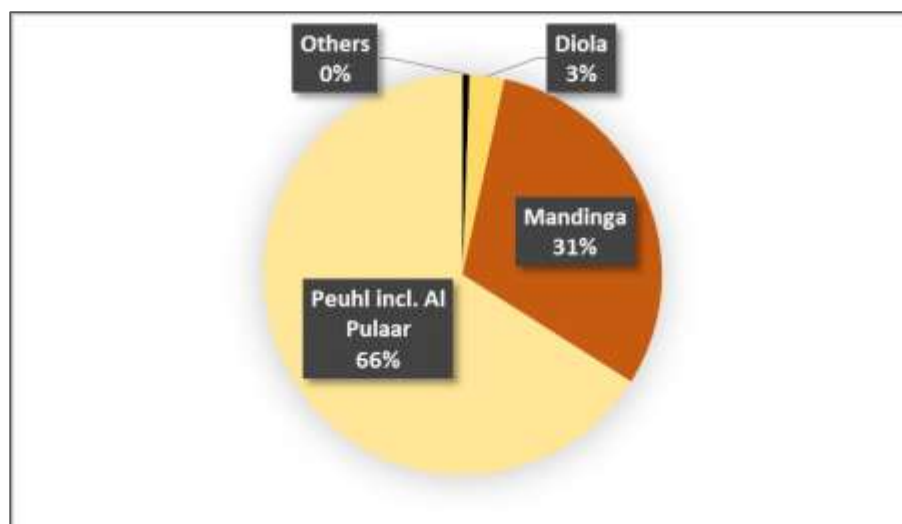




Age profile of FGDs



Ethnicity profile of FGDs



Annex 8: Summary of the programme

The ‘*Peace and security from the bottom up*’ programme was implemented in two phases. Neither of the phases have a theory of change that articulates the coherence of the programme. In the inception report, the evaluation team attempted to construct a theory of change based on the three thematic areas that cut across both phases as described under the chapter on methodology. Based on the logical framework approach (LFA) matrix, key elements of the results framework are presented below for both phases:

Key elements of Phase 1:

- ***Outreach to regional organisations*** (e.g. ECOWAS, West Africa Network for Peacebuilding WANEP). The programme envisaged reaching out to regional actors to increase their awareness on Tostan’s model via training, participation in conferences/meetings and developing communications materials. By doing so, the programme expected that CMCs will become involved in regional peace and security initiatives and/or networks. Accordingly, local communities would become engaged in regional peace building initiatives (Objective 1).
- ***Involvement of social networks and diaspora.*** It was envisaged that peace and security within and between these networks will be promoted (Objective 2) by doing the following:
 - *Generation of knowledge on grassroots social networks.* By engaging in in-depth research and a mapping exercise revealing social networks and their dynamics, the programme hoped to gain deeper understanding of how these networks operate as input for the development of a peace and security module that responds to the local context.
 - *Expansion of Tostan’s CEP.* To build on CEP and capacitate communities on techniques for promoting peace and security, the programme developed a peace and security training module and tested it in targeted communities before implementation.
 - *Engagement of diaspora.* Tostan France was the mechanism for outreach activities in Europe and identification of diaspora leaders from the Senegal River Valley region bordering Mauritania and the Casamance region bordering Guinea Bissau. The intention was to identify, mobilise and engage the diaspora via workshops on peace and security and information about initiatives taking place in their villages of origin to promote their involvement.

- **Organizational capacity building.** To strengthen Tostan as an organization (Objective 3), the programme supported the Tostan's volunteer programme and provided core funding to for instance the purchase of various systems (e.g. accounting), the recruitment of staff and training of staff .

Programme activities 1 focused on i) visibility and interaction with regional actors and ii) social networks, diaspora and the development of the peace and security module as reflected in the allocation of the approved budget. The latter shows that Objectives 1 and 2 account for roughly the same percentage (around 37%) of the total budget. These budget lines include personnel, administrative costs and investments.

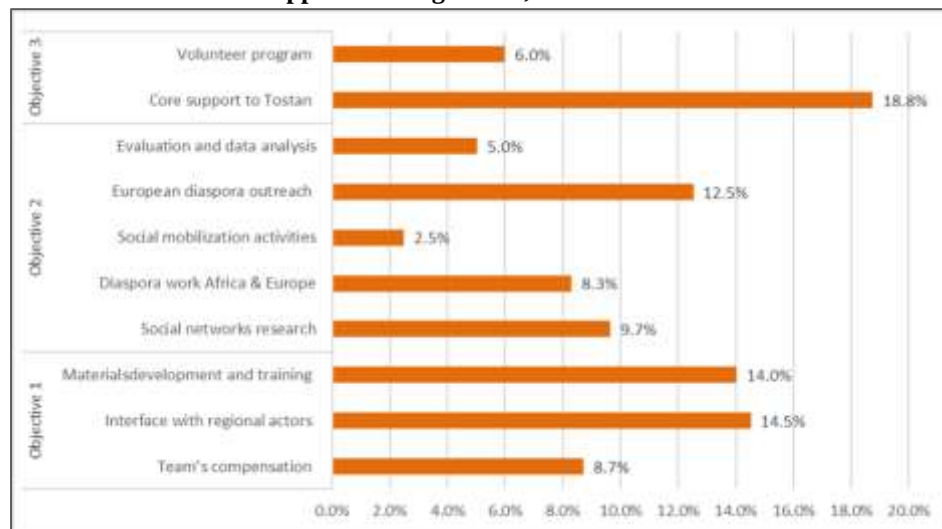
Overall distribution of approved budget chapters, Phase 1



Source: Tostan approved budget, 2010-2013

The approved budget also shows that i) outreach to regional actors and ii) communication and training of CMCs are individually two of the largest budget lines (around 14% of total). Combined under Objective 1, they account for the largest activities of the programme (28.5%). Diaspora work represents the second largest activity, accounting for a total of 21% of the total budget. This includes 12.5% for European diaspora outreach and 8.3% for diaspora work in Africa and Europe.

Overall distribution of approved budget lines, Phase 1



Source: Tostan approved budget, 2010-2014

Key elements of Phase 2:

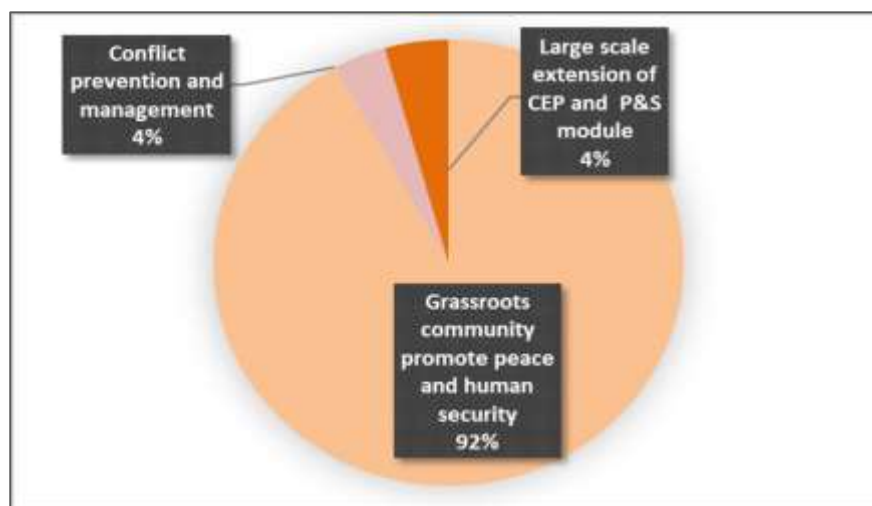
- **Engagement of communities in targeted countries.** By establishing CMCs, training Tostan field staff, community and CMC participants on elements of the CEP basic module (Kobi) and the peace and security module, the programme intended for participants to get engaged in citizen action. Relying on organized diffusion through the dissemination of knowledge to adopted communities, the organization of meetings (inter-village, zonal and regional), awareness raising activities and seminars for religious leaders, the programme hoped to engage communities in the promotion of peace and human security (Objective 1).
- **Prevention and management of conflict in targeted countries.** The programme established and trained peace committees (PCs) as the local structures delegated to deal with conflict prevention and management (CPM). It also organized cross border meetings and intended to establish and get legal recognition for a network of peace committees at country and sub-regional levels. Tostan supervisors were trained as para-legals to support PCs. By doing so, the programme hoped that PCs will manage conflicts via mediation at the family, community and intercommunity levels and actively prevent conflict (Objective 2).
- **Prevention and management of conflicts in other countries.** Tostan intends to position itself as a regional training service provider on community-led peace and security approaches. This is meant to inspire other African countries to implement

the peace and security module. To achieve this, Tostan revised the module and intends to market the course and provide certificates³⁸ (Objective 3).

- **Preparation for a large scale expansion.** The organisational strengthening of Tostan's capacity was partly pursued in view of preparing for an expansion to 600 communities in West Africa. Part of the expansion plan includes outreach to key actors including governments and regional actors (e.g., AU, ECOWAS) for sharing the Tostan model (Objective 4).

Programme activities in Phase 2 focus primarily on the engagement of communities in the promotion of peace and human security. Due to difficulties in linking community based initiatives to regional actors envisaged in Phase 1, this linkage was not integrated into this phase. The approved budget indicates that Objective 1 consumes 92% of total. It should be noted that this includes the peace and security team salaries. Conflict prevention and management (Objective 2) accounts for 3.6% of the budget.

Overall distribution of approved budget chapters, Phase 2

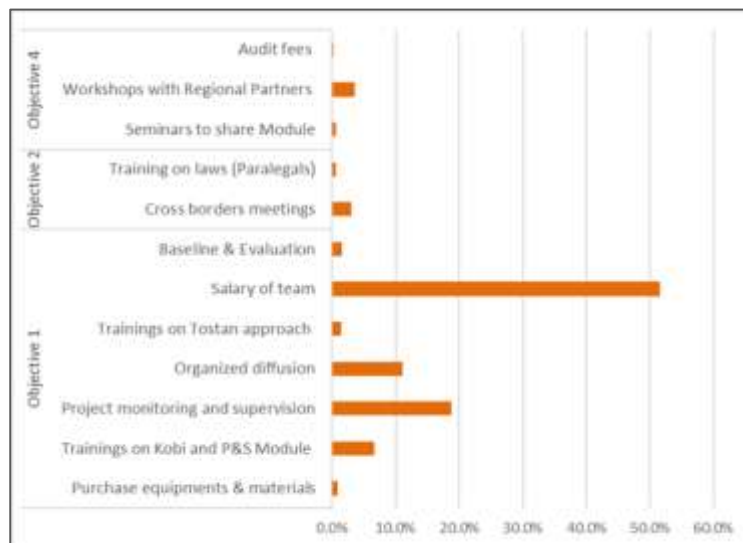


Source: Tostan approved budget: 2015-2016

The largest budget lines are associated with Objective 1 and cover salaries, monitoring and evaluation (M&E) and organised diffusion activities. Interface with regional actors stands at 3.5% of the total approved budget compared to 14% in Phase 1

³⁸This does not constitute a part of Sida funding to the programme.

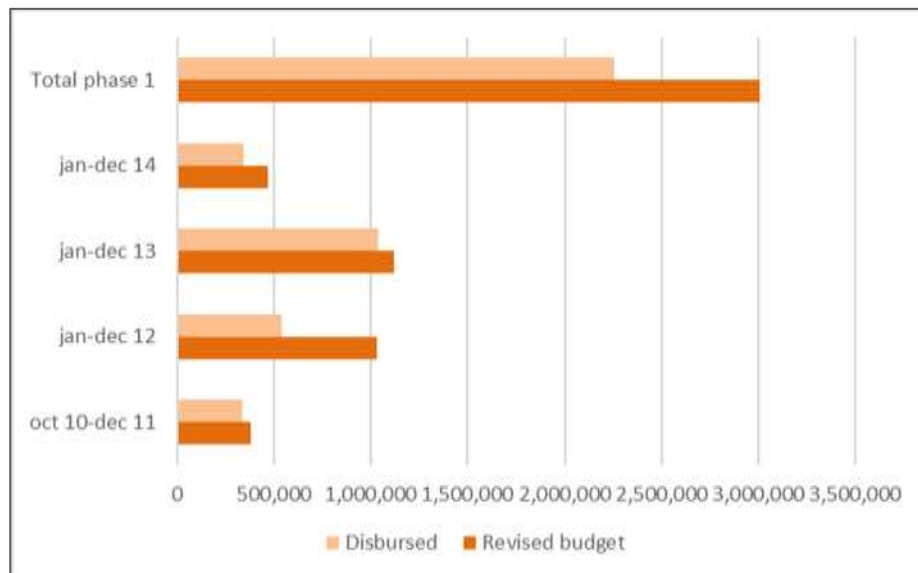
Overall distribution of approved budget lines, Phase 2



Source: Tostan approved budget, 2015-2016

The programme consumed 75% of its approved budget in the period 2010-2014. Financial data for disbursements in 2015 and 2016 were not available.

Approved budget versus expenditures, Phase 1

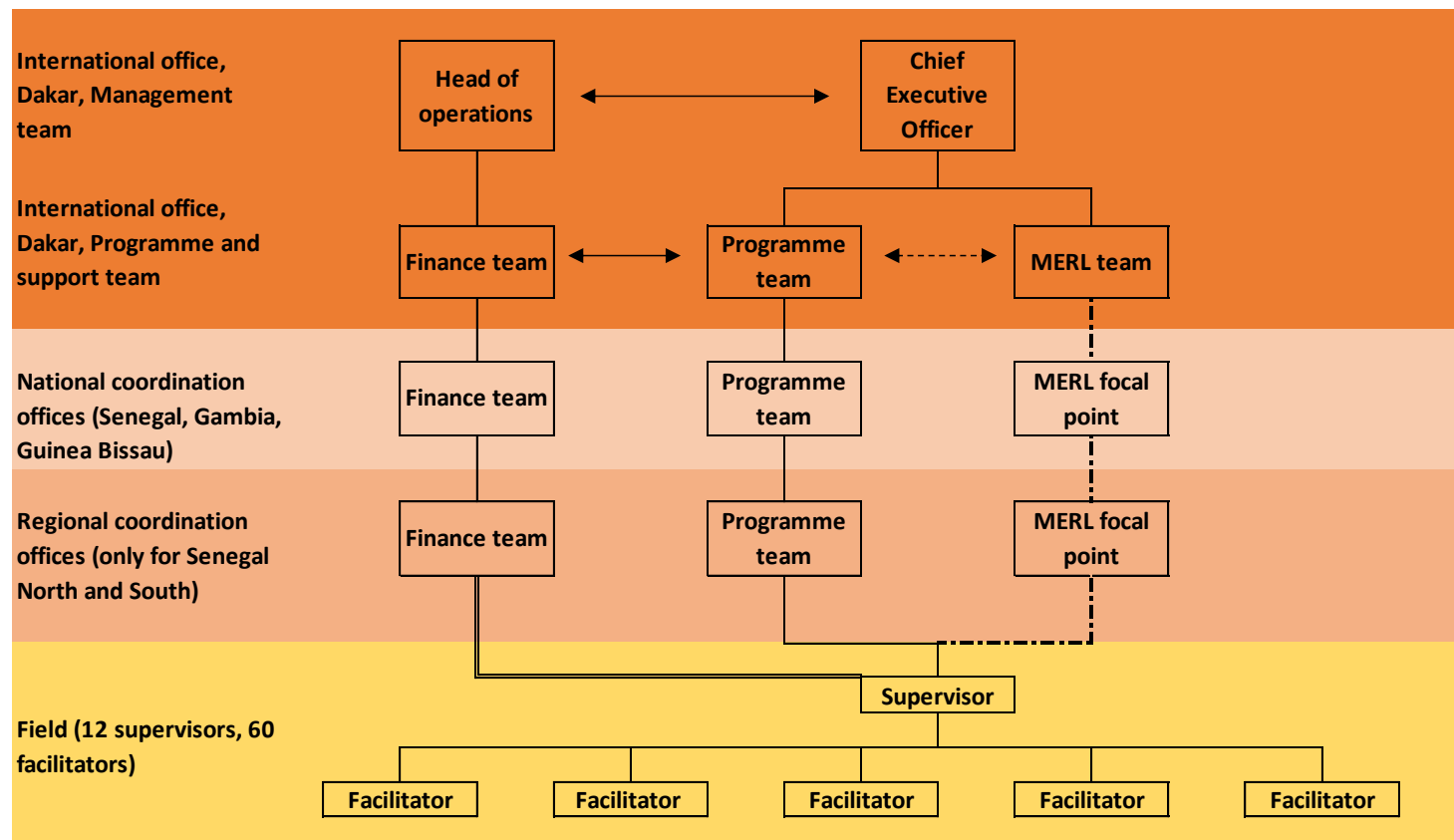


Source: Tostan financial data

Annex 9: Mapping of reported types of conflicts

Community members	1 Household conflicts including cohabitation Cross border (primarily mobility issues) 2 Youth related conflicts (e.g. football) 3 Marital conflicts including gender-based violence (GBV) Land related conflicts 4 Neighbor conflicts Intervillage conflicts 5 Farmer/herder trespassing conflicts
Peace committees	1 Household conflicts including cohabitation 2 Marital conflicts including gender based violence 3 Intervillage conflicts Land and natural resource related conflicts 4 Neighbor conflicts Cross border (primarily mobility issues) 5 Farmer/herder trespassing conflicts 6 Youth related conflicts 7 Cattle theft
Village leaders	1 Cross border 2 Marital conflicts including gender based violence Land and natural resource related conflicts 3 Intervillage conflicts 4 Household conflicts including cohabitation 5 Cattle theft 6 Farmer/herder trespassing conflicts Youth related conflicts 7 Neighbour conflicts
LGA	1 Cross border (primarily mobility issues linked to civil status) 2 Land and natural resource related conflicts 3 Cattle theft 4 Trafficking/illegal entries Marital conflicts 5 Household conflicts 6 Farmer/herder trespassing conflicts 7 Conflicts arising from return of displaced populations

Annex 10: Constructed programme organisational chart



- - - - - Reporting M&E data
 _____ Reporting on progress
 = = = = = Input to financial reporting



Evaluation of Sida's Support to Tostan (2010-2016)

Sida supported a community based programme aspiring to promote peace and security in rural communities of West Africa. The programme improved the technical knowledge and capacity of peace committees in conflict management and mediation techniques and the participation of women in local conflict resolution mechanisms. It created a space for dialogue and networking among peers across borders but did not systematically pursue working with topics of significance to the regional peace and security agenda. Concurrently, the programme contributed to an overall reduction in conflicts in local communities, although the types of conflicts resolved primarily addressed village level conflicts that do not strongly address issues relevant to the regional peace and security agenda. The programme would strongly benefit from a context and conflict analysis, a well-founded and articulated strategic vision and theory of change, stronger focus on the organisational and financial capacity development of peace committees and linkages to organisations working on similar and complementary issues.