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Sida Decentralised Evaluation

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Evaluation of ITP 296 (Fred och Säkerhet i Afrika (Peace and Security in Africa PASA))

Final Report

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November 2016**

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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.

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Abbreviations and Acronyms

ACCORD	African Centre for the Constructive Resolution of Disputes
APSA	African Peace and Security Architecture
AU	African Union
CVE	Countering Violent Extremism
DPCR	The Department of Peace and Conflict Research at Uppsala University
ECOWAS	Economic Community of West African States
IGAD	The Intergovernmental Authority on Development
ITP	International Training Programme
JFA	Joint Financing Agreement
KAIPTC	Kofi Annan International Peacekeeping Training Centre
MSC	Most Significant Change approach
PASA	Peace and Security in Africa
RBM	Results Based Management
REC	Regional Economic Community
ToR	Terms of Reference
WANEP	West Africa Network for Peacebuilding

Preface

This report presents the findings of the evaluation of the ITP 296 'Fred och Säkerhet i Afrika (Peace and Security in Africa, PASA)'. The evaluation was commissioned by Sida to Sipu and Tana Copenhagen and was implemented August till November 2016.

The team comprised Erik Bryld as team leader, Cecile Collin as peace and security specialist, Hannes Berts as ITP and peace and conflict specialists, and Kristina Møller as research assistant.

Executive Summary

This report presents the findings, conclusions and recommendations of the ITP 296 'Fred och Säkerhet i Afrika (Peace and Security in Africa, PASA)', covering the five programmes during the years 2011-2016. The purpose of the evaluation has been to identify results and lessons learned.

The ITP PASA programme was well aligned with the Swedish regional development cooperation strategy 2010-2015, with a strong focus on supporting and strengthening the capacity of regional actors working for peace and security and conflict prevention and management. Five programme phases have been implemented between 2011-2016.

A consortium comprising Uppsala University (DPCR), the Swedish firm Indevelop and the non-governmental organisation African Centre for the Constructive Resolution of Disputes (ACCORD) was contracted to implement the programme.

The ITP PASA is based on the premise that the conflict risks and dynamics in sub-Saharan Africa are often regional in nature, and that effective promotion of peace and security in sub-Saharan Africa therefore requires strong regional cooperation. The strengthening of actors working regionally with peace and security challenges in sub-Saharan Africa was therefore seen as fundamental for the stability of the region and the opportunities for poor people to improve their living conditions. The ITP engages with these regional actors through identifying and strengthening the capacity of 'change agents' within institutions and organisations to help them drive change processes from within. The expected outcome is to improve the capacity of the African Union (AU) and the Regional Economic Communities (RECs).

The approach and methodology applied by the evaluation team was designed to accommodate for the type of programme evaluated and the data availability. The ITP focuses on training the individual but with an emphasis on building stronger institutions. The approach applied focused on identifying results and track these through mixed methods of interviews and survey processes. Thus, the team used outcome harvesting and the Most Significant Change approach for this evaluation. The major overall evaluation tool designed for this evaluation was the evaluation matrix aligned with the OECD-DAC criteria. Against the evaluation questions indicators were developed to guide the team in identifying evidence for the matrix.

The evaluation aimed at providing as broad an outreach as possible with the resources made available. This includes an online survey with 50 responding participants; a separate survey to managers with 9 responses. Three institutions were designated for

field mission interviews: AU, IGAD (in Addis Ababa) and WANEP (in Accra). In addition, the team also visited KAIPTC (in Accra). All course participants and managers still in the institutions were invited to participate in the interviews. In addition, Skype interviews were held with course participants from other institutions to complement the field mission findings.

The ITP PASA course has been able to reach out to 126 participants from the AU and all major RECs falling within the interest sphere of Sida as defined in its policies. Assessed in isolation of all other development efforts to the targeted institutions the evaluation has found the PASA course to be relevant and effective to the participants of the course.

The content is aligned with the thematic foci of the participants, who are all working with peace and security. The participants are generally pleased with the course and can see the usefulness in their daily work. While the conflict related topics are not always applicable in practice, or not necessarily new to several of the senior staff among the participants, in particular the RBM and project management side of the course is described as being useful, with multiple examples from the daily work of the participants.

From an effectiveness perspective, it is also the RBM and project management part, which contributes to improved individual performance on a daily basis, ensuring that participants understand basic definitions and enabling them to engage in a more strategic approach to their daily work. There were, however, few examples of how the more thematic training on peace and security was applied in practice.

In terms of impact, the ITP PASA has been able to showcase a number of examples where the course has facilitated institutional changes, illustrating that with the right combination of support and ownership of the management to the change projects, these can result in improvements in the institutional structures underpinning the peace and security work of the targeted organisation.

The underlying theory of change of the programme is also based on the assumption that joining participants from several RECs and the AU will serve as a basis for enhanced networking and eventually improved institutional performance. The team can confirm that there has been increased interaction between many participants from the different courses, but this has in most cases been limited to facilitating the arrangement of meetings or simply promoting social interaction. The anticipated change from this interaction is thus not at a level that has substantial impact on institutional performance.

Seen in isolation, PASA has made some contributions to impact at institutional level, in an environment where changes take considerable time and resources. However, these changes are made in isolation from other ongoing capacity development efforts,

and there are thus significant strategic- and design-related opportunities, which have not been utilised. More specifically, this includes:

- 1) The selection process has not been sufficiently targeted to ensure that the participants are strategically selected in terms of their contribution to the AU or REC reform processes.
- 2) Change projects are in most cases not strategically consulted with management prior to course participation.
- 3) The link to existing institutional plans and budget is not always thought into the change project design, again reducing probability of implementation.

If we elevate this discussion further and relate the PASA course's overall contribution to Swedish policies, a major strategic opportunity is missed when the PASA course is not linked to the other substantial capacity development provided by Sida to the AU and RECs through its general development assistance. This is irrespective of the fact that the PASA course and other Sida support are contributing to the same objectives of improving the performance of the peace and security work of the AU and the RECs. Yet, the planning and implementation are undertaken in isolation. Similarly, there is a need to ensure that the PASA support is coordinated and harmonised with the support of other major donors to the AU and the RECs. Currently, the other development partners are not aware of the PASA course.

In light of the findings, the major recommendations by the evaluation team is that:

- ITP PASA should be included as part of the overall capacity development efforts for the AU and the RECs, with institutional targeting of course participants aligned with Sida/AU/REC capacity development priorities
- Participants should be selected strategically to ensure probability of impact, and the change project process should be utilised more strategically to support ongoing reform processes.
- Sida should ensure that PASA is part of the harmonisation process with other like-minded donors contributing to capacity development of the AU and RECs.

Additional conclusions and recommendations can be found in the main report.

1 Introduction and purpose of evaluation

This report presents the findings, conclusions and recommendations of the ITP 296 'Fred och Säkerhet i Afrika (Peace and Security in Africa, PASA)', covering the five programmes during the years 2011-2016. The purpose of the evaluation has been to identify results and lessons learned. This evaluation, which is the first one ever done, constitutes an opportunity to review results and experiences in a more systematic way, and a basis for possible programme development for the future. The evaluation focuses on the different types and levels of results (both on output and outcome level) and draw recommendations on the role of the ITP for programme development in light of the greater Swedish engagement in capacity development of the African Union (AU) and Regional Economic communities (RECs) in Africa.

In the following we first present the background of the ITP PASA and the course outline. Following this, we provide an overview of the methodology and approach undertaken by the evaluation. This leads into the presentation of the findings in accordance with the OECD-DAC criteria and aligned with the questions and indicators from the evaluation matrix. Finally, the report presents the overall conclusions and key recommendations for Sida as well as possible future course implementers.

2 Background of ITP PASA

The International Training Programmes (ITP) is one of Sida's key tools for direct capacity development. The programmes support individual participants from low- and middle-income countries in their pursuit of change within their respective organisations and fields. Some 50 ITPs, each with 25 participants, are implemented every year covering a broad range of thematic and geographic areas.

The ITPs are implemented by Swedish government- and non-governmental organisations, Universities and/or private consulting firms. There is a proactive element to the recruitment of participants for the ITPs, where the implementing organisation seeks to identify and encourage potential participants. In order to secure that there is true buy-in from the institutions in which the prospective participant works, however, it is required that the home institution formally nominates the individual.

The ITP targets and trains individual participants, but the programmes are designed to promote broader change at organisational and/or sectoral levels. An important selection criteria for participants are that they are considered able and in a position to drive change processes in their respective home institutional and geographic environments. There is a strong individual mentoring component built into the ITP concept and the formal training sessions are coupled with study visits and networking opportunities.

In 2010, Sida decided to allocate funding to an ITP to support regional efforts for Peace and Security in Africa (PASA). The programme was well aligned with the Swedish regional development cooperation strategy 2010-2015, with a strong focus on supporting and strengthening the capacity of regional actors working for peace and security and conflict prevention and management. Five programme phases have been implemented between 2011-2016.

A consortium comprising Uppsala University (DPCR), the Swedish firm Indevelop and the non-governmental organisation African Centre for the Constructive Resolution of Disputes (ACCORD) was contracted to implement the programme.¹

¹ During ITP PASA 3 (2013-2014), the ACCORD withdrew as an implementing partner due to a disagreement with the DPCR. However, towards the end of 2013 a new agreement was made between DPCR, Indevelop and the ACCORD in order to continue the partnership for the extended period from 2014-2016.

The original contract period was 2011-2013, but the contract was then extended for two additional years 2014-2015. Between 2011 and 2015, five programme phases have been implemented.

The ITP PASA is based on the premise that the conflict risk and dynamics in sub-Saharan Africa are often regional in nature, and that effective promotion of peace and security in sub-Saharan Africa therefore requires strong regional cooperation. The strengthening of actors working regionally with peace and security challenges in sub-Saharan Africa was therefore seen as fundamental for the stability of the region and the opportunities for poor people to improve their living conditions. The ITP engages with these regional actors through identifying and strengthening the capacity of ‘change agents’ within institutions and organisations to help them drive change processes from within.

The Terms of Reference (ToR) for the ITP PASA contains a section outlining the foreseen results chain. The overarching development goal of the ITP PASA is to contribute to strengthening the regional efforts to promote peace and security in sub-Saharan Africa (impact level).

This is to be achieved as participants actively utilise the knowledge and tools acquired through the training programme to improve the direction, work methods and attitudes in their respective organisations (outcome level).

Expected outputs of the training programme are that participants have gained:

- Increased knowledge about peace and security in sub-Saharan Africa;
- Increased knowledge about methods and tools to strengthen efforts towards peace and security in the region;
- Improved capacity to analyse the role of own organisation or institution in national and regional efforts to promote peace and security in Africa;
- Increased knowledge about the regional cooperation on peace and security, with a focus on the roles of African Union and the Regional Economic Communities (REC); and
- Strengthened regional networks of participants and other resource persons who are actively engaged within the field of peace and security in the region.

To ensure that there is a common understanding of what is being evaluated, the team has articulated a theory of change presented in the inception report outlining how the ITP PASA was foreseen to lead to its planned results. This has served as a basis for the evaluation team’s understanding of the programme.

An implicit theory of change is embedded in the results chain outlined in the Terms of Reference for the ITP PASA. From that section, and with the methodology of the ITP in mind, the team would articulate the ITP PASA theory of change as follows:

- *If* ‘change agents’ within institutions and organisations working with peace and security in sub-Saharan Africa are strengthened in their knowledge about the regional peace and security frameworks and available methods and tools

- as well as in their analytical capacity; and if these ‘change agents’ are connected through a regional network and linked with international expertise;
- *Then* the AU and RECs will improve their performance
- *Eventually leading to* the regional efforts and cooperation to promote peace and security in sub-Saharan Africa being strengthened;
- *Because* the identified ‘change agents’ will actively utilise the knowledge and tools acquired through the training programme to improve the direction, policy, work methods and attitudes in their respective organisations, and thereby increase organisational effectiveness and/or improve the policies of key actors/institutions working on regional peace and security in sub-Saharan Africa.

Some of the basic assumptions underpinning this theory of change are:

- Regional engagement and cooperation on peace and security in sub-Saharan Africa has been hampered by lacking knowledge and capacity, as well as weak organisational effectiveness and/or policies, within key regional actors/institutions;
- There is a sufficient level of will/acceptance at the highest level of key regional actors/institutions to engage in organisational change processes and policy development; and
- The implementing consortium will be able to identify ‘change agents’ with sufficient credibility and influence within these key actors/institutions to affect lasting change.

2.1 OVERVIEW OF COURSES AND PARTICIPANT SELECTION

The overall target group of the ITP is individuals working at inter-governmental or non-governmental regional or sub-regional organisations in sub-Saharan Africa on issues of peace and security with a local, national and regional relevance. The selection criteria include:

- Mixture of AU, RECs and regional NGOs
 - 5-9 organisations per programme
 - 2-5 participants per organisation
 - Mid-level and senior officials that are qualified to participate in reform processes of strategic importance on different levels and hold a position in the organisation with a mandate to run processes of change
 - Educational background corresponding to a Master’s degree or equivalent as well as considerable professional experience within the field of peace and security

- High proficiency in the English language as well as basic computer skills
- Mixture of different sub-regions (in each year or over time)
- Focus on conflict and post-conflict issues and countries
- Women are particularly encouraged to apply to ensure equal gender representation.

With these selection criteria the aim is to ensure that each organisation participate in more than one programme in order to create a ‘critical mass’ of change agents within each organisation. Also, the mixture of organisations should contribute to exchange of experience and networking both across sub-regions and organisational levels. By only having a group of around 25 participants each year, the aim has also been to ensure a close working relationship between participants, lecturers and mentors.

Information about the PASA course and the application process has been disseminated via e-mails and programme brochures through various channels such as the network of the implementing partners, relevant collaborators, embassies and institutional and private contacts. Mimmi Söderberg Kovacs (DPCR) and Jérôme Gouzou (Indevelop) also conducted recruitment trips to various strategic locations, e.g. Abuja, Addis Ababa, Djibouti and Nairobi. On these trips, relevant management and staff were informed about the course, and when possible potential participants were also interviewed. This was done in order to ensure that relevant participants were carefully selected and accepted into the programme. In order for a participant to apply, the home organisation had to nominate that individual ensuring organisational support and consent.

The PASA programme is designed to further both theoretical and practical knowledge about peace and security in sub-Saharan Africa. This is to ensure that the participants gain increased theoretical knowledge and understanding of issues pertaining to peace and security, but also to gain an increased ability to successfully plan and carry out organisational change processes through change management and capacity development. Course content looks at theoretical and practical aspects of new research and methods within peace and conflict.

Key to the PASA course is also the development of a change project at the participants’ home organisation, which participants work on throughout the duration of the programme. Ideally, the knowledge and tools gained during the course are fed into the change projects. Assigned mentors from DPCR, Indevelop and the ACCORD provide feedback on the change projects, and there are scheduled mentor hours throughout the programme. Joint change projects between organisations are also encouraged. While the mentors give support, it is the nominating organisation that takes on the sole responsibility of ensuring implementation of the change project.

The PASA course has been divided into five distinct, compulsory phases: *Phase 1* serves as a two months long introductory period to the course, where participants are accepted into the programme and are expected to start working on

their change projects and to complete necessary background work.

Phase 2 takes place in Sweden, Uppsala, in the duration of three weeks, and provides the context for the participants to get another perspective on how the Swedish society functions in regards to e.g. democracy and equality. The schedule for *Phase 2* is divided into four modules:

- Module 1: Introduction to Peace and Security in Africa
- Module 2: Dialogue: Ending the War
- Module 3: Implementation: Securing the Peace
- Module 4: Consolidation: Preventing Another War

The participants partake in a mixture of lectures, seminars and other programme activities, as well as study trips, to e.g. Åland, Stockholm and Nordic Africa Institute (NAI). During *PASA 2* panel debates were also introduced to allow participants to reflect critically on the content of the programme as related to own work in the field. The schedule also includes social activities to allow for networking between participants.

Phase 3 is a five months interim period for further, intensified development of the participants' change projects, which commences after the participants have returned to their home organisations. The participants hand in progress reports and receive help and feedback from their respective mentors.

Phase 4 takes place in South Africa, Durban for two weeks, where the course comprises one module:

- Module 1: South Africa: Learning from others

Here, the focus is on conflict analysis with South Africa serving as a case study to help shed light on comparative elements to the rest of the African continent. Utilising local expertise, the schedule is carried out through a mixture of lectures, seminars, social activities and study visits as well as an increased focus on change projects through peer presentations.

In *Phase 5*, the participants go back to their respective organisations, and spend five months continuing to work on their change projects as well as focusing on implementation.

Most of the course-related communication between the participants and the implementing partners takes place through the online platform of Yahoo Groups, where course-related material is uploaded and where the participants can network with each other. Furthermore, a LinkedIn group was established later on. During the course, the participants have to upload following documents to the Yahoo Groups in order to pass the course and receive a diploma:

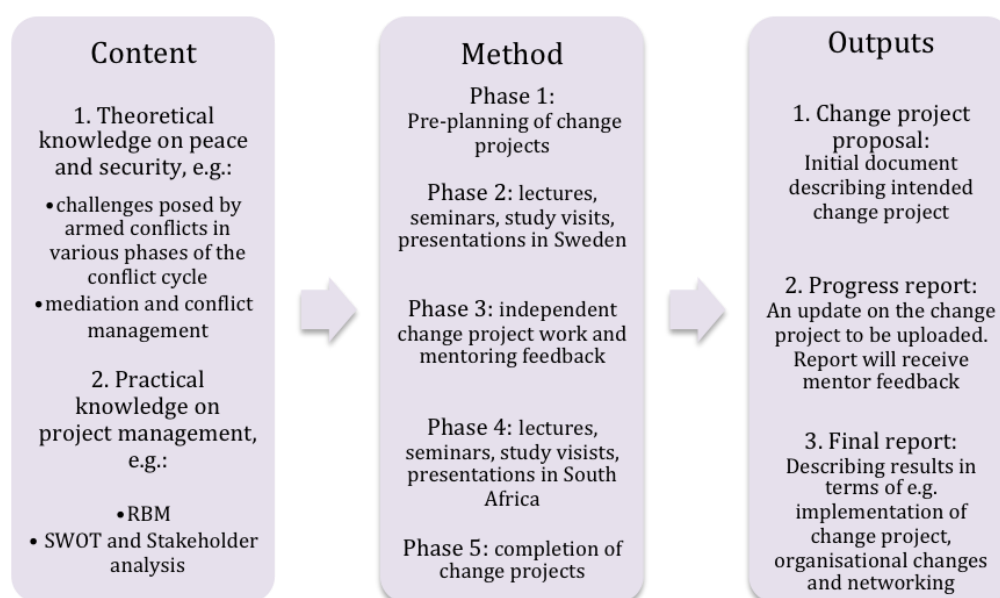
- Change project proposals. Describing the change project in detail, including outline of objectives, activities, stakeholder analysis, risk analysis, etc.
- Progress reports. Describing any changes, implementation status, analysis of results, etc.

- Final reports. Describing results in terms of implementation of change projects, organisational changes, networking, sharing of knowledge with home organisation, etc.

Reminders are sent to participants if they miss the deadline for uploading the necessary documents, and participants who cannot complete a phase are invited to join the same phase in another year. For an overview of the course content, methods and output see figure 2.1 below.

The implementing partners follow up on the course through evaluation surveys given to the participants at the end of both Phase 2 and Phase 4, in which participants can also give recommendations. The final reports by participants are also used as a basis for evaluating whether or not the course and the change projects have met its objectives within the home organisation. It is on this basis that the implementing partners write a yearly report and an activity report to Sida on results, achievements and activities within that given programme year, as well as a final report summing up all five years and evaluating objectives against results.

Figure 2.1 – Overview of course content, method and outputs



3 Methodology

The approach and methodology applied was designed to accommodate for the type of programme evaluated and the data availability. The ITP focuses on training the individual but with an emphasis on building stronger institutions. However, given the nature of the training course and the limited direct interaction of the ITP with the institutions supported, evidence of results beyond the immediate trainees was not systematically documented. Thus, the approach applied focused on identifying results and track these through mixed methods of interviews and survey processes. Consequently, the team used outcome harvesting and the Most Significant Change approach for this evaluation.

The outcome harvesting approach allowed the team to cross-check and identify outcomes ‘on the go’. The outcome harvest design in practice means that multiple tools of evidence collections were designed and applied in practice. This includes for the first ‘harvest’:

- Desk review with assessment of existing documentation
- Mapping of written information across the evaluation criteria
- Online surveys to different segments of interviewees

This was then validated and outcomes substantiated through the second ‘harvest’ comprising:

- Face-to-face semi-structured interviews with selected course participants
- Face-to-face semi-structured interviews with management
- Skype interviews with course participants and managers

To support the outcome harvesting approach, the evaluation team used the Most Significant Change (MSC) approach to identify, discuss, and quantify stories of MSC from the interviewees. In practice, interviewees were asked to explain their stories of how outcomes were achieved, and this was then triangulated with written documentation and additional interviews. These stories focused on short-term outcomes identified by the interviewees, such as changes in their unit, the organisational strategy, or at a policy level.

The major overall evaluation tool designed for this evaluation was the evaluation matrix aligned with the OECD-DAC criteria. Against the evaluation questions, indicators were developed to guide the team in identifying evidence for the matrix (Annex 4 for the full evaluation matrix).

3.1 EVALUATION OUTREACH AND SAMPLE

The evaluation aimed at providing as broad an outreach as possible with the resources made available. The online survey was forwarded to all 126 ITP PASA participants

with 50 responding within the deadline. A separate survey was forwarded to 24 managers of the participants to triangulate evidence and seek information on course utility and 9 responded.

As agreed with Sida, three institutions were designated for field mission interviews: AU, IGAD (in Addis Ababa) and WANEP (in Accra). In addition, the team also visited KAIPTC (in Accra). All course participants and managers still in the institutions were invited to participate in the interviews. In addition, Skype interviews were held with course participants from other institutions to complement the field mission findings. In the end the team managed to hold face-to-face or Skype semi-structured interviews with the participants from several of the remaining organisations (see details in table below 3.1).

Table 3.1 Overview of interview sample

Overview of organisations	No. of interviewees
ACCORD	1
African Union	10
AULO Liberia	1
DPCR	5
EASF	1
ECOWAS	1
Embassy of Denmark	2
Embassy of Sweden	2
GiZ (Deutsche Gesellschaft für Internationale Zusammenarbeit)	1
Goree Institute	1
ICGLR	1
IGAD	5
Indevelop	1
KAIPTC	2
SACCORD	1
WANEP	9
Total	43

3.2 LIMITATIONS

Given the broad range and difference of outcomes under the ITP, baseline data is not available. The team has thus had to rely heavily on interviews and surveys to document changes. However, we have triangulated these with different resource persons and management to eliminate misperceived results.

In the case of organisational changes, change may also depend on a number of other factors, such as management's endorsement, institutional leaderships and political challenges. Working on peace and security, those organisations can also be subject to constraints related to the security context and conflict situation during their

interventions, hence limiting the visibility of the results and of capacities gained. Thus, the potential of results may be slightly greater than what is documentable at this stage.

Finally, a considerable number of persons participating in the ITP PASA are no longer working for the targeted institution (this also includes ACCORD, where the team was only able to reach one respondent). In many of these cases we have not been able to retrieve information of why this move took place or the possible influence of the ITP PASA capacity development in this process. Clearly the capacities of the ITP PASA may have helped in the career process, but whether this capacity has also been transferred to original organisation is challenging to document (though some data is available and will be presented below).

4 Findings

In the following we present the findings in accordance with the OECD-DAC evaluation criteria as assessed against the questions and indicators from the evaluation matrix (see Annex 4). In all sections we draw on the different streams of data provided by the online surveys, the desk reviews and mapping exercises and the field mission interviews.

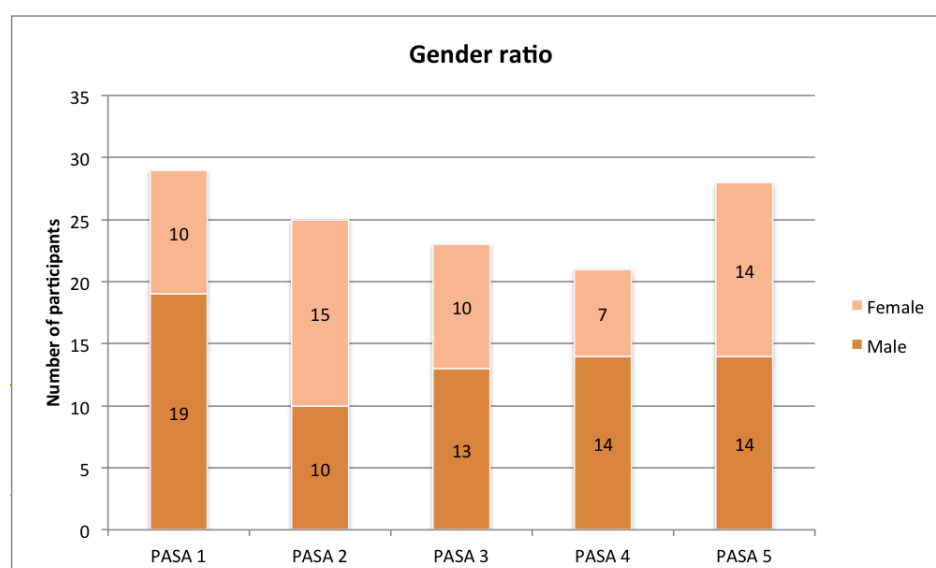
4.1 RELEVANCE

The relevance of the course relates from the more direct course related issues, such as relevance of the participants to the course objective to the content and change projects undertaken. In addition, the team has found the need for the presentation of findings on relevance against overall Swedish capacity development efforts aimed at the AU and RECs, which goes a bit beyond the results matrix and ToR, but is essential to the ITP PASA theory of change.

4.1.1 Participant selection

Based on the received documents and participant lists, a total of 126 individuals partook in the ITP PASA from 2011-2016². Of these 126 participants, 70 were male and 56 were female. Due to the strong focus on achieving equal gender representation within the course, the gender ratio was fairly balanced over time and the course achieved equal representation in PASA 5, as evident from below figure (4.1). However, only in PASA 2 were more women represented than men.

Figure 4.1 ITP PASA gender ratio



A total of 31 organisations and specialised divisions have had staff participate in the ITP PASA. The participants came from a mixture of AU, RECs and regional NGOs, as evident in Table 4.1, and the organisations were thus aligned with the overall target group.

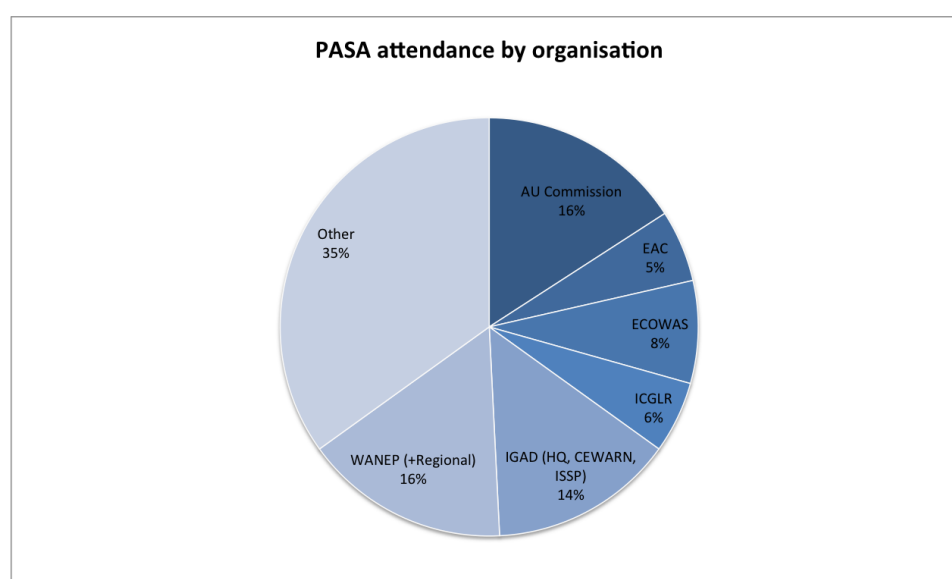
The AU, IGAD and WANEP had participants enrolled in all five PASA years. Other organisations that were fairly consistent throughout the years include APFO, EAC, ECOWAS, Goree Institute and ICGLR – as these organisations were only absent in one or two of the years. This is consistent with the aim of trying to create a “critical mass” within each organisation in order to contribute to a reform-enabling environment.

Table 4.1 Overview of participant by course and organisation

Organisation	PASA 1	PASA 2	PASA 3	PASA 4	PASA 5	Total
AMISOM		1				1
APFO	2	2		1		5
AU	6	2	3	4	5	20
AU-SARO					1	1
AULOS			1			1
COMESA					2	2
CPIA		2				2
EAANSA			2			2
EAC	1	2	3		1	7
EASF		1				1
ECOWAS	5		1	1	3	10
Emb. of Sweden	2	1				3
FAS			1			1
Goree Institute	1	1			2	4
ICGLR	3	2	1		1	7
IGAD HQ		2	1	4	1	8
IGAD-CEWARN	1	2	1	1	1	6
IGAD-ISSP			1		3	4
KAIPTC				1	1	2
LUNGOS			1			1
MARWOPNET	3					3
NPI				1	1	2
RECSA		2	2			4
Rema Ministries				1	1	2
SACCORD				1	1	2
SADC				1	1	2
SADC-ESN					1	1
Tostan				1		1
WAANSA			1			1
WANEP	5	5	2	2	2	16
WANEP Regional			2	2		4
Total	29	25	23	21	28	126

Furthermore, of the total number of organisations, six of them have had more than five participants enrolled between 2011-2016, namely (in the order of highest representation): the AU, WANE, IGAD, ECOWAS, ICGLR and EAC. These six organisations therefore represent more than half of all of the participants over the five ITPs as shown in Figure 4.2. The targeted organisations are well aligned with the priorities of Sida as expressed in the previous and current strategy for sub-Saharan Africa. Though as a consequence of this, the training has not targeted the weaker regional organisations, or some of the regions, where the needs remain particularly high. As an example, ECCAS was not represented at any stage even though Central Africa is the most conflict-affected area (CAR, Eastern DRC, LRA, Boko Haram).

Figure 4.2 Representation of different organisations in PASA 2011-2016



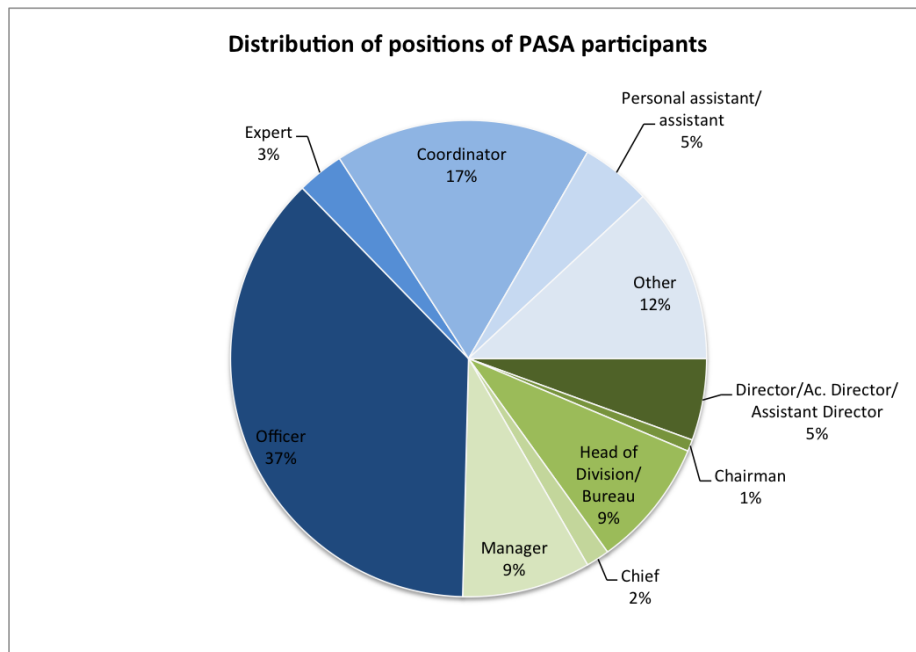
Beneficiary organisations, so far, mainly address peace and security issues from a diplomatic, political or soft approach to stabilization, except on a few occasions where members of military missions were included. The training did not explicitly target security and defence organisations: such as GAFTI, police organisations like SARPCCO, the East African Stand-By Force³, military missions, organisations focusing on specific issues out of regional organisation's boundaries such as Commission du Bassin du Lac Tchad and Multinational Joint Task Force, Counter LRA forces, G5 Sahel. Interviewees indicate an interest among participants in increasing experience sharing and discussions with those type of stakeholders.

³ Though EASF had one participant in PASA 2.

The programme focuses on sub-Saharan countries only. However, today's challenges within peace and security, either political or criminal, are increasingly international, such as terrorism, trafficking and migration challenges. In particular, the North Sahel challenges concern both sub-Saharan countries and North Africa, in terms of presence of Salafist groups and the claims of nomadic tribes, or regarding the crisis in Libya in particular. The team notes that this of course is also a consequence of the strategy of Sida specifically referring to sub-Saharan Africa.

In order to ensure change within the organisation, it was required that each participant had the mandate to instil processes of change. From the enrolled participants, around one quarter of them were in a direct position of decision-making, with the rest of the 75% of the participants having various degrees of authority. These positions include titles such as Regional Desk Officer, Analyst and Programme Coordinator (see figure 4.3).

Figure 4.3 Designation of PASA participants 2011-2016



All interviewees agreed that the course themes were of relevance to the position they held in the organisation, and that this was one of the motivating factors for applying for the course.

Early in the programme, Indevelop did an in-depth study of what specific departments in the targeted organisations would be most strategic, which seems appropriate to ensure a strategic selection process, which according to Uppsala and Indevelop also forms part of their field missions aimed at identifying the right participants. However, the consultants found no evidence from the field mission that the selection criteria included consideration of:

- Reference to the person's position in the organisation and probability of ensuring that the learning would be applied towards institutional change
- Reflection on course participant role vis-à-vis on-going capacity development needs and priorities as identified in strategic plans
- Link to other ongoing capacity development activities in the targeted institutions

Finally, interviews also show that the Embassy in Sweden had no substantial involvement in the identification of participants for the course (except for logistical support).

4.1.2 Broader relevance issues

In light of the objective of the ITP PASA to build institutional capacity and the theory of change of the project, the team has worked to assess the relevance of the course against the overall Sida objectives of institutional capacity development and by assessing the inputs in light of the other substantial capacity development efforts by Sida and the international community towards AU and the RECs.

Sida provides different levels of capacity development to several of the institutions benefitting from the ITP PASA. For the institutions targeted during the field mission, the following applies:

- AU. Sida is one of the major contributors to two major Joint Financing Agreements (JFAs) with the AU focusing on peace and security as well as overall capacity development. Through these processes Sida assist with funding capacity development, human resource management and e.g. the establishment and improvement of AU liaison offices. The capacity development JFA is fully aligned with AU's capacity development priorities and among other contributes to AU's own defined output in this area (output 7 of the AU capacity development programme): 'Put in place measures to improve, on a continuous basis, the performance and operational efficiency of the Commission ...'
- IGAD. For the period 2012-2016, Sida has agreed contributions to IGAD of a total of SEK 30 million. This includes contributions for the institutional capacity building programme (ISAP) contributed to organisation-wide processes of improving the operational effectiveness and capacity of the IGAD Secretariat, and the Specialised and Liaison Offices, as well as support to peace and security. The support includes among others the IGAD programmes CEWARN and ISSP, which are core beneficiaries of the ITP

- PASA. The support is considerably broader than the ITP PASA as it includes contribution to salaries and system development
- WANEP. WANEP received a total contribution of SEK 18 million under Sida's 'Call for Proposals to Civil Society Organisations within the area of Peace and Security in Africa.' WANEP was very positively reviewed in 2013, though the review noted the need for enhanced capacities for strategy development and reporting.⁴

Similar to Sida, Denmark is also a member of the capacity development JFAs to AU and IGAD, as well as providing capacity development assistance to peace and security for ECOWAS, WANEP and IGAD. Germany through GiZ has seconded advisers to the institutions and has in the past – though not at present – provided funding through the same JFAs. GiZ also funds master programmes for AU senior staff in peace and security implemented by the Institute for Peace and Security Studies. While there is strong coordination in the relation to the JFAs, the capacity development activities falling outside of these are, according to interviewees, less well coordinated. And possibly as a consequence of this, none of the donors interviewed were aware of the ITP PASA programme.

Interviews and the mapping (see Annex 2 and 5) show that the ITP PASA does address some of the capacity challenges identified with the individual institutions. In principle, the ITP PASA is complementary to the ongoing institutional development efforts of Sida and other donors, by capacitating individuals working in the institution. However, there is no evidence to suggest a more strategic approach has been applied in terms of aligning ITP PASA with institutional needs or coordinating this with Sida or other donor initiatives aimed at capacitating the AU and RECs. On the contrary, the Embassy is not involved in the selection of the participants for the course, since this is handled by the implementing partner under the supervision of Sida in Stockholm.

4.2 EFFECTIVENESS

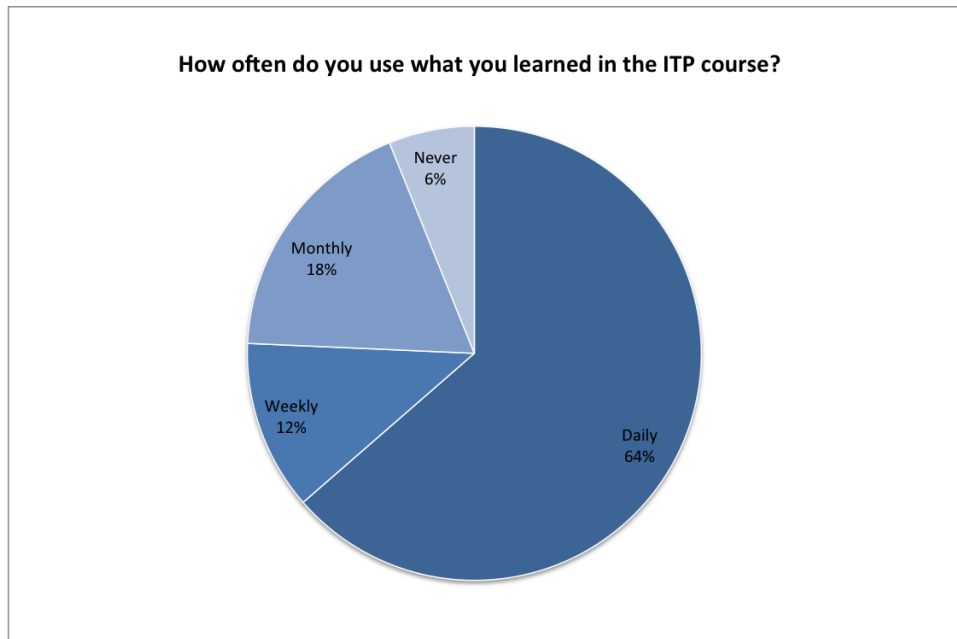
Effectiveness has been assessed in relation to the ITP course contribution to its two major outcomes concerning use of learning and the networking between participants from different institutions assumed to have been facilitated through the course.

⁴ See Sida Mid-Term Review of WANEP, June 2013.

4.2.1 Participants' use of ITP course training

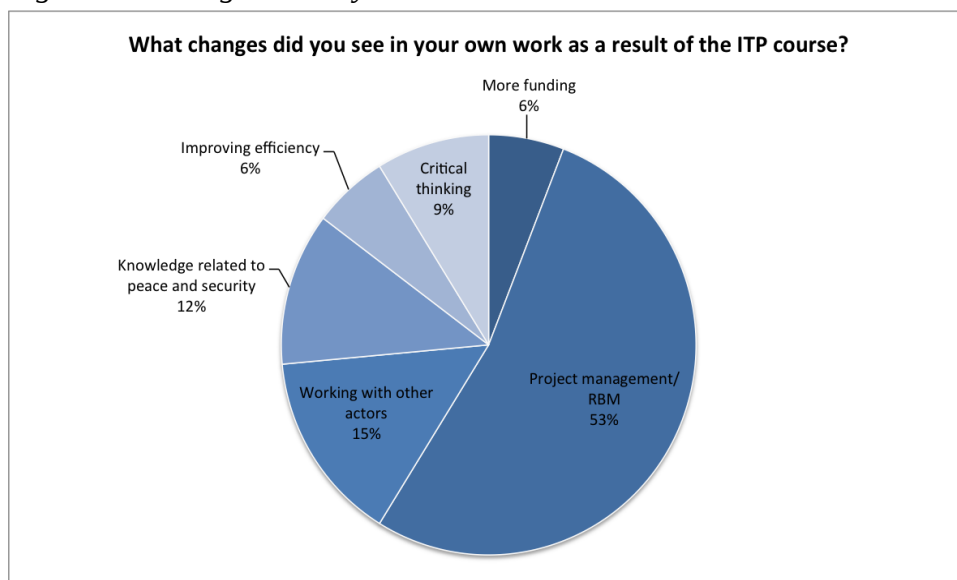
Overall the participants interviewed agreed that they use the training regularly, this was confirmed by the online survey (see figure 4.5) as well as through the interviews. Only 6% claim to not be using the training at all.

Figure 4.5 Frequency of use of ITP PASA learning



The utilisation of the training, and thus the contribution of the course towards the course objectives differ between the two major focus areas: (1) thematic focus on peace and security, and (2) on Results Based Management (RBM) and project management. There are very few examples of the actual application of peace and security knowledge in the participants' daily work. None of the interviewees from the field could point to explicit use of the knowledge on the peace and security part of the training though 12% of the respondents from the survey found that this was the areas where they had most use of the course, and where it influenced their work positively (see figure 4.6 below).

Figure 4.6 Changes in daily work

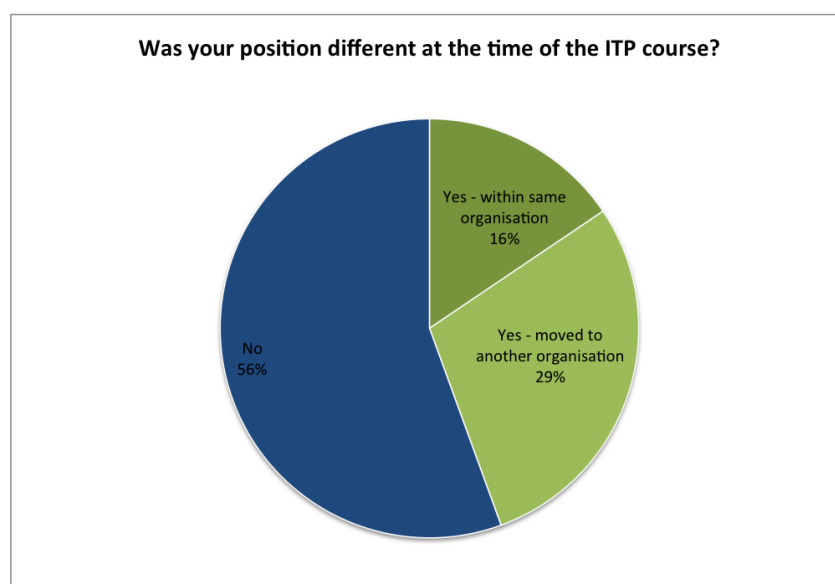


There were extensive examples of how the RBM and project management part of the course had been used in practice. This first and foremost includes a better understanding of definitions. Participants now use the OECD-DAC definitions of outputs and outcomes and are familiar with the design of indicators and data analysis (this focus on definitions was quoted by numerous interviewees).

Participants learned to better articulate means and objectives, to be more focused and realistic and show some accountability to the planned results by setting up usable indicators. The plans are reportedly clearer, measurable and focused on changes with more coherent logical frameworks. Thus, at the higher level of application of knowledge, some participants could refer to the use of stakeholder analysis or taking the lead in planning processes using a problem tree approach.

While in particular the RBM part of the course was applied in practice by the participant, most participants has not been able to convey this message to other colleagues, due to “limited interest” or because “we work in silos” in the organisation. Among the bulk of interviewees, the knowledge obtained stayed with the course participant. This fact also means that the effectiveness rests with the participant and thus whether she or he remains within the organisation. In a little less than one third of the cases the person has moved to another organisation (often the UN), which then benefit from the capacity enhancement (see figure 4.7 below).

Figure 4.7 ITP PASA course participant career patterns

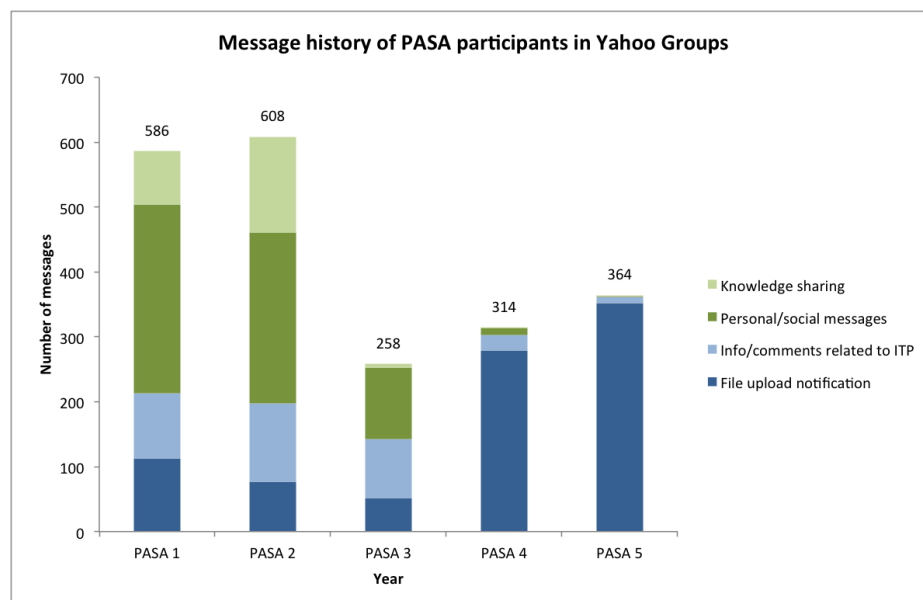


4.2.2 Participants' use of networks from ITP course

A major reason for combining participants from multiple organisations in the same ITP course is to motivate enhanced networking between staff across the AU and RECs. The team has worked to triangulate evidence of this using multiple methods.

To motivate networking, Uppsala established a Yahoo Groups account where participants could share information and discuss substance as well as socialise beyond the course. The Yahoo Groups were also used to upload change projects and related assignments to the course administration, in that sense positively motivating the use of the Yahoo Groups portal. The team has undertaken an assessment of the use of the Yahoo Groups since the programme initiation. To illustrate the usage of the Yahoo Groups, the team has assessed the content of the information shared into four different categories to assess the type of networking taking place (see Figure 4.8 below).

Figure 4.8 Use of Yahoo groups in terms of intensity and content over the five PASA courses



As is evident from the diagram there has been a substantial reduction in the use of the Yahoo Groups across the five different PASAs, with 608 exchanges in PASA 2 and a limited 364 in PASA 5. Similarly, if you look at the content shared. The Yahoo Groups have gone from being a knowledge management tool for sharing information and staying in touch to in the last course being limited to uploading files.

Secondly, the team has mapped the usage by year for each individual course. As is evident from the two figures below (4.9 and 4.10), the usage has been concentrated around the time of the course with PASA 1 having most information sharing beyond the course (with 88 messages in 2013 and 12 in 2015), while there has been no substantial information exchange using Yahoo Groups beyond the course for PASA 4.

Figure 4.9 PASA 1 Yahoo Group message history

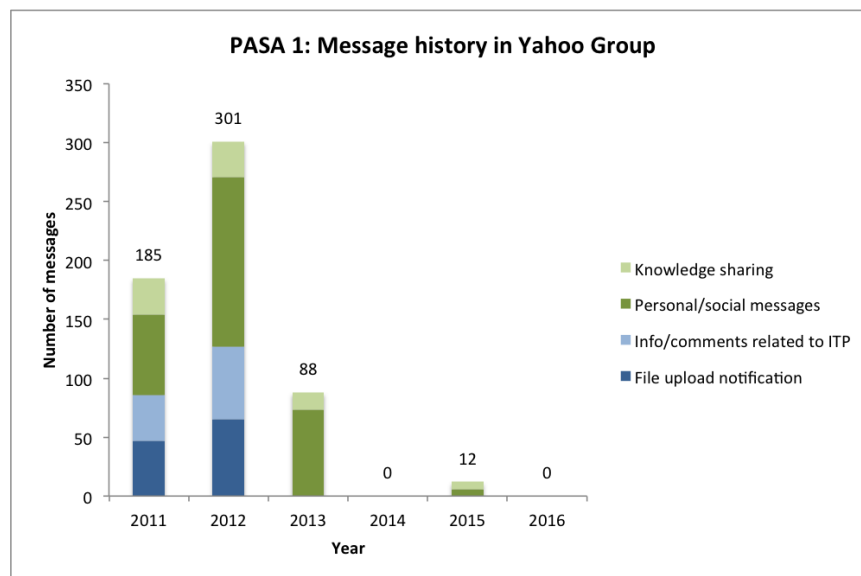
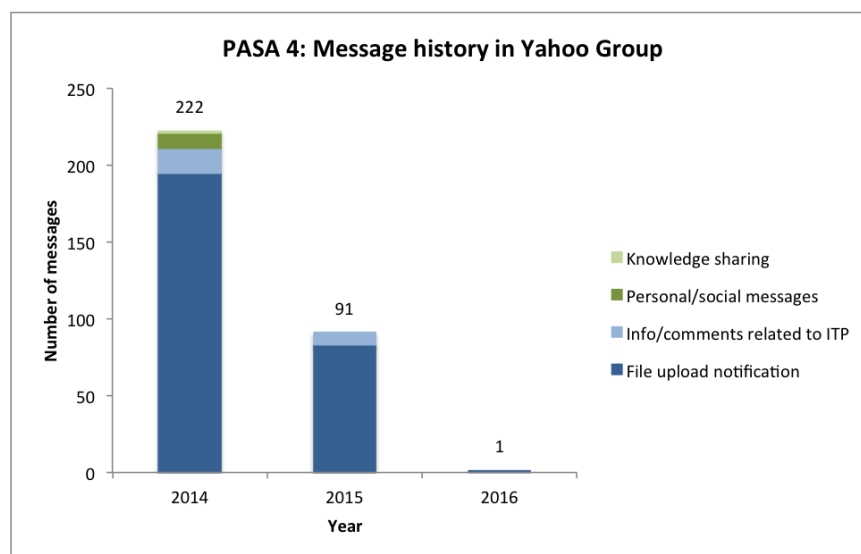


Figure 4.10 PASA 4 Yahoo Group message history



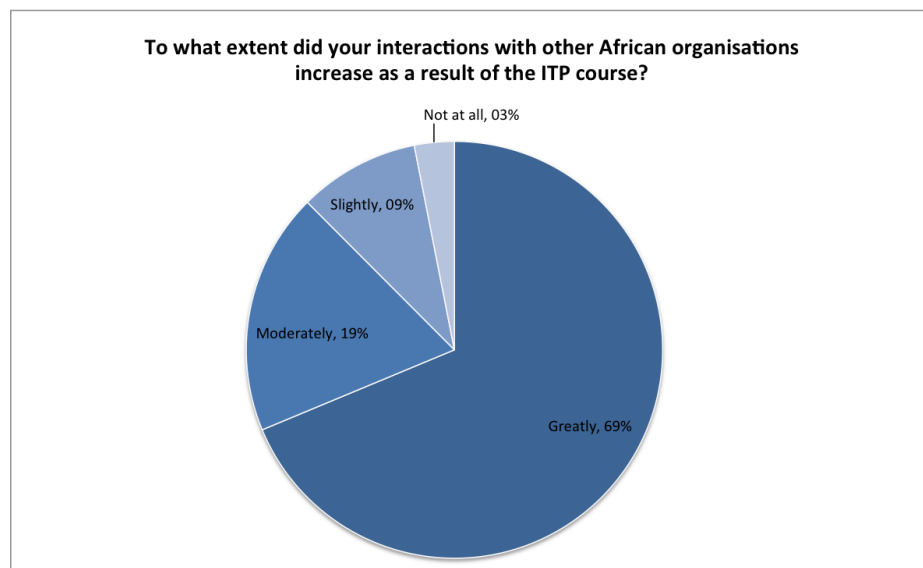
Part of the reason for this reduction in Yahoo Groups usage can be attributed to the social media choice for information sharing and networking. Yahoo Groups is an old social media platform, which already in 2011 was predicted to be ‘fading away’⁵. Talking to the interviewees they today would use e-mail and WhatsApp as primary means of

⁵ The Social Network Review website in a 2011 online review scored the Yahoo Groups social media platform a total of two out of five stars: <http://www.social-networkreviews.com/content/yahoo-groups>.

communication. While it is recognised that the Yahoo Groups were not necessarily intended as the sole means for networking among the participants, and that other platforms have also been drawn upon by the course implementers, e.g. a LinkedIn group, a better use of an online platform could potentially have eased networking opportunities.

Networking has taken place as is evident from the online survey. Most people point to an increased interaction with other African institutions in one way or another as is evident from figure 4.11 below.

Box 4.11 Recognition of new networking opportunities from PASA



The depth of the networking was documented through the individual interviews, and shows a more mixed picture. Most agree to have been in touch in one way or another with other participants. The interaction has usually been brief in nature related primarily to social interaction when travelling to other countries/regions but also some sharing of information. There are also more solid examples of actually using the networks for improving performance. These examples mostly concern accessing other organisations more easily for obtaining information and/or getting assistance for accessing higher-ranking officers in other organisations. Several participants also point to the fact that it has become easier to engage with other organisations as you can now just call a fellow colleague.

In Addis, two such cases stand out. In both cases the network established during the PASA course enabled the AU representatives to more prepare for smoother mission to another organisation by using their contacts to facilitate access to individuals in the organisation. The first relate to arranging missions for the Peace and Security Council or the management of the Peace and Security Department, where the network established through PASA ease the preparation and access. The second involved a joint change project between a participant from the AU and one from SADC who were already engaged in cooperation, which was then strengthened through this process.

In Accra, the training mostly facilitated ad hoc exchange between the participants, who kept in touch based on affinities and/or depending on their work, for example by meeting in some visited countries etc. The course was therefore very good at facilitating interpersonal relationships between various institutions, which helps a lot in terms of mutual understanding when organisations collaborate together.

The team has not been able to identify examples where changes in the form of joint initiatives or programming has taken place, except for the one case where a participant from the AU and one from SADC undertook a joint change project.

In the survey, when participants were asked what was needed in order to enhance the use of the networks, the majority pointed to the need of having alumni meetings. But as one also pointed out “you need to work on similar projects...” to make change happen. In other words, there needs to be a demand to make networking and knowledge sharing work.

4.3 EFFICIENCY

The team was asked to look at the cost of the training, course the transaction costs for the participants and the partner adjustment of the course over time.

The duration of the training programme is long compared to similar ITPs or programmes in other countries including the Danida Fellowship Centre, and represents a significant investment for the participants and the institutions concerned. However, the interviews provide evidence to suggest that participants and management appreciate this investment.

Financially, the budget is also substantially larger than most other ITPs and similar training programmes (SEK 170,000 per participant. Roughly the same amount for each PASA), primarily as a consequence of the total travel to and time in Sweden and South Africa as well as salary to lecturers. The effects have however, not been documented in the past as there has not been a systematic, consolidated monitoring once the participants are no longer attached to the course.

Content wise, the balance between providing general knowledge on peace and security and addressing at practical level more immediate RBM issues has been appreciated at various degrees by the interviewees (as reflected under ‘relevance’ above), depending also on their background. However, further thinking on current challenges related to peace and security or APSA implementation could form part of the training. The possibility of alternative strategies could be considered, especially to strengthen the linkages with direct peace and security issues faced by the participants by involving African practitioners – possibly former ITP PASA participants in the programme.

The integration of preparatory and desk-based phases support the efficiency of the training, while the timeframe for the implementation of the change projects depend strongly on the institutional commitment and strategic interest of the organisation.

The budget ceiling of the programme was never exceeded and the budget has not been revised throughout the programme period – except for regular index-adjustments. Actual programme costs were even somewhat lower than budgeted. The financial model and the programme has remained the same over the whole programme period of five years.

The external audits have not remarked on any financial concerns throughout the programme. Uppsala University has provided Sida with annual audits in accordance with the agreement, and Sida has thereby been able to follow-up on the financial management system.

The team asked participants of possible time constraints related to the course. All agreed, that the time allocated was as required to fulfil the training, but that it also put a constrain on their daily work. However, in particular in relation to the change projects, time away from the office was needed to enable the participants to concentrate accordingly. Managers interviewed agreed with letting people attend the course, but also referred to the substantial time away from the office as ‘a burden’.

4.4 IMPACT

The team has assessed impact focusing primarily at the institutional level, in line with the suggested theory of change of the ITP PASA. The objective has been to identify lasting institutional changes facilitated in part or fully by the ITP PASA. The team recognises that there is likely to be a lasting impact of the programme for the individual course participant, but the eventual expected outcome of the ITP PASA is at the institutional level, and thus improving institutional performance, which does should go beyond the individual.

No follow-up of the level of implementation of the change projects has been undertaken by Sida or Uppsala University and hence there is no exhaustive overview of the level of implementation of all the changes projects. The online survey and mapping of change projects have provided some limited evidence to suggest medium- or long-term institutional changes. However, using the MSC approach, the team has worked with interviewees of the three organisations targeted through the field mission (AU, IGAD and WANEP) to identify possible cases of impact. These interviews illustrate, that in most cases impact are at an individual level (and thus in reality no impact at project outcome level), and in some cases the interviewee is able to explain how the lessons learned from the training has been applied in new positions as well. However, there are some cases where the course participant is able to identify direct influence at the institutional level. These are strong cases of change projects leading to institutional change, and where the project has thus made a noteworthy impact.

In the following we provide an example from each of the three organisations in three separate boxes (4.1-4.3).

Box 4.1 Example 1: Change project institutional impact – the case of AU

A course participant from the AU came to Uppsala with two other participants from the same department in the AU. Originally all three participants had different change projects in mind, however with guidance from Jérôme from the ITP, the participants decided to focus on a joint change project aimed at planning the establishment of a permanent mediation unit in the AU.

In the past, The Peace and Security Department of the AU has had regular *ad hoc* mediation teams assembled and fielded for each mission, which were dissolved post-mission with limited institutional anchoring. There has in the past been regular discussion about establishing a permanent unit to enable rapid response and an institutionally anchored approach, but this was never implemented.

The three team members from the AU designed a plan and concept for the establishment of the mediation unit as their joint change project. Following the completion of the project they presented this to the Department management. The Department is now using this design as the basis for the launch of the unit, which is to be presented to the AU Peace and Security Council this month for final approval (following four years of preparations since the change project finalisation).

Case-story triangulated by two course participant. Not feasible to get management confirmation.

Box 4.2 Example 2: Change project institutional impact – the case of IGAD

A course participant decided in advance of the course to work on the possible establishment of a peace and mediation support unit in IGAD, which was planned by IGAD but never implemented. Using the training at the course, the participant designed the mandate and structure of the unit as well as the full implementation plan needed for establishing the unit. The unit was established one year after the ITP PASA course was completed.

The unit was implemented as planned in the change project, including:

- Getting the member states on board
- Establishing a roster
- Policy level consultations
- Hiring a coordinator
- Establishing unit

Case-story verified by IGAD management

Box 4.3 Example 3: change project institutional impact – the case of WANEP

A WANEP participant engaged in a change project designed the path for the early warning mechanisms in all the 15 West African countries. The participant, with approval of the management, chose the project as there was limited local ownership over the mechanism before, as well as a weak coverage, highlighting mostly actual

conflicts instead of early warning signals, and a lack of response to the cases identified.

The purpose was to address the two problems identified 1) Incessant and Intensifying Violent Conflicts in Nigeria and 2) Protracted and increasing communal violence in Ghana. The change project included the integration of national early warning systems supported by WANEPS with the one of ECOWAS. It also initiated the involvement of local stakeholders, both civil society and national authorities in the early warning mechanisms to strengthen the system and ensure some level of response to the cases. It also integrated better the local context into the process, in tailoring indicators by country, instead of using standard indicators. The project contributed to increase information flow and coordination between the stakeholders.

The team has through the MSC approach, tried to identify factors, which made the above-mentioned change projects successful compared to the remaining projects. Factors influencing institutional impact in all cases documented include:

- *Change project already part of institutional plan.* If a change project is taken from an institutional plan, then there is already (at least formally) management buy-in to the project. Secondly, the course participant will know of the project in advance and thus be “ahead of the curve” as one participant formulated it. In other words, the participant will already have a sound idea of the end product enabling effective use of time in the course (as opposed to some of the participants who had no prior idea and changed change project topic/focus several times during the course)
- *Participant will have a key role in the organisation vis-à-vis implementing the project upon return.* Many participants engage in change projects, which are aligned with institutional priorities but where the person has no direct influence on the implementation of the change project in practice. In cases where institutional change happened, the course participant would be directly involved in the implementation as it falls under their mandate. Thus the selected change project was fully relevant for their position.
- *Project is endorsed by senior management.* In order for the implementation to be realistic, the participants all needed to convince senior management in the organisations of the relevance and viability of the project. Note, that in the cases mentioned in the boxes above, the change projects were all accepted after the course participation. During discussions with the course participants there was agreement that pre-approval of change project by senior management is likely to have increased probability of post-course implementation.
- *The ambition of the project is realistic relative to financial resources available.* The projects that were successful had a high probability of obtaining funding either by the organisation itself or through donor funding. This again is linked to whether the project was part of the institutional medium- or long-term plan.
- *The change project is formulated with clear step-wise implementation plan with well-defined outputs and outcomes* (as prescribed in the ITP course). All projects not only came with a vision and an end goal, but with a step-wise

approach of how to reach that goal from political buy-in to human resource management.

4.5 SUSTAINABILITY

Sustainability has been assessed against the three expected outcome areas: 1) individual change, 2) institutional change, and 3) enhanced networking.

The team assess that there is a high probability of long-term sustainability of RBM and project management related to skills enhancement at an individual level. The medium-term sustainability is already confirmed by interviewees from the first PASA courses 4-5 years ago, who can explain how they use these skills in practice to this day. Thus, the benefit of the use of the course provides the basis for assessing future sustainability of these results as well. In these cases the individual improvement in performance will benefit the institution they work for. There is however limited transfer of knowledge between course participants and the institutions beyond the change projects. Few interviewees could point to actively having coached other colleagues on training content. Thus, the institutional efficiency improvements rests mostly with the individual trainee, and as long as the person stays in the organisation. As more than half has changed positions since the training took place, this has limited sustainability for the given unit. Of course the participant usually stay within the peace and security domain and thus other units of institutions will benefit from the capacity enhancement of the course participant.

For the thematic peace and security training, the effectiveness was less evident (as explained above) and with limited reference to use of this knowledge in practice. For this part of the course, the sustainability is negligible.

From an institutional perspective, it is only relevant to discuss sustainability where there has been a documented impact. Needless to say, all the change projects that have not resulted in institutional changes provide no basis for a sustainability assessment. However, where the change project has resulted in an institutional change, the team assess that these are in most cases sustainable as they have been formally approved, they have management backup and initial funding is in place. The sustainability of the expected network outcome is assessed to be substantially lower in light of the effectiveness challenges (see section on effectiveness above). For most interviewees the interaction with others dwindles over time. For the few who use the contacts strategically, this is likely to continue as long as there is a work-related demand for staying in touch. However, the sustainability footprint remains limited.

5 Conclusions

The ITP PASA course, having been implemented annually since 2011, has been able to reach out to 126 participants from the AU and all major RECs falling within the interest sphere of Sida as defined in its policies and budget allocations. Assessed in isolation of all other development efforts to the targeted institutions the evaluation has found the course to be relevant and effective to the participants of the course, with some options for improvements (see section on recommendations).

From a relevance perspective, the content is aligned with the thematic foci of the participants, who are all working with peace and security. The participants are generally pleased with the course and can see the usefulness in their daily work. While the conflict-related topics are not always applicable in practice, or not necessarily new to several of the senior staff among the participants, in particular the RBM and project management side of the course is described as being useful, with multiple examples from the daily work of the participants.

From an effectiveness perspective, it is also the RBM and project management part, which contributes to improved individual performance on a daily basis, ensuring that participants understand basic definitions and enabling them to engage in a more strategic approach to their daily work. Multiple examples were provided of how participants use RBM in one way or another to improve their daily outputs and taking a more strategic approach to their work. There were, however, very few examples of how the more thematic training on peace and security was applied in practice, mostly as a consequence of the fact that many participants were already aware of the basics. In terms of impact, the ITP PASA has been able to showcase a number of examples where the course has facilitated institutional changes. While these instances are not numerous they nonetheless illustrate that with the right combination of support and ownership of the management to the change projects and when they are aligned with institutional strategies, these can result in improvements in the institutional structures underpinning the peace and security work of the targeted organisation. As a consequence of the training course, participants have been able to motivate the establishment of new units, or facilitate strategic development processes.

The underlying theory of change of the programme is also based on the assumption that joining participants from several RECs and the AU will serve as a basis for enhanced networking and eventually improved institutional performance (“... to ensure closer collaboration, harmonization of peace tasks across the region”). The team can confirm that there has been increased interaction between many participants from the different courses, but this has in most cases been limited to facilitating the arrangement of meetings or simply promoting social interaction. The anticipated change from this interaction is thus not at a level that has substantial impact on

institutional performance. While networking can arguably be improved through more emphasis on the advantages in the training and by using follow-up processes and more advanced and up-to-date social media platforms, the results will only materialise if participants have a general demand for this networking and can see its utility in their work.

Where the participants are aware of and can point to use of the training, even four years after having attended the course, the training is assessed to have a sustainable impact at the individual level and through this contribute to the individual's improved performance in the institution. There are, however, few examples of this trickling down to other members of the institution, and thus when the individual moves, so does the capacity. For the change projects, where these have contributed to institutional change, these changes are formalised and thus per definition part of new structures, which will *a priori* be sustainable.

Seen in isolation, PASA has made some contributions to impact at institutional level, in an environment where changes, according to interviewees and available review reports, normally take considerable time and resources with mixed success. In some cases, these changes are significant and will have long-term institutional impacts. However, these changes are made in isolation from other ongoing capacity development efforts, and there are thus significant strategic- and design-related opportunities, which have not been utilised. More specifically, this includes:

- 1) The selection process has not been sufficiently targeted to ensure that the participants are strategically selected in terms of their contribution to the AU or REC reform processes. Nor is there a systematic link to institutional processes in the selection process (by e.g. targeting specific segments/units of an institution rather than more random individuals)
- 2) Change projects are in most cases not strategically consulted with management prior to course participation. The limited institutional ownerships (and following lack of potential funding of projects) substantially reduce the probability of post-course project implementation.
- 3) The link to existing institutional plans and budget is not always thought into the change project design, again reducing probability of implementation.

If we elevate this discussion further and relate the PASA course's overall contribution to Swedish policies (past and new policy on sub-Saharan Africa), a major strategic opportunity is missed when the PASA course is not linked to the other substantial capacity development provided by Sida to the AU and RECs through its general development assistance. Except for targeting the same institutions as Sida's general development assistance to the AU and RECs, there is no formal link between these different types of capacity development streams.

The PASA and other Sida support (through e.g. the AU and IGAD JFAs) are contributing to the same objectives of improving the performance of the peace and

security work of the AU and the RECs. Yet, the planning and implementation are undertaken in isolation. If Sida, e.g. through the capacity development JFA, support the establishment and capacity development of AU liaison offices, it would make good sense that this is used to prioritise participants to the PASA course from these entities to contribute to the same sub-objectives of improving the performance of the liaison offices. Such a strategic approach could thus help boost the remaining Sida capacity development efforts, and target the impacts made by PASA to the overall Sida capacity development priorities.

Similarly, there is a need to ensure that the PASA support is coordinated and harmonised with the support of other major donors to the AU and the RECs. Again, joint efforts will ensure that the donors contribute jointly to the same activities and avoid that the same persons from the AU and RECs participate in overlapping training courses. Currently however, the other development partners are not aware of the PASA course.

6 Recommendations

Recommendations are presented first at an overall level considering the contribution of ITP PASA to the overall Sida priorities and secondly specifically related to the ITP course.

6.1 FOR SIDA

The following recommendations for Sida are aimed at ensuring enhanced ITP PASA effectiveness and contribution to Sida priorities towards enhancing the capacity of the AU and RECs:

- ITP PASA should be included as part of the overall capacity development efforts for the AU and the RECs. In practice this means that:
 - The institutional targeting of course participants should be aligned with Sida/AU/REC capacity development priorities as described in the AU/RECs strategic plans and/or in accordance with recommendations from reviews and evaluations
 - The ITP PASA course should be integrated into the capacity development plans of the institutions or as a minimum refer to the human resource department's training priorities
 - Participants should be selected strategically to ensure probability of impact. This should include prioritising staff members with sufficient seniority to facilitate change processes. Again, this may include several members of the same unit/department with internal leadership present
 - The change project process should be utilised more strategically to support ongoing reform processes. Change projects should be identified in advance with senior management and with clear argumentation of alignment with institutional priorities. It is therefore not enough that senior management nominates an individual during the application process, but that management is much more involved also in the change project formulation
- Sida should ensure that PASA is part of the harmonisation process with other like-minded donors contributing to capacity development of the AU and RECs.

- In line with the above recommendations, consider decentralising the ITP PASA training management to the Embassy of Sweden in Addis Ababa, which is also responsible for the main capacity development funding provided to the AU and RECs.

6.2 SPECIFICALLY FOR THE ITP PASA DESIGN

The following recommendations are targeted for the future design and implementation of the ITP PASA course:

- Ensure change projects are always identified and vetted by management prior to course initiation
- In line with the recommendations above, consider change projects implemented in groups, either across the same institutional units or across organisations for common purposes as identified in strategic plans
- Make more use of African scholars and ensure up-to-date presentation on key issues such as the APSA structure and implementation
- Consider the use of regional venues beyond South Africa, where the conflicts addressed are of greater relevance to the participants in their daily work. E.g. West African courses for ECOWAS, WANEP and KAIPTC (as well as relevant staff members of AU)
- Ensure follow-up to courses after participants have been implementing the learning for 1-2 years to document lessons learned and feeding this into course design and implementation
- Introduce more updated social media platforms to promote networking among participants beyond the course
- Consider the establishment of alumni groups and promote regular sharing of knowledge and information.

Annex 1: Terms of Reference



Terms of Reference for the evaluation of ITP 296 'Fred och säkerhet i Afrika (Peace and Security in Africa, PASA)'

Date: 2016-06-27

Case number: 2011-000140

1. Background

International Training Programmes (ITP) constitute one of Sida's several ways and means for institutional - and capacity development in low- and middle income countries. The training programmes are conceived of in response to knowledge development needs in combination with Swedish development goals. The purpose is to enable enhanced insights, international contacts and networks, as well as the knowledge and competence development of persons of importance to reform possibilities in the public sector, in the private sector and/or in non-profit organisations.

Participants are therefore to be carefully selected by training programme organisers, as strategic representatives of their home institutions. Participants should have a sufficiently senior or otherwise suitable position to be able to initiate and/or manage a reform process or the like relevant to the overall development objective of the ITP. To ensure that each participant's change project is considered relevant and important to their respective home institution, participants should, in addition, be nominated by their institution/organisation. Upon being accepted to the programme. Participants are invited to a three week long training period in Sweden, after which they return to their home institution to work on their change project, mentored by the programme organiser. After a period of time, all participants meet again for two weeks, to share experiences and receive additional support to their projects. These meetings are usually arranged at one of the participating organisations. Each individual training programme is considered completed (for the organising partner) after a total of around 18 months. By then participants are expected to have begun contributing to organisational strengthening, often through their chosen change projects (but sometimes also independent of these), and to have submitted a final report summing up experiences in these regards.

The general purpose of the training programmes is thus in a sense to strengthen and develop the change projects of the participants, and to support the implementation of these in the home organisation. Study visits and other meetings with relevant actors in Sweden as well as in development cooperation countries contribute to the development of these important change projects. Additional support to change agents is expected to be provided through the establishment of sustainable networks, still relevant and operational after the end of the training programme. By recruiting several participants from the same institutions as well as the same countries over a number of years (3 - 5), a 'critical mass' of change agents are furthermore expected to contribute to a reform-enabling environment.

Description of the programme to be evaluated

The ITP 296 'Fred och Säkerhet i Afrika (Peace and Security in Africa, PASA)' was procured by Sida in March 2011. The Department of Peace and Conflict Research at Uppsala University (DPCR) is the lead party responsible for the training effort, which is carried out in consortium with the Swedish consulting company Indevelop and the African Centre for the Constructive Resolution of Disputes (ACCORD) in South Africa. The contract stipulated three programmes with starting dates in 2011, 2012 and 2013 respectively, with the possibility of an extension for another two programmes, with starting dates in 2014 and 2015 respectively. This extension has been made and consequently, a total of five programme phases have been included.

The main purpose of the programme is to contribute to capacity development of regional organisations working on peace and security in sub-Saharan Africa. Each programme requires a one-year commitment on the part of the participants, and is structured around five mandatory phases, of which Phase 2 (3 weeks in Sweden) and Phase 4 (2 weeks in South Africa) are scheduled phases and the others are carried out at the participants' home organisations. Throughout the programme, the participants are developing and implementing a 'change project' at their organisations, with assistance of an assigned mentor from the programme management team. In line with this purpose, the programme aims to fulfil the following outputs at the level of the individual participants:

- ☐ Develop increased knowledge on issues relating to peace and security in sub-Saharan Africa;
- ☐ Develop increased knowledge of practical methods and tools for improving and strengthening the work for peace and security in the region;
- ☐ Build capacity and competences to analyse the role of the own organisation in the regional and national work for peace and security;
- ☐ Develop increased knowledge about African regional cooperation in the area of peace and security, with particular focus on the roles of the African Union (AU) and the Regional Economic Communities (RECs);
- ☐ Strengthening regional networks between organisations working on peace and security at regional, national and local levels;
- ☐ Increase knowledge about and establish contacts with relevant Swedish stakeholders and expertise.

2. Evaluation Objective and Purpose

The purpose of the evaluation is to identify results and lessons learned from the ITP 296 'Fred och Säkerhet i Afrika (Peace and Security in Africa, PASA)', covering the five programmes during the years 2011-2016. This evaluation, which is the first one ever done, constitutes an important opportunity to review results and experiences in a more systematic way, and a basis for possible programme development for the future. This evaluation also contributes to an in-depth analysis of some of the key actors involved in the regional work for peace and security on the African continent. The evaluation will be useful both for Sida, as a financier, and for the implementing partner.

The overarching objectives of the proposed evaluation are:

- ☐ To identify results (positive/negative and intended/unintended) of the ITP that can directly or indirectly be derived from the programme.
- ☐ To identify lessons learned from implementation of the ITP providing input for future programme development.
- ☐ To assess the extent to which a rights-based approach, a gender perspective, and a poverty perspective have permeated the programme;
- ☐ To what extent the programme seeks to strengthen or contribute to African capacities to build peace and security.

3. Scope and Delimitations

The evaluation shall cover the five programmes of the ITP 296 'Fred och Säkerhet i Afrika (Peace and Security in Africa, PASA)'. The core activities of the evaluation should be constituted by visits to a minimum of three of the organisations participating in the programme; interviews with Sida, DPCR, Indevelop, and ACCORD staff; development and submission of a questionnaire, and review of relevant documentation regarding the programmes. Sida is interested in knowing both what kind of results (changes) that can be identified as linked to the ITP, and the extent to which results on outcome and output levels can be detected. In-depth interviews with participants and other actors relevant to the change projects, and other methods may be used to examine selected participants' change projects to determine the level of impact, if any, the programme has had on the participants and their institutions. A useful selection of organisations might include the Peace and Security Department at the AU in Addis Ababa, the IGAD offices in Addis Ababa and/or Djibouti, and WANEP in Accra. These organisations have all had a high number of participants, and consistent representation each year in the PASA programme.

The evaluator should also consider whether results other than those connected to the change projects can be identified, and generally register and report 'lessons learned' that may feed into future programme development. Finally, the evaluator

should assess the extent to which cross-cutting issues such as the rights-based approach, a gender perspective and a poverty perspective have permeated the programme.

4. Suggested Evaluation Questions

- ☐ To what extent has the knowledge gained during the course been useful for the individual participants, and to what extent has this knowledge been used in their daily work?
- ☐ To what extent has this knowledge been transferred into more permanent structural changes at their organisation (or within their unit/department)?
- ☐ Have there been any internal or external factors that have inhibited the chain of results to work as intended in the programme objectives?
- ☐ Has the programme's content and structure been considered relevant to participating institutions? Have knowledge and insights gained through the programme been considered applicable? How engaged/interested have the institutions been to the knowledge and experience the participants are bringing back?
- ☐ What criteria has the implementing partners used to select the appropriate participants? How have these criteria been applied? How have they made sure that participants' change projects are relevant for and contribute to the desired results of the programme?
- ☐ What change projects have been conducted throughout the programme? (Consider ways of categorising these according to intended change direction/thematic content and discuss their relevance to the programme objectives and the likelihood that change projects lead to long-term results according to the objectives of the programme).
- ☐ What are the lessons learned with regards to the implementing partners' competency and capacity in this area of expertise, their mentorship skills, and monitoring and evaluation system?
- ☐ To what extent have change projects or other reform initiatives linked to the ITP led to sustainable change in the organisation or in their policies? What are the lessons learned in this regard?
- ☐ Has the programme contributed to network creation and/or improved access to existing networks (national, regional and international)? To which extent have participants' networking activities influenced changes in their organisation and on the national or regional level? And to what extent are the networks sustainable?
- ☐ Has the programme fostered a sense of reform- or change project ownership in participating organisations and countries? What are the lessons learned in this regard?
- ☐ What conclusions can be drawn regarding value for money, and from a cost benefit analysis of the programme?
- ☐ Who are the individual participants? (segregated by age, sex, country etc).

5. Organisation, Management and Stakeholders

The main stakeholders of the evaluation are Sida and DPCR, Indevelop and ACCORD. The evaluator will report to Sida. The responsible Sida programme manager will provide access to relevant Sida decision documents, project documents, logframes, agreements as well as annual reports to the evaluator. The responsible programme managers at DPCR, Indevelop and ACCORD will provide participants' final reports and other descriptive and analytic material to the evaluator, including any previous evaluations and studies related to the programme. Relevant staff at DPCR, Indevelop and ACCORD will be available for interviews upon prior notice by the evaluator. The implementing partners will also provide contact details to participants, and inform the relevant stakeholders of the evaluation, its purpose and use. It is, however, the responsibility of the evaluation team to make all practical arrangements for field visits and interviews.

6. Approach and Methodology

The evaluator is expected to use a combination of methods and information to be able to respond to the evaluation questions, such as:

- Review of relevant documentation regarding the programmes;
- Interviews with relevant Sida, and DPCR staff;
- Interviews with relevant staff at Indevelop and ACCORD;
- Field visits to three participating organisations, to allow for an in-depth study of relevant evaluation questions, including interviews with participants, their superiors, and other relevant actors;
- Development and submission of a questionnaire to participants.

The evaluator is expected to elaborate on the proposed methodology in the tender, and if selected, in an inception report to be submitted (see below). The evaluator is expected to carry out the assignment in a cost efficient manner, considerate of effects on the environment.

All reports shall be written in English and adhere to the OECD/DAC Glossary of Key Terms in Evaluation and Results Based Management, as well as the OECD/DAC quality standards for evaluation. Format and outline of the final evaluation report shall follow the guidelines in the Sida evaluation manual "Looking Back, Moving Forward" – annex B, format for Sida Evaluation Reports. The complete evaluation manual is retrievable from Sida's homepage.¹

¹ <http://www.sida.se/Svenska/Publikationer-och-bilder/publikationer/2004/april/looking-back-moving-forward/>

7. Reporting and Communication

An **Inception Report** describing the methods and timeframe of the evaluation will be submitted to Sida no later than **August 31, 2016**. 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 reflecting the ToR and guidelines of referred manuals above. In addition, the evaluators are asked to suggest in the inception report a method that will allow them to capture relevant aspects of how a gender perspective, the perspective of people living in poverty, and a rights-based approach have been included in the ITP. The inception report shall also include the full budget of the assignment, including reimbursable costs. The report shall be no longer than 10 pages excluding annexes, and shall be discussed at Sida a week after having being submitted (September 7, 2016).

The consultants shall present a **Draft Evaluation Report** to Sida, 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 to Sida no later than **October 16, 2016**.

Subsequent to the receipt of the report, Sida shall provide comments and suggestions from all agencies (Sida, DPCR, ACCORD and Indevelop) within two weeks. These comments may be presented orally or in written form, at a meeting at Sida. The **Final Report** shall be presented within ten working days after receiving Sida's and DPCR's comments, unless these are of such a substantial character that more thorough review and gathering of additional material is necessary, in which case Sida may agree to a different time-limit.

The final evaluation report shall be no longer than 40-45 pages long, excluding annexes. The structure of the report shall facilitate assessment of the evaluation questions. The methodology used, as well as possible limitation of methods and findings should be discussed in the report. All limitations shall be made explicit and the consequences of these limitations shall be discussed. The report should also, as mentioned above, discuss lessons learned concerning factors contributing to success and lack of success in achieving programme objectives. Recommendations should be based on analysis of the collected data and should be realistic and relevant to future possible ITPs in a similar thematic area, or to DPCR as organiser of programmes such as this. The report shall be concrete in its conclusions, and an executive summary of main conclusions and major results shall be added in the report.

The consultants shall present the findings of the evaluation at a final seminar held at Sida, DPCR, or at the Swedish Embassy in Addis Ababa, before the end of November 2016. An additional maximum two days should be reserved for this seminar.

8. Time Schedule

The assignment will be carried out within the period of August – November 2016, with a final report with recommendations submitted by latest **November 11, 2016**.

<i>Deliverable</i>	<i>Date</i>
Inception Report	August 31, 2016
Draft Evaluation Report	October 16, 2016
Final Evaluation Report	November 11, 2016
Seminar	Before the end of November 2016

9. Budget and Tender

Sida assesses that the cost of the assignment will be maximum 500 000 SEK. In the tender, the consultant team must present a preliminary budget based on the initial methodological choices, suggested team and number of organisations to study. The tender must 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.

The consultants must in the tender present a preliminary timeframe that indicates number of days per consultant engaged for the assignment, and reimbursable costs. The Inception Report must include the full budget of the assignment, including reimbursement costs.

10. References

Relevant documents that will be useful for the evaluation team to review include (but are not restricted to):

- ☐ Cooperation Strategy for Regional Development Cooperation with Sub-Saharan Africa 2010–2015.
- ☐ Uppdragsbeskrivning/Kravspecifikation för genomförande av internationellt utbildningsprogram (ITP 296), Fred och Säkerhet i Afrika (Peace and Security in Africa, PASA).
- ☐ Yearly reports by DPCR on the five programmes.

Annex 2: List of documents

African Union. *Indicative Elements for the APSA Roadmap 2011-2013*.

CEWARN. *The CEWARN Strategy Framework 2012-2019*.

The Department of Peace and Conflict Research at Uppsala University. 2010. *Anbud till upphandling avseende genomförande av Sidas internationella utbildningsprogram (ITP) Fred och Säkerhet i Afrika*.

The Department of Peace and Conflict Research at Uppsala University. 2011. *International Training Programme Peace and Security in Africa (PASA)*. Powerpoint presentation.

The Department of Peace and Conflict Research at Uppsala University. *Sida / Internationella Utbildningsprogram (ITP) – Budget och Utfall, 2011-2015*.

Implementing Partners. *Annual Reports PASA 1-5, 2011-2016*.

Inkoom, Daniel K. B. & Onadipe, Abiodun. 2016. *Midterm Review of the Joint Financing Arrangement (JFA) project: Strengthening the ECOWAS Conflict Prevention Framework (ECPF) through National for Early Warning and Early Response in West Africa*. Final Evaluation Report.

Maru, Dr. iur. Mehari Taddele. 2013. *The Mid-Term Review of The West Africa Network for Peacebuilding (WANEP)*. Final Report.

Nathan, Prof Laurie, Kibochi, Gen Robert, Mainge, Claude, Ndiaye, Michelle & Zoubir, Prof. Yahia. *African Peace and Security Architecture (APSA) 2014 Assessment Study*. Final Report.

Participants. *Change Project Reports PASA 1-5, 2011-2016*. Yahoo Groups.

Participants. *Final Reports PASA 1-5, 2011-2016*.

PricewaterhouseCoopers. 2014. *Intergovernmental Authority on Development – Report for Systems Audit and International Public Standards (IPSAS) Compliance Review*.

Sida. 2010. *Uppdragsbeskrivning/kravspecifikation för genomförande av internationellt utbildningsprogram (ITP 296)*.

Sida. 2011. *Konsultkontrakt för Tjänster – Genomförande av Internationellt Utbildningsprogram ITP Fred och Säkerhet I Afrika (ITP 296)*.

Sida. 2015. *Advanced International Training Programme. ITP 296 2015 Peace and Security in Africa (PASA)*. Information Brochure.

The Social Network Review. 2011. Yahoo Groups. <http://www.social-networkreviews.com/content/yahoo-groups>. [Website]

Utrikesdepartementet. 2010. *Cooperation Strategy for Regional Development Cooperation with Sub-Saharan Africa 2010-2015*.

Utrikesdepartementet. 2016. *Strategi för Sveriges regionala utvecklingssamarbete med Afrika söder om Sahara 2016-2021*.

WANEP. *West Africa Network for Peacebuilding Annual Report 2015*.

WANEP. *West Africa Network for Peacebuilding Annual Report 2010*.

Annex 3: List of interviewees

No.	Name	Position	Organisation	Location
1	Marisha Ramdeen	Programme Officer within the Peacemaking Unit	ACCORD	Skype
2	Salvator Nkeshimana	Assistant to Acting Director	African Union	Addis Ababa
3	Neema Chusi	Political Officer	African Union	Addis Ababa
4	Lina Abdullahi		African Union	Addis Ababa
5	Pascal Yao Konan	Conflict Management Division	African Union	Addis Ababa
6	Peace Lydia Mutuwa	Database Specialist	African Union	Addis Ababa
7	Elisio Benedito Jamine	Regional Desk Officer	African Union	Addis Ababa
8	Bonaventure Cakpo Guedegbe	Regional Desk Officer	African Union	Addis Ababa
9	Elisabeth Choge-Nyangoro	Expert on Regional Mechanisms	African Union	Addis Ababa
10	Simon Badza	Political Officer	African Union	Addis Ababa
11	Baizebbe Na-Pahimi	Former Programme Officer	African Union (no longer with org.)	Skype
12	Prosper Addo	Officer-in-Charge	AULO Liberia	Skype
13	Helena Grusell	Project Administrator	DPCR	Uppsala
14	Anna Norrman Hedenmark	Chief Administrator	DPCR	Phone
15	Angela Muvumba Sellström	Ph.D	DPCR	Uppsala
16	Anders Themnér	Ph.D	DPCR	Uppsala
17	Leah Barasa	PSO Training Specialist	EASF	Skype
18	Claude Kondor	Programme Officer	ECOWAS	Skype
19	Peter Lassen	Counsellor for Regional Affairs	Embassy of Denmark	Addis Ababa
20	Anne Maria Madsen	Deputy Head of Mission	Embassy of Denmark	Addis Ababa

21	Maria Lundberg	First Secretary Regional Co-operation, Governance, Peace and Security	Embassy of Sweden	Addis Ababa
22	Lena Schildt	Retired	Embassy of Sweden (no longer with org.)	Skype
23	Mimmi Söderberg Kovacs	Former Assistant Professor	Folke Bernadotte Academy	Skype
24	Gerhard Mai	Coordinator of the German Development Cooperation, with the African Union in the area of Peace and Security	GiZ	Addis Ababa
25	Ndeye Marieme Ly Diagne	Former Monitoring and Evaluation Officer	Goree Institute (no longer with org.)	Skype
26	Singo Stephen Mwachofi	Former Programme Officer, Peace and Security	ICGLR (no longer with org.)	Skype
27	Tigist Hailu Asfawossen	PR and Communications Officer	IGAD - CEWARN	Addis Ababa
28	Tibebu Kifle	CEWARN's Rapid Response Fund Administration & Accounting Officer	IGAD - CEWARN	Addis Ababa
29	Legawork Assefa	Programme Coordinator, Peace Funds	IGAD - ISSP	Addis Ababa
30	Commander Abebe Muluneh Beyene	Head of IGAD Security Sector Program (ISSP)	IGAD - ISSP	Addis Ababa
31	Nejat Abdulrahman Issa	Program Officer	IGAD - ISSP	Addis Ababa
32	Jérôme Gouzou	Senior Consultant	Indevelop	Stockholm
33	Serwaa Allotey-Pappoe	Research and Project Assistant	KAIPTC	Accra
34	Nancy Annan	Research Associate	KAIPTC	Skype
35	Edgar Habasonda	Former Programme Manager	SACCORD (no longer with org.)	Skype
36	Francis Acquah-Aikins	Regional Coordinator, Network Development	WANEP	Accra
37	Vincent Azumah	Regional M&E Coordinator	WANEP	Accra
38	Edwige Dede Mensah	Programme Officer, Early Warning	WANEP	Accra
39	Esther Gordon-Mensah	Administrative & HR Manager	WANEP	Accra
40	Kesia-Onam Birch	Regional Programme Officer, WIPNET & Peace Education	WANEP	Accra
41	Ifeanyi Okechukwu	Regional Coordinator, Early Warning	WANEP	Accra
42	Chukwuemeka Eze	Executive Director	WANEP	Accra
43	Alimou Diallo	Focal Point at ECOWAS	WANEP	Skype



44	Albert Yelyang	National Coordinator	WANEP Ghana	Skype
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Annex 4: Evaluation matrix

Evaluation Criterion	Evaluation question	Evaluation indicator	Sources and means of verification
Relevance	R.1.a Has the programme's content and structure been considered relevant to participating institutions?	R.1.a Leadership of institutions in agreement with ITP content	- Semi-structured interviews - Survey with participants
	R.1.b Have knowledge and insights gained through the programme been considered applicable?	R.1.b Course content alignment with institutional strategies and review/evaluation recommendations	- Assessment of course content against strategies, review and evaluation reports
	R.2.a Are the participant selection criteria relevant to institutional needs?	R.2.a Selection in accordance with needs identified in reviews	- Selection criteria reports - Change project mapping
	R.2.b Have the criteria been applied?	R.2.b Evidence of selection criteria application	- Participant data and statistics
	R.2.c How have they made sure that participants' change projects are relevant for and contribute to the desired results of the programme?	R.2.c Alignment of change projects against programme objectives	- Assessment of implementing partner course evaluations
	R.3.a: Are the change projects relevant to the organisations.	R.3.a Change project alignment with leadership priorities and strategies	
	R.4.: Is the distribution of participants aligned with Sida's commitment to gender equality, women's empowerment and youth?	R.4 Data segregation of participants according to sex, age, country etc.	
Effectiveness	E.1.a Has the programme contributed to network creation and/or improved access to existing networks (national,	E.1.a Participants confirm and point to use of networks	- Semi-structured interviews with participants and their management

Evaluation Criterion	Evaluation question	Evaluation indicator	Sources and means of verification
Efficiency	regional and international)? E.1.b To which extent have participants' networking activities influenced changes in their organisation and on the national or regional level?	E.1.b Participants point to changes based on network	- Focus group discussions with participants - Survey with participants - Assessment of possible products by participants in their organisation
	E.2. Has the knowledge gained been used by participants in daily work?	E.2 Examples by participants and management on use of knowledge	
	Ef.1: Is the programme implemented with emphasis on economy and efficiency?	Ef.1: Transaction costs of programme against outputs	- Implementing partner budget assessments - Interviews with implementing partners
	Ef.2.a Do the implementing partners ITP execution meet the needs and expectations of the participants and organisations?	Ef.2.a Participants' and organisations' assessment of ITP transaction costs	- Interviews with participants and their management - Participant survey
	Ef.2.b To what extent are quality assessment and lessons learned fed into the course design and execution?	Ef.2.b Implementing partners programme changes to programme over time	- Implementing partner course design over time
Impact	I.1.a: To what extent has the capacity development provided through the ITP influenced structural changes to the targeted organisation?	I.1.a Participant and management point to changes linked to capacity development	- Semi-structured interviews with organisations' management - Focus group discussions with participants
	I.1.b: To what extent have the change projects resulted in organisational or structural changes in the organisations	I.1.b Mapping of change projects against evidence of organisational change	- Assessment of organisational documents
	I.2: How have the change projects contributed to meeting ITP programme objectives	I.2 Mapping change projects influence in organisations against ITP objectives	- Mapping of change projects against organisational change strategies
Sustainability	S.1. To what extent have change projects or other reform	S.1 Financial and institutional sustainability	- Review and evaluation reports

Evaluation Criterion	Evaluation question	Evaluation indicator	Sources and means of verification
	initiatives linked to the ITP led to sustainable change in the organisation or in their policies?	of changes identified under (E) and (I)	- Budgets of organisations - Interviews with organisations' management
	S.2: To what extent are the networks established sustainable?	S.2 Confirmation of network use by participants	- Focus group discussions with participants - Participant survey

External reviews and strategy held up against change projects (CP)	PASA 1 - Fafre Camara & Bright Mando, AU. Office of the Legal Counsel: "Operationalization of the African Standby Force (ASF)"	PASA 1 - Salvador Nkeshimana PSD, Siman Badra PSCS, Neema Chusi, PSCS "Contribution to the Enhancement of the African Union Mediation Capacity"	PASA 1 - Calixte Mbari, Political Affairs Department: "Facilitation Mechanism to Enhance Democratic and Peaceful Electoral Processes in Africa"	PASA 2 - Pascal Konan Yao, African Union Commission - Peace and Security Department/CMPCRD "Contribute to the improvement of the implementation of AU Organs decisions by the CMPCRD (Crisis Management and Post Conflict Reconstruction Division)"	PASA 2 - James Gadin, AMISOM: "Enhancing the Capacity of the Somali Civil Service"	PASA 2 - Lina Imran Abdullahi, AU "Developing a study on Enhancing African Ownership on SSR and the AU - SSR project"	PASA 3 - Peace Mutuwa, AU PSD: "Civilian Capacities for Peace and Security Operations in Africa"	PASA 3 - Sylvia Kabaki, AU: "Landmines: Supporting Explosive Threat Reduction"	PASA 3 - Guy Cyrille Tapoko, AUC: "Fostering the effective operationalization of the African Governance Architecture (AGA) and Platform"
Aim of change project	Focuses on the operationalization of the future of ASF by providing a draft Memorandum of Understanding that aims to regulate the mandate and mission mechanism between the PSC and the RECs	Enhancing the capacity and effectiveness of the AU in promoting and maintaining lasting continental peace, security and stability through effective mediation. This will be achieved by establishing an appropriate and more effective mediation structure within the PSD, Permanent Mediation Unit (PMU).	Creating a Regional Facilitation mechanism that will provide the necessary political support to the national electoral constituencies to enable them fulfil their mission in adequate manner	The project aims at improving the implementation of AU Organs decisions by: • The adoption of principles on the need to improve the work of the CMPCRD by stakeholders • Training of staff in specific skills based on the new expectations • Designing and adopting a new decision structure with more clarity	To contribute to enhancing the effective functioning of the TFG (transitional federal government) of Somalia by building the capacity of key Ministries and Public Sector Institutions	To increase the readiness of AU-member states to implement African ownership of SSR processes by identifying discursive changes when it comes to perspectives on SSR-ownership	Looking at the dimensions of recruitment, rostering and deployment of civilian personnel	Contribute to the improvement in AU member states meeting their clearance deadlines of landmines	This project aims to contribute to the effective domestication of the African Governance Architecture and platform within the African Union Member States.
In order to overcome:	The operationalization of the ASF is facing various challenges including among others, inadequate legal framework, funding and logistical challenges. As a result of the non-operationalization of the ASF, there is slow deployment of peace support missions and inadequate humanitarian assistance in cases of natural disasters	AU mediation efforts either to prevent or lastingly resolve the conflicts have not been effective	Election Management Bodies (EMBs) are frequently ill-equipped to manage conflicts expeditiously and impartially due to lack of appropriate legal framework, appropriate mechanism and experience. Loss of confidence in the existing dispute settlement mechanisms raises serious questions about the credibility and legitimacy of elections	The PSD/Crisis Management and Post Conflict Reconstruction (CMPCRD) seems to be overloaded given the number and nature of the ongoing conflicts on the continent compared to the number of the staff of the CMPCRD that are tasked to deal with the said conflict issues or crisis	The TFG of Somalia is faced with many complex challenges, among which is the re-building of state machinery and necessary capacity to deliver basic services to the population	Lack of Knowledge amongst African Actors about African Ownership on SSR	The level of civilian participation in peace support operations (PSOs) has evolved at a very slow pace, making the formation of a multidisciplinary Africa Standby Force (ASF) slow	Many signatory countries to the Antipersonnel Mine Ban Treaty (APMBT) are failing to meet their clearance deadlines	This difficulty is based on the lack of promotion for closer cooperation between the AU Organs, institutions and stakeholders, nonexistence of a coordinating mechanism for the domestication and implementation of the African Governance Agenda and weak capacity of the AU in the promotion, evaluation and monitoring of governance standards and trends.
Thematic orientation							Small focus on women and children	Small gender focus	
Other comments				Missing most recent project proposal				Kabaki has not provided any progress reports, to her mentor, about how the project has developed. Kabaki has therefore not fulfilled the necessary requirements to pass the course	Prevented from participating in phase 4, and instead expected to finish in PASA 4.
2010 APSA Assessment general recommendations (as cited in APSA 2014 Assessment study):									
AU should provide clear and consistent strategic guidance for the operationalization of APSA	✓	Creating a more appropriate and more effective mediation structure and mandate within the PSD		✓			✓		
Increase staffing levels at the AUC and the RECs/RMs									
APSA should not be limited to the main components identified in PSC Protocol but should also factor in emerging political and security dynamics such as governance, transitional justice, etc									The AGA is the overall political and institutional framework for the promotion of democracy, governance and human rights in Africa
AU should strengthen institutional links with the RECs/RMs			✓			✓			
AUC should improve inter-departmental coordination and cooperation between its various departments especially between PSD and the Department of Political Affairs									
The AU and the RECs/RMs should ensure that gender issues are mainstreamed into all APSA components							✓	✓	
The AU should improve stakeholder engagement and outreach, particularly with civil society						Raising awareness, also with security services and relevant stakeholders	Conduct Peace support Operation training to potential civilians	Increased co-ordination between various mine action stakeholders	Engage stakeholders especially civil society and African citizens on the AGA and shared values

External reviews and strategy held up against change projects (CP)	PASA 1 - Fafre Camara & Bright Mando, AU Office of the Legal Counsel "Operationalization of the African Standby Force (ASF)"	PASA 1 - Salvatore Ntshimana PSD, Simon Badza PSCS, Niema Chasi, PSCS "Contribution to the Enhancement of the African Union Mediation Capacity"	PASA 1 - Calixte Mbani, Political Affairs Department: "Facilitation Mechanism to Enhance Democratic and Peaceful Electoral Processes in Africa"	PASA 2 - Pascal Konan Yao, African Union Commission - Peace and Security Department/CMPCRD "Contribute to the improvement of the implementation of AU Organs decisions by the CMPCRD (Crisis Management and Post Conflict Reconstruction Division)"	PASA 2 - James Gadin, AMISOM: "Enhancing the Capacity of the Somali Civil Service"	PASA 2 - Lina Imran Abdullahi, AU "Developing a study on Enhancing African Ownership on SSR and the AU - SSR project"	PASA 3 - Peace Mutuwa, AU PSD: "Civilian Capacities for Peace and Security Operations in Africa"	PASA 3 - Sylvia Kabaki, AU: "Landmines: Supporting Explosive Threat Reduction"	PASA 3 - Guy Cyrille Tapoko, AUC: "Fostering the effective operationalization of the African Governance Architecture (AGA) and Platform"
	APSA 2014 Assessment Study by AU identified issues:								
Peace and Security Council (PSC): Need for strengthening coordination and cooperation between PSC and the RECs/RMs. -PSC does not consult adequately the RECs/RMs on PSC deliberations that affect them Lack of operational clarity on what kind of advice PSC expects from the Panel of the Wise no procedure for the PoW to routinely provide input to the PSC on conflicts or potential conflicts Provisions of the PSC Protocol on engagement with civil society organizations have not been adequately implemented The numerous crises in Africa have compelled the PSC to meet more often. This has burdened further the PSC Secretariat and the embassies of countries that lack capacities - PSD also faces severe staffing constraints Panel of the Wise (PoW): There is inadequate follow-up on implementation of PoW recommendations and a lack of a mechanism to monitor the activities of the PoW The Secretariat lacks human resources (capacity) There is insufficient interaction with CSOs	✓		RECs, to submit, discuss and endorse the project. The AUC will convey a meeting in March/April 2013 with all RECs and Regional Election Institutions				✓		
African Standby Force (ASF): Lack of harmonization of legal frameworks and decision-making procedures between the AUC, RECs/RMs and Member States towards speeding up the decision-making cycle to facilitate early response A redefinition of the AU peace operations doctrine on the use of force in order to respond to the prevailing realities Inability to mobilize adequate political will of the AU Member States to commit to proactive measures Unavailability of critical force enablers, e.g. intelligence, protected mobility, airlift, helicopters, field hospitals ASF mandates are grossly mismatched with available resources	Develop the legal framework in order to have a common understanding on the obligations and rights of the AU and RECs/RMs	Human Resources Rationalisation with support from the AHRM							
Lack of strategic level of guidance as well as lack of capacity at appropriate level at the PSDO to guide the development of ASF across RECs/RMs							Develop a Knowledge Management and information management system for the generation of lesson learned and good practices		
Continental Early Warning System (CEWS) Limited interaction and feedback from primary users to the CEWS management -CEWS management does not always know to what extent the AU decision-makers find its EW products useful Connectivity with other RECs (other than ECOWAS and EAC) are lacking Low capacity: -recruitment underway to fill the gap caused by redeployment of CEWS staff is not sufficient to meet staffing needs -qualify staff for good analysis is missing							*Conduct Peace support Operation training to potential civilians *Develop and harmonization of SOPs for civilian recruitment with the current African Union Human Resources Policy, with a focus on PSD recruitment and HR policy for timely deployment		

[illegible]

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The African Standby Force (ASF)									
Communication with RECs/RMs							✓		
Legal framework for deployment of ASF	✓								
Strengthen mission support	✓								
Training Needs Analysis							✓		
Staffing at all levels									
Preparing hand-over systems and procedures							✓		
Continental Early Warning System (CEWS)									
Data collection and analysis: -ongoing refinement of CEWS tools, acquisition of software and equipment, skills training on data collection									
Enhancing the capacity of CEWS to constructively engage decision makers									
Enhancing the capacity of CEWS to increase coordination and collaboration with the early warning mechanisms of the RECs and other stakeholders: -sharing of information, joint trainings, etc									
Other indicative elements									
In line with the Akosombo Declaration, strategies and policies should be developed to guide interventions in the areas of counter-terrorism, PCRD, disaster management, disarmament, border issues, security sector reform and security sector governance, as well as maritime safety and security	✓			✓	✓	✓			✓

External reviews and strategy held up against change projects (CP)	PASA 4 (+ PASA 5) - Temitope Famuyide, AUC: "The Role of the ASF in Humanitarian Assistance and Natural Disaster Support (HANDS)"	PASA 4 (+ PASA 5) - Josephine Nwaelugo - AUC-PSD: "Youth Violence in post conflict Liberia"	PASA 4 - Elisio B. Jamine, AUC: "Strengthening Operational Capacity of the Public Order Police in the Nijagos Islands and Biorro Militar, Guinea Bissau Pilot Project"	PASA 4 - Idrissa Kamara, AUC: "Support to the Independent National Electoral Commission (INEC) to prevent election-related violence in the upcoming 2015 general elections in Nigeria"	PASA 5 - Frederick Richard Kiyaga, AUC: "Improved development of National Action Plans on UNSCR 1325 and 1820 in the IGAD Region"	PASA 5 - Mumbi Mathangan, PSOD: "Strengthening conduct and discipline in African Union Peace Support Operations (PSOs)"	PASA 5 - Bonaventure Cakpo Guedegbe, AUC PSD: "Contribution to the reduction of human rights violations in Burundi"	PASA 5 - Elizabeth Choge Nyangoro, AUC and Golie Nyirenda, AU-SARO: "Enhancing the partnership between the AU Peace and Security Council and the Regional Economic Communities within the APSA framework with particular reference to the SADC"
Aim of change project	Contribute helping decision makers at the African Union better understands the "how to use" and the role of ASF in disaster management and, therefore, contribute to make them better prepared/equipped with the right principles to activate ASF's capacities when so needed	To contribute to a reduction in the number of crimes committed by youths by assisting the Liberian government in developing a policy for youth development and sensitize and train key stakeholders about this new policy	Contribute to restore integrity of the Public Order Police and strengthen its operational capability. Project therefore aims to transform the behaviour of the police through large-scale training in police ethnics, codes of conduct, and human rights of all 400 police officers in two problematic neighbourhoods in the capital.	Strengthen the capacity of the INEC	Contribute to the development of the National Action Plans (NAPs) on UNSCRs 1325 and 1820 by IGAD	N/A	To contribute to the reduction of human rights violations with the assistance of the AU human rights observers, military experts, the Burundian civil society actors and the international community	Contribute to the enhancement of coordination and collaboration between AU PSC and corresponding mechanisms of the RECs/RMs (with particular reference to SADC)
In order to overcome:	Absence of an effective guiding principle that defines the role of the African Standby Force in the disaster management in Africa. Moreover, there is an ineffective disaster response coordination mechanisms at regional and continental level	Large scores of marginalized youths have been identified as a key challenge to the security of post-war Liberia	The Police force in Guinea Bissau has been known for its disproportionate use of force, as well as torture, arbitrary detentions, gross violation of human rights, and high level of corruption	Mismanagement of electoral processes as well as electoral violence	Unsystematic or limited implementation of the UNSCR gender normative framework and an absence of accountability on the part of member states. Out of 8 only 1 is fully implemented	N/A	The core problem is the explosion of multiple violations of human rights and murders in Burundi since the beginning of the political crisis in April 2015.	There is a need to put in place a strategy to enable the RECs/RMs, for instance, to provide information and substantive inputs required for PSC decision making on conflict and crisis situations
Thematic orientation		Youth orientation		Small focus on youth and women	Gender focus			
Other comments	Finished in PASA 5	Did not attend phase 4 and instead completed PASA 5				Got new position at UN Liberia, hence most recent change project has been revised to fit UNMIL's prevention awareness strategy (newest title: Stand up against SEA: Be part of the Solution - UNMIL's prevention awareness strategy against sexual exploitation and abuse)		
2010 APSA Assessment general recommendations (as cited in APSA 2014 Assessment study):								
AU should provide clear and consistent strategic guidance for the operationalization of APSA								Recognition of, and respect for the primary responsibility of the AU in the maintenance and promotion of peace, security and stability in Africa.
Increase staffing levels at the AUC and the RECs/RMs					Identified internal risk: IGAD Gender Programme is understaffed			
APSA should not be limited to the main components identified in PSC Protocol but should also factor in emerging political and security dynamics such as governance, transitional justice, etc								
AU should strengthen institutional links with the RECs/RMs								Seminar of Senior Officials of AU and RECs/RMs, including the PSC to examine principles that could guide the partnership between the AU PSC and the RECs/RMs in the promotion of peace and security in Africa.
AUC should improve inter-departmental coordination and cooperation between its various departments especially between PSD and the Department of Political Affairs.								
The AU and the RECs/RMs should ensure that gender issues are mainstreamed into all APSA components				✓	✓			
The AU should improve stakeholder engagement and outreach, particularly with civil society		Youth sensitization and training workshops - about 100 youth leaders		Collect, analyse, map and share relevant data on existing electoral risks with relevant stakeholders	Conduct advocacy and policy dialogue meeting(s) on gender perspectives for CSOs		Outreach to Burundian civil society and human rights stakeholders	

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APSA 2014 Assessment Study by AU								
Identified issues:								
Peace and Security Council (PSC):								
Need for strengthening coordination and cooperation between PSC and the RECs/RMs. -PSC does not consult adequately the RECs/RMs on PSC deliberations that affect them		Youth policy framework prepared			High Level Policy Round Table on UNSCR 1325 & 1820: Adoption of Declaration committing member states to accelerate implementation -provide technical support to develop NAPs			PSC and RECs/RMs (including SADC) workshop on modalities that can ensure continued joint planning, consultation, decision-making and review, and the establishment of joint teams of officials who will implement, co-ordinate and oversee the activities agreed upon. - enhancing capacities and information sharing between the RECs/RMs and the AU PSC
Lack of operational clarity on what kind of advice PSC expects from the Panel of the Wise -no procedure for the PoW to routinely provide input to the PSC on conflicts or potential conflicts								
Provisions of the PSC Protocol on engagement with civil society organizations have not been adequately implemented								
The numerous crises in Africa have compelled the PSC to meet more often. This has burdened further the PSC Secretariat and the embassies of countries that lack capacities - PSD also faces severe staffing constraints				Identified internal risk: insufficient human resources and funds				
Panel of the Wise (PoW):								
There is inadequate follow-up on implementation of PoW recommendations and a lack of a mechanism to monitor the activities of the PoW								
The Secretariat lacks human resources (capacity)								
There is insufficient interaction with CSOs								
African Standby Force (ASF):								
Lack of harmonization of legal frameworks and decision-making procedures between the AUC, RECs/RMs and Member States towards speeding up the decision-making cycle to facilitate early response	The HANDS Policy is expected to judiciously interpret Article 13 and 15 of the AU Peace and Security Council relating to the African Standby Force							
A redefinition of the AU peace operations doctrine on the use of force in order to respond to the prevailing realities	The policy seeks to define the key modalities on how the capability of the ASF can be brought to bear to rapidly respond and be deployed in emergencies. The completion of this project will allow decision makers at the level of the AU during response to disasters to better understand how to make use of the capacity of the ASF							
Inability to mobilize adequate political will of the AU Member States to commit to proactive measures	The Policy framework intends to influence the decision of Member States of the African Union in the way they contribute capacities to the ASF with the understanding that such capacities would be deployed in situation of disasters needing humanitarian assistance.							

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Unavailability of critical force enablers, e.g. Intelligence, protected mobility, airlift, helicopters, field hospitals								
ASF mandates are grossly mismatched with available resources								
Lack of strategic level of guidance as well as lack of capacity at appropriate level at the PSOD to guide the development of ASF across RECs/RMs								
Continental Early Warning System (CEWS)								
Limited interaction and feedback from primary users to the CEWS management -CEWS management does not always know to what extent the AU decision-makers find its EW products useful								
Connectivity with other RECs (other than ECOWAS and EAC) are lacking								
Low capacity: -recruitment underway to fill the gap caused by redeployment of CEWS staff is not sufficient to meet staffing needs -qualify staff for good analysis is missing								
Current information restricted to issues relating to peace and security, which does not allow for the inclusion of the inherent linkages to other issues such as governance and development								
Technical challenges and lack of internet connection hampering process of integrating all data collection and analysis tools								
Inadequate collaboration with other AUC departments, e.g. The PSC								
CEWS early warning reports are available to only a few selected users within the AU, limiting the reach of the reports								
The Peace Fund and Financial Sustainability:								
Financial dependency - 60% of AU's budget funded by six Member States - not all Member States meet their financial obligations		Identified internal risk: Budgetary constraints from the member states.			Identified internal risk: Member States' contributions are low and inconsistent.			
Shortage of financial staff and capacity								
APSA in particular is heavily dependent on external partners/donors, constraining the AU's ability to act as a major security actor								
Weak implementing capacity -low budget execution rates								
Although constantly growing, funds allocated to the Peace Fund remain very small compared with needs		Donors conference to be held to raise the needed fund					Identified internal risk: Accelerate the procedures for deployment and the disbursement of funds	
Mediation and Preventive Diplomacy								
Absence of sustained professional support to mediators								
Absence of an MSU that would constitute a centre of excellence on mediation and coordinate support to mediators in the field								
Absence of a preventive diplomacy system that promotes and coordinates early peacemaking action by PSC, PoW, CEWS, etc.								
Absence of mechanisms and procedures for ensuring coordination and cooperation between the AU, the RECs/RMs and the UN in mediation and preventive diplomacy								

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Relations between the AU and the RECs/RMs								
At times there has been tension and competition, based on different normative and strategic responses to a crisis and on the question of which organization should take the lead in stabilisation and peacemaking								✓
Insufficient consultation and collaboration between the PSC and similar decision-making forums of the RECs/RMs								✓
The AU Liaison Offices to the RECs/RMs have not been fully capacitated								✓
Engagement with Civil Society Organizations								
Increase collaborations and partnerships with civil society				Facilitate collaboration and coordination between electoral stakeholders.	✓			
Many CSOs lack the technical skills to interact with the PSC				Continuous training of INEC officials.				
Gender, Peace and Security:								
Need for developing skills to be able to effectively use relevant gender mainstreaming tools					Monitors the development and implementation of NAPs on UNSCRs 1325 & 1820 in IGAD region, document and share best practices among relevant stakeholders			
Need for further coordination to avoid overlap and duplication of effort and practical work between the three institutional mechanisms (Gender Directorate, the Special Envoy and the gender unit at the PSD)								
Defence and Security Issues								
Lacking in most AU DDR programs: focus on reintegration of excombatants into social and economic life - need to continue to strengthen DDR structures both at the AUC and RECs/RMs levels								
Enhance national capacities in the relevant aspects			Improving operational capabilities - Counter Insurgency, Anti-Terrorism and Public Order Management training Course, Airport/Aviation Security Course, etc.					
The AU more engaged in implementing SSR activities in countries transitioning from conflict (+ through the RECs)			✓					
Member States should reframe their national security policies and institutional capacities along the guidelines of the AU SSR policy.								
AU should establish mechanisms for monitoring implementation of SSR policy								
APSA Roadmap 2011-2013 (indicative elements)								
Peace and Security Council:								
Building more synergy with regional entities dealing with conflict prevention, management and resolution in Africa		✓		✓	✓			✓
Strengthening coordination in policy making and decision-making								✓
Further strengthening working relations with similar Organs (UN, EU, Arab States)	✓				✓			✓
Addressing non-traditional threats to peace								

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Peace and Security Council Secretariat								
Structure to be reviewed/expanded to take into account additional human resources required to enhance operational capacity of the Secretariat								
Provision of additional human resources								
Putting in place a dedicated translation and interpretation team to support the work of the PSC								
The Panel of the Wise (PoW)								
Sensitization and assistance to RECs to establish regional panels and organization of consultative seminars with RECs on thematic issues								
Enhancing cooperation between Secretariat and PoW								
Contributing to efforts towards the development of AU mediation policy and strategy								
The African Standby Force (ASF)								
Communication with RECs/RMs								
Legal framework for deployment of ASF	✓							
Strengthen mission support	✓							
Training Needs Analysis			✓					
Staffing at all levels								
Preparing hand-over systems and procedures								
Continental Early Warning System (CEWS)								
Data collection and analysis: -ongoing refinement of CEWS tools, acquisition of software and equipment, skills training on data collection								
Enhancing the capacity of CEWS to constructively engage decision makers								
Enhancing the capacity of CEWS to increase coordination and collaboration with the early warning mechanisms of the RECs and other stakeholders: -sharing of information, joint trainings, etc								
Other indicative elements								
In line with the Akosombo Declaration, strategies and policies should be developed to guide interventions in the areas of counter-terrorism, PCRD, disaster management, disarmament, border issues, security sector reform and security sector governance, as well as maritime safety and security		✓		✓	✓		✓	

External reviews and strategy held up against change projects (CP)	PASA 1 - Tigist Hailu, CEWARN "Development, publishing and dissemination of CEWARN compendium (2003-2011)".	PASA 2 - Legawork Yegdimwork, IGAD Ethiopia: "Institutionalising mediation in IGAD"	PASA 2 - Jemal Ibrahim, IGAD Liaison Office: "Lasting Solution for Somalia"	PASA 2 + PASA 3 - Sebene Negussie Sime, CEWARN: "Awareness creation and change of attitude towards gender issues in the CEWARN Mechanism"	PASA 2 - Tibebe Kifle, CEWARN: "Project on simplifying the RRF application formats and criteria so as to encourage applicants and increase the responsiveness of the Fund"	PASA 3 - Blaise Mercha, Ethiopian CEWERU: "Enhancing the role of traditional institutions in conflict resolution in the Ethiopian Conflict Early Warning and Early Response Unit"	PASA 3 + PASA 4 - Yufnals Okubo, IGAD: "Regional Response to Terrorism in the IGAD Region"	PASA 3 - Tesfaye Tadesse, IGAD: "Implementation of Somalia inland strategy to counter Piracy"
Aim of change project	To develop a resource/tool towards more effective outreach and to increase visibility of CEWARN's work	Revamp IGAD's overall approach to mediation by: -Providing the framework, the policies, the systems and procedures that allow for professional and institutionalised preventive diplomacy and mediation activities	To facilitate the development of a political culture among Somalis and to understand the formation of political parties as one strategy to engage all Somalis into the constructive occupation of the political space	That staff learns about gender mainstreaming and how to integrate that in its new strategy •focus is on contributing to behavioral change and raising awareness as a gender policy already exist •contribute towards the development of gender-responsive programmes through improved knowledge and awareness by 2014.	To increase the relevance and effectiveness of the Rapid Response Fund (RRF) through a review of the application process and documents •Development of new manual/hand book in order to simplify formats	To enhance the role of traditional institutions and the use of customary methods of conflict resolution within the CEWARN Mechanism (particularly local peace committees)	Developing an IGAD Regional Strategy and Action Plan to counter terrorism and to counter growth of radicalization strengthening the criminal justice capacity of IGAD	The project aims to support the implementation of the Counter Piracy Strategy. •The key element of the project is to place the Somalia coastal communities and Somalia, the biggest victims of the scourge, at the centre of the counter piracy approach
In order to overcome:	Inadequacy of outreach efforts, limiting CEWARN's policy impact and visibility due to: -lack of comprehensive reference document on the mechanism's inception, mode of operations, practical interventions and successes. -absence of an institution-wide monitoring and evaluation system that allows a systematic documentation of successes and achievements	•Knowledge and lessons learned have not been materialised into best practices and knowledge sharing yet •Member State's reliance on track I diplomacy living less or no space for track II diplomacy. •Under-performing secretariat due to lack of pragmatic and strategic overall direction for sustainable mediation exercises	To revive the comatose Somali state into a vibrant state	Lack of knowledge on the issue as well as lack of interest in dealing with gender issues •Entrenched institutional patriarchy •Gender insensitive institutional strategy and policies	Few civil society organizations apply to the fund, complaining about the heavy administrative burden imposed by the procedures	Institutional and operational collaboration with traditional/customary institutions within the mechanism remains weak. •Traditional institutions are poorly represented and less integrated in CEWARN's institutional set-ups and the mechanism's peace building undertakings rely less on customary methods of conflict resolution.	Absence of regional strategies and regional operations against terrorism have meant that the tools and mechanisms developed have had minimum achievement against globally organised and globally inspired terrorist organisations like Al-shabaab	In 2010, ISSP conducted a study on how the scourge of piracy could be countered on land in Somalia, noting that ultimately piracy was land based. This resulted in the Somali inland strategy to counter piracy.
Thematic Orientation		Changing the thinking towards track II diplomacy, i.e. promoting participation of CSOs, women and youth in peace making processes		Pure gender focus				
Other Comments			The participant did not complete phase 4 and was offered to join the South African phase of PASA 3, but no complete change project found in Yahoo Group for this year nor in annex	Did not participate to the follow-up workshop in South Africa due to family emergency, but completed with a revised change project in PASA 3			Okubo did not complete the follow-up workshop, as he was summoned by his superior to leave the course and join a meeting before Durban. Instead finished PASA 4	
PWC Review 2014 (System audit: assessment of business processes, work flows and systems) Identified issues: Ineffective governance structures and oversight roles: •need for delineating authorities and responsibilities • governance body does not meet in accordance with agreement •challenges in collection of annual/additional contributions from member states •resource mobilisation not defined in the long term •need for aligning budget with strategic plan •Executive Secretary and Directors do not hold periodic scheduled meetings to discuss operational matters, etc.								
Improvement areas on documentation and communication of policies, procedures and manuals: • Ineffective communication of policies and procedures to staff •No defined process that describes the required departments and personnel to be involved in the development of a project and preparation of crucial documents such as the work plans and budgets, performance frameworks. •documents should be simplified, communicated and enforced by senior personnel •lack of adequate understanding of IGAD's policies and procedures manuals	Compendium will provide a comprehensive reference document on the mechanism's operations, anecdotal evidence of practical interventions and successes to: -provide CEWARN's partners in government, local communities, donors, etc. to learn from CEWARN's rich storage of data and immense experience	Moving from ad-hoc reactive approach to a more preventive and professionalized proactive approach •Formalize the establishment of the MSU by the policy organ		Push for assignment of gender focal person – which is already in the structure of the new CEWARN strategy			•Regional frameworks, including policies, Mechanisms and Institutions for combating terrorism are strengthened or developed and implemented •The region will be having an effective implementation strategy and acting together as opposed to the previous method of ad-hoc reactive and domestic activities.	
		•Devising standard operating procedures •Identification of consultancies, partner organisations and donor mechanisms •Development of training manual for capacity building programs to Member States		•Reinstated a relationship with a former gender consultant who was doing gender manual for CEWARN few years back but wasn't completed for unidentified issues. •Development of a strategy that promotes gender equality across all programme areas •Constantly sharing publications on gender and conflict to the staff •facilitate the finalization of the CEWARN/IGAD gender training manual	Simplification of application procedure (for CSOs)	• Conduct a research to document the traditional decision-making structures in CEWARN areas of reporting on the Ethiopian side to identify the characteristics, relevance and status of these structures and their customary conflict resolution approaches. •Revision of CEWARN's operational guidelines to clearly define and articulate the role of traditional institutions in CEWARN structures and decision-making process.	•An IGAD regional counter radicalization strategy and Plan of Action is developed and implemented •Regional convention and protocols for countering terrorism developed. •conduct awareness seminars and trainings on the international legal instruments against terrorism, including the global counter terrorism strategy and how the same should be institutionalised at the national level	Training manual documents

External reviews and strategy held up against change projects (CP)	PASA 1 - Tigist Hailu, CEWARN "Development, publishing and dissemination of CEWARN compendium (2003-2011)".	PASA 2 - Legawork Yegdimwork, IGAD Ethiopia: "Institutionalising mediation in IGAD"	PASA 2 - Jemal Ibrahim, IGAD Liaison Office: "Lasting Solution for Somalia"	PASA 2 + PASA 3 - Sebene Negussie Sime, CEWARN: "Awareness creation and change of attitude towards gender issues in the CEWARN Mechanism"	PASA 2 - Tibebe Kifle, CEWARN: "Project on simplifying the RRF application formats and criteria so as to encourage applicants and increase the responsiveness of the Fund"	PASA 3 - Bizusew Mersha, Ethiopian CEWERU: "Enhancing the role of traditional institutions in conflict resolution in the Ethiopian Conflict Early Warning and Early Response Unit"	PASA 3 + PASA 4 - Yufnalis Okubo, IGAD: "Regional Response to Terrorism in the IGAD Region"	PASA 3 - Tesfaye Tadesse, IGAD: "Implementation of Somalia inland strategy to counter Piracy"
Finance: •delay in uploading budget information •lack of integrated system for financial processing and reporting								
Gaps in manual processes - e.g. Program management within several divisions, maintenance of project information, payment processing, leave management •lack of adequate and timely monitoring and evaluation procedures and systems on programs	✓					Include in monitoring and evaluation and impact assessment exercises the extent of traditional structures involvement and use of customary approaches.		
Duplication of roles across divisions and even within departments. For example, procurement		Establishing a coordination mechanism for programme coordination						
Insufficient number of qualified personnel in the various divisions who are not engaged by donor funded projects • HR and training: Management does not conduct training needs assessment and implement a training program for its employees. Thus, the organisation cannot effectively address the staff training needs thus enhancing on the skills and capabilities of existing staff. •no deliberate succession planning mechanism for personnel in key roles		•Organising recruitment •Conducting interactive training workshops in mediations aimed at capacity building		Strengthened relationship with gender experts and as a result enrich the knowledge of the staff on gender issues and how to mainstream it with other activities •Designing sensitizations trainings to the staff and stakeholders on gender			•Adequate national/regional counter terrorism capacity is acquired by experts in multiple fields. • Provision of training to multi-disciplinary officials on various aspects of counter terrorism.	Workshops
Lack of service-related performance metrics and service level agreements between core divisions and support department • Performance management: A formal process is not in place for evaluation of staff members for promotion, termination, demotion, confirmation or extension of probation and withholding of within-grade increment or grant of accelerated advancement.								
Poor communication both vertically and horizontally •ICT strategy should be rationalized •use of technology may be considered to increase the flow of information to relevant personnel	Compendium will also serve as a public relations tool as it will be disseminated (in parts or as a whole) with the aim of attracting greater interest and appreciation for the Mechanism.							
Inadequate resources such as systems, tools and equipment							Establish a regional fund to assist member states in countering terrorism with annual contributions from member states.	
CEWARN Strategy Framework								
Outcomes sought in 2012-2019:								
Utilization of CEWARN's decision support tools in policy formulation and development	✓							
Entrenching of early warning and early response in local, national and regional governance	✓					✓		
Franchising* of the CEWARN values, standards and benchmarks by global, regional and national institutions				✓				

External reviews and strategy held up against change projects (CP)	PASA 4 - Commander Abebe Muluneh Beyene, IGAD ISSP: "Creation of a regional centre for better cooperation and coordination mechanism on existing, evolving and emerging common security threats in the IGAD region"	PASA 4 - Caroline Wambui Karaba, IGAD: "Development of Internal Knowledge Management Tool System"	PASA 4 - Aleu Garang, IGAD: "Promoting Culture of Peace in Jonglie state in the Republic of South Sudan"	PASA 4 - Joseph Muhumuza, IGAD: "Enhancing the Effectiveness of CEWARN Local Peace Committees in Kotido District"	PASA 5 - Khalid Hassan, IGAD-ISSP: "Strengthening the Civilian Oversight of the Defence Sector in South Sudan: IGAD Capacity Building Support to Post Conflict SSR in South Sudan (2016-2020)"	PASA 5 - Dawit Mirany Nida, IGAD CEWARN: "Building networks with regional, national and local institutions in upholding peace and security in CEWARN area of operations"	PASA 5 - Nejat Abdulrahman Issa, IGAD ISSP: "Effectiveness of the IGAD Security Sector Program (ISSP)"	PASA 5 - Rahel Seife Hassen, IGAD CEWARN: "Conflict Sensitive Journalism as a Tool for Peace-Building within the IGAD Region"
Aim of change project	The project focuses on the creation and on the <i>modus operandi</i> of a regional centre for coordination, cooperation and collaboration on existing, evolving and emerging security threats: •Establish and formulate Regional Center	Contribute to the knowledge management system at IGAD, with a focus on the Peace and security sector. - Follow-up the implementation of our programmes/projects - Better conservation of knowledge - Better and systematic transmission of knowledge	Providing peace education training to civil society actors, chiefs, elders, youths and women; as well as assist relevant community based organizations with capacity building	To achieve a reduction in the number of cattle-raids in Kotido by: • forming local peace committees and providing the members of the latter with the necessary skills in conflict management and early warning and response. •Community behavioural change	Contribute to improve the efficiency of the civilian oversight mechanisms (COMs) for the defence sector in South Sudan by providing training and capacity building to these COMs.	Improve the early warning and response mechanism in the CEWARN operation areas through the introduction of integrated conflict management (ICM): • capacity building of local actors • local actors will cooperate by providing inputs to the EWR mechanism, they will provide complete information to the EWS • network-based information sharing among all local actors	The objective is to identify the tools and measurements of the impact of a successful program in order to make the future activities of ISSP relevant and focused on achievable results.	To strengthen CEWARN's communication to include a strategy on web-based communications as a peace messaging tool to prevent, manage and resolve conflict: -create a policy forum for decision-makers and develop a conflict sensitive reporting tool kit
In order to overcome:	Threats to the region's security have risen significantly; and the lack of proper coordination and research has increased the risk of potential threats not being identified and countered in time. •lack of proper cooperation, coordination and collaboration among security actors in the region.	Challenges related to duplication of efforts, repetition of mistakes and poor project management in the peace and security work of IGAD	The lack of a culture of peace as one major cause for the high levels of insecurity	Northeastern Uganda suffering from a culture of cattle rustling, leading to violence, internal displacement, etc.	The shortcomings of the existing COMs are related to the contentious political situation in South Sudan, in particular the unresolved conflict between The Sudan People's Liberation Army (SPLA) in the Government, the Sudan People's Liberation Army in Opposition (SPLA-IO)	There remains inadequate early warning and response mechanism in the CEWARN operation areas partly due to: -limited involvement of local actors in these operations - local actors involved unable to pass on critical information in a way that will help to activate the response -lack of structured information sharing among local actors	Incapability of ISSP to demonstrate its effectiveness: -does conducting trainings, various workshops, or seminars in different subject areas bring about the required result?	Conflict insensitive reporting by the media in tense situations inflames and exacerbates conflicts
Thematic Orientation			Focus on women, youth and elders	Small focus on women, youth and elders	Small focus on gender mainstreaming in validation workshop			
Other Comments						This project is funded and should be implemented, although this participant is no longer employed at IGAD.		Hassen has not completed the final reporting and has therefore not yet fulfilled the necessary requirements to pass the course.
PWC Review 2014 (System audit: assessment of business processes, work flows and systems) Identified issues: Ineffective governance structures and oversight roles: •need for delineating authorities and responsibilities • governance body does not meet in accordance with agreement •challenges in collection of annual/additional contributions from member states •resource mobilisation not defined in the long term •need for aligning budget with strategic plan •Executive Secretary and Directors do not hold periodic scheduled meetings to discuss operational matters, etc.	Though IGAD member states have political commitment to cooperation on common security threats, there is no regional institutional and normative framework for law enforcement cooperation and coordination. Hence, the establishment of the regional center contributes to the better intelligence analysis and information sharing, public mobilization, and capacity building that enhances the capacity of security sector for the better cooperation and coordination.						Recommendations on the mandate of ISSP to assess results, mechanisms for monitoring and evaluation, and sharing of sensitive information. •Validated report submitted to the IGAD Secretariat for further adoption by the IGAD Council of Ministers (CoM)	
Improvement areas on documentation and communication of policies, procedures and manuals: • Ineffective communication of policies and procedures to staff •No defined process that describes the required departments and personnel to be involved in the development of a project and preparation of crucial documents such as the work plans and budgets, performance frameworks. •documents should be simplified, communicated and enforced by senior personnel •lack of adequate understanding of IGAD's policies and procedures manuals	Facilitate the regional taskforce assessment and compilation of the report on formulation of Regional Center	Assessment of our information and information tools use policy: - create adequate internal procedures for following up information circulation		A report with information about what exists in terms of peace practices, experiences, gaps and challenges in Kotido district. This will help to plan a good training package that is informed by the needs assessment carried out	• Develop a more strategic approach by considering policies and programs rather than projects. •Periodic reporting and statements on COMs practices and mutual oversight support are regularly disseminated.		Prepare the final impact assessment report by identifying the impacts, challenges, opportunities, best practices, and recommendations	

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Finance: •delay in uploading budget information •lack of integrated system for financial processing and reporting								
Gaps in manual processes - e.g. Program management within several divisions, maintenance of project information, payment processing, leave management •lack of adequate and timely monitoring and evaluation procedures and systems on programs			Continuous feedback and evaluation of previously trained groups		• Several papers on SSR may be produced, database of analysis and research and seminars be facilitated accordingly	Regular Monitoring reports from implementation of Integrated Conflict Management Systems in the CEWARN area of operations		
Duplication of roles across divisions and even within departments. For example, procurement	To contribute to better cooperation among IGAD member states and better coordination of law enforcement agencies through mutual legal assistance platform;		Streamline peace education in collaboration with the following partners: ACCORD, Crisis Management Initiative (CMI), Peace Commission, Jonglei state authorities, Ministry of Education of the Government of the Republic of South Sudan.	Harmonization meeting: Improved cooperation/coordination between the CEWERU Local Peace Committees and sharing of early warning information with CEWARN Field Monitors.	Increase coherency within departmental programs by agreeing on priorities and outcomes			
Insufficient number of qualified personnel in the various divisions who are not engaged by donor funded projects • HR and training: Management does not conduct training needs assessment and implement a training program for its employees. Thus, the organisation cannot effectively address the staff training needs thus enhancing on the skills and capabilities of existing staff. •no deliberate succession planning mechanism for personnel in key roles	The Regional Center contributes to building the capacity of national law enforcement agencies, which in turn enables them to work together in a better cooperative and coordinative manner. •Establishing, briefing and conducting training of regional taskforce to assess the establishment of regional center for better law enforcement cooperation.	•needs assessment, in the form of consultations and evaluations sent to all potential users (at first, only IGAD staff) •Training so that the staff can use the tool/improved data base						Capacity development: Knowledge of conflict sensitive reporting and knowledge of CPMR
Lack of service-related performance metrics and service level agreements between core divisions and support department •Performance management: A formal process is not in place for evaluation of staff members for promotion, termination, demotion, confirmation or extension of probation and withholding of within-grade increment or grant of accelerated advancement.	Validation workshop: Evaluating and assessing the regional task force findings and recommendations	•HR able to trace that documents have been returned by leaving employees •New staff briefed on how to use the system	Training of Trainers who are to engage with grass-roots institutions i.e. civil society, chiefs, elders, youth and women in peace education training, workshops and conferences.	After implementing the project a comparison will be made between the earlier gathered information prior to project implementation and after its implementation.	Pre and post training evaluation reflect the quantity and quality of the training content.		Carry out mid-term review of ISSP. This involves reviewing all activities of ISSP, analyze the objective and if they are achieved, identify challenges and opportunities, pin point best practices, recommendations for future planning, among others. •validation workshop to all Member States for review and finalization.	
Poor communication both vertically and horizontally •ICT strategy should be rationalized •use of technology may be considered to increase the flow of information to relevant personnel							Develop own communication strategy in alignment with the overall IGAD communication strategy -action plan determining specific ways of handling both internal and external communications -ISSP's role within the IGAD Communication strategy expanded and interlinked.	• Draft strategy on web-based communications on peace messaging • Aligning the CEWARN communications strategy to the peace messaging strategy •Easy use of internet and mobile platforms for peace messaging
Inadequate resources such as systems, tools and equipment		Improve knowledge management system: •creating templates for entering information: the documents are fed in the data base , referenced, traced •update data-base						Developing and popularizing conflict sensitive reporting toolkits

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CEWARN Strategy Framework								
Outcomes sought in 2012-2019:								
Utilization of CEWARN's decision support tools in policy formulation and development								
Entrenching of early warning and early response in local, national and regional governance				✓		✓		
Franchising' of the CEWARN values, standards and benchmarks by global, regional and national institutions								
Communities, citizens, private enterprises, and officials in CEWARN's areas of operation are collectively engaged in upholding human security				✓		✓		
Sustaining preventive response initiatives - particularly cross-border ones - that combine local and national initiatives, and utilizing them to influence scaling and best practices								✓
Expansion in the monitoring and mapping of conflict and violence systems /typologies and geographic coverage)						✓		
Adequate financial and human resources to implement strategy								
Critical Imperatives to reach outcomes								
The ability to gather credible and sufficient data to turn into high quality analysis								
The skills to map and analyze violent conflict risks and responses from a complex systems perspective						✓		
The ability to serve the appropriate decision-makers with robust risk and contingency assessments in a timely fashion								✓
The capability to effectively grow and evolve the network in line with the need for preventing violent conflict and enabling successful response				✓				
The competence to support on the ground projects that reduce risks of violent conflict or mitigate it, and promote scaling for widespread effect								
The use of an in-built learning mechanism that refreshed and reorients strategy and operations								
Outstanding facilitative and collaborative capabilities on the local, national and regional levels				✓		✓		
Clarity on standards and benchmarks driving partnerships								
An engaged network of peace champions								
A resilient and flexible financial position								

External reviews and strategy held up against change projects (CP)	PASA 1 - Justin Bayor, WANEP: "Promoting Women Participation in Ghana's Peace Processes in 2012"	PASA 1 - Alimou Diallo, WANEP: "Breaking the Culture of Reaction to Conflict: Linking Responses to Alerts"	PASA 1 - Pamela Cole, WANEP: "Strengthening Local Government Authorities (LGAs) in Democratic Governance and Peacebuilding"	PASA 1 - Catherine Oginni, WANEP: "Access to Early Warning System of WANEP Nigeria"	PASA 2 - Constant C. Gnacadja, WANEP Benin: "Youth and non-violence Peace Education Program in West Africa: Pilot Program in Benin"	PASA 2 + PASA 3 - Francis D. Mendy, WANEP Gambia: "Cross-border Actors in Action for Peacebuilding and Social Unity (KAABU)"	PASA 2 - Adenike T. Obaoye, WANEP: "Enhancing Community Based Early Warning for Conflict Prevention through the Inclusion of Women's Perspectives"	PASA 1 + PASA 2 Edward Jomba, WANEP Sierra Leone: "Enhancing Community Capacity to Prevent and Mitigate Electoral Violence in Sierra Leone"
Aim of change project	Increase the participation of women in the local peace processes in the run-up to the December 2012 general elections	WANEP has started a process of developing a web based National Early Systems (NEWS) in West Africa. This particular change project is designed to operationalize NEWS in Ghana and Nigeria (as an entry point to reach out later on to the rest of W/A).	To contribute towards building effective local governance in Central River Region by strengthening capacity of key stakeholders.	To improve capacity of relevant stakeholders and by identifying them and informing them about the relevance of early warning signals	The initiative focuses on peace education in schools and youth clubs, in order to decrease levels of violence amongst youths in Cotonou	To contribute to improved local governance and security environment within the target border communities of the Kaabu region. WANEP will build the capacity of identified CSOs and stakeholders of cross border communities in peacebuilding and conflict prevention.	Lobby WANEP to include trainings on early warning for community women and also link them to the already existing early warning reporters to have more robust inclusion of women's perspectives in the EWS	To reduce the risk of election-related violence in the eight political constituencies in the Kono district in South-Eastern Sierra Leone. Community Civic Groups including Bike Riders Associations and Ex-combatants Social Networks will be identified and trained in mitigating electoral violence and political tolerance.
In order to overcome:	Election-related violence due to the deliberate exclusion of women	A formal partnership was signed between WANEP and ECOWAS in 2004 as the CSO implementing partner of ECOWARN, the ECOWAS mechanism for conflict prevention in West Africa. However, because WANEP reports directly to the ECOWAS headquarters in Abuja on all signals of conflict without sharing the information with national governments and local administrative and traditional leaders, a gap has occurred between early warning and early response	Delay of implementing the Act. Concentration of power still lies with the national government and governance is yet to reach the rural communities. Due to: - limited capacity and knowledge on part of local authorities - lack of awareness and skills by the communities, particularly among women, to participate in the decision-making processes	Many of the early warning information provided to WANEP fail to get to the appropriate agencies and institutions to act for preventive purposes due to: - low level of access to early warning information by stakeholders with the capacity to prevent violent conflict	Political polarization along socio-cultural and economic lines, affecting the cohesion of Benin	The Senegambia region continues to reel from the conflict raging in Casamance (southern Senegal) for the past generation. With the trafficking in small arms and light weapons (SALW), rural and urban communities, including the poor and vulnerable in small communities, intermittently suffer from loss of lives and free movement.	In 2011, WANEP Nigeria Early Warning System was broadened to include a gender perspective, but limitations still exist: - of 37 state monitors/reports only four are women	Young people in Sierra Leone who are supposed to be prepared as future leaders have not been cushioned through educational and employment opportunities. This has led to despair and desperation leading to indulgence into criminality and violence.
Thematic orientation	Gender	Capacity	Small focus on women	Capacity	Youth orientation	Capacity	Gender	Youth oriented
Other comments						Due to visa problems he was unable to attend phase 4 in South Africa (he will instead participate in phase 4 with PASA 3)	Due to maternal leave she was not able to participate in phase 4 in South Africa (she will instead participate in phase 4 with PASA 3.) However, no updated change project in the yahoo group nor annex for PASA 3?	Because Eddie was unable to participate in phase 4 of PASA 1, he attend phase 4 of PASA 2
Mid-term review of WANEP from 2010-2012 by Dr. Iur. Mehari Taddele Maru, commissioned by Sida								
Identified issues:								
Governance issues: Decline in the engagement and partnership between WANEP and ECOWAS, due to: -delay in reconstituting WANEP Liaison Office to ECOWAS -diminishing role of ECOWAS in peace and security -budget cuts and recruitment slowdown within ECOWAS - Also weak partnership with the AU		•Organise NEWS Coordination Meeting every six months in Ghana and Nigeria. The Coordination meeting will bring together participants from the ECOWAS Early Warning Department (EWD), Government representative, State institutions and CSOs Focal Points as well as WANEP regional and national staff. •Organise 5 meetings with ECOWAS Early Warning Directorate to integrate NEWS and NEWS products to ECOWARN						
Procedural issues: No systematically recorded and reporting mechanism in place -no efficient exchange of ideas, information, decisions and proposals among the Secretariat, the governance bodies of WANEP particularly the General Assembly, the Board of WANEP, the National Boards, the NNCs and the network members -lack of Impact Reports -Relevance and effective delivery of services and visibility varies from country to country		•Review and update national early warning indicators adapted from the ECOWAS indicators for ECOWARN •Develop tools for regular NEWS information sharing. WANEP regional will publish weekly alerts on a sub-regional scale while WANEP Nigeria will publish daily highlights on national Peace and security issues. WANEP-Ghana publishes monthly alerts and efforts will be made through this project produce weekly alerts that will inform decision making and response actions.	Develop and Publish Training Manual for replication of the training in other LGAs	Development of a database of stakeholder: this involves the pooling together of contacts of stakeholders to form a database for linkage with the early warning system	•Training tools development •Development of training manuals and guide manuals on peace education			

External reviews and strategy held up against change projects (CP)	PASA 1 - Justin Bayor, WANEP: "Promoting Women Participation in Ghana's Peace Processes in 2012"	PASA 1 - Alimou Diallo, WANEP: "Breaking the Culture of Reaction to Conflict: Linking Responses to Alerts"	PASA 1 - Pamela Cole, WANEP: "Strengthening Local Government Authorities (LGAs) in Democratic Governance and Peacebuilding"	PASA 1 - Catherine Oginni, WANEP: "Access to Early Warning System of WANEP Nigeria"	PASA 2 - Constant C. Gnacadja, WANEP Benin: "Youth and non-violence Peace Education Program in West Africa: Pilot Program in Benin"	PASA 2 + PASA 3 - Francis D. Mendy, WANEP Gambia: "Cross-border Actors in Action for Peacebuilding and Social Unity (KAABU)"	PASA 2 - Adenike T. Obaoye, WANEP: "Enhancing Community Based Early Warning for Conflict Prevention through the Inclusion of Women's Perspectives"	PASA 1 + PASA 2 Edward Jombla, WANEP Sierra Leone: "Enhancing Community Capacity to Prevent and Mitigate Electoral Violence in Sierra Leone"
Strategic issues: - lack of communication strategy -Failure of execution of planned activities and no assessment of unmet goals and unimplemented activities. -need for optimizing strategic effectiveness and the capacity of its structural organization: i.e. the leadership within the Secretariat split time and resources between being practitioners and managers (programmatic engagement vs. strategic/vision setting work) - focus on decentralization to the extent that the network members and NNCs could function with less dependency on the Secretariat								
M&E issues: Lack of systematic culture of monitoring and evaluation	Monitoring, External Evaluation and Annual audit by WANEP secretariat, Regional Chapters and Egala, Atitso & Associates	Monitoring will be conducted regularly to guide activities implemented to ensure that they systematically contribute to achieving the set objectives. An end project evaluation will be conducted to map out lessons learned and inform management decisions in future programming.		Monitoring of the regular flow of information: This is to monitor the effectiveness of the integration and follow up on the responses of stakeholders.				
Structural issues: -Zonal Coordinators make no significant contribution								
Financial issues: -delay in the liquidation of funds sent to the national networks -and inadequate submission of documents and authentic receipts in support of all expenditure -lack of insitutional and financial policies incl. Procurement and Fraud policies	Identified internal risk: Slow release of funds to implement activities							
Capacity and HR issues: -WANEP Secretariat is thinly spread, due to limited number of technically competent people - Need for an in-built institutional mechanism for succession of leadership: -Secretariat is highly dependent on the leadership of the Executive Director								
Funding issues: -Heavy dependency on a limited number of donors and funding base is not diversified -no fundraising and ressource mobilization strategy/plan -some income generation, but in a fragmented and ad hoc approach. Need to develop revenue generation strategy				Identified internal risk: fund availability		Identified internal risk: fund availability		
Mid-term review of the Joint Financing Arrangement (JFA) project, 2016								
Governance issues: Limited collaboration between WANEP and ECOWAS - need for deepning regular communication and briefing for ECOWAS ambassadors		✓						

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Funding issues: -WANEP compete with network partners for funds -core funding should be targeted at the strategic, operational and tactical levels rather than just projects								
JFA support issues: -Issues of motivation for monitors both in financial and technical terms - Monitors don't report regularly - high turnover of monitors, requiring repeated retraining and refresher courses for new and existing ones. - a need for strengthening recruitment of monitors - need for regular training of monitors		Conduct capacity building training for NEWS Monitors: Organise two capacity building trainings (one per country) for NEWS field monitors in conflict monitoring, analysis and reporting						
Results-based management issues: -Improve RBM especially at the national levels and ensure synergy activities and reporting -Increase numbers, build skills to report better, institute workable and simplified ways of reporting data collected						The capacity building of the various cross border community actors involved in the program: • Training in Gender and Small Arms and Light Weapons (SALW) • Training in Result based management • Training in Project planning and community development		
Knowledge issues: - be better at facilitating network to network learning and knowledge sharing			•Conduct 2 Inter LGA Stakeholders Meeting involving both LGA communities and the Local authorities with the aim of enhancing and bridging the gap for improved relationship •Conduct an experience sharing and good practices workshop among all the beneficiaries to enhance learning and networking			Knowledge and awareness of peace building, conflict prevention and good governance best practices increased: • Conduct research on thematic issues around the mitigation or transition from conflicts to democratic governance. • Conduct annual conferences on best practices • Publish annual journal on best practices for conflict prevention and good governance • Exchange of Best Practices		
Ressource issues: Most of the available equipment is obsolete: - lack of computers - lack of internet connectivity - lack of sufficient quantities of tablets and on-line portals				The integration of the developed database and the ICT based early warning system of WANEP Nigeria Identified internal risk: The negligence and inadequacy of feed monitors that supplies information from the 36 states can affect the quality of information which may make the sole essence of the process meaningless.				
Structural issues: -reconsider the location of some of its national secretariats because some e.g. overshadow national networks								
Capacity issues: Improve training programmes it offers to its network members rather than just concentrate on own staff		On annual basis 2 capacity trainings will be carried out (one per country) and in the second year, another training will be conducted bringing together the response teams from the two countries to share experiences and strategies.			Training sessions for trainers	Operational and institutional capacity of the secretariat of the national networks of Gambia, Guinea Bissau and Senegal improved for conflict prevention, peacebuilding and good governance		Conduct a three-day training of trainers for 35 youth leaders/activists on political tolerance and non-violence, civic education and good citizenship

External reviews and strategy held up against change projects (CP)	PASA 1 - Justin Bayor, WANEP: "Promoting Women Participation in Ghana's Peace Processes in 2012"	PASA 1 - Alimou Diallo, WANEP: "Breaking the Culture of Reaction to Conflict: Linking Responses to Alerts"	PASA 1 - Pamela Cole, WANEP: "Strengthening Local Government Authorities (LGAs) in Democratic Governance and Peacebuilding"	PASA 1 - Catherine Oginni, WANEP: "Access to Early Warning System of WANEP Nigeria"	PASA 2 - Constant C. Gnacadja, WANEP Benin: "Youth and non-violence Peace Education Program in West Africa: Pilot Program in Benin"	PASA 2 + PASA 3 - Francis D. Mendy, WANEP Gambia: "Cross-border Actors in Action for Peacebuilding and Social Unity (KAABU)"	PASA 2 - Adenike T. Obaoye, WANEP: "Enhancing Community Based Early Warning for Conflict Prevention through the Inclusion of Women's Perspectives"	PASA 1 + PASA 2 Edward Jombla, WANEP Sierra Leone: "Enhancing Community Capacity to Prevent and Mitigate Electoral Violence in Sierra Leone"
M&E Issues: Need for reviewing the M&E tools available to ensure that they are understandable and useable								
Data issues: -Need for data to be accessible to a wider audience and beneficiaries without compromising WANEP credibility - still gaps in data analysis due to lack of capacity	•Publication of Ghana Peace Watch, Women's Special Edition •Radio Discussions by Women in Peacebuilding	•Publication of Quarterly Alerts in Ghana •Publish Monthly Early Warning Bulletin, WANEP Nigeria •Produce 4 Press Releases and 2 policy briefs on peace and security in West African countries	Conduct community radio programme to further sensitize and popularize the Act	Widely circulation of output from the early warning system (weekly highlight, monthly bulletin and situation tracking) to the created database	1000 copies of training guide to be printed	Data collection and analysis: To establish an Early Warning Centre and increase civil society and communities' participation in community early warning and early response in Gambia, Guinea Bissau and Senegal with emphasis on the Kaabu cross border communities		•Ten radio discussion programs during and after the elections •Develop, publish and disseminate four (4) (quarterly) policy briefs and position papers on electoral risk factors to generate early response
Strategic Plan 2010-2014 (as stated in WANEP Annual Report, 2010):								
Strengthen the capacity of peacebuilding organizations and practitioners in West Africa to engage actively in the transformation of violent conflicts through the use of non-violent strategies		✓	✓	✓	✓	✓	✓	✓
Develop a conflict prevention mechanism in West Africa to monitor, analyze and respond to conflicts		✓		✓		✓	✓	
Engender peacebuilding policy and practices in West Africa								
Promote a culture of non-violence and social responsibility among young people in West Africa					✓			✓
Strengthen the conceptual base of WANEP programs through research, documentation and Monitoring and Evaluation	✓	✓	✓	✓	✓			✓
Enhance policy formulation and influence on peace and human security through regional and international linkages and advocacy			✓					

External reviews and strategy held up against change projects (CP)	PASA 2 - Melody Azinim, WANEP Ghana: <i>"Promoting Women Participation in Local Peacebuilding Initiatives in Yendi"</i>	PASA 2 - Fattu Bundu, WANEP Sierra Leone <i>"Increasing knowledge on UNSCR 1325 on Women Peace and Security in the ministry of Social Welfare, Gender and Children's Affairs"</i>	PASA 3 - Grace Eshiet, WANEP-Nigeria: <i>"Mitigate the Prolonged Culture of Youth-Led Violence in Nigeria"</i>	PASA 3 - Albert Yelyang, WANEP-Ghana: <i>"Police-Community Relations Project-POCREP"</i>	PASA 3 - Mensah Dede Edwidge Priscille, WANEP Regional Secretariat: <i>"Synchronizing Early Warning and Early Responses in selected communities across Western borders of Cote d'Ivoire and Liberia"</i>	PASA 3 - Kesia-Onam Bijoue Togoh, WANEP Regional Secretariat: <i>"Engendering Peacebuilding in Togo"</i>
Aim of change project	Increase in the level of women participation in peacebuilding.	To contribute to enhanced capacity of the state officials working for the Ministry of Social Welfare Gender and Children's Affairs in terms of NAP and UNSCR 1325	To contribute to inclusion of Peace Education/Peer Mediation components in School Curriculum at the Federal Level as well as capacity building of teachers and youths	To increase the effectiveness of the police in managing communal conflicts in selected communities, in order for in the long run to reduce the risk of escalating violence in Northern and Upper East Regions of Ghana	To contribute to the promotion of more effective and more structured local response to early warning signals at selected border towns between Liberia and Côte d'Ivoire.	To contribute towards the implementation of the NAP (Security Council Resolution 1325 on Women, Peace and Security) of Togo
In order to overcome:	Low participation of women in local peacebuilding initiatives in Yendi.	Lack of administration and dissemination of the United Nations Security Council Resolutions 1325 on women, peace and security	High level of youth violence and lack of proper peace education in the country's schools	Police corps lack adequate knowledge and means to both understand and address these conflicts. Also communities themselves often lack knowledge of police prosecution procedures and rarely share necessary information	Lack of information and knowledge about existing EWMs, lack of coordination and communication, mistrust between state security agencies and local communities	Insufficient knowledge of the content of the National Action Plan in Togo
Thematic orientation	Gender	Gender	Youth oriented	Capacity		gender
Other comments						
Mid-term review of WANEP from 2010-2012 by Dr. iur. Mehari Taddele Maru, commissioned by Sida						
Identified issues:						
Governance issues: Decline in the engagement and partnership between WANEP and ECOWAS, due to: -delay in reconstituting WANEP Liaison Office to ECOWAS -diminishing role of EWOWAS in peace and security -budget cuts and recruitment slowdown within ECOWAS - Also weak partnership with the AU						
Procedural issues: No systematically recorded and reporting mechanism in place -no efficient exchange of ideas, information, decisions and proposals among the Secretariat, the governance bodies of WANEP particularly the General Assembly, the Board of WANEP, the National Boards, the NNCs and the network members -lack of Impact Reports -Relevance and effective delivery of services and visibility varies from country to country			Development of Information Education and Communication Materials			

External reviews and strategy held up against change projects (CP)	PASA 2 - Melody Azinim, WANEP Ghana: "Promoting Women Participation in Local Peacebuilding Initiatives in Yendi"	PASA 2 - Fattu Bundu, WANEP Sierra Leone "Increasing knowledge on UNSCR 1325 on Women Peace and Security in the ministry of Social Welfare, Gender and Children's Affairs"	PASA 3 - Grace Eshiet, WANEP-Nigeria: "Mitigate the Prolonged Culture of Youth-Led Violence in Nigeria"	PASA 3 - Albert Yelyang, WANEP-Ghana: "Police-Community Relations Project-POCREP"	PASA 3 - Mensah Dede Edwidge Priscille, WANEP Regional Secretariat: "Synchronizing Early Warning and Early Responses in selected communities across Western borders of Cote d'Ivoire and Liberia"	PASA 3 - Kesia-Onam Bijou Togoh, WANEP Regional Secretariat: "Engendering Peacebuilding in Togo"
Strategic issues: - lack of communication strategy -Failure of execution of planned activities and no assessment of unmet goals and unimplemented activities. -need for optimizing strategic effectiveness and the capacity of its structural organization: i.e. the leadership within the Secretariat split time and resources between being practitioners and managers (programmatic engagement vs. strategic/vision setting work) - focus on decentralization to the extent that the network members and NNCs could function with less dependency on the Secretariat						
M&E issues: Lack of systematic culture of monitoring and evaluation	• Carry out four M&E visits to WIPNETs, one mid-term review with key stakeholders • One end of project evaluation with larger stakeholders like the Regional Coordinating Council, MMDAs, WIPNET, Youth and traditional leaders.	Quarterly project progress review meetings Identified internal risk: Weak monitoring and evaluation of project activities		• Conduct 10, monthly (1 in each month) district field monitoring/review meetings. • Conduct end of project evaluation		
Structural issues: -Zonal Coordinators make no significant contribution						
Financial issues: -delay in the liquidation of funds sent to the national networks -and inadequate submission of documents and authentic receipts in support of all expenditure -lack of insitutional and financial policies incl. Procurement and Fraud policies				Identified internal risks: Delays in receiving funds may also affect regular and timely delivery on the project.		
Capacity and HR issues: -WANEP Secretariat is thinly spread, due to limited number of technically competent people - Need for an in-built institutional mechanism for succession of leadership: -Secretariat is highly dependent on the leadership of the Executive Director		Identified internal risk: Under-staffing will affect effective and timely implementation leading to project delays in meeting target deadlines				

External reviews and strategy held up against change projects (CP)	PASA 2 - Melody Azinim, WANEP Ghana: "Promoting Women Participation in Local Peacebuilding Initiatives in Yendi"	PASA 2 - Fattu Bundu, WANEP Sierra Leone "Increasing knowledge on UNSCR 1325 on Women Peace and Security in the ministry of Social Welfare, Gender and Children's Affairs"	PASA 3 - Grace Eshiet, WANEP-Nigeria: "Mitigate the Prolonged Culture of Youth Led Violence in Nigeria"	PASA 3 - Albert Yelyang, WANEP-Ghana: "Police-Community Relations Project-POCREP"	PASA 3 - Mensah Dede Edwidge Priscille, WANEP Regional Secretariat: "Synchronizing Early Warning and Early Responses in selected communities across Western borders of Cote d'Ivoire and Liberia"	PASA 3 - Kesia-Onam Bijou Togoh, WANEP Regional Secretariat: "Engendering Peacebuilding in Togo"
Funding issues: -Heavy dependency on a limited number of donors and funding base is not diversified -no fundraising and ressource mobilization strategy/plan -some income generation, but in a fragmented and ad hoc approach. Need to develop revenue generation strategy Mid-term review of the Joint Financing Arrangement (JFA) project, 2016 Governance issues: Limited collaboration between WANEP and ECOWAS - need for deepning regular communication and briefing for ECOWAS ambassadors Funding issues: -WANEP compete with network partners for funds -core funding should be targeted at the strategic, operational and tactical levels rather than just projects JFA support issues: -issues of motivation for monitors both in financial and technical terms - Monitors don't report regularly - high turnover of monitors, requiring repeated retraining and refresher courses for new and existing ones. - a need for strengthening recuritment of monitors - need for regular training of monitors Results-based management issues: -Improve RBM especially at the national levels and ensure synergy activities and reporting -Increase numbers, build skills to report better, institute workable and simplified ways of reporting data collected	Identified internal risks: donor reliance	Identified internal risk: lack of funding	Identified internal risk: ability to raise funds for the project	Identified internal risk Lack of fund to sustain the program		For continuity and sustainability purposes, WANEP might require other funding sources.
					Initiate training and retraining of selected members of targeted groups to monitors and use NEWS systems	

External reviews and strategy held up against change projects (CP)	PASA 2 - Melody Azinim, WANEP Ghana: "Promoting Women Participation in Local Peacebuilding Initiatives in Yendi"	PASA 2 - Fattu Bundu, WANEP Sierra Leone "Increasing knowledge on UNSCR 1325 on Women Peace and Security in the ministry of Social Welfare, Gender and Children's Affairs"	PASA 3 - Grace Eshiet, WANEP-Nigeria: "Mitigate the Prolonged Culture of Youth-Led Violence in Nigeria"	PASA 3 - Albert Yelyang, WANEP-Ghana: "Police-Community Relations Project-POCREP"	PASA 3 - Mensah Dede Edwidge Priscille, WANEP Regional Secretariat: "Synchronizing Early Warning and Early Responses in selected communities across Western borders of Cote d'Ivoire and Liberia"	PASA 3 - Kesia-Onam Bijou Togoh, WANEP Regional Secretariat: "Engendering Peacebuilding in Togo"
Knowledge issues: - be better at facilitating network to network learning and knowledge sharing		Quarterly stakeholder consultative meeting	Networking/collaboration with identified relevant stakeholders to build a support base for the project.		- Initiate a preliminary meeting with stakeholders to discuss, share experience on the ground on EWR and trans-borders security at community levels with participants from the 2 countries - Quarterly debriefing between WANEP Liberia and Cote d'Ivoire related to human security threats and responses	
Ressource issues: Most of the available equipment is obsolete: - lack of computers - lack of internet connectivity - lack of sufficient quantities of tablets and on-line portals					Furnish Peace huts and install communication platform among keys EWR committees members	
Structural issues: -reconsider the location of some of its national secretariats because some e.g. overshadow national networks						
Capacity issues: Improve training programmes it offers to its network members rather than just concentrate on own staff	Identified internal risks: Technical capacity of members				Enhance capacities of local actors through training and mentoring to continually engage in the prevention through monitoring, analysis and transformation of conflicts (negotiation, mediation training)	
M&E Issues: Need for reviewing the M&E tools available to ensure that they are understandable and useable						
Data issues: -Need for data to be accessible to a wider audience and beneficiaries without compromising WANEP credibility - still gaps in data analysis due to lack of capacity	Support WIPNET to hold 4 radio discussions each, programme on conflict management and resolution as well as the importance of peace building in relation to women contributions to local peace initiatives.	Awareness raising campaigns and advocacy through radio discussions and TV talk show	- Development and dissemination of Information Education and Communication Materials with messages that articulate support and participation for the project. It will also serve as critical tips. - Television and Radio Discussion on the topic to raise further awareness and support	Conduct 10, two-monthly regional radio discussions on non-violence, civic rights and police procedures in Northern and Upper East Regions	Initiate sensitization and information campaigns across the 2 communities	

External reviews and strategy held up against change projects (CP)	PASA 2 - Melody Azinim, WANEP Ghana: <i>"Promoting Women Participation in Local Peacebuilding Initiatives in Yendi"</i>	PASA 2 - Fattu Bundu, WANEP Sierra Leone <i>"Increasing knowledge on UNSCR 1325 on Women Peace and Security in the ministry of Social Welfare, Gender and Children's Affairs"</i>	PASA 3 - Grace Eshiet, WANEP-Nigeria: <i>"Mitigate the Prolonged Culture of Youth Led Violence in Nigeria"</i>	PASA 3 - Albert Yelyang, WANEP-Ghana: <i>"Police-Community Relations Project-POCREP"</i>	PASA 3 - Mensah Dede Edwidge Priscille, WANEP Regional Secretariat: <i>"Synchronizing Early Warning and Early Responses in selected communities across Western borders of Cote d'Ivoire and Liberia"</i>	PASA 3 - Kesia-Onam Bijou Togoh, WANEP Regional Secretariat: <i>"Engendering Peacebuilding in Togo"</i>
Strategic Plan 2010-2014 (as stated in WANEP Annual Report, 2010):						
Strengthen the capacity of peacebuilding organizations and practitioners in West Africa to engage actively in the transformation of violent conflicts through the use of non-violent strategies	✓	✓	✓	✓	✓	
Develop a conflict prevention mechanism in West Africa to monitor, analyze and respond to conflicts					✓	
Engender peacebuilding policy and practices in West Africa						
Promote a culture of non-violence and social responsibility among young people in West Africa			✓			
Strengthen the conceptual base of WANEP programs through research, documentation and Monitoring and Evaluation	✓	✓	✓	✓	✓	✓
Enhance policy formulation and influence on peace and human security through regional and international linkages and advocacy		✓	✓			

External reviews and strategy held up against change projects (CP)	PASA 4 - Coulibaly T. Ibrahima, WANEP- Côte d'Ivoire: <i>"Strengthening social cohesion in the cities of Duekoué and Bangolo"</i>	PASA 4 - Mfrekeobong Ukpanah, WANEP Regional Secretariat: <i>"Strengthening WANEP's National Early Warning System (NEWS)"</i>	PASA 4 - Francis Acquah-Aikins, WANEP Regional Secretariat: <i>"Promoting a National Peace Architecture for Peace as a Sustainable Conflict Resolution Mechanism in Cote d'Ivoire"</i>	PASA 4 + PASA 5 - Yeama Caulker, WANEP Sierra Leone: <i>"Promoting access to women's participation in the constitutional review process in Sierra Leone"</i>	PASA 5 - Queeneth Tawo, WANEP: <i>"Promotion of gender analysis tools for conflict sensitive programming"</i>	PASA 5 - Boris Some, WANEP: <i>"Advocating for a Significant Usage of Traditional Justice Mechanisms for Conflict Prevention in Five Regions of Burkina Faso"</i>
Aim of change project	To strengthen the capacity of communities and put in place mechanisms to help reduce sectarian violence in the two cities.	Re-training the conflict monitors and the NEWS managers, and to use the training interventions to identify what factors contribute to challenges	To contribute to improving and strengthening conflict resolution mechanisms through the promotion of a national architecture for peace in CI.	To design a plan for the active involvement and inclusion of marginalized rural women in the ongoing constitutional review process	Contribute to reducing discriminatory responses to the different needs and priorities of men. It is essentially a training and capacity building project	To increase local communities' usage of traditional justice mechanisms in the five selected regions. He hopes to achieve this by engaging in activities such as training local authority representatives, NGO personnel and elders about the importance of traditional justice mechanisms.
In order to overcome:	The country is facing a social divide that often results in communal violence on political adversity background	Weak operationalization of NEWS in some ECOWAS member states due to lack of commitment by Conflict Monitors that result in inefficient and inaccurate early warning information and poor quality conflict analysis	Misleading to assume that the 2010-2011 political crisis is over particularly given the fact that most of the structural issues that led to the conflicts are still unresolved	Less than 10% female representatives on the committee reviewing the 1991 constitution	Discriminatory responses to the different needs and priorities of women and men in conflict analysis and peacebuilding programming. A cause of this discrimination is the lack of/and limited understanding of, effective gender analysis tools	Low usage of traditional justice mechanisms in five regions in Burkina Faso in the resolution of local conflicts.
Thematic orientation				Gender	Gender mainstreaming	
Other comments						
Mid-term review of WANEP from 2010-2012 by Dr. iur. Mehari Taddele Maru, commissioned by Sida						
Identified issues:						
Governance issues: Decline in the engagement and partnership between WANEP and ECOWAS, due to: -delay in reconstituting WANEP Liaison Office to ECOWAS -diminishing role of ECOWAS in peace and security -budget cuts and recruitment slowdown within ECOWAS - Also weak partnership with the AU		Improved partnership between WANEP and ECOWAS Analysts				
Procedural issues: No systematically recorded and reporting mechanism in place -no efficient exchange of ideas, information, decisions and proposals among the Secretariat, the governance bodies of WANEP particularly the General Assembly, the Board of WANEP, the National Boards, the NNCs and the network members -lack of Impact Reports -Relevance and effective delivery of services and visibility varies from country to country			A design framework to guide the dialogue and mediation process developed			Knowledge generated on traditional justice mechanisms

External reviews and strategy held up against change projects (CP)	PASA 4 - Coulibaly T. Ibrahima, WANEP- Côte d'Ivoire: "Strengthening social cohesion in the cities of Duekoué and Bangolo"	PASA 4 - Mfrekeobong Ukanah, WANEP Regional Secretariat: "Strengthening WANEP's National Early Warning System (NEWS)"	PASA 4 - Francis Acquah-Aikins, WANEP Regional Secretariat: "Promoting a National Peace Architecture for Peace as a Sustainable Conflict Resolution Mechanism in Cote d'Ivoire"	PASA 4 + PASA 5 - Yeama Caulker, WANEP Sierra Leone: "Promoting access to women's participation in the constitutional review process in Sierra Leone"	PASA 5 - Queeneth Tawo, WANEP: "Promotion of gender analysis tools for conflict sensitive programming"	PASA 5 - Boris Some, WANEP: "Advocating for a Significant Usage of Traditional Justice Mechanisms for Conflict Prevention in Five Regions of Burkina Faso"
Strategic issues: - lack of communication strategy -Failure of execution of planned activities and no assessment of unmet goals and unimplemented activities. -need for optimizing strategic effectiveness and the capacity of its structural organization: i.e. the leadership within the Secretariat split time and resources between being practitioners and managers (programmatic engagement vs. strategic/vision setting work) - focus on decentralization to the extent that the network members and NNCs could function with less dependency on the Secretariat					Identified internal risks: competing demands with other activities	
M&E issues: Lack of systematic culture of monitoring and evaluation	Monitoring of violence indicators. Daily collection of information on human security and regular reporting.				Mid-term Tool review meeting: Evidence of good practice, lessons learned, challenges and new strategies for effective implementation	
Structural issues: -Zonal Coordinators make no significant contribution						
Financial issues: -delay in the liquidation of funds sent to the national networks -and inadequate submission of documents and authentic receipts in support of all expenditure -lack of insitutional and financial policies incl. Procurement and Fraud policies						
Capacity and HR issues: -WANEP Secretariat is thinly spread, due to limited number of technically competent people - Need for an in-built institutional mechanism for succession of leadership: -Secretariat is highly dependent on the leadership of the Executive Director	Identified internal risk: The availability of human resources.		Identified internal risk: Inadequate capacity/competence of some of the staff and the implementing partners in the promotion of peace architectures.	Identified internal risk: Staff of WANEP has limited knowledge of legal technicalities		
Funding issues: -Heavy dependency on a limited number of donors and funding base is not diversified -no fundraising and ressource mobilization strategy/plan -some income generation, but in a fragmented and ad hoc approach. Need to develop revenue generation strategy				Identified internal risk: limited funding		Identified internal risk: lack of funding

External reviews and strategy held up against change projects (CP)	PASA 4 - Coulibaly T. Ibrahima, WANEP- Côte d'Ivoire: "Strengthening social cohesion in the cities of Duekoué and Bangolo"	PASA 4 - Mfrekeobong Ukanah, WANEP Regional Secretariat: "Strengthening WANEP's National Early Warning System (NEWS)"	PASA 4 - Francis Acquah-Aikins, WANEP Regional Secretariat: "Promoting a National Peace Architecture for Peace as a Sustainable Conflict Resolution Mechanism in Cote d'Ivoire"	PASA 4 + PASA 5 - Yeama Caulker, WANEP Sierra Leone: "Promoting access to women's participation in the constitutional review process in Sierra Leone"	PASA 5 - Queeneth Tawo, WANEP: "Promotion of gender analysis tools for conflict sensitive programming"	PASA 5 - Boris Some, WANEP: "Advocating for a Significant Usage of Traditional Justice Mechanisms for Conflict Prevention in Five Regions of Burkina Faso"
Mid-term review of the Joint Financing Arrangement (JFA) project, 2016						
Governance issues: Limited collaboration between WANEP and ECOWAS - need for deepening regular communication and briefing for ECOWAS ambassadors						
Funding issues: -WANEP compete with network partners for funds -core funding should be targeted at the strategic, operational and tactical levels rather than just projects						
JFA support issues: -issues of motivation for monitors both in financial and technical terms - Monitors don't report regularly - high turnover of monitors, requiring repeated retraining and refresher courses for new and existing ones. - a need for strengthening recruitment of monitors - need for regular training of monitors		• Conduct retraining for community conflict monitors on data collection and the usage of NEWS for effective reporting • On the margins of the retraining, conduct a problem assessment to unravel factors that hinders the commitment of the monitors for accurate and timely reporting on NEWS portal • Retraining of conflict analysts on conflict analysis for production of strategic early warning products including policy briefs • conduct needs assessment to unravel factors that hinders the commitment of the analysts in the production of stipulated early warning products per quarter; Check if there incentives awarded to the analysts				
Results-based management issues: -Improve RBM especially at the national levels and ensure synergy activities and reporting -Increase numbers, build skills to report better, institute workable and simplified ways of reporting data collected		In-depth understanding of hindrance to accurate and timely reporting on NEWS Portal				

External reviews and strategy held up against change projects (CP)	PASA 4 - Coulibaly T. Ibrahima, WANEP- Côte d'Ivoire: "Strengthening social cohesion in the cities of Duekoué and Bangolo"	PASA 4 - Mfrekeobong Ukpanah, WANEP Regional Secretariat: "Strengthening WANEP's National Early Warning System (NEWS)"	PASA 4 - Francis Acquah-Aikins, WANEP Regional Secretariat: "Promoting a National Peace Architecture for Peace as a Sustainable Conflict Resolution Mechanism in Cote d'Ivoire"	PASA 4 + PASA 5 - Yeama Caulker, WANEP Sierra Leone: "Promoting access to women's participation in the constitutional review process in Sierra Leone"	PASA 5 - Queeneth Tawo, WANEP: "Promotion of gender analysis tools for conflict sensitive programming"	PASA 5 - Boris Some, WANEP: "Advocating for a Significant Usage of Traditional Justice Mechanisms for Conflict Prevention in Five Regions of Burkina Faso"
Knowledge issues: - be better at facilitating network to network learning and knowledge sharing		• Creation of awareness by WANEP National Networks at community and national level of the existence of National Early Warning System (NEWS) • Enhanced networking, learning and experience sharing between NEWS Managers				
Ressource issues: Most of the available equipment is obsolete: - lack of computers - lack of internet connectivity - lack of sufficient quantities of tablets and on-line portals	Officially Investing early warning committees and give them the means of communication (phone and internet)					
Structural issues: -reconsider the location of some of its national secretariats because some e.g. overshadow national networks						
Capacity issues: Improve training programmes it offers to its network members rather than just concentrate on own staff	Strengthen the capacity of community leaders in peaceful conflict prevention and management. Strengthen the skills of members of early warning committees in early warning technical and officially install an early warning committee in each city.		Capacity building in dialogue and mediation, early warning and early response for key staff of the PNCS at the West Africa Peacebuilding Institute			
M&E Issues: Need for reviewing the M&E tools available to ensure that they are understandable and useable						
Data issues: -Need for data to be accessible to a wider audience and beneficiaries without compromising WANEP credibility - still gaps in data analysis due to lack of capacity				The development and presentation of a position paper to the constitutional review committee	Newspaper reportage on activities carried out to increase awareness of the tool	TV and Radio in 5 regions on the traditional justice mechanisms and trust rebuilding on traditional and religious leaders in the local conflict resolution
Strategic Plan 2010-2014 (as stated in WANEP Annual Report, 2010):						
Strengthen the capacity of peacebuilding organizations and practitioners in West Africa to engage actively in the transformation of violent conflicts through the use of non-violent strategies	✓	✓	✓			
Develop a conflict prevention mechanism in West Africa to monitor, analyze and respond to conflicts	✓	✓	✓			
Engender peacebuilding policy and practices in West Africa						

External reviews and strategy held up against change projects (CP)	PASA 4 - Coulibaly T. Ibrahima, WANEP- Côte d'Ivoire: "Strengthening social cohesion in the cities of Duekoué and Bangolo"	PASA 4 - Mfrekeobong Ukanah, WANEP Regional Secretariat: "Strengthening WANEP's National Early Warning System (NEWS)"	PASA 4 - Francis Acquah-Aikins, WANEP Regional Secretariat: "Promoting a National Peace Architecture for Peace as a Sustainable Conflict Resolution Mechanism in Cote d'Ivoire"	PASA 4 + PASA 5 - Yeama Caulker, WANEP Sierra Leone: "Promoting access to women's participation in the constitutional review process in Sierra Leone"	PASA 5 - Queeneth Tawo, WANEP: "Promotion of gender analysis tools for conflict sensitive programming"	PASA 5 - Boris Some, WANEP: "Advocating for a Significant Usage of Traditional Justice Mechanisms for Conflict Prevention in Five Regions of Burkina Faso"
Promote a culture of non-violence and social responsibility among young people in West Africa						
Strengthen the conceptual base of WANEP programs through research, documentation and Monitoring and Evaluation			✓			
Enhance policy formulation and influence on peace and human security through regional and international linkages and advocacy						
Strategic Action Plan 2015-2020 (as stated in WANEP Annual Report, 2015):						
Objective 1: National Early Warning and Response Systems are functional in all Member States and linked to ECOWAS Early Warning and Response System: -Taking early warning and response to another level -strengthening national and regional capacities for conflict prevention -Enhancing and sustaining electoral support -Policy influencing, increasing information and public access to EW products -Establishing platforms for sustainable peace						
Objective 2: Citizen Capacity is developed and deployed in peacebuilding and conflict prevention/interventions at community, national and regional levels -Enhancing conflict sensitive programming through WAPI -Consolidating Peace Education and Conflict Studies -public outreach and sensitization -increased visibility and media profile -strengtheninc staff capacity for peace -community driven interventions					✓	✓
Objective 3: Research results are utilized in policy advocacy to promote peace and security: -Influencing discourse and policy advocacy -Responsibility to Protect (R2P)						

External reviews and strategy held up against change projects (CP)	PASA 4 - Coulibaly T. Ibrahima, WANEP-Côte d'Ivoire: "Strengthening social cohesion in the cities of Duekoué and Bangolo"	PASA 4 - Mfrekeobong Ukanah, WANEP Regional Secretariat: "Strengthening WANEP's National Early Warning System (NEWS)"	PASA 4 - Francis Acquah-Aikins, WANEP Regional Secretariat: "Promoting a National Peace Architecture for Peace as a Sustainable Conflict Resolution Mechanism in Cote d'Ivoire"	PASA 4 + PASA 5 - Yeama Caulker, WANEP Sierra Leone: "Promoting access to women's participation in the constitutional review process in Sierra Leone"	PASA 5 - Queeneth Tawo, WANEP: "Promotion of gender analysis tools for conflict sensitive programming"	PASA 5 - Boris Some, WANEP: "Advocating for a Significant Usage of Traditional Justice Mechanisms for Conflict Prevention in Five Regions of Burkina Faso"
Objective 4: Gender capacity in peacebuilding and conflict prevention is developed and deployed at community, national and regional levels: -Mainstreaming gender into national peacebuilding and conflict prevention programs -Support the development and implementation of UNSCR 1325 -Women's participation and inclusion in decision making processes				✓	✓	
Objective 5: Institutional and financial sustainability of WANEP (National Network and Regional Secretariat) ensured - Strengthening governance and institutional structure -building strategic partnerships for peace -support to AU Peace and Security Architecture -enhance civil society inter face with ECOWAS -coordination of the Africa Alliance for Peacebuilding (AfAP)						
Objective 6: Institutional Growth and Development: - new hires and staff movements						



Evaluation of ITP 296 (Fred och Säkerhet i Afrika (Peace and Security in Africa PASA))

This report presents the findings, conclusions and recommendations of the ITP 296 'Fred och Säkerhet i Afrika (Peace and Security in Africa, PASA)', covering the five programmes during the years 2011-2016.

The evaluation finds the PASA course to be effective and relevant at an individual level, strengthening the abilities of staff members to plan and implement using a results based approach

However, results are less visible at the organisational level. The evaluation finds that there are considerable missed opportunities for ensuring institutional development and for aligning the support with other Sida capacity development efforts towards the African Union and the Regional Economic Communities.