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EVALUATION

Women's Leadership and Civic Journalism Final Performance Evaluation Report

JUNE 2017

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WOMEN'S LEADERSHIP AND CIVIC JOURNALISM FINAL PERFORMANCE EVALUATION REPORT

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Cover photo: A WLCJ female reporter conducting an interview with a woman leader at a health post in Thieneba.

DISCLAIMER

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ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immunodeficiency Syndrome
AME	Association des mères d'élèves (<i>Association of Mothers of Students</i>)
APE	Association des parents d'élèves (<i>Association of Parents of Students</i>)
ARLS	Association Rurale de Lutte contre le Sida (<i>Rural Association to Fight AIDS</i>)
ASUFOR	Association des usagers de forage (<i>Well Water Users' Association</i>)
BE	Executive Committee
CA	Administrative Counsel
CD	Management Committee
DES	Economic and Social Development
DRG	Democracy, Human Rights, and Governance
ERO	Rapid Organizational Evaluation
GDP	Gross Domestic Product
GPF	Women's Promotion Group
ICP	Head Nurse
ISS	Semi-Structured Interview
MEC	Mutuelle d'épargne et de crédit (<i>Credit Union</i>)
MEP	Monitoring and Evaluation Project
MS	Mutuelle de santé (<i>Health Care Cooperative Scheme</i>)
MSI	Management Systems International
NGO	Non-Governmental Organization
OCA	Organizational Capacity Assessment
OCB	Community Based Organization
UNDP	United Nations Development Program
USAID	United States Agency for International Development
HIV	Human Immunodeficiency Virus
WEI/S	World Education Inc. Senegal
WLCJ	Women's Leadership and Civic Journalism

EXECUTIVE SUMMARY

The Women's Leadership and Civic Journalism¹ (WLCJ) project was implemented by World Education Inc. Senegal (WEI/S) in partnership with the Rural Association to Fight AIDS (ARLS) and with the financial support of USAID/Senegal. The project was implemented in the regions of Thiès and Diourbel from 2010 to 2016. Its objective was to raise the status of women and promote women's leadership through radio programming controlled by women in civic journalism. Toward the end of the project, USAID/Senegal undertook a final performance evaluation, which is the subject of this report. The evaluation covers the activities carried out from the 2010 to 2016.

Evaluation Objective and Questions

Evaluation Objective and Audience

The purpose of this evaluation is to capture lessons learned from the institutional capacity development work conducted by WEI/S and ARLS and to examine whether the findings prove the validity of the development hypothesis that women's roles in civic journalism increase their status and promote their leadership.

USAID/Senegal aims to examine potential best practices for institutional capacity building with Senegalese non-governmental organization (NGO) partners. This evaluation examines the approach taken by WEI/S and reviews best practices for improving institutional capacity within the context of USAID/Senegal's local solutions approaches. The audience for the evaluation includes USAID/Senegal—specifically the democracy, human rights, and governance (DRG) team and the local solutions working group—and the USAID/Washington Office of Gender Equality and Women's Empowerment (which initially launched this project).

Evaluation Questions

The evaluation questions are as follows:

1. The development hypothesis suggests that women's roles in civic journalism can be an entry point for increased status and leadership in their local communities. Has this been proven to be valid?
2. What are the strengths that could be replicated and weaknesses to improve upon the project's institutional capacity-building approach, in particular, vis-à-vis results with Association Rurale de Lutte contre le SIDA (ARLS)?
3. As this was a cross-sectoral project, what are some of the most significant changes that beneficiaries and project staff perceived to have resulted from the project?

Project Context

In Senegal, women currently represent 50.19 percent of the total population and 50.31 percent of the rural population. Despite their slight majority and the important responsibilities they fulfill on a daily basis, they are underrepresented in decision-making bodies and are therefore marginalized in numerous

¹ The title in French is “Développement du leadership des femmes rurales dans le journalisme civique.”

management processes relating to local resources and services. In the cases where they are present, they rarely occupy strategic decision-making positions. This finding motivated WEI/S to create the WLCJ project with the financial support of USAID. The project aimed to significantly increase the presence of women, and give women the skills to play their roles equally with men, within local-level governing structures.

Evaluation Methodology and Limits

The main steps of the evaluation were as follows:

Evaluation preparation: This enabled the Senegal Monitoring and Evaluation Project (MEP) to brief the evaluation team on the objectives and scope of the evaluation. The team also reviewed project documents, completed the Getting to Answers Matrix, and developed all data collection tools as part of the detailed work plan.

Data collection in the field: The evaluation team conducted 25 individual interviews and 10 focus groups in the regions of Thiès and Diourbel with the help of interview guides and created change analysis matrices with different stakeholders (female reporters, ARLS staff, listening groups, cooperatives). In total, the team interviewed 223 people, of which 183 were women (82 percent) and 40 were men (18 percent).

Data analysis: The team analyzed summary notes and transcripts of the interviews and pooled the secondary project data to support findings.

Findings and Conclusions

Evaluation Questions I

The development hypothesis suggests that women's roles in civic journalism can be an entry point for increased status and leadership in their local communities. Has this been proven to be valid?

Findings

From a radio station experiencing difficulties with a limited audience to a radio station controlled by women with a large audience:

Before the WEI/S intervention, the radio station faced many constraints, and its situation was not stellar. Its equipment was insufficient and defective, and its staff was small. The broadcasted programs were very limited and consequently did not attract many women listeners. The broadcasts paid little attention to themes related to equity and gender.

The project's support helped to strengthen the station's equipment and personnel. By the end of the project, locally trained women ensured the maintenance and functionality of the radio station through various bodies (e.g., the management and executive committees). These committees were predominantly composed of women who occupied strategic positions.

Evidence for the Advancement of Women's Leadership and Status

At the household level, the primary changes observed were in the relationships between members of the household, in exchanges between husband and wife. These changes first manifested themselves in greater open-mindedness on the part of husbands and the tolerance they showed toward their wives.

Through the project, several couples established a more regular and open communication process on subjects related to the family budget, health, education of children, and family planning.

At the community level, through Gindiku FM radio, female reporters became role models. They were respected and consulted on diverse subjects relating to social, economic, and administrative issues. Different players recognized the leadership of the female reporters and sought their presence and their voices for social events (baptisms, marriage, etc.).

Concerning their involvement in decision-making bodies, women were integrated in numerous institutions. Eighty-one ARLS women members, became members of the municipal and departmental councils (77 at the communal level and four in the departmental council). They were also involved in decision-making for local development institutions such as the credit union (MEC), the Association for Well Water Users (ASUFOR), and the health care cooperative.

Conclusions

- The evaluation results lent credence to the project's development hypothesis, as they showed that access to and control of the radio station by women contributed to the advancement of their status and leadership in their communities.
- The improvement of women's access to information on rights and duties, as well as their knowledge of procedures for access to basic social services, were important in this advancement of their leadership and status.
- The targeting of local female reporters in civic journalism and their empowerment in the design and dissemination of the program schedules were instrumental in addressing women's rights and their access to basic social services, thus promoting women's local leadership and effecting a change in their status.
- The radio programming encouraged the dynamic interaction of the communities, local and religious leaders, and representatives of technical services, which encouraged local communities to listen and support the radio station.
- The project's hypothesis is pertinent in the sense that the control of the radio station by women was a means to promote their leadership and raise their status.

Evaluation Question 2

What are the strengths that could be replicated and weaknesses to improve upon in the project's institutional capacity-building approach, in particular vis-à-vis results with Association Rurale de Lutte contre le SIDA (ARLS)?

Findings

The strengths of the ARLS institutional capacity reinforcement approach:

One strength of the ARLS institutional capacity reinforcement approach is that a small team from WEI/S supported ARLS, coaching and training the ARLS internal personnel in different positions of responsibility (e.g., secretary, treasury, monitoring and evaluation, cooperative manager, and radio director).

It also is important to note that WEI/S trained ARLS personnel to use the rapid organizational evaluation (ERO) to assess and improve their own organizational capacity. The objective was to lead staff to adopt

the processes, and the analysis of ERO results from June 2013 and September 2014 showed that ARLS went from a score of 3.54 to 4.44, a progression of 0.9 points.

Weaknesses and difficulties related to the implementation of the ARLS approach to reinforcement of institutional capacities:

The approach's weaknesses and difficulties were linked to a difference in the levels of education and experience of the ARLS personnel who received coaching, resulting in a different progression of the transfer of knowledge and skills. Furthermore, the knowledge and skills acquired were not formalized with education certificates, which was a source of frustration for the trainees. Moreover, following the education on accounting management, ARLS's failure to acquire accounting software was a real disadvantage in putting learned skills into practice. Finally, the training of members did not have an effect on the decentralization of responsibilities in ARLS, specifically in terms of decision-making bodies and the structures responsible for executing activities.

Conclusions

- WEI/S's choice to reinforce ARLS's institutional capacity, considering its strong social anchorage, was a considerable asset for the organization's viability, the development of leadership, and the status of women in project intervention zones.
- Despite the substantial and notable advances in ARLS's institutional development, some efforts are still needed to improve the administrative and financial management of the association, as well as the development of partnerships with other agencies that support development.
- The training of ARLS personnel on the ERO approach was an important factor in the introduction of evaluation culture, allowing the association to identify strengths and weaknesses in a participative way, as well as put palliative measures in place.

Evaluation Question 3

As this was a cross-sectoral project, what are some of the most significant changes that beneficiaries and project staff perceived to have resulted from the project?

Findings

The project recipients and personnel emphasized the following changes:

Access to land: Before the project, for traditional and religious reasons, women could not claim a piece of land. Now, thanks to the awareness-raising efforts carried out by female reporters, women have become aware of their right to access land and know the relevant administrative procedures. Today, all women can apply for land.

Women's voices in public: Before, women did not have the right to speak. Through the project, female reporters started to express themselves in public and develop solid and pertinent arguments. Other women, following in the path paved by the female reporters, and applying skills from training they received through the project, also began to defend their ideas in meetings. Now, men ask women to express themselves.

Women's access to decision-making bodies: Before the project, women were scarcely represented in decision-making bodies and occupied subordinate positions. Through the project, they came to occupy strategic positions in local institutions and fully play their role within them.

The improvement of ARLS's institutional arrangement: Before the project, ARLS did not have a good organizational structure. Currently, through the project's institutional reinforcement activities, ARLS has clearly formulated its vision and mission, personnel have improved their managerial abilities, and the association conducts a weekly check-up on activities. ARLS also updated its procedures manual for greater transparency.

The most significant changes for the well-being of women: The rural exodus of women, with its negative consequences, greatly receded thanks to the revenue-generating activities undertaken with the financial assistance of the MEC. Rural women now have the means to contribute to the fulfillment of family needs, which is a sign of strong leadership. The health care facilities see more patients, and access to medical care became easier through the health care cooperatives.

Conclusions

- The radio station contributed to the improvement of women's knowledge about several of their rights and the development of their skills. This permitted them to intervene publicly and on many different levels of societal questions, to carry out advocacy, and to enter local government institutions.
- Women's access to land ownership is one of the most important changes in the evolution of their status and leadership.

Recommendations

For USAID

- Capitalize on the experience of the WLCJ project, support its sustainability in the ARLS intervention zone, and replicate it in other areas.
- Provide good financial support for development activities through the capacity building of MECs wherever the WLCJ project is implemented.
- Provide equipment and logistical resources to support listening groups and female reporters' activities.
- Consolidate the ongoing project with ARLS, taking into account the priority practical needs of women in formulating future projects on women's leadership.
- Document and disseminate ARLS's institutional capacity approach.

For WEI/S

- Consolidate the institutional support for ARLS by supporting it in the search for partners.
- Provide ARLS with centralized accounting software.
- Develop the communication component in women's development programs to enable women to know and discuss their rights and duties in the community.
- Establish an award system supporting the reputation of female reporters and listening groups with a prestigious label linked to gender and women's rights (nominations of ambassadors, champions, etc.) in future projects.

- Build capacity throughout ARLS, from the women's promotion groups (GPFs) to the listening groups, including the reporters and the support structures, such as the health care cooperatives and MECs.
- Develop specific training plans based on the levels of responsibility and education of the training beneficiaries.

For ARLS:

- Promote the emergence of new leaders in all GPFs and strengthen their capacity in the management of economic activities.
- Establish transparent fundraising procedures into the organizational capacity building approaches of the organization.

PROJECT CONTEXT

With a population of 14.12 million inhabitants and a GDP of 14.4 billion dollars in 2013, Senegal recorded weak performances in terms of human development indicators. According to the United Nations Development Program (UNDP), employment, education, health, electricity, and access to financial resources remain the primary concerns of the Senegalese people. These problems are even more crucial for women, who make up 50.19 percent of the total population of Senegal and 50.31 percent of the rural population. Women play important and diverse roles and assume responsibilities in the everyday life in their communities.

However, not having been sufficiently represented in decision-making bodies, women are marginalized in numerous management processes for local resources and services. In the cases where they are present in these bodies, they rarely occupy strategic decision-making positions. This finding motivated WEI/S to create the WLCJ project with the financial support of USAID. In French, “*Développement du leadership des femmes rurales dans le journalisme civique*,” the project strives to change women’s situations by raising their status and promoting their leadership in their communities. These changes require that women who possess the required skills fully execute their expected roles in equity with men and have a significant presence in the governance of local organizations.

Considering these requirements, WEI/S implemented the project in partnership with ARLS in Thiès and Diourbel in two phases—the first phase from 2010 to 2012 and the second phase from 2013 to 2016. During the second phase, the project aimed to consolidate, deepen, and expand the achievements from the initial phase. The project provided technical support to the radio station Gindiku FM and had the goal of turning ARLS into a strong and credible organization sufficiently equipped to deal directly with its partners.

USAID/Senegal’s funding for the project was USD\$3,398,125. Its implementing partners were WEI/S and ARLS.

EVALUATION CONTEXT

The media, often referred to as the “fourth power” in reference to the traditional three branches of judiciary, executive, and legislative powers wielded by most governments, influences the process of informing and shaping public opinion. In Senegal, despite a democratization marked by media diversity, gender disparities persist in this sector in terms of the content of broadcasts and the personnel employed. Faced with this finding, women’s networks and organizations created community radio stations for and by women (Manoore FM in Dakar and Siggil Jigéen in Khombole, among others) to integrate women’s specific concerns into the programming being broadcast. These radio stations try to differentiate themselves from classic media through their personnel and the content of their programs.

History of Project Intervention

WEI/S’s hypothesis, shared by USAID/Senegal and ARLS, assumes that media is a powerful tool to shape public opinion and that the radio is the best form of media to promote change in Africa, particularly in Senegal, where lack of information is the main obstacle to the effective participation of communities in the management of local affairs.

Within this context, WEI/S provided support to ARLS, which carried out HIV/AIDS awareness campaigns through its theater group and, in 2006, acquired Gindiku FM radio to increase its audience. Gindiku FM radio positions itself as a “media actor,” building its communication in a participatory manner with its local listeners to influence them to become actors of change. This is the entire premise behind the idea of civic journalism through radio stations run by women, which seek to promote women’s leadership and raise women’s status by modifying the gender identities attributed to men and women through strategic and practical information on the management of local services and resources.

Background of the Rural Association to Fight AIDS

Creation, Status, and Objectives of ARLS

ARLS is a nonprofit organization created in 1992 and recognized in 1995 under registration number 8275/MINT/DAGA/DEL/AS. Its founder was inspired to create ARLS by after comprehending, at the end of a seminar on HIV/AIDS, the urgent need for behavioral change to curb the harmful effects of this pandemic and the high rate of rural exodus that affects the Thiès area. It is composed of 11,387 people spread over 140 women’s groups. ARLS targets men, women, youth, opinion leaders, heads of local governance, health facilities, etc.

ARLS Activities

ARLS carries out diverse and integrated activities, with a crosscutting approach to gender that incorporates capacity building of members, improving people’s knowledge of development issues, involving influential or credible opinion leaders in the community, and mass social mobilization through theater. ARLS uses Gindiku FM radio to broaden its sphere of influence and reach a wider audience.

With the WLCJ project, Gindiku FM radio reaches approximately 150,000 listeners in the ARLS intervention zone, which extends over a radius of 70 km in the Thiès and Diourbel regions. It focuses on more than 700 villages in 13 local communities marked by rural exodus due to poverty, the strong influence of Islam, and the strength of socio-cultural gender constraints. ARLS is also involved in advocacy, engaging with local and national policymakers on issues concerning improving access for women and youth to reproductive health and local decision-making bodies and progressively reducing the rate of HIV/AIDS.

EVALUATION OBJECTIVE AND QUESTIONS

Evaluation Objective

The purpose of this evaluation is to capture lessons learned from the institutional capacity development work conducted by WEI/S and ARLS and to examine whether the findings prove the validity of the development hypothesis that women’s roles in civic journalism increase their status and promote their leadership. USAID/Senegal aims to examine potential best practices for institutional capacity building with Senegalese NGO partners. This evaluation examines the approach taken by WEI/S and reviews best practices for improving institutional capacity within the context of USAID/Senegal’s local solutions approaches. The audience for the evaluation includes USAID/Senegal—specifically the DRG team and the local solutions working group—and the USAID/Washington Office of Gender Equality and Women’s Empowerment (which initially launched this project).

Evaluation Questions

Evaluation Question 1. The development hypothesis suggests that women's roles in civic journalism can be an entry point for increased status and leadership in their local communities. Has this been proven to be valid?

Evaluation Question 2. What are the strengths that could be replicated and weaknesses to improve upon in the project's institutional capacity-building approach, in particular vis-à-vis results with Association Rurale de Lutte contre le SIDA (ARLS)?

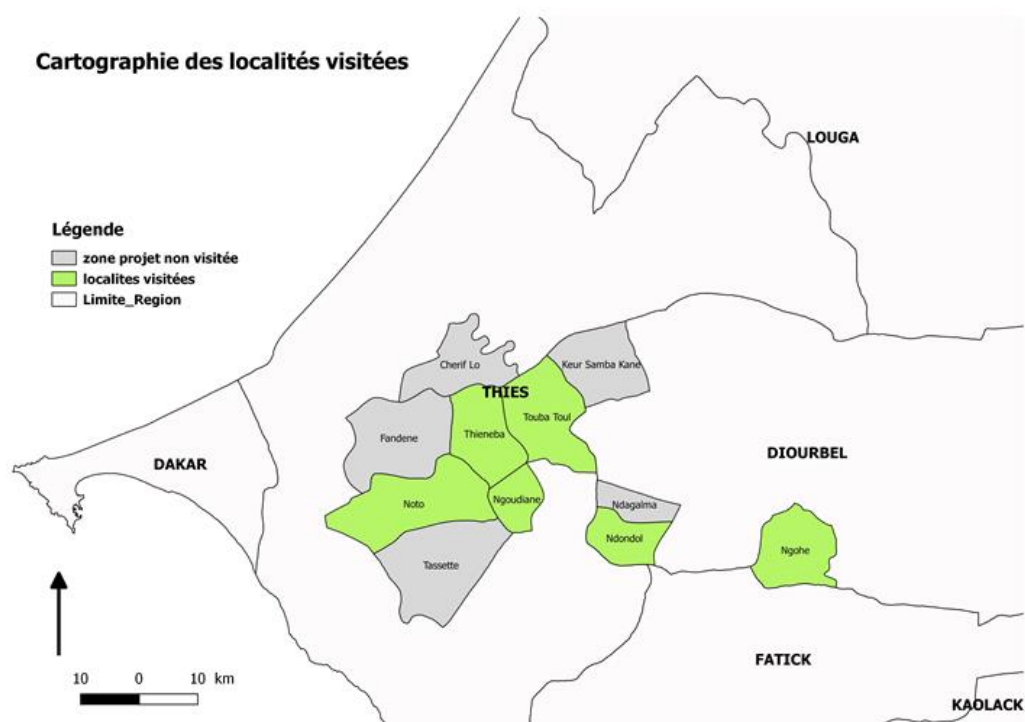
Evaluation Question 3. As this was a cross-sectoral project, what are some of the most significant changes that beneficiaries and project staff perceived to have resulted from the project?

EVALUATION DESIGN, METHODOLOGY, AND LIMITS

The evaluation emphasized a qualitative approach that captures performance and the evidence for induced changes, as well as approaches to capacity building and the stakeholder perceptions of these changes. The evaluation team gathered the opinions and assessments of different stakeholders using discussion guides for individual interviews and focus groups. This evaluation is qualitative in nature and, as such, cannot scientifically measure direct impact or attribution of the project. The evaluation team collected stakeholder perceptions and cross-referenced those perceptions to observable activities and structures in place due to the project.

The team developed a purposive sample which covered equal numbers of sites in the two regions of Diourbel and Thiès. To ensure equal numbers of Mouride and Tidjane communities, the team selected communities with varying levels of these Muslim Brotherhoods in order to capture the experience of women and men of both Brotherhoods. Figure 1 presents a map of project sites and sites visited.

FIGURE 1: MAP OF PROJECT AND EVALUATION SITES



The following sections describe the main phases of the evaluation.

Evaluation Preparation

This phase enabled MEP Senegal to brief the evaluation team on the objectives and scope of the evaluation. The team also reviewed all available project documents, completed the Getting to Answers Matrix, and developed all data collection tools as part of the detailed work plan. (For data collection tools, see Annex III.)

Data Collection

The evaluation team chose respondents to be interviewed based on their diversity, while also considering the geographical distribution of the ARLS group members. The main stakeholders involved in the evaluation were USAID/Senegal, specifically the DRG team, WEI/S, ARLS and its entities (radio station, theater groups, and health care and credit cooperatives), and local leaders (administrators, clergymen, and volunteers), including men and women. Using discussion guides, the evaluation team interviewed a total of 223 people, of whom 82 percent were women (183) and 18 percent were men (40), in 35 interviews (25 individual interviews, 10 focus groups). (For a list of interviewees, see Annex IV).

Data Analysis

The team analyzed summary notes and transcripts of the interviews. Using compiled secondary project data, the team also performed data triangulation, which enabled it to highlight key themes that could provide answers to the evaluation questions.

FINDINGS AND CONCLUSIONS

Evaluation Question I

The development hypothesis suggests that women's roles in civic journalism can be an entry point for increased status and leadership in their local communities. Has this been proven to be valid?

Findings

The original ARLS model was centered on behavioral change in communities within a framework of the fight against HIV/AIDS, as noted in the desk review and in the history of ARLS provided by the members of its management committee. In this case, communication is defined as an intervention strategy, with the theater troupe as the principal tool of implementation. As its activities developed and expanded, ARLS adopted the radio station to overcome the limitations of the theater troupe in terms of audience and management costs. But the radio station, like ARLS itself, quickly encountered challenges in its management and operations.

Evolution of the Radio Station

A Troubled Radio Station That Lost Its Audience

The December 2010 status report for the radio station indicates that Gindiku FM radio faced many challenges, including lack of equipment, before the project. ARLS borrowed the building that the station used to produce and transmit broadcasts. The station was minimally staffed (two administrators, the head of the station) for the workload required; the station head, in addition to his managerial duties, was responsible for all technical, administrative, and programmatic activities. In addition to inadequate staffing, the station's few staff members had not received training on gender, which resulted in radio programming that did not address the challenges women faced or equality and gender issues. The radio station broadcasted from 7 a.m. to 12 p.m. and from 6:30 p.m. to 11 p.m., and music made up 35 percent of its programming. Due to the situation outlined above, the station eventually lost its listeners.

Administratively, the station had neither a budget document nor a mechanism for transparent management. The MEC manager had established a procedure for disbursing the station's funds to help support equipment purchases and the travel expenses of the female reporters. Nevertheless, not a single administrative document was inside the radio station. Consequently, it was difficult to ensure the management and maintenance of the radio equipment. The station's only autonomous funds originated from state subsidies which were fairly weak and not sufficient to make up for the lack of recording equipment, namely recorders and microphones.

A Radio Station with Improved Material and Human Resources

By 2012, according to interviews with the radio station's technical team, female reporters from Thiénaba, and the WEI/S project coordinator—as well as the final evaluation report for the first phase of the project (2010–2012)—the project's support improved the station's equipment and human resources. By the end of the first phase of the project, a technical manager was in charge of equipment management and dealt with the assembly and archiving of productions as well as the handling of sound elements. The station also had established a technical committee with six members, four of whom were women; two men occupied the positions of technical manager and marketing manager. The station also had 10 outside producers. Its management committee, presided over by a woman, had 21 members, 15 of whom were women. The number of permanent personnel had increased from three to six people, four of whom were women. The staff also benefited from education in journalism, sound recording

techniques and the use of recording equipment, and special subjects (gender and development, gender and electoral processes).

A Radio Station Controlled by Women with a Large Audience

According to the station director, as part of the project, the EROs allowed the establishment of a capacity-building plan for the station, focusing mainly on:

- The renewal of the management committee by involving other women's community organizations, without compromising the interests of ARLS, which needed to assume the most strategic levels of responsibility in the organization of the radio station;
- The training of the members of the committee on the fundamental elements of community radio station management;
- The redefinition of the radio programming per the initial objectives of the promoters of Gindik FM and the new WLCJ project; and
- The capacity building of the technical team in production techniques, the replacement of studio equipment, and the training of personnel on subjects concerning decentralization, gender, and good governance.

The ARLS management committee (25 women and 4 men) defined the radio station's policies, strategies, objectives, and programs, which the ARLS executive committee (8 women and 1 man) then planned, and the station's technical team implemented. All of these groups were predominantly composed of women who occupied strategic positions.

The station's technical team was made up of six people, including four women, one of whom was responsible for programs, and one who was a technical manager. Ten outside producers, including four women, supported the team's work. Through their involvement in running Gindik FM radio, women became aware of the importance of control of the station in broadcasting messages for educational development, organizing interactive programs to communicate with groups of women, and conveying certain important messages to the community, including logistical input to sub-prefects, head nurses (ICPs), school directors, and imams.

The station extended this functional mechanism to female reporters and listening groups as well. A review of the list of reporters, along with information the evaluation team collected in interviews, indicates that, after the station expanded its human resources, 85 of the reporters were rural women selected in and by their communities on the basis of their credibility and commitment. According to the president of ARLS, the radio station director, and the members of the listening groups, these women received an intense training program on diverse subjects relating to the occupation of a reporter, such as the editing of programs, interview techniques, interactive programs and magazines, and the mastery of social issues (gender, decentralization, electoral processes, etc.).

At the end of these training sessions, the female reporters practiced making reports to overcome stage fright and build confidence in their skills. They gradually became professional reporters, as confirmed by the Kairé school director, the sub-prefect of Thiénaba, and many other interviewed stakeholders. They dealt convincingly with the facts of society, despite the doubts expressed by men and the women themselves. By the end of the project, they were producing content in different formats (interviews, reports, interactive programs, and radio news magazines) and analyzing diverse subjects and domains relevant to gender issues (e.g., media; electoral processes; decentralization; health; entrepreneurship; leadership and organizational management; children's education, especially girls' education; and

educational and family management). They ensured the dissemination of the training they received (e.g., in leadership, management, gender communication and development, gender equality, gender and media, gender and decentralization, gender and the electoral process, and gender and development) to listening groups and the community in general.

“Before, I didn’t participate in meetings out of fear of expressing myself in public, but now, I have gained self-confidence. I always speak first in meetings. The status of the women reporters raised me to a level that I didn’t believe possible.”

Source: Interview with the radio station’s technical team and female reporters in Thiénaba

Because women constituted the majority the radio station’s management, the pool of reporters, and the listening groups, they took responsibility and leadership roles in determining the direction of the radio programs. This formal leadership,² acquired through information and training activities, relied on informal leadership that the women exercised due to their commitment and their credibility in their communities, which was indeed why they were chosen.

Furthermore, to create the programming, the station followed an endogenous process of community consultation, involving local leaders, women and men, the theater troupe, listening group members, reporters, and the radio station team. Consequently, the radio broadcasts addressed diverse social, cultural, political, and economic topics that were closely related to people’s experiences (e.g., women’s rights and duties, access to land, economic empowerment, electoral processes, and gender and women’s development). The broadcasts discussed women’s leadership and gender equality in a crosscutting manner, and all newscasters treated sensitive messages with respect. The text box below provides examples of the concept summaries from some broadcasts. (For a detailed programming summary, see Annex VI.)

Pencum Jigeen gni “Women’s Palaver Tree”: A weekly hour-long interactive broadcast, from 10 a.m. – 11 a.m., hosted by a woman. It receives both female and male listeners and deals with equity, gender, and human rights issues in particular. Its objective is to inform the community of the roles assigned to women and men, their rights and duties. The listeners can chime in directly, ask questions, make suggestions, and give critiques.

Yoonu Koom “Entrepreneurship”: A weekly hour-long broadcast dedicated to savings and hosted by a woman. Its objective is to support the general population and women, particularly in revenue-generating activities. It hosts experts who give listeners ways and means to develop their savings. Many issues are addressed, notably ways to access funding and land, among others.

Xew xewu jamono “Current Events”: A weekly broadcast that addresses current events. Co-hosted by two women, this broadcast deals with human interest stories. It allows discussion about women’s issues that are considered taboo for the programs to cover (e.g., rape, incest, early marriages, and domestic violence). Its objective is to help remove the taboo.

² See annex IX for definitions of formal leadership

FIGURE 2: FEMALE REPORTERS CONDUCTING STREET INTERVIEWS



Source: ARLS Final Report 2012

Each reporter worked with a group of listeners composed of 20 members, 15 of whom were women. There were 85 villages with listening groups, which meant there were a total of 1,700 group members, of whom 1,275 were women. The objective of the listening groups was to identify the problems women in the community experienced regarding development or education and to communicate them to the female reporter, who turned them into a general broadcast. To help create a program agenda for Gindiku FM radio, the listening groups also participated in research on pertinent themes dealing with women's rights and duties, access to land, economic empowerment, electoral processes, gender and development, life as part of a couple, and childhood education. During broadcasts, the listening groups would organize listening sessions, and afterward they would hold talks and conduct household visits to relay the broadcast's messages, identify themes, and receive critiques on the subjects covered. This increased understanding within the communities.

Finally, it should be noted that the participation of local leaders and members of the community (e.g., sub-prefects, village leaders, imams, local elected representatives, ICP midwives, and school directors) in radio programs increased the station's audience and credibility. Some of the local participants hosted specific technical or religious programs (e.g., the school director on requirements for the opening of classes, ICP on health, or imam on sermons during Ramadan.)

Evidence for the Advancement of Women's Leadership and Status

At the Household Level

At the household level, the primary changes observed were in the relationships between members of the household, in the exchanges between husband and wife. These changes first manifested themselves in greater open-mindedness on the part of husbands and the tolerance they showed toward their wives. Through the project, several couples established a more regular and open communication process on subjects related to the family budget, health, education of children, and family planning.

"As a teacher, I knew that women were equal to men, but that was not integrated in my practice. When I traveled, I entrusted the family expenses to the neighborhood shopkeeper, who would charge my wife to get the day-to-day provisions. With the broadcasts I listen to, which influence me as well as the observed changes in terms of my wife, she now has full responsibility over managing the family budget which I no longer give to the shopkeeper, but to her, directly. And she manages it well."

Source: Imam Papa Ngagne Guèye, Touba Toul

According to interviewed beneficiaries, following the development of women's leadership and their continued community transformation, women, regardless of their marital status, gained the freedom to participate and increased mobility as marital control eased. Men were increasingly open to women's participation in revenue-generating activities that allowed them to contribute to the management of family life. This allowed women to stay and work in the village rather than engaging in the rural exodus, an issue that had been a source of contention between couples. Women gained a financial foundation that allowed them to participate in meeting their families' needs.

"In the beginning, it was rather difficult with my husband. He was furious every time I told him that I was called to attend training or something else. But when I started applying advocacy techniques, things worked much better. When I covered certain costs with my small per diem, everything improved so much!!! Imagine now that it is the Mr. who reminds me of my schedule and offers to help me with transportation. Other times, other customs!!!"

Source: Austou Sarr in the Final Program Evaluation Report, October 2015, Page 42

The increased involvement of women in young girls' education was another change recorded at the household level following the implementation of project activities. In many societies, including Senegalese, girls' early marriage is designed to prevent—and allow girls to avoid the dishonor sociologically linked to—premarital sexual relationships and pregnancy. In this social context, women are constrained to a regulated sexuality within marriage, and following this logic, certain parents withdraw their daughter from school as soon as she begins menstruating, fearing that she will become particularly vulnerable. They put her under the protection of an adult man, more often than not without her consent. The ARLS organization helped, through the Association of Mothers of Students (AME), to change this situation.

"Before, concerning our girls going to school, we did not have a say. Even before they were 15 years old, their fathers gave them away in marriage. But with the radio programs, many practices have decreased because we know how to act with our husbands to convince them to let our children continue their studies."

Source: Interview with the AME president of Ngoundiane

Finally, according to interviews, the awareness activities influenced men's perceptions regarding maternal and child health. Husbands began to accompany their wives to health facilities with an open mind and accept adherence to family planning.

"Today, men adhere to family planning and accompany their wives to health facilities (the rate of women using family planning methods has gone from 1 percent to 8 percent)."

Source: Interview with a nurse in Thiénaba

At the Community Level

Through Gindiku FM radio, female reporters became role models in their communities. They were respected and consulted on diverse subjects relating to social, economic, and administrative issues. They guided women in administrative procedures for obtaining land titles and civil status documents. In one reporter's first broadcast, she spoke with the village leader who was also the son of the religious leader of Thiénéba Seck. This acceptance by a leader who was both religious and traditional was a strong signal of the credibility of female reporters in their communities.

Another illustration of the rise of feminine leadership at the community level was the selection of the female president of ARLS by the caliph general of Thiénaba to represent women at a hearing granted by the president of the Senegal at the council of decentralized ministers in Thiès on June 4, 2014.

“From a host, I became a radio director. If I had to measure my progress, I have gone from a 0 to a 3. I am involved in all of the activities. My point of view counts a lot, all of this is possible thanks to the capacity building.”

Source: Interview with the radio station’s technical team and female reporters in Thiénaba

Different stakeholders recognized the leadership of the female reporters and solicited their presence and their voices for events. Via broadcasts, women influenced other women who involved themselves more in their local government and made their voices heard. The community perception of the role of women changed. According to interviews with women in listening groups, by listening to the radio broadcasts and assisting with talks organized on the village level, communities became more conscious of the importance of involving women in the management of town affairs.

The recognized expertise of the technical team and reporters, together with their public renown through the radio, gave them influence with women, men, and their overall communities. In this regard, the mayor of the commune of Touba Toul affirmed that “the women reporters enter places they would have been prohibited from if it was not for their status.”

Furthermore, women confirmed having greater access to MEC financial services and revenue-generating activities. The program **“Yoonu Koom”** or **“Entrepreneurship”** demonstrated the usefulness of the information the MEC offered on services and ways to become a member. According to the MEC team, and confirmed by MEC members and document review, the number of members increased after this program began airing. Membership increased from 2,343 members in 2012—of which 1,034 were women (44 percent), 1,007 were men (43 percent), and 302 were groups (13 percent)—to 2,772 members in 2016—of which 1,247 were women (45 percent), 1,192 were men (43 percent), and 333 were groups (12 percent). While the groups were mixed, women comprised a majority (80 percent) of their members, which demonstrated women’s important participation in MEC membership. Likewise, radio programs on the health care cooperative “Faagaru” assisted 11 co-ops in enrolling 19,000 beneficiaries in 2016.

In Ngoundiane, Ndiobène, and many other localities, women improved their life conditions and those of their families through the income-generating activities they initiated, as well as access to health services. They advocated for causes including land access, girls’ education, domestic violence, and female empowerment. They also sought the support of municipal councils, with the objective of changing power relations.

The female reporters’ leadership role allowed them, via radio programs, to direct and control the topics debated in the listening groups and the discussions in the wider community.

“Gindiku FM radio ran a program about the village markets, and this encouraged us to put in place a local initiative committee to revitalize our market which was completely abandoned. I also heard a program about the commune of Ngoundiane, which caused the mayor to make public commitments to support the women of the commune, as a result of their advocacy.”

Source: Interview with the Gatt Gallo village leader

Before the project, land, a source of wealth and power monopolized by men, was practically inaccessible to women. Through the radio broadcasts, women became more aware of the laws governing land access. Thus, they were able to advocate on their own behalf, which led to 85 women benefiting from access to plots of land to construct housing. In Ngoundiane specifically, the women led an appeal to benefit from a housing project called “Cité Djiguenne.”

FIGURE 3: ASTOU NGING IN FRONT OF HER VILLA “CITÉ JIGGUEEN YI” IN NGOUNDIANE



“Women have never been associated with access to land, but thanks to the project, it is normal now. We have our fields now that we could not have had before, same for land titles.”

Source: Interview with the ARLS management committee

“Before, when men distributed land, they did not put the name of the woman, they wrote either the name of the son or nephew. ... [T]he woman could not own the house. But after the training [on decentralization and on land], the men knew that the women knew their rights now. Currently on the register, there are more women than men. In the case of a woman who married in Gossas, after her father died, her half-brothers divided the land [disregarding her share of the inheritance]; she is a woman in the project who called it her home. A woman, beneficiary of the project, showed her the way [explained the procedures to follow to recover her share of the inheritance] and finally got her share and she still lives in Gossas.”

Source: Focus groups with ARLS members

Through communication, awareness-raising, and training activities popularized by radio, notably through the program “Doxalinu Gox Bi,” women learned about the procedures for gaining access to land. The program, airing every Sunday from 8 p.m. to 9 p.m., informed listeners and built awareness of

decentralization processes, control of local authorities, transferred responsibilities, etc. It also allowed communities to exercise better citizen control of their town's management. Based on the knowledge they gained of land tenure procedures, women increasingly demanded the same share of land inheritance as men, in accordance with the law and contrary to traditions that privileged men.

Furthermore, before the start of the project women showed little interest in school activities due to a lack of information and training. After the project began, they instituted an AME, in parallel with the Association of Parents of Students (APE), to increase their involvement in their children's education and, primarily, in the management of the school. The AMEs contributed to the costs of reproducing documents (i.e., photocopying) and paid for the services of a cleaning lady who was responsible for the cleanliness of the school, which contributed to the improvement of the educational environment. The APE heads had a positive perception of the AME; they consulted and increasingly solicited its help in the management of the school.

"I commend the women, because when we have a meeting, they are the first to respond. If the children succeed in their studies, it is thanks to them, I can testify."

Source: Individual interview with the APE president of Baback Sérère in the commune of Notto

Additionally, ARLS knew how to create synergy among the radio station, communities, local leaders, and technical bodies by involving all categories of stakeholders either in the management of the radio station or in hosting the programs and talk shows. This dynamic encouraged people to organize listening groups. By the time of the evaluation, 500 listener's society cards had been sold. For example, the Toubatoul village leader pointed out that he bought a listener's society card, sold by the radio; he raised awareness in the community that others can do the same.

At the Level of Decision-Making Institutions

Through the project's activities (focused mainly on training, communication through Gindiku FM radio programs, and the theater troupe forum), women from community organizations and ARLS members had access to a great deal of information and knowledge on rights, duties, and conditions for accessing basic social services (health and education) and local resources (land and water), unlike women in other rural localities. Following the 2014 legislative elections, the ARLS president and executive committee members confirmed that 81 female members of ARLS became council members, 77 of them at the municipal level and four in the county council, a situation that previously would have been unusual in traditional rural areas. Among the women elected, four also served as deputy mayors in the towns of Thiénaba, Touba Toul, Ngoundiane, and Ndondol. For example, in Thiénaba, three ARLS members sat on the board of the municipal council, and one of them also served as the first deputy mayor. However, a qualifying factor to consider regarding the project's effect on women's access to municipal and county councils is that towns that did not benefit from the project showed similar representation patterns. Table 1 shows that the proportion of women in local government was practically the same in Thiénaba as in Tivaouane and Pire Goureye, two religious cities marked by a certain degree of tradition. Women's participation in municipal and county councils benefited from—in addition to the project's information, awareness-raising, and training activities—the favorable context provided by Law No. 2010-11, passed on May 28, 2010, which established in Senegal the absolute parity between men and women in all elected institutions (whether partially or totally elected).

TABLE 1: PROPORTION OF MEN AND WOMEN ELECTED IN THREE COMMUNES

Commune	Women		Men		Overall Number
	Number	%	Number	%	
Pire Goureye	22	48%	24	52%	46
Thiénaba	21	47%	24	53%	45
Tivaouane	36	45%	44	55%	80
Overall	79	46%	92	54%	171

Source: Regional Development Agency (ARD) of Thiès, 2017

Nevertheless, the data from Table 1 should not detract from the project's contribution to women's leadership and their acceptance in the communities. For example, the commune of Touba³ did not respect the parity law due to opposition from the caliph general of Mourides. The caliph presented a single list to voters of the commune, and more importantly, the list did not include any female candidates.⁴ This demonstrates that the scope of the law on parity would have been limited or even insignificant in the project intervention area if the religious and traditional dignitaries had remained insensitive to ARLS's advocacy for women. During the radio station's inaugural broadcast, the imam of Thiénaba committed to defending women's causes.

In addition to municipal and county councils, women were involved in decision-making within local development institutions, such as MECs, ASUFORs, and health care cooperatives. Women occupied the strategic positions of president, vice president, secretary, and treasurer within 11 health care cooperatives. Men presided over the cooperatives only in Kairé, Gatt Galo, Ngoundiane, and Ndiéyène Sirakh.

Women occupied 17 of 21 key positions in MECs, including the roles of administrative council president, credit committee president, and supervisory committee president. Women were effectively the majority in authority and on the technical committees of the union councils. The percentage of women on the administrative council was 89 percent, compared to 11 percent men. In the ASUFORs, women achieved parity with men, representing 50 percent of the association members, and in some associations women held the leadership posts of vice president and treasurer. In the ASUFOR of Ngoundiane, women occupied all key positions.

Conclusions

The evaluation results show evidence that lends credence to the project's development hypothesis, as the results indicate the project increased women's access to and control of the radio station, which contributed to the advancement of women's status and leadership in their communities. Indeed, women's significant presence throughout Gindiku FM radio greatly influenced the station's strategic and operational guidelines, resulting in programming that considered the issue of raising women's status and promoting women's leadership.

As a result of the radio broadcasts, women's access to information about their rights and duties improved, and so did their knowledge of the procedures to access basic social services, which was important in promoting their leadership and raising their status. This is evidenced by women's effective participation in the management of services (schools, health, and microfinance) and local resources (land

³ Touba is a Senegalese locality founded in 1887 by Sheikh Ahmadou Bamba. It is situated on the Bassin Arachidier, 194 km east of Dakar. It is the capital of the Muslim Brotherhood of the Mourides. The locality, although urbanized, still has legal status as a village.

⁴ Mohamed Gueye, "The privileges of a religious city. Touba, a lawless zone in the heart of the Republic," *Défis Sud* 123 (February–March 2015): 17.

and water). This situation contributed to changes in gender relationships and perceptions in the community.

The use of local female reporters in civic journalism and their empowerment in the design and dissemination of the programs were instrumental in addressing, through the radio, the issues of women's rights and ways to improve access to basic social services. Addressing women's most pressing, practical needs (information, health services, and financial resources) helped interest women in the radio programs and led them to participate actively in debates on issues and challenges in the community. The role of female reporters was important in enlightening the people.

In addition to helping strengthen the unity and cohesion of families, with men's involvement in maternal and child health and the improvement of marital dialogue, the radio broadcasts promoted the dynamic interaction of the communities, their local and religious leaders, and the representatives of decentralized technical services.

In many households, men's perceptions of themselves and of women evolved under the effect of the project, resulting in women becoming significantly more involved in decisions concerning the family. In sum, the evaluation team can conclude that the WLCJ project contributed to the reduction of marginalization of women concerning important family decisions.

Evaluation Question 2

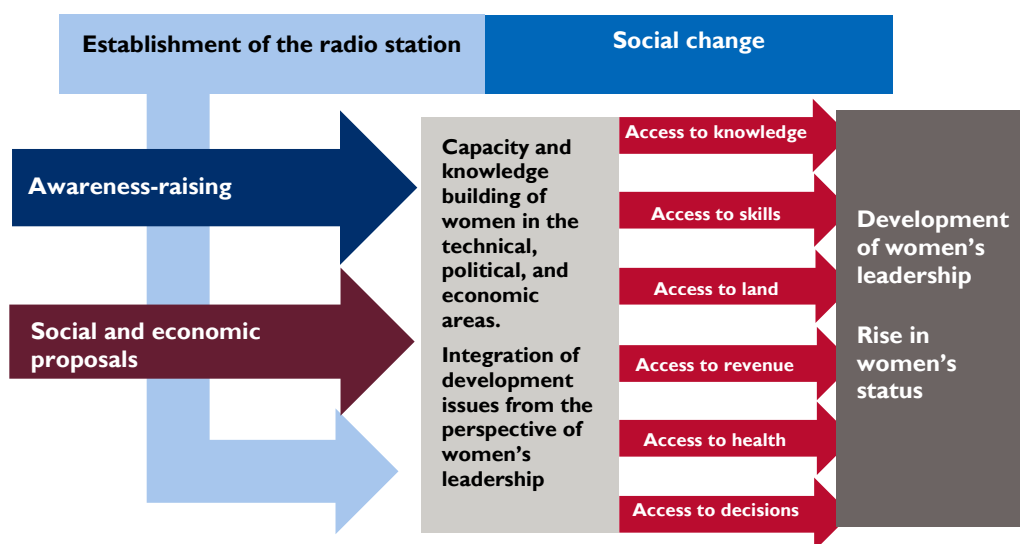
What are the strengths that could be replicated and weaknesses to improve upon the project's institutional capacity-building approach, in particular vis-à-vis results with Association Rurale de Lutte contre le SIDA (ARLS)?

Findings

The Project Development Model

The WLCJ project development model was to treat communication as a factor in development and a means of approaching economic and social development issues. WEI/S, in partnership with ARLS, reinforced the use of communication as a tool through a series of interventions that led to dynamic chain reactions to develop leadership and raise the status of women in the community, as described in Figure 4.

FIGURE 4: WEI/S INTERVENTION STRATEGY



This integrated model of local development is formulated around a tool (communication) and a target (women). It aims to elicit transformational leadership and multisectoral development that impact all layers of the community.

The WLCJ project, within its objective to strengthen ARLS in its communication-focused intervention strategy, supported ARLS in its institutional development by helping it to gain an understanding of its strengths and weaknesses and implement cohesive capacity-building efforts.

This approach to institutional capacity building started with an ERO of ARLS structures, which included the management and executive committees, and the implementation of the recommendations that stemmed from it. The ERO examined the capacity of the organization in terms of its institutional life, governance, administration, accounting management, human resource management, and partnerships. USAID conducted similar assessments of ARLS using the organizational capacity assessment (OCA) tool. The results from two successive OCAs influenced USAID's decision to provide direct financial assistance to ARLS.

The WLCJ project then expanded the ERO to evaluate the radio station, the MEC, and the community health care cooperative. Subsequently, it created a plan of action, taking into account strengths and weaknesses identified and the resulting recommendations. For the first phase, institutional capacity-building measures primarily focused on experience exchange visits in Benin; the provision of equipment and tools for organizational, administrative, and financial management; and an intensive training program organized around three themes:

- Women's capacity building: leadership, management, communication, gender development, and radio programming.
- Gender equity; gender and the media; gender and decentralization; gender and the electoral processes; gender and development.
- Training of female reporters on sound recording, equipment utilization, and reporting and interview techniques; facilitating passing down the training to the level of radio listening groups.

This intensive training program, conducted during the 2010–2012 phase, involved members of the different branches of ARLS (management and executive committees, radio station staff, female

reporters, etc.) in the implementation of project activities. During the second phase, which covered the last three years of the project (2013–2016), WLCJ focused on developing the institutional capacity of ARLS. The WEI/S coordinator reported, and the director confirmed, that the project strengthened and consolidated its training achievements in the second phase. To achieve this, the project developed and implemented a coaching program. The coaching program utilized a proximity approach designed to provide continuous practical support in building the capacities of ARLS's personnel, whose scope of intervention had expanded from a fight against HIV/AIDS into economic and social development, a strategic change adopted in the organization's new strategy plan that incorporated the ERO and OCA recommendations.

The project realized this capacity building by targeting the positions identified as key to mastering the management of the entire organization. WEI/S advisors specifically supported ARLS "counterparts"⁵ (coordinator, administrative and finance manager, secretary, head of monitoring and evaluation, head of decentralization component, head of the health care cooperative) and, for three years, were responsible for transferring vital skills for conducting operations and ensuring continuation. They adopted an adaptable and flexible implementation approach to the coaching system and considered the level and experience of each counterpart. According to the WEI/S team, ARLS personnel, and ERO reports of 2013 and 2014, the coaching approach was one of the key elements of recorded success in the institutional capacity building of ARLS. The ARLS president affirmed this and was quoted as saying, "The coaches had the necessary expertise and pedagogy, as well as the willingness, to transfer their knowledge to us."

The Reproducible Strengths of the Institutional Capacity-Building Approach

According to WEI/S officials, they chose to conduct the WLCJ project with ARLS because ARLS was already a strong organization and well established in the region for its strategic use of communication as an intervention tool to effect behavior change in the fight against HIV/AIDS. Despite its experience and potential, ARLS experienced difficulties with its organization, operation, and the realization of its mission.

The findings from interviews showed that one of the strengths of the approach to institutional capacity building was the support of ARLS with a small WEI/S team, which necessitated empowerment of internal ARLS staff in the management of the organization. According to the ARLS coordinator, and reiterated in several WLCJ project reports, the WEI/S team implemented the coaching with adaptability and flexibility, taking into account the level of education and professional experience of the ARLS staff members selected (counterparts). They favored the use of active pedagogy to help counterparts learn through practice and periodically evaluated their acquisition of skills to reorient or consolidate learning.

The second strength cited by respondents was the training of ARLS personnel in the execution of the ERO to get them to take ownership of the approach and the tools. ARLS staff members trained during the ERO began to institutionalize the culture of participatory review at ARLS. Consequently, the final ERO conducted in 2014 was administered by the ARLS manager in charge of monitoring and evaluation. The analysis of ERO results from June 2013 and September 2014 showed that ARLS went from a score of 3.54 to 4.44, a progression of 0.9 points.⁶ Among the domains evaluated by the ERO, administrative and financial management and organization showed the greatest improvement, increasing from 56 to 65 (out of 75) and from 50 to 55 (out of 65), respectively, between 2013 and 2014. Generally, the recorded

⁵ This was a comanagement process in which WEI/S team members paired with selected ARLS staff members and supervised and guided them in performing their job duties to help improve their skills.

⁶ The ERO scores obtained for each technical area range from 1 to 5: 1 means "Needs special attention," 2 means "Needs a major improvement," 3 means "Needs improvement in some aspects," 4 means "Good application," and 5 means "Excellent application."

scores showed true advancements in a relatively short period of 16 months (from June 2013 to September 2014) and testified to the willingness of ARLS personnel to consistently support the capacities gained through the project.

Nevertheless, some domains showed a weak/declining performance. The ERO recorded a one-point increase in its assessment of the functioning of ARLS and a one-point decrease in its assessment of the partnership component. Though the ARLS governing bodies (management and executive committees) have bylaws and internal regulatory statutes that define their orientation, structure, and function, the organization has difficulty implementing its own measures to ensure efficient operation. Regularly held general assemblies started in 2014, with the next assembly expected in June 2017.

The data provided by the two OCA reports, conducted in May 2013 and June 2014, showed results that confirmed ARLS's institutional capacities. Results per the OCA criteria were as follows:

- Governance: The score increased from 3.2 to 3.8.⁷
- Administration: The score increased from 2.6 to 3.4.
- Human resources management: The score increased from 1.8 to 3.11.
- Financial management: The score increased from 2 to 2.43.
- Organizational management: The score increased from 2.7 to 3.
- Project management: The score increased from 2.8 to 3.4.
- Project performance management: The score decreased from 3 to 2.83.
- Leadership: The score remained the same at 4.

"The organizational structure of ARLS is now updated; the vision and the mission of ARLS are clear and known; responsibilities are shared."

"From now on, everything is done in writing, be it the regular meetings (summary notes), the authorization of for personnel absences, ... All of the activities carried out are done through a planning process (done prior) and there is a system of weekly monitoring and evaluation. The roles are distributed appropriately; the Administrative and Financial Manager no longer does the tasks that should be done by the Treasurer, or the President and her Assistants. From the financial point of view, for disbursement, it is necessary to have an justified invoice."

Source : Interview with ARLS President

The structure of WEI/S's institutional capacity-building approach, which was based on the ERO and the OCAs implemented by USAID, was a strength in its interaction with ARLS. The OCA is a diagnostic tool that uses eight evaluation criteria (governance, administration, human resource management, financial management, organizational management, project management, project performance management, and team leadership and dynamics) to establish the level of performance in an organization. The WEI/S work plan largely incorporated the recommendations from the ARLS OCAs. This allowed ARLS to obtain results in different domains so as to improve its institutional and organizational capacities.

⁷ OCA measures broad or high-level components of an organization's capacity. Each component has a series of categories of organizational capacity. The score for each component is the average of the scores obtained in each of its categories. Scores assigned to each capacity area include: 0=Nonexistent; 1=Neutral, no improvement made; 2=Needs improvement; 3=Some progress made, only slight improvement required; 4=No need for immediate improvement; 5=Excellent achievement, capacity fully achieved.

The Weaknesses and Difficulties in the Institutional Capacity-Building Approach

One of the main difficulties linked to the implementation of the institutional development approach was the diversity in the levels of education and experience of the ARLS members receiving training and coaching. This meant that their ability to absorb knowledge and skills varied on a case-by-case basis in contexts where women had lower levels of education and literacy. Furthermore, coaching, targeted at the ARLS direct management staff, did not totally cover important stakeholders in the ARLS system, such as the listening groups, the theater troupe, and group members whose interventions contributed to the association's results.

Similarly, the accounting management training could not be fully implemented; ARLS's financial and administrative director and the USAID staff member who led the OCA commented that ARLS had not yet acquired accounting software. Nevertheless, ARLS made efforts in manual data entry and to comply with procurement procedures.

The ARLS coordinator also noted that the ARLS staff members who received training or coaching were frustrated that training certificates were not issued. They felt this meant that they could not adequately support the claims of knowledge and skills acquired to individuals or organizations interested in the institutional capacity building of ARLS. The WEI/S coordinator asserted that the certifications would be issued after an assessment of the implementation of acquired skills. This approach is understandable, but it is not in line with the practices of many actors in development at the community level.

In addition, the training of the members did not have an effect on the decentralization of responsibilities within ARLS; for example, the same person was an executive committee member, MEC administrative council president, AME vice president, and GPF president.

In addition, the capacity building of ARLS structures did not take into account the grass-roots GPFs. ARLS had 140 GPFs across its entire intervention area, but only the ARLS management committee, the female reporters, and the managers of the health care cooperatives and MECs benefited from the capacity building.

Similarly, the listening groups and the female reporters deplored the lack of logistical support to enable them to carry out their activities.

Conclusions

WEI/S's choice to build ARLS's institutional capacity, given ARLS's strong social grounding and potential for intervention, was a considerable asset to the sustainability of the organization and the development of women's leadership and status in communities within the project intervention zone. The update of the ARLS's vision, mission, procedure manual, and the creation of a strategic plan are important elements that contributed to the reinforcement of the Organization's managerial capacities.

In addition, the training of ARLS personnel on the ERO approach was an important factor in the association's introduction of evaluation culture, permitting it to identify, in a participatory manner, its strengths and weaknesses, as well as palliative measures to put in place. The ERO and OCA results enabled ARLS to update its vision, mission, and procedure manual. The creation of a strategic plan was an important element that contributed to the association's managerial capacity building.

Finally, the implementation of a coaching system to strengthen the capacities of ARLS internal staff was effective and better prepared ARLS to ensure the succession of female technical supervision through a small team of ARLS staff members.

Despite the substantial and notable advances in ARLS's institutional development, some challenges still needed to be addressed in order to improve the administrative and financial management of the association, as well as the development of partnerships with other development support agencies.

Many functions and responsibilities, notably those of the decision-making authorities and the bodies in charge of project execution, are rested in the hands of a limited number of leaders, despite training programs and coaching from WEI/S, and despite the presence of competent women in member organizations (140 groups for women's advancement spread over 13 communities in Thiès and Diourbel communes). In sum, the aspects linked to ARLS's operation and its partnership with development support agencies merit being strengthened to consolidate the project's achievements.

Evaluation Question 3

As this was a cross-sectoral project, what are some of the most significant changes that beneficiaries and project staff perceived to have resulted from the project?

Findings

Various stakeholders, including the women who benefited from the project, local leaders, members of the various ARLS bodies and service delivery units, and the WEI/S team, identified the significant changes outlined below.

Access to Land

Before the project, for traditional and religious reasons, women could not claim a piece of land. Access to and control of land, which were identified with the rich and powerful, were reserved for men exclusively.

Interviewees asserted that, due to the project's activities, specifically training and radio programs, women gained an improved understanding of the procedures for access to land. Consequently, they became better at exercising their right to access land, including inherited land. The allocation of housing plots to 85 female ARLS members and the construction of the "Cité Djiguenne" (City of Women), following intense advocacy, were perfect examples of this.

In interviews, women who were elected members of the municipal council of Ndol Ndol stated that women who sought to use land for residential purposes created a tontine (microcredit for women) to facilitate access to the finances needed to build property. The tontine enabled women to purchase construction materials and to proceed with enhancement investments to secure the plot administratively after its allocation by the municipal council.

Women's Voices in Public

In traditional and religious places, such as Thiénaba, men dominated speech in public or in mixed ceremonies. Before the WLCJ project, it was unthinkable for a woman to speak up during meetings or gatherings. According to the female reporters, they became the first to express themselves in public to make strong and pertinent arguments. Because of the awareness they possessed and their social credibility, which were the criteria for their selection as reporters, they were better able to pass information to their colleagues and the overall community to encourage actions conducive to behavior change. In addition to the broadcasts, female reporters took the opportunity in social ceremonies (baptisms, marriages, religious ceremonies such as Gamou, and other cultural ceremonies) to pass on messages.

Similarly, as a result of the capacity building of the women in the listening groups, the groups organized debates and talks, and spoke up in public in the villages to defend their points of view.

“I did not have the courage to speak in public, and even in front of two or three people, I had a hang-up. Now, if I compare the severity of my hang-up, it’s gone from 100 percent to 1 percent. Thanks to training, to the radio, I no longer have hang-ups and I express myself in public every time without problem. The radio allowed me to reach further.”

Source: Interview with the listening group in Ngoundiane

Women’s Access to Decision-Making Bodies

Before the project, women were barely represented in decision-making bodies and occupied subordinate positions. Through the project’s activities, they came to occupy strategic positions in local institutions (ASUFORs, health care cooperatives, MECs, health committees, and municipal and county councils). They completely fulfilled their roles in the operation of these institutions and in the implementation of activities.

“It is thanks to the capacity-building program that I had the courage to go to the town hall in Thiénaba. I had the audacity to apply as a candidate, and I became first deputy mayor today.”

Source: Interview with the radio station’s technical team and female reporters in Thiénaba

“Today, when we are in policy-making bodies, we are doing all we can to ensure that the marginalization of women no longer continues, in particular the failure to grant strategic positions, all of which were occupied by men, to women. Now, when you look at the offices, I think that you can find some where the position of president is occupied by a woman, or sometimes the treasurer, or sometimes the secretary general is a woman.”

Source: Interview with women advisors in Ndondol Municipality

The Improvement of the ARLS Institutional Plan

The literature review and interviews showed that ARLS did not have a good organizational structure prior to the project. Its vision and mission were not clearly defined, its procedure manual was not applied, and the operation was not governed by a strategic plan. Through capacity building, ARLS greatly improved its institutional plan. It clearly defined its vision and mission, planned all of its activities ahead of time, and put in place a system of weekly monitoring and evaluation. The roles were appropriately divided among the ARLS managers, and staff respected the administrative and financial procedures.

Finally, the managerial skills acquired from institutional capacity building allowed ARLS personnel to competently fulfill their roles and functions (e.g., holding regular meetings, preparing meeting minutes, more transparency in management, a better understanding of roles and responsibilities).

Significant Changes Detected at the Individual Level

Prior to the project, women in the project area often went to Dakar to work as “housekeepers.” Some of them were victims of unwanted pregnancies and infected with HIV/AIDS, which increased the risk of spreading the disease in their communities when they returned.

By the end of the project, the rural exodus of women had greatly receded due to the availability of local revenue-generating activities, which women developed with financial support from the MECs. Now they have a financial foundation that allows them to actively participate in taking care of family needs and to better assert their leadership. According to the union manager's report on December 31, 2016, the number of credit applications received and processed for the year was 320, compared to 280 in 2015, a rise of 14 percent for an overall amount of 91,300,000 FCFA. The MECs provided funding for trade activities, with 91 percent of the credit applications granted; cattle fattening received 7 percent of the funding; and the rest of the funding related to transportation and services.

"There is less rural exodus of women and girls due to business opportunities from 'luuma': This is the result of MEC funding. There is also a reduction in the number of welfare applications submitted to the town hall."

Source: Interview with the mayor of Touba Toul

Furthermore, the establishment of 11 health care cooperatives in the project area allowed geographical and financial accessibility to health services. Following changes in behavior achieved through outreach activities, the target population developed the interest in consulting with health care facilities, and the health centers were well attended. Men offered their support on subjects that were difficult to discuss in the community, such as family planning, the rate of which increased from 1 percent to 8 percent, according to the ICP of Thiénaba. Husbands accompanied their wives to health care facilities without prejudice. The municipal council of Ngoundiane considered the initiative of health care cooperatives pertinent, and covered up to 50 percent of the cost of care of beneficiaries. This grant from local authorities contributed to the perpetuation of health care cooperatives.

Socially Significant Changes Detected (Behavior, Family Relations)

According to interviewees, the project contributed to the knowledge of rights that protect girls, women, and children against violence, which consequently led to increased prevention of, and reduction in, violence against them. Radio programming increasingly denounced violence against women, girls, and children and encouraged whistleblowing and sanctions for the perpetrators. For example, in the village of Thiangaye, a young woman was raped twice by her father and reached out to a reporter from the area. In the village of Ndiobène, due to women's advocacy, the family of a rape victim pressed charges, and the guilty party was convicted. In the village of Nguéyène, the communities signed an agreement that penalizes all parents who marry off a daughter who is still in school. The positive actions led by women in the villages became known thanks to the radio. In addition, the project strengthened the unity and cohesion of families. By the end of the project, women were more involved in family decisions with their husbands because they had the resources to contribute to the resolution of family problems.

Conclusions

The WLCJ project led to significant changes in women's leadership. The radio programming contributed to the improvement of women's knowledge of several of their rights and the development of their skills. This permitted them to intervene publicly and on different levels regarding societal issues, to enter local government institutions, and to access services and local resources.

In addition, this enhancement of women's knowledge enabled them to gain access to land ownership, which was one of the most important changes in the evolution of their status and leadership.

The radio station also allowed women to freely express themselves; to address their colleagues, who listened to them more; to participate in meetings; and to conduct advocacy campaigns.

At the organizational level, ARLS made significant progress in its operation by adopting a strategic plan (2015–2019), updated statutes and internal regulations, a manual of administrative and financial procedures for the radio, and monitoring tools.

RECOMMENDATIONS

For USAID

- Capitalize on the experience of the WLCJ project, support its sustainability in the ARLS intervention zone, and replicate it in other areas.
- Provide good financial support for development activities through the capacity building of MECs wherever the WLCJ project is implemented.
- Provide equipment and logistical resources to support the listening groups and female reporters' activities.
- Consolidate the ongoing project with ARLS, taking into account the priority practical needs of women in formulating future projects on women's leadership.
- Document and spread ARLS's institutional capacity approach.

For WEI/S

- Consolidate institutional support to ARLS by supporting it in the search for partners.
- Provide ARLS with centralized accounting software.
- Develop the communication component in women's development projects to enable women to know and discuss their rights and duties in the community.
- Establish an award system supporting the reputation of female reporters and listening groups with a prestigious label linked to gender and women's rights (nominations of ambassadors, champions, etc.) in future projects.
- Build capacity throughout ARLS, from the GPFs to the listening groups, including the reporters and the support structures, such as the health care cooperatives and MECs.
- Develop specific training plans based on the levels of responsibility and education of the training beneficiaries.

For ARLS

- Promote the emergence of new leaders in all GPFs and strengthen their capacity in the management of economic activities.
- Establish transparent fundraising procedures into the organizational capacity building approaches of the organization.

ANNEXES

Annex I: Evaluation Statement of Work



USAID
FROM THE AMERICAN PEOPLE

WOMEN'S LEADERSHIP/CIVIC JOURNALISM FINAL EVALUATION STATEMENT OF WORK

WOMEN'S LEADERSHIP/CIVIC JOURNALISM EVALUATION

STATEMENT OF WORK

Contracted under AID-685-C-15-00003

USAID Senegal Monitoring and Evaluation Project

DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS

AMEP	Operation Monitoring and Evaluation Plan
ARLS	Rural Association to Fight AIDS
COR	Contracting Officer's Representative
DRG	Democracy, Human Rights and Governance
MEP	Monitoring and Evaluation Project
OCA	Organizational Capacity Assessment
OFM	Office of Financial Management
USAID	United States Agency for International Development

I. STATEMENT OF WORK DETAIL

USAID SOW Manager	Samba Barry, AOR, DRG
Activity COR/AOR	Samba Barry, AOR, DRG
MEP SOW Task Manager	Moussa SY, Senior Evaluation Specialist
Activity Title	Women's Leadership and Civic Journalism
Activity Period	October 1, 2010-September 30, 2016
Award/Contract #	AID-OAA-A-10-00070
Funding	\$3,398,125
Implementing Organization	World Education, Rural Association to Fight AIDS (ARLS)
Geographic Coverage	Thiès and Diourbel
Task	Women's Leadership/Civic Journalism Performance Evaluation
Task Start and End Dates	February 13-May 3, 2017

2. ACTIVITY DESCRIPTION

The first phase of the Women's Leadership and Civic Journalism project began in 2010 in Thiès and Diourbel regions. The project was expanded to cover Ziguinchor and Sédhiou in its second phase, beginning in 2013. The project's total funding comprises \$3,398,125 over seven years (2010-2017).

The Women's Leadership and Civic Journalism project works to improve women's leadership by increasing female presence in local media; it is implemented by World Education and their local partner the Rural Association to Fight AIDS (ARLS). The project provides technical support to the Gindiku FM radio station based in Thiénéba, which broadcasts programs that deal with women's issues such as health, education, political participation, human rights, and entertainment as well as trains women broadcasters and station managers in program formatting and gender themes. Additionally, the program also supports moderated community-based listening groups and helps the community to carry out activities that promote female leadership and equal status for women. Credit lines for women have been extended through these groups to empower listeners to begin income-generating activities, to include small businesses. These groups also provide community health funding, known as "mutuelles."

The project's goal is to reinforce the presence and voice of women in the media in order to allow them to play a role in leadership at a local level. This goal consists of the five main objectives outlined below:

Objective 1: Reinforce the capabilities of rural women who work in the local radio and the women in the different departments of ARLS with organizational, technical, ethical and thematic plans, so that they can fulfill their roles as broadcasters on the radio and in the various departments.

Objective 2: Improve access for women who listen to the radio and participate in other program activities to strategic information, as well as sensible and practical educational, economic, social and cultural character development, in order to promote their well-being and role in the community.

Objective 3: Raise the number and the qualifications of women on the technical teams as well as in policy-making bodies and radio management in order to better fully grasp the question of gender and to reinforce women's leadership.

Objective 4: Create relationships through radio with other women in the area in order to create a network of women that can permanently represent women's practical and strategic goals.

Objective 5: Share lessons learned related to gender equality and promotion of women's leadership among the women's groups and with local radio in Senegal's north, east, and south.

3. DEVELOPMENT HYPOTHESIS AND IMPLEMENTATION

The project's development hypothesis assumes that media is a powerful tool for creating impact and shaping public opinion and that radio is the best form of media for change in Africa, especially in Senegal, where it is believed that a lack of information is the principal obstacle for the effective participation of communities in land management. By creating a space for women in radio, the project seeks to use this powerful tool as a way of fighting for gender equality and promoting women's leadership. The project assumes that women are stuck in their current situations oftentimes due in part to a lack of information in a number of domains (economic, social, cultural, political, etc.). The project assumes that a lack of knowledge of fundamental rights, weak capacity, and the lack of access to health, socio-educational, and socioeconomic structures are blockages that affect women in this area and inhibit decision-making and advocacy.

Therefore, by increasing access to training, information, knowledge, and skills for women in a number of domains, the project seeks to enable women to transcend the obstacles that inhibit them from reaching leadership levels necessary to decision-making. The project, by providing training to women in radio, increases women's capabilities and access, as well as increases gender programming in order to bring more information to rural women. Listen groups may be further empowered to become more involved through additional activities. The project also attempts to address other blockages, such as lack of access to healthcare and socioeconomic opportunities, through increased access to credit.

4. EXISTING PERFORMANCE INFORMATION SOURCES

USAID will provide the Evaluation Team with a package of background materials, including:

- Cooperative Agreement and modifications;
- Activity quarterly reports, work plans, activity monitoring and evaluation plan (AMEP) and field visit reports;
- Baseline and midline data collected to date;
- Any relevant studies, organizational capacity assessment (OCA) reports or background reports used to support the activity; and
- Training and human and institutional capacity development materials and plans used by World Education to support ARLS.

All background documents will be provided to the MEP Team at least three weeks prior to the Evaluation Team's arrival in-country.

5. TASK PURPOSE, AUDIENCE, AND INTENDED USES

The purpose of this evaluation is to capture lessons learned from the institutional capacity development work conduct by World Education with ARLS and to examine whether the development hypothesis has been proven to be valid in terms of increasing women's status and leadership through journalism. USAID/Senegal would like to examine potential best practices for institutional capacity building with Senegalese NGO partners. It is expected that this evaluation will examine the approach taken by World Education and review best practices in improving institutional capacity within the context of USAID/Senegal's *Local Solutions*' approaches. The audience for the evaluation includes USAID/Senegal, specifically the DRG team, the local solutions working group and USAID/Washington's gender office (which initially launched this activity).

6. EVALUATION QUESTIONS

For the purpose of this evaluation, the scope will cover only the first phase of the activity, focusing on the work with ARLS in Thiès and Diourbel. The evaluation questions focus on the activity's performance outcomes and progress made in developing the institutional capacity of the partner organization ARLS.

1. The development hypothesis suggests that women's roles in civic journalism can contribute to increase **status** and **leadership** in their local communities. Is there evidence that this hypothesis has proven to be valid?
2. What are the strengths that could be replicated and weaknesses to improve upon of the Activity's institutional capacity-building approach, (in particular, vis-à-vis results with Association Rurale de Lutte contre le SIDA (ARLS)?
3. As a cross-sectoral activity, what are some of the most significant changes as perceived by beneficiaries and project staff, a result of the activity?

Given the cross-sectoral nature of the activity, there are potential changes in terms of a wide-variety of sectors from health to micro-credit to lifestyle and attitudes. This evaluation would like to capture any noted changes based on the activity's implementation. The approach to "most significant change" will focus on the collection of stakeholder and project staff perceptions of the activity interventions and the change they brought to the lives of activity beneficiaries.

7. GENDER DISAGGREGATION AND GENDER DIFFERENTIAL EFFECTS

All questions will be treated with a focus on gender. The evaluation team will work to ensure that the voice of men in the community and their perspective on the activity are included in the evaluation.

8. APPROACH

Design

The MEP Team will conduct a **Final Performance Evaluation** of the DRGs Women's Leadership/civic journalism activity. The primary source of data for question number one will be derived from activity stakeholders—direct beneficiaries, their families, and members of their local communities, including traditional leaders, support staff, and local authorities. Information for question number two will primarily come from ARLS, World Education, USAID Contracting Officer's Representative (COR) as well as Office of Finance and Management (OFM), a review of ARLS's capacity audits and discussion with other donors working with ARLS. It is expected that the response to question #2 will provide Mission-wide insights into strengthening local institutions capacity and how to improve direct work with Senegalese NGOs. The answers to question #3 will come from discussions with field staff, beneficiaries, members of the community and direct observation.

This statement of work requires that the Evaluation Team develop and submit for approval a work plan with proposed methodology within the first seven days of the evaluation schedule. The following should be included in the team's methodology:

- Completion of a document review prior to the arrival of expat team member in Senegal;
- The Evaluation Team is strongly encouraged to use at least three data collection methods to address each of the three evaluation questions in order to triangulate data. Suggested data collection tools are: key informant interviews, focus group discussions and document review;
- A convenience sample of individual stakeholders including the staff of World Education, ARLS, Radio Gindiku and local authorities will be included as key informant interviews;
- The three methods (key informant interviews, desk review and focus group interviews) will be coded separately; and
- Gender, geographic location and role (beneficiary, implementer, service provider) disaggregation must be included in the data analysis where applicable.

Data Collection Methods

The team's data collection methodology will consist of two phases:

Phase 1: Document Review

The team will review a wide range of documentation including the activity agreement, organizational audits, capacity-building plans, M&E plans, internal evaluations and reports as a way to understand and compare expected and actual performance.

Phase 2: Qualitative Field Research

As part of its qualitative research, the team will use the following research instruments:

- Key Informant Interviews: Open questions for interviewing program stakeholders: (World Education, ARLS, Radio Gindiku) project staff, participating national and local authorities and USAID representatives.

- Focus or Discussion Groups: Focus or discussion groups with local authorities, direct beneficiaries, and traditional leaders in targeted communities to discuss program effects on individuals and the community.
- Key individual interviews to make the life story of some direct beneficiaries.

By interviewing and studying key stakeholders, the team will be able to understand both constraining and facilitating factors contributing to degrees of project effectiveness.

9. DATA ANALYSIS

Prior to the start of data collection, the Evaluation Team will conduct initial consultations with USAID in developing a Data Analysis Plan that USAID will review and approve. It will detail how individual and focus group interviews will be transcribed and analyzed, what procedures will be used to analyze qualitative data from key informant and other stakeholder interviews, and how the evaluation will weigh and integrate qualitative data from these sources with quantitative data from indicators, capacity audits and project performance monitoring records to reach conclusions about the effectiveness of the project's approach. The Evaluation Team will use the below matrix in developing a Data Analysis Plan:

10. STRENGTHS AND LIMITATIONS

USAID's evaluation policy states that any methodological strengths and limitations are to be communicated explicitly. The evaluation work plan will outline strengths and limitations of the methodology and approach as will the eventual report.

11. DELIVERABLES

The deliverables for this evaluation include:

- Work Plan: A detailed work plan which will indicate methodology, data analysis plan, data collection tools and a detailed calendar for the evaluation. The work plan will be submitted to the MEP COR and Technical POC for approval prior to fieldwork.
- Progress Report: A written and/or electronic report of the data collection progress made in the field covering key scheduled activities, status of completion and any constraints in evidenced in the data collection process.
- Initial Presentation: A PowerPoint presentation on findings, conclusions and recommendations gathered during the evaluation. The presentation should not be more than 17 slides.
- Submission of Draft Evaluation Report: The team will submit a draft report to the MEP COR and Technical POC who will provide comments for revision and finalization of the report.
- Final Report: A written and electronic document that includes an executive summary, table of contents, methodology, findings, conclusions, lessons learned and recommendations. The report will be submitted in English. The final report should include a database with all collected information and statistical analyses as an annex.

- Interview Notes, Transcriptions of Group Interviews: All original, raw data will be collected and provided to USAID/Senegal as part of the evaluation deliverables.

12. TEAM COMPOSITION

The evaluation team will be comprised of three members: one international and two Senegalese nationals. Mr. Malamine Savane will serve as Team Leader and has over 25 years' experience working the area of organizational capacity-building and evaluation. He will be paired with Ms. Awa Fall Diop who has over 25 years working in the area of women and development in Senegal. The third member of the team will be an international evaluation methodologist and organization development specialist, Mr. Jacques Berard.

Mr. Berard will work remotely and will support and guide the team's development of the detailed work plan and tools; as well as support the analysis process and will draft the report in English. The team will also be supported by a MEP Senegal M&E Associate to accompany them into the field. The M&E Associates role is to support notetaking and ensure consistency in the use of tools. One enumerator will also work with the team to support focus groups. The additional enumerator will allow the team to divide into two and maximize the number of focus groups completed during fieldwork. MEP's Senior Evaluation Specialist, Moussa Sy, will oversee the task. All team members are required to provide a signed statement attesting that they have no conflict of interest, or describing an existing conflict of interest.

TASKS/DELIVERABLES AND LOE

Dates	Tasks/Deliverables	Estimated LOE (in days)		
		Team Leader	Gender Specialist	International Evaluation Methodologist
February 13-17	Desk review and completion of “Answering Questions with Secondary Data” and draft “Getting to Answers”	4	2	2
February 20	Team Planning Meeting (TPM) at MEP Office including initial briefing with USAID/DRG Team	1	1	1
February 21-23	Development of detailed work plan and tools	3	3	2
February 24	Presentation of detailed work plan and tools to USAID/DRG	1	1	1
February 27	Revisions to work plan and tools for finalization	1	1	1
February 28	Train facilitator, complete all needed logistics	1	1	
March 1	Depart for field	1	1	
March 1-8	Fieldwork in Thiès and Diourbel	6	6	
March 3	Check-in on fieldwork			1
March 8	Return to Dakar			
March 9-15	Development of initial findings, conclusions and recommendations	5	5	3
March 17	DRG Team presentation on initial findings, conclusions and recommendations	1	1	1
March 17-31	Development of draft report	5	3	8
April 7	Submission of draft report to USAID			
April 21	Consolidated feedback from USAID			
April 24-28	Finalization of the report	2	1	4
May 3	Submission of final revised report to USAID			
Total Estimated LOE		31	26	24

13. PARTICIPATION OF USAID STAFF AND PARTNERS

It is expected that the USAID/Senegal DRG Team will provide an initial in-brief with the evaluation team during the Team Planning Meeting. The purpose of this in-brief will be to meet the evaluation team and provide them with an overview of the DRG Team’s interest in this evaluation. The DRG team will also review each of the evaluation questions to ensure clarity around definition and ultimate objective in responses to the questions. The DRG team will review and approve the work plan and tools prior to the evaluation team’s departure for field work. As part of the evaluation, the USAID/DRG team will be interviewed, as will key other key stakeholders. After completing fieldwork, the evaluation team will prepare a presentation of initial findings, conclusions and recommendations, which will be presented to the DRG team for feedback.

14. SCHEDULING AND LOGISTICS

MEP Senegal will arrange all logistics for fieldwork. MEP Senegal (for the DRG team) will request introductions with implementing partners, the Government of Senegal and other counterparts as necessary to facilitate communications with the evaluation team. All appointments will be made by MEP Senegal staff and team members.

15. REPORTING REQUIREMENTS

It is expected that this report will be drafted and finalized in English and then translated into French. The report itself should not be longer than 25 pages total, excluding the Annexes. A draft evaluation report template is attached to this SOW in Annex VII, which is based on the USAID evaluation report template and guidance (<http://usaidearninglab.org/library/evaluation-report-template> and [How-To Note Preparing Evaluation Reports - http://usaidearninglab.org/library/how-note-preparing-evaluation-reports](http://usaidearninglab.org/library/how-note-preparing-evaluation-reports)). The report includes Appendix I, which is the Mandatory Reference on Evaluation. The report will be branded with the standard USAID branding requirements and will be formally submitted to the DEC upon approval. Additional copies of the final report in French will be made available to all stakeholders participating in the initial findings workshop. Copies in English will be shared with relevant USG offices within USAID's Office of Gender Equality and Women's Empowerment.

16. ATTACHED REFERENCE DOCUMENTS

Please check all that apply below.

☒	Gantt chart
☒	Document Review matrix
☒	Response matrix
☐	Budget
☐	CVs
☒	Conflict of Interest Statements
☒	USAID evaluation policy
☒	USAID evaluation report structure

17.AUTHORIZATIONS

The undersigned hereby authorize the following items (checked below) for the Statement of Work (SOW) described above:

- | | |
|---|--|
| X | Completion of the SOW, as described above; |
| X | SOW staffing, as described above; |
| X | Concurrence with Contracting Officer's Travel Approval for the Consultant(s), requested above (if received prior to review). |

[COR to either sign below or indicate approval in a return email]

Contracting Officer's Representative (COR)
Roy Geiser, or designate

Date

Office Director

Date

APPENDIX I: BUDGET

APPENDIX II: GANTT CHART

The following chart is illustrative and should be completed based upon the actual sub-tasks, deliverables and dates envisioned for this task.

Women's Leadership/Civic Journalism Evaluation		February				March				April					May
Steps	Weeks	From 1 to 6	From 7 to 13	From 14 to 20	From 21 to 28	From 1 to 6	From 7 to 13	From 14 to 20	From 21 to 27	From 28 to 3	From 4 to 10	From 11 to 17	From 18 to 24	From 25 to 30	From 1 to 8
Desk Review and Completion of "Answering Questions with Secondary Data"															
Team Planning Meeting															
Development of detailed work plan and tools															
Presentation of detailed work plan and tools to USAID/DRG					D										
Revisions to work plan and tools for finalization															
Train/refresh the facilitators, complete all needed logistics															
Depart for field															
Fieldwork in Thiès and Diourbel															

Women's Leadership/Civic Journalism Evaluation		February				March				April					May
Steps	Weeks	From 1 to 6	From 7 to 13	From 14 to 20	From 21 to 28	From 1 to 6	From 7 to 13	From 14 to 20	From 21 to 27	From 28 to 3	From 4 to 10	From 11 to 17	From 18 to 24	From 25 to 30	From 1 to 8
Development of initial findings, conclusions and recommendations															
DRG Team presentation on initial findings, conclusions and recommendations								D							
Development of draft report															
Submission of draft report to USAID											D				
Consolidated feedback from USAID															
Finalization of the report															
Submission of final revised report to USAID															D

APPENDIX III: DOCUMENT REVIEW MATRIX

Instructions: For each Evaluation question in your Statement of Work or which you developed, take a first stab at answering the question based on information collected from background documents you have read. Put this information under “Answers and Data Sources.” Be sure to cite the relevant documents! Under “Data Still Needed,” note what additional data (primary or secondary) you think you will need to answer the question fully.

Evaluation/Research Question	Answers and Data Sources	Data Still Needed

APPENDIX IV: RESPONSE MATRIX

Evaluation Question	Type of Response/ Necessary Evidence (Check one or more, if appropriate)		Data Collection Methods, Ex. Focus Groups, Structured Observation, Key Informant Interviews, Mini-survey		Sampling or approach for selection, (if necessary)	Data analysis methods: Frequency distributions; ns, Pattern Analysis, Cross-Tabulations, Content Analysis
			Data Source(s)	Method		
1)	☐	Yes/No	Project documents:			
	☐	Description				
	☐	Comparison				
	☐	Explanation				
2)	☐	Yes/No				
	☐	Description				
	☐	Comparison				
	☐	Explanation				
	☐					
	☐					

APPENDIX V: CVS

APPENDIX VI: CONFLICT OF INTEREST STATEMENTS

[The Evaluation Policy requires that evaluation reports include a signed statement by each evaluation team member regarding any conflicts of interest. A suggested format is provided below.]

Name	
Title	
Organization	
Evaluation Position?	☐ Team Leader ☐ Team member
Evaluation Award Number (contract or other instrument)	
USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)	
I have real or potential conflicts of interest to disclose.	☐ Yes ☐ No
If yes answered above, I disclose the following facts: <i>Real or potential conflicts of interest may include, but are not limited to:</i> <i>1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.</i> <i>2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.</i> <i>3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.</i> <i>4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the</i>	

<i>implementing organization(s) whose project(s) are being evaluated.</i> 5. <i>Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.</i> 6. <i>Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.</i>	
---	--

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	

APPENDIX VII: USAID EVALUATION POLICY

Criteria to Ensure the Quality of the Evaluation Report

The evaluation report should represent a thoughtful, well-researched and well organized effort to objectively evaluate what worked in the project, what did not and why.

Evaluation reports shall address all evaluation questions included in the scope of work.

The evaluation report should include the scope of work as an annex. All modifications to the scope of work, whether in technical requirements, evaluation questions, evaluation team composition, methodology or timeline need to be agreed upon in writing by the technical officer.

Evaluation methodology shall be explained in detail and all tools used in conducting the evaluation such as questionnaires, checklists and discussion guides will be included in an Annex in the final report.

Evaluation findings will assess outcomes and impact on males and females.

Limitations to the evaluation shall be disclosed in the report, with particular attention to the limitations associated with the evaluation methodology (selection bias, recall bias, unobservable differences between comparator groups, etc.).

Evaluation findings should be presented as analyzed facts, evidence and data and not based on anecdotes, hearsay or the compilation of people's opinions. Findings should be specific, concise and supported by strong quantitative or qualitative evidence.

Sources of information need to be properly identified and listed in an annex.

Recommendations need to be supported by a specific set of findings.

Recommendations should be action-oriented, practical and specific, with defined responsibility for the action.

Annex II: Getting to Answers Matrix

RESPONSE MATRIX

No.	Evaluation Questions	Type of Response/Evidence	Data Collecting Methods		Sampling or Approach for Selection	Data Analysis Methods:
			Data Source(s)	Method		
Evaluation Question I	The development hypothesis suggests that the access and to and control of the radio station by women in civic journalism can contribute to the rise of their status and leadership in their local communities. Is there proof that this hypothesis was proven to be valid?	- Description X - Explanation⁸X	- USAID/WE Contract Document - October 2010-September 2011 Annual Reports - Midterm 201 Self-Evaluation Evaluation Reports - September 2012 Final Report with Annexes - December 2010 First Quarterly Report - March 2011 Second Quarterly Report 3rd Quarterly Report June 2011 - September 2011 4th Quarterly Report - December 2011 5th Quarterly Report - December 2011 6th Quarterly Report - June 2012 7th Quarterly Report - September 2012 8th Quarterly Report - Gender Profile of Local Communities - Meeting PMP, PV - Coaching Report 2012 Rapid Evaluation Report - Annual Report May 2015 - First Annual Report-May 2013 – May 2014	Document Review and Analysis (cf. Review table)	Informed choice of key analysis documents for project implementation: financial agreement, PMMP, annual reports, quarterly reports, evaluation and monitoring reports	- Descriptive analysis of changes (from the status quo) in women's leadership. - Analysis of processes which led or did not lead to increased status and leadership - Analysis of content of reports

⁸ Explanation – for questions that ask “why” or about the attribution of an effect to a specific intervention (causality)

No.	Evaluation Questions	Type of Response/Evidence	Data Collecting Methods		Sampling or Approach for Selection	Data Analysis Methods:
			Data Source(s)	Method		
Result I		• Explanations • Description	USAID/DRG Team	1 Individual Interview	USAID/DRG /project monitoring group	• Analysis of interview results
		• Explanation • Description	World Education Team	2 Individual Interviews	• WEI/S Director • Member of the WEI/S Field Team	• Analysis of Interview Results
		• Explanation • Description	CD/ARLS	Interview with members of the ARLS Management Committee	Members with responsibility on the Management Committee	• Analysis of generated information • Triangulation of data • Pooling confirmed data
		• Explanation • Description	BE/ARLS	Focus Group with BE members	Members with responsibility with BE	• Analysis of generated information • Triangulation of data • Pooling confirmed data
		• Explanation • Description	Female Reporters	3 focus groups with female reporters	1 female reporter per geographical zone (13 communes in the project intervention zone)	• Topical analysis of initiatives and actions in favor of women's rights and leadership linked to the project • Identify the line of change in men
		• Explanation • Description	Listening Groups	6 focus groups with men and women listening groups Interview	Identification of listening groups (Men/Women) taking geographical and social criteria into account Women and men whose path is an example of success concerning women's leadership and/or the advancement of gender equality	• Analysis of generated information • Triangulation of data • Analysis of content • Life stories/testimonies (men and women) • Identify the line of evolution for women's leadership (with the focus groups)
		• Explanation • Description	Gindik FM Radio/technical team	1 focus group	Members of the radio's technical team	• Analysis of ISS content and perceptions of key individuals
		• Explanation • Description	Gindik FM Radio/Management Committee	1 focus group	Members of the radio's Management Committee	• Analysis of ISS content and perceptions

I results and conclusion		• Explanation • Description	Local Leaders	2 interviews with local leaders	2 religious leaders (1 in Thiès, 1 in Diourbel)	• Analysis of perceptions • Analysis of testimony • Triangulation of data
		• Explanation • Description	Administrative Authorities, Health and Education structures	6 Individual Interviews	1 subprefect, 1 School Director, 1 Lead doctor of the medical district in each of the 2 regions	• Summary of information • Triangulation of data
		• Explanation • Description	Female Leaders in Political and Economic Domains	2 ISS Testimonies/life stories	2 female members of policy-making bodies for local institutions (MEC, MS, Communal Council, ASUFOR)	• Analysis of perceptions • Analysis of testimony • Triangulation of data
Evaluation Question 2	What are the strengths that could be reproduced and the weaknesses to be improved The approach to the reinforcement of institutional capacities of the operation (in particular, compared to the results of the Rural Association to Fight AIDS (ARLS)?	• Description X • Explanation⁹ X	PMP OCA Report • Financial Operations by USAID/DRG • <i>Annual Report May 2015</i> • 2015 Summary of Audit Council Mission Reports • <i>First Annual Report-May 2013 – May 2014</i> • ARLS/DES ERO Report, September 2014 • Mission to evaluate organizational capacities of ARLS by USAID, August 2013 • <i>Performance Monitoring Plan 2013</i> • Coaching Report	• Document Review	Planning, monitoring, guidance, and implementation planning documents from the period of 2013.2016 focused on Institutional Diagnosis (DI) and Organizational Diagnosis (DO)	Analysis of content of reports Identification of strong points Identification of weaknesses Pooling
		Explanation	• USAID/DRG	1 Individual Interview	USAID individuals the most involved in the implementation of OCA activity monitoring	Analysis of interview contents Summary of stories Description of examples Pooling

⁹ Explanation – for questions that ask “why” or about the attribution of an effect to a specific intervention (causality)

Results and Conclusion 2		Explanation Description	• WEI/S	2 Individual Interviews	- The WEI/S Director - Members of the WE technical field team	Analysis of content Analysis of interview data
		- Explanation - Description	• ARLS/CD	• Group 1 ISS	Members of Directive Bodies	Analysis of content Analysis of examples Pooling
		- Explanation - Description	• ARLS/BE	• 1 focus group	BE/ARLS Members	Analysis of content Analysis of examples Pooling
Evaluation Question 3	As a trans-sectoral operation, what are the significant changes that were perceived by the project recipients and personnel, in terms of the results of the project?	- Description - Explanation	Focus group with single ARLS members	1 ISS	8 ARLS members	Thematic analysis Analysis of generated data Description of experiences Life stores/testimony
		- Description - Explanation	Members of Community Health Care Cooperative	1 ISS with members coming from MS	Identification of 6 beneficiaries and 2 cooperative managers	Description of changes Analysis of interview data
		- Description - Explanation	Members of the Savings and Credit Cooperative	1 ISS with members coming from MEC	Identification of 6 beneficiaries and 2 cooperative managers	Description of changes Analysis of interview data
		- Description - Explanation	Local Leaders	2 interviews with local leaders	1 in Thiès and 1 in Diourbel	Description of changes Analysis of interview data
		- Description - Explanation	USAID	1 interview with USAID/DRG	Informed choice of individual involved in the implementation of the project	Description of changes Analysis of interview data Testimonies
		- Explanations - Description	WEI/S	1 interview with Direction of WEI/S 1 interview with WEI/S local staff	Informed choice of individual involved in the implementation of the project	Description of changes Analysis of interview data

Annex III: Data Collection Tools

Interviewer(s)		Date of Interview	
Structure/ Organization/ Service		Management Name	
Place of Interview		Type of Interview (Individual, Group)	
Name of Interviewee or List of Interviewees		Position/Function Occupation	
Interview Start Time		Interview End Time	
Initial analysis: Emerging findings, points to consider for the next interview. (To be completed after the interview)			

ARLS-CD Guide (Executive Committee Non-Members)

ARLS – Executive Committee

Evaluation Question No.	Evaluation Questions	Specific Questions	Note
I	The development hypothesis suggests that women's roles in civic journalism can increase their status and promote their leadership in their local communities. Is there evidence that this hypothesis has been proven to be valid?	• How did you come to think about involving women in journalism? • What are the dimensions of leadership and status for women? What are the signs? • What actions for raising women's status and leadership have you been able to conduct through Radio Gindiku in the project target zone?	
		• What was the role of female reporters in this growth of status and leadership for women of the community?	
		• How did the change in women's status and leadership come about thanks to women's civic journalism?	
		Can you cite examples of change in the status of women to which the female reporters contributed?	
		• Can you cite examples of expression of women's leadership to which the female reporters contributed?	
		• What are the changes introduced in the community by the women who improved their status and leadership?	

Evaluation Question No.	Evaluation Questions	Specific Questions	Note
2	What are the strengths that could be reproduced and the weaknesses to be improved in the approach to the reinforcement of institutional capacities within the framework of the project (in particular, compared to the results of the Rural Association to Fight AIDS (ARLS)?	• What are the institutional capacities of the ARLS that were reinforced through the program executed by WEI/S • How are these new capacities evaluated to measure the level of application in the ARLS's operation? • What aspects of methods and institutional capacity building activities from the ARLS had the most impact, how and why? • What are the weaknesses of the ARLS's capacity building methods? Why? • Which is the most important of the ARLS's institutional capacity reinforcement processes? • What is the least important of the ARLS's institutional capacity reinforcement processes? • What are the main lessons taught from the ARLS's institutional capacity reinforcement processes?	

Evaluation Question No.	Evaluation Questions	Specific Questions	Note
3	As this was a cross-sectoral project, what are some of the most significant changes that beneficiaries and project staff perceived to have resulted from the project? Given the trans-sectoral nature of the project, there are potential changes in a large variety of sectors ranging from health and microcredit to lifestyles and attitudes.	• What were the most important changes that you experienced in the community since 2010, resulting from the project's intervention? Why? • From your point of view, what project activities promoted the most change?	
		• What did the MEC introduce as a change in the ARLS operation? (Citing cases of concrete change) What were the benefits of the MEC's implementation regarding beneficiaries and/or ARLS members?	
		• What were the major changes noted in the community within the context of activities implemented by ARLS?	

USAID/DRG Guide

WEI/S

Evaluation Question No.	Evaluation Questions	Specific Questions	Note
1	According to the development hypothesis, the access to and control of the radio station by women in civic journalism can contribute to the rise of their status and leadership in their local communities. Is there proof that this hypothesis was proven to be valid?	What is the institutional and organizational arrangement put in place to contribute to the rise of women's status and leadership in their local communities through the roles of women in journalism?	
		What is the operational arrangement put in place to contribute to the rise of women's status and leadership in their local communities through the roles of women in journalism?	
		What is the financial arrangement put in place to strengthen women's status and leadership by access and control the radio by women in civic journalism?	
		How have women's work in journalism raised the status and leadership of women in the community?	
		What proof attests to this? (Histories, individuals, documents and other support)	
2	What are the strong points that could be reproduced and the weaknesses to be improved in terms of the operation's approach to institutional capacity reinforcement? (in particular, compared to the results of the Rural Association to Fight AIDS (ARLS)?)	- What were the success factors of the ARLS in their institutional development since 2013? - How can these success factors from the ARLS's institutional development be reproduced? - What are the current and reproducible strengths of the ARLS?	

Evaluation Question No.	Evaluation Questions	Specific Questions	Note
2	Evaluation Question 2 Result	- As an association, what are the current weaknesses of the ARLS? - What can be done to decrease (or increase) these weaknesses?	
		- From 2010 to 2016, what were the ARLS's strengths in their institutional development? - How were these strengths built? - How can these strengths be reproduced by the ARLS intervention?	
		- From 2010 to 2016, what were the pitfalls and weaknesses that the ARLS was able to (or not able) to overcome? - What are the reasons? - What could or should have been done to overcome them?	
		What innovations have the ARLS achieved through its actions?	
3	As this was a cross-sectoral project, what are some of the most significant changes that beneficiaries and project staff perceived to have resulted from the project? Evaluation Question 3 Result	- What were the most important changes communicated to you by the beneficiaries of the support of the ARLS or the evaluations made? - What elements can support this? - What opportunities have not been exploited by the ARLS to carry out other changes?	
		- How do the communities behave toward the ARLS and the project today? - What are the positive or negative remarks made on the ARLS and the project? - What elements can support this?	
		What are the key elements or driving forces for change observed?	
		How do the beneficiaries of the ARLS intervention experience these changes in the community?	
		- What changes in women's status (from men) do you think are possible for the future? - How can this be achieved?	

Female Reporters Guide

Evaluation Question No.	Evaluation Questions	Specific Questions	Note
I	According to the development hypothesis, the access to and control of the radio station by women in civic journalism can contribute to the rise of their status and leadership in their local communities. Is there proof that this hypothesis was proven to be valid?	• How many female reporters were in the program? • How many reporters are there now? • What is the number and responsibilities of women in technical and directional bodies for the radio? • How do women proceed to access these bodies? • What changed in terms of the radio, with women's access to these bodies? • If there is one, what is the effect of knowledge, capacities, and tools acquired for your capacity for leadership? And for your status? • What were the major stages of success from your role as a reporter to improve the women's status and leadership in the community? • How does the ARLS contribute to increase your role in the community as well as your leadership? • How do the Gindiku radio programs contribute to the growth of your status and your leadership in the community? • How have the programs contributed to the improvement of families' lives?	

Evaluation Question No.	Evaluation Questions	Specific Questions	Note
2	What are the strengths that could be replicated and weaknesses to improve upon in the project's institutional capacity-building approach, in particular vis-à-vis results with Association Rurale de Lutte contre le SIDA (ARLS)?	• What were the success factors in the institutional capacity reinforcement approach? • How did the radio contribute to the ARLS's institutional capacity reinforcement approach? • How did the radio contribute to the MS's institutional capacity reinforcement approach? • How did the radio contribute to the MEC's institutional capacity reinforcement approach? • How did the radio contribute to the strengthening of women's roles in the community? • What are the radio's strengths in the reinforcement of capacities of local institutions through the ARLS? • What are the radio's weaknesses in the reinforcement of capacities of local institutions through the ARLS? • What are the radio's and journalism's strengths that can be reproduced? • What is the most (and the least) important part of the ARLS's institutional capacity reinforcement processes? • What works the best (and least) in this approach?	

Evaluation Question No.	Evaluation Questions	Specific Questions	Note
3	As this was a cross-sectoral project, what are some of the most significant changes that beneficiaries and project staff perceived to have resulted from the project?	• Before 2010, what could a woman not (dare, think, say, do) and that she can (dare, think, say, do) thanks to the radio? • What changed between 2010 and 2016 in the behavior (ideas, practices) of women through Radio? How? • What has the radio not been able to change in women's behavior (ideas, practices)? Why? • What changed between 2010 and 2016 in the behavior (ideas, practices) of men regarding women? • Overall, what were the behaviors, ideas, and new facts that have emerged in families, individuals, and communities in terms of the rise of women's status and leadership?	

Listening Groups Guide

Evaluation Question No.	Evaluation Questions	Specific Questions	Note
I	According to the development hypothesis, the access to and control of the radio station by women in civic journalism can contribute to the rise of their status and leadership in their local communities. Is there proof that this hypothesis was proven to be valid?	• When did you start listening to programs? • What programs do you prefer? • Who is journalist that you listened to the most? Why? • How do the Gindiku radio programs contribute to the growth of your status and leadership in the community? What do the programs empower you to think about? (Encouraged to think, to do, to feel, to dream)	
		• What are the activities that women did not do and which did they start doing after listening to the programs?	
		• What do you think about women being radio reporters?	
		• In what moment did reporters gain (or lose) the consideration of the community?	
		• If they gained it, how do people demonstrate it to them?	
		• What is the proof? (Histories, individuals, documents and other support)	
		• What changes have you introduced in the community, after listening to the programs?	

Evaluation Question No.	Evaluation Questions	Specific Questions	Note
2	What are the strengths that could be replicated and weaknesses to improve upon in the project's institutional capacity-building approach, in particular vis-à-vis results with Association Rurale de Lutte contre le SIDA (ARLS)?	• How is your listening group organized? • How does it operate? • What are the differences in the operation (the organization) from the beginning until now? • Does the ARLS support your listening group? If yes, how? Is there a change in their ability to support you? If yes, describe; specify the timeline • What is the proof for the building of capacities? • What are the weaknesses to improve on in the approach of the ARLS's support for your listening group?	
3	As this was a cross-sectoral project, what are some of the most significant changes that beneficiaries and project staff perceived to have resulted from the project? Given the trans-sectoral nature of the project, there are potential changes in a large variety of sectors ranging from health and microcredit to lifestyles and attitudes.	• Before 2010, what could a woman not (dare, think, say, do) that she can (dare, think, say, do) thanks to the radio? • What changed between 2010 and 2016 in the behavior (ideas, practices) of women through listening to female journalists on the radio? How? • Through listening to the radio, what changed in the behavior (ideas, practices) of men toward women? • What are the reasons? • What are the effects on this change on the lives on women, men, children, families and the community? • Among these changes, what are the most important? • What has listening to the radio not been able to change in women's (and men's) behavior (ideas, practices)? Why? • What are the other changes you have not been able to get in sectors such as microcredit or health care with cooperatives? • What changes in women's status (from men) do you wish for in the future? • How can we achieve other changes in the future?	

Local Leaders and Authorities Guide

Evaluation Question No.	Evaluation Questions	Specific Questions	Note
I	According to the development hypothesis, the access to and control of the radio station by women in civic journalism can contribute to the rise of their status and leadership in their local communities. Is there proof that this hypothesis was proven to be valid?	What are the effects/impacts of women in journalism on the improvement of women's status and leadership in your community?	
		How do women's roles in journalism contribute to the rise of women's status and leadership in the locality?	
		What are, in your opinion, the most significant examples of improvement of women's status such as influence of women's roles in journalism?	
		How does the access and control of the radio station by women in civic journalism contribute to the rise of their status and leadership in your community?	
		In what areas is this new leadership of women in your community practiced?	
		Can you cite examples of expression of women's leadership to which the female reporters contributed?	
		How does the community experience it, do they perceive the change in women's status and leadership through women in civic journalism?	
		What are the changes introduced in the community by the women who improved their status and leadership?	

Evaluation Question No.	Evaluation Questions	Specific Questions	Note
2	What are the strengths that could be reproduced and the weaknesses to be improved in the ARLS's approach to implementing intervention?	• From your point of view, what are the strengths of the processes put in place by the ARLS in this zone?	
		• What are the weaknesses of this ARLS intervention?	
		• What are strengths of the ARLS's approach that need to be sustained?	
		• What are the weaknesses of the ARLS's approach to correct for the future?	
		• What is the most important thing in the process put in place by the ARLS?	
		• What does not have to resume (must be given up) in the ARLS approach?	
3	As this was a cross-sectoral project, what are some of the most significant changes that beneficiaries and project staff perceived to have resulted from the project?	• What did you observe as important changes in your community regarding women, men, and families throughout the last six years of ARLS intervention?	
		• What changes were introduced by Gindiku FM Radio?	
		• What changes were introduced by Community Health Care Cooperatives?	
		• What changes were introduced by the Savings and Credit Cooperatives?	
		• In your opinion, how does the community perceive the ARLS intervention?	

Radio Technical Team Guide

Evaluation Question No.	Evaluation Questions	Specific Questions	Note
I	According to the development hypothesis, the access to and control of the radio station by women in civic journalism can contribute to the rise of their status and leadership in their local communities. Is there proof that this hypothesis was proven to be valid?	• Following the ARLS guidelines, how did you succeed in mobilizing women in journalism? • How have female journalists supported the assimilation of radio in order to improve their status and leadership? • How have female journalists made the radio a tool for the advancement of women's status and leadership? • How have you supported women in the construction of programs to change women's status and leadership? • How has the radio raised women's status and leadership in the community? • Can you give the best examples for changes the radio contributed to? • What were the biggest successes in your actions as a member of the radio's technical team? • What assessments do you make regarding the access to and control of the radio station by women today? • What is the specific role of women in radio in regards to your experience?	

Evaluation Question No.	Evaluation Questions	Specific Questions	Note
2	What are the strengths that could be replicated and weaknesses to improve upon in the project's institutional capacity-building approach, in particular vis-à-vis results with Association Rurale de Lutte contre le SIDA (ARLS)?	• What were the success factors of the institutional capacity reinforcement approach? • How did the radio contribute to the ARLS's institutional capacity reinforcement approach? • How did your structure contribute to institutional capacity reinforcement of institutional structures for women in the community, starting with the radio? • How did your structure contribute to, through the radio, institutional capacity reinforcement for groups of female reporters? • How did your structure contribute to, through the radio, institutional capacity reinforcement for listening groups? • How did your structure contribute to, through the radio, institutional capacity reinforcement of the MEC? • How did your structure contribute to, through the radio, institutional capacity reinforcement of the MS? • Which of the ARLS's processes built the strengths of the radio's technical group? • What works the best (and least) in this approach?	

Evaluation Question No.	Evaluation Questions	Specific Questions	Note
3	As this was a cross-sectoral project, what are some of the most significant changes that beneficiaries and project staff perceived to have resulted from the project? Given the trans-sectoral nature of the project, there are potential changes in a large variety of sectors ranging from health and microcredit to lifestyles and attitudes. This evaluation aims to capture all the changes noted in the implementation of the project.	Before 2010, what could a woman not (dare, think, say, do) and that she can (dare, think, say, do) thanks to the radio?	
		What changed between 2010 and 2016 in the behavior (ideas, practices) of women through Radio?	
		What changes were produced by Community Health Care Cooperatives?	
		What changes were produced by the Savings and Credit Cooperatives?	
		From your point of view, what were the most significant changes?	
		Overall, what were the behaviors, ideas, and new facts that have emerged in families, individuals, and communities in terms of the rise of women's status and leadership?	
		- What has not changed at all in the behavior (ideas, practices) of women (and men) despite the radio? - In your opinion, why?	
		- What are the changes regarding women's status and leadership that you wish to see happen in the future? - What can make them possible?	

Factors of Change Matrix

Previous Situation	What Changed	Social Factors	Economic Factors	Political Factors
Status				
Leadership				

Participative Analysis of Evolution of the Changes Table			
What are the major changes in terms of status and leadership that took place over the last 6 years in your community?	How have these major changes occurred for women through the radio in your community?	What were the driving forces behind these changes?	What were the forces contrary to change that were overcome?
What is the successful approach		What were the experiment's pertinent cases of success to document?	

Annex IV: Data Sources

List of Individuals Interviewed

No.	Date	Targets	Commune	Location	First Name	Last Name	Sex	Occupation	Provenance	Telephone
1	08.03.2017	Management Committee/ARLS	Kairé	Kairé	Marime	KAIRE	F	CD President	KAIRE	773521222
2	08.03.2017	Management Committee/ARLS	Kairé	Kairé	Sai	LO	F	CD Member	Kairé	77475066
3	08.03.2017	Management Committee/ARLS	Kairé	Kairé	Binetou	FALL	F	Member	Ndiobène	776429179
4	08.03.2017	Management Committee/ARLS	Kairé	Kairé	Bitty	GAYE	F	CD Member	KAIRE	772460106
5	08.03.2017	Management Committee/ARLS	Kairé	Kairé	Ndeye Astou	KANDJI	F	CD Member	Seo Khaye	776410123
6	08.03.2017	Management Committee/ARLS	Kairé	Kairé	Ramata	KAIRE	F	CD Member	KAIRE	776127549
7	08.03.2017	Coord. Management Committee/ARLS	Kairé	Kairé	Ndeye Arame	NDIAYE	F	CD Member	Keur Madaro	772985402
8	08.03.2017	Management Committee/ARLS	Kairé	Kairé	Aissatou	DIEYE	F	Deputy Secretary	Ndiéyène	772365838
9	08.03.2017	Management Committee/ARLS	Kairé	Kairé	Maimouna	SYLLA	F	CD Member	KAIRE	777846465
10	08.03.2017	Management Committee/ARLS	Kairé	Kairé	Bineta	KAIRE	F	CD Member	KAIRE	
11	08.03.2017	Management Committee/ARLS	Kairé	Kairé	Mass	GAYE	M	CD Member	Ngueme	
12	08.03.2017	Management Committee/ARLS	Kairé	Kairé	Sokhna	NIANG	F	CD Member	Thiénaba Seck	764625717
13	08.03.2017	Management Committee/ARLS	Kairé	Kairé	Bolle	KAIRE	M	CD Member	KAIRE	775630149
14	08.03.2017	Management Committee/ARLS	Kairé	Kairé	Marie Thérèse	NIANE	F	CD Member	Gatt Gallo	776402881
15	08.03.2017	Management Committee/ARLS	Kairé	Kairé	Moussa	SYLLA	M	CD Member	Ndiéyène Sirakh	777262871
16	08.03.2017	BE/ARLS	Kairé	Kairé	Marime	KAIRE	F	President	KAIRE	765817815
17	08.03.2017	BE/ARLS	Kairé	Kairé	Ramata	KAIRE	F	Treasurer	KAIRE	776127549
18	08.03.2017	BE/ARLS	Kairé	Kairé	Aissatou	DIEYE	F	Deputy Secretary	Ndiéyène	772365838
19	08.03.2017	BE/ARLS	Kairé	Kairé	Binetou	FALL	F	Coordinator	Ndiobene	776429179
20	08.03.2017	Administrative Authorities	Ngoundiane	Ngoundiane	Isma	TINE	M	Municipal Secretary	Ngoundiane	777428195
21	08.03.2017	Education	Ngoundiane	Ngoundiane	Samba	KONTE	M	Teacher	Ngoundiane	776141505
22	08.03.2017	CD Health Care Cooperative	Ngoundiane	Ngoundiane			M	Manager		
23	08.03.2017	CD Health Care Cooperative	Ngoundiane	Ngoundiane			M	General Secretary		
24	08.03.2017	CD Health Care Cooperative	Ngoundiane	Ngoundiane			F	Treasurer		
25	08.03.2017	AME	Ngoundiane	Ngoundiane	Astou	Ngingue	F			

26	08.03.2017	Radio Technical Team	Thiénaba	Thiénaba Gare	Fatou dieng	FALL	F	Director		
27	08.03.2017	Radio Technical Team	Thiénaba	Thiénaba Gare	Ndella	Diagne	F	Program Manager		
28	08.03.2017	Radio Technical Team	Thiénaba	Thiénaba Gare	Ndeye amy	NDIAYE	F	Assistant Teller		
29	08.03.2017	Radio Technical Team	Thiénaba	Thiénaba Gare	Ismaila	DIEDHIOU	M	Technical Manager		
30	08.03.2017	Radio Technical Team	Thiénaba	Thiénaba Gare	El Hadji	DEMBA	M	Marketing Manager		
31	08.03.2017	Female Reporter	Thiénaba	Thiénaba Gare	Maty	TINE	F	Female Reporter		
32	08.03.2017	Female Reporter	Thiénaba	Thiénaba Gare	Awa	THIOR	F	Female Reporter		
33	08.03.2017	Female Reporter	Thiénaba	Thiénaba Gare	Fatou	KAIRE	F	Female Reporter	Thiawaré	
34	08.03.2017	Female Reporter	Thiénaba	Thiénaba Gare	Awa	DIOP	F	Female Reporter		
35	08.03.2017	Female Reporter	Thiénaba	Thiénaba Gare	Fatim	SAMB	F	Female Reporter	Touba Gueye	
36	08.03.2017	CA/Radio	Thiénaba	Thiénaba Gare	Adama	DIOP	M	CA/Radio		
37	09.03.2017	Health	Thiénaba	Thiénaba Gare	Aliou	NIASSE	M	ICP	Thiénaba	755052217
38	09.03.2017	Religious Leader	Thiénaba	Thiénaba Gare	Serigne Cheikh Ahmadou	SECK	M	Imam		
39	09.03.2017	Administrative Authorities	Thiénaba	Thiénaba Gare	Mamadou Bamba	FALL	M	Subprefect	Thiénaba	775290756
40	09.03.2017	APE	Notto	Notto	Moustapha	FAYE	M	APE	Baback Sérère	776849435
41	09.03.2017	APE	Notto	Notto	Mané	NGINGUE	F	APE	Keur Mory Fall	
42	09.03.2017	APE	Notto	Notto	Awa	GUEYE	F	APE	Keur Sadaro	
43	09.03.2017	APE	Notto	Notto	Ma Ndaw	WADE	F	APE	Diohol	
44	09.03.2017	Listening Group	Notto	Notto	Mbathio	KAIRE	F	GE Member	Ngueyéne	785910466
45	09.03.2017	Listening Group	Notto	Notto	Awa	MBAYE	F	GE Member	Ngueyéne	
46	09.03.2017	Listening Group	Notto	Notto	Fatou	SAMB	F	GE Member	Ngueyéne	
47	09.03.2017	Listening Group	Notto	Notto	Maty	DIOP	F	GE Member	Ngueyéne	
48	09.03.2017	Listening Group	Notto	Notto	Khady	FALL	F	GE Member	Keur Mori	

49	09.03.2017	Listening Group	Notto	Notto	Ndeye Khoudia	KANE	F	GE Member	Keur Mori	778333755
50	09.03.2017	Listening Group	Notto	Notto	Kewé	KANE	F	GE Member	Keur Mori	773557732
51	09.03.2017	Listening Group	Notto	Notto	Tabara	KANE	F	GE Member	Keur Mori	779342662
52	09.03.2017	Listening Group	Notto	Notto	Fatou	GUEYE	F	GE Member	Keur Mori	775846685
53	09.03.2017	Listening Group	Notto	Notto	Nogaye	FAM	F	GE Member	Keur Sadaro	777331477
54	09.03.2017	Listening Group	Notto	Notto	Astou	MBAYE	F	GE Member	Keur Sadaro	
55	09.03.2017	Listening Group	Notto	Notto	Fatou	BA	F	GE Member	Keur Sadaro	
56	09.03.2017	Listening Group	Notto	Notto	Awa	GAYE	F	GE Member	Keur Sadaro	
57	09.03.2017	Listening Group	Notto	Notto	Awa	SARR	F	GE Member	Keur Sadaro	
58	09.03.2017	Listening Group	Notto	Notto	Khady	DAIKHATE	F	GE Member	Keur Sadaro	
59	09.03.2017	Listening Group	Notto	Notto	Awa	WADE	F	GE Member	Waddé	771584029
60	09.03.2017	Listening Group	Notto	Notto	Ndombou	DEME	F	GE Member	Waddé	
61	09.03.2017	Listening Group	Notto	Notto	Amu	NIANG	F	GE Member	Waddé	
62	09.03.2017	Listening Group	Notto	Notto	Moustapha	FAYE	M	GE Member	Baback	776849435
63	09.03.2017	Listening Group	Notto	Notto	Fatou	CISS	F	GE Member	Baback	
64	09.03.2017	Listening Group	Notto	Notto	Fatou	DIONE	F	GE Member	Baback	
65	09.03.2017	Listening Group	Notto	Notto	Maré	DIOP	F	GE Member	Baback	
66	09.03.2017	Listening Group	Notto	Notto	Bigué	FAYE	F	GE Member	Baback	
67	09.03.2017	Listening Group	Notto	Notto	Bara	DIOUF	M	GE Member	Baback	
68	09.03.2017	Listening Group	Notto	Notto	Yacine	CISSE	F	GE Member	Baback	770569977
69	09.03.2017	Listening Group	Notto	Notto	Awa	MBAYE	F	GE Member	Thiokhol	
70	09.03.2017	Listening Group	Notto	Notto	Ndeye Astou	NDIAYE	F	GE Member	Thiokhol	775512332
71	09.03.2017	Listening Group	Notto	Notto	Amy	KANE	F	GE Member	Thiokhol	777620168
72	09.03.2017	Listening Group	Notto	Notto	Mandaw	WADE	F	GE Member	Thiokhol	
73	09.03.2017	Listening Group	Notto	Notto	Bator	NDIAYE	F	GE Member	Thiokhol	
74	09.03.2017	Elected Women	Notto	Notto	Ndeye Fatou	NDIAYE	F	President	Thiokhol	775512332
75	09.03.2017	Elected Women	Notto	Notto	Mané	NDIAYE	F	Departmental Advisor/Thiès	Keur Massylla	775517658
76	09.03.2017	Elected Women	Notto	Notto	Yacine	CISS	F	President	Baback	777653345

77	09.03.2017	CA/MEC Member	Thiénaba	Thiénaba Gare	Marieme	KAIRE	F	CA Member	Kairé	773521222
78	09.03.2017	CA/MEC Member	Thiénaba	Thiénaba Gare	Ndeye Nogaye	SENE	F	CA Member	Thiénaba Gare	774371476
79	09.03.2017	MEC Beneficiaries	Thiénaba	Thiénaba Gare	Ndeye Arame	NDIAYE	F	Beneficiary	Keur Madaro	763320802
80	09.03.2017	MEC Beneficiaries	Thiénaba	Thiénaba Gare	Saye	WADE	F	Beneficiary	Keur Banda	772668448
81	09.03.2017	MEC Beneficiaries	Thiénaba	Thiénaba Gare	Sokhna	NIANG	F	Beneficiary	Thiénaba Seck	764625717
82	09.03.2017	CA/MEC Member	Thiénaba	Thiénaba Gare	Coumba	SENE	F	CA Member	Touba Toul	768878443
83	09.03.2017	MEC Beneficiaries	Thiénaba	Thiénaba Gare	Marime	KAIRE	F	Beneficiary	Ndiobène	772398685
84	09.03.2017	MEC Beneficiaries	Thiénaba	Thiénaba Gare	Ndatté	FALL	F	Beneficiary	Kairé	
85	09.03.2017	CA/MEC Member	Thiénaba	Thiénaba Gare	Say	LO	F	CA Member	Ngueme	777475066
86	09.03.2017	CC/MEC Member	Thiénaba	Thiénaba Gare	Bamby	KA	F	Présidente CC	Sow Khaye	771584285
87	09.03.2017	CS/MEC Member	Thiénaba	Thiénaba Gare	Bintou	FALL	F	Poste CS	Ndiobène	776429179
88	09.03.2017	CA/MEC Member	Thiénaba	Thiénaba Gare	Astou	Ngingue	F	Administrative Council President/MEC	Ngoundiane	772039571
89	09.03.2017	Manager/MEC	Thiénaba	Thiénaba Gare	Bintou	DIAGNE	F	Manager/MEC	Thiénaba	774583403
90	09.03.2017	CA/MEC Member	Thiénaba	Thiénaba Gare	Ramata	Ngingue	F	CA Member	Ndiéyène	
91	09.03.2017	CA/MEC Member	Thiénaba	Thiénaba Gare	Soda	Ngom	F	CA Member	Ndiane	
92	09.03.2017	MEC Beneficiaries	Thiénaba	Thiénaba Gare	Anta	GUEYE	F	Beneficiary	Seo Khaye	775443683
93	09.03.2017	MEC Beneficiaries	Thiénaba	Thiénaba Gare	Maty	NDIAYE	F	Beneficiary	Ndierene	774169383
94	09.03.2017	MEC Beneficiaries	Thiénaba	Thiénaba Gare	Diabou	LOUM	F	Beneficiary	Sine Cisse	776586607
95	10.03.2017	Female Reporter	Thiénaba	Thiénaba Seck	Fatou	THIONGANE	F	Female Reporter	Thiénaba	772253673
96	10.03.2017	Female Reporter	Thiénaba	Thiénaba Seck	Fatou	SAMB	F	Female Reporter	Touba Gueye	781584046

97	10.03.2017	Female Reporter	Thiénaba	Thiénaba Seck	Fatou	KAIRE	F	Female Reporter	Thiawaré	776094440
98	10.03.2017	Listening Group	Thiénaba	Thiénaba Seck	Kiné	DIOUF	F	GE Member	Touba Gueye	709132506
99	10.03.2017	Listening Group	Thiénaba	Thiénaba Seck	Ackou	CISSE	F	GE Member	Thiawaré	783455550
100	10.03.2017	Listening Group	Thiénaba	Thiénaba Seck	Ibrahima	DIOP	M	GE Member	Thiénaba	777427607
101	10.03.2017	Listening Group	Thiénaba	Thiénaba Seck	DABA	FALL	F	GE Member	Thiénaba	773152776
102	10.03.2017	Listening Group	Thiénaba	Thiénaba Seck	Nogaye	NIANG	F	GE Member	Thiénaba	772715242
103	10.03.2017	Female Reporter	Thiénaba	Thiénaba Seck	Awa	KHOULE	F	Female Reporter	Khaibabal	781584002
104	10.03.2017	ARLS Single Members	Thiénaba	Thiénaba Seck	Ndeye Ngoné	DIOP	F	Treasurer	Thiénaba Seck	773275686
105	10.03.2017	ARLS Single Members	Thiénaba	Thiénaba Seck	Sokhna	NIANG	F	President	Thiénaba Seck	778462382
106	10.03.2017	ARLS Single Members	Thiénaba	Thiénaba Seck	Fama	SARR	F	Single Member	Thiénaba Seck	772261148
107)	10.03.2017	ARLS Single Members	Thiénaba	Thiénaba Seck	Anta	SECK	F	Single Member	Thiénaba Seck	765917093
108	10.03.2017	ARLS Single Members	Thiénaba	Thiénaba Seck	Ibrahima	DIOP	M	Single Member	Thiénaba Seck	77742760
109	10.03.2017	ARLS Single Members	Thiénaba	Thiénaba Seck	Fama	NIANG	F	Single Member	Thiénaba Seck	762898935
110	10.03.2017	ARLS Single Members	Thiénaba	Thiénaba Seck	DABA	FALL	F	Single Member	Thiénaba Seck	773152776
111	10.03.2017	ARLS Single Members	Thiénaba	Thiénaba Seck	Yacine	SECK	F	Single Member	Thiénaba Seck	764620542
112	10.03.2017	ARLS Single Members	Thiénaba	Thiénaba Seck	Sassoume	SEYE	F	General Secretary	Thiénaba Seck	772891412
113	10.03.2017	ARLS Single Members	Thiénaba	Thiénaba Seck	El Hadji	DIOP	M	President/AISM	Thiénaba Seck	
114	10.03.2017	ARLS Single Members	Thiénaba	Thiénaba Seck	Seynabou	SECK	F		Thiénaba Seck	775794768
115	10.03.2017	ARLS Single Members	Thiénaba	Thiénaba Seck	Oumy	THIAM	F	Single Member	Touba Gueye	781896943
116	10.03.2017	ARLS Single Members	Thiénaba	Thiénaba Seck	Khoudia	KANODJI	F	President	Thiawaré	773066841

I17	10.03.2017	ARLS Single Members	Thiénaba	Thiénaba Seck	Fama	NDIAYE	F	President	Keur Malamine	768767261
I18	10.03.2017	ARLS Single Members	Thiénaba	Thiénaba Seck	Maguette	CISSE	F	President	Khaye	776597251
I19	10.03.2017	ARLS Single Members	Thiénaba	Thiénaba Seck	Ndeye Fatou	Khoulé	F	Single Member	Khaye	779087842
I20	10.03.2017	Education	Kairé	Kairé	Assane	DIOP	M	School Director	Kairé	774093293
I21	10.03.2017	WEI/S Personnel	Thiénaba	Thiénaba Seck	Khadidiatou	GUEYE	F	Program Coordinator	Thiénaba	775394545
I22	11.03.2017	ARLS Single Members	Fandène	Keur Madaro	Rokhaye	GUEYE	F	Single Member	Keur Madaro	767590584
I23	11.03.2017	ARLS Single Members	Fandène	Keur Madaro	Ndeye Sokha	NIANG	F	Single Member	Keur Madaro	774465684
I24	11.03.2017	ARLS Single Members	Fandène	Keur Madaro	Sophie	SENE	F	Single Member	Keur Madaro	769243848
I25	11.03.2017	ARLS Single Members	Fandène	Keur Madaro	Sokhna	LEYE	F	Single Member	Keur Madaro	766066022
I26	11.03.2017	ARLS Single Members	Fandène	Keur Madaro	Bineta	DIOP	F	Single Member	Keur Madaro	763632763
I27	11.03.2017	ARLS Single Members	Fandène	Keur Madaro	Asta	SALLA	F	Single Member	Keur Madaro	772620848
I28	11.03.2017	ARLS Single Members	Fandène	Keur Madaro	FAMA	GUEYE	F	Single Member	Keur Madaro	
I29	11.03.2017	ARLS Single Members	Fandène	Keur Madaro	Amy	DIAGNE	F	Single Member	Keur Madaro	768431983
I30	11.03.2017	ARLS Single Members	Fandène	Keur Madaro	Nella	LO	F	Single Member	Keur Madaro	
I31	11.03.2017	ARLS Single Members	Fandène	Keur Madaro	Sokhna	DIENG	F	Single Member	Keur Madaro	
I32	11.03.2017	ARLS Single Members	Fandène	Keur Madaro	Ndeye	FALL	F	Single Member	Keur Madaro	
I33	11.03.2017	ARLS Single Members	Fandène	Keur Madaro	Sene	FALL	F	Single Member	Keur Madaro	773228584
I34	11.03.2017	ARLS Single Members	Fandène	Keur Madaro	Bathie	NIASSE	M	Single Member	Keur Madaro	763992580
I35	11.03.2017	ARLS Single Members	Fandène	Keur Madaro	Ndoumbour	NDIAYE	F	Single Member	Keur Madaro	777145189
I36	11.03.2017	ARLS Single Members	Fandène	Keur Madaro	Fatim	NIANG	F	Single Member	Keur Madaro	763948026
I37	11.03.2017	Listening Group	Ndagalma	Gatt Gallo	Sattou	SALL	F	GE Member	Gatt Gallo	761231432

138	11.03.2017	Listening Group	Ndagalma	Gatt Gallo	Sartou	DIOUF	F	GE Member	Gatt Gallo	
139	11.03.2017	Listening Group	Ndagalma	Gatt Gallo	Ndeguene	SALL	F	GE Member	Gatt Gallo	
140	11.03.2017	Listening Group	Ndagalma	Gatt Gallo	Sokhna	SARR	F	GE Member	Gatt Gallo	774981269
141	11.03.2017	Listening Group	Ndagalma	Gatt Gallo	DABA	DIOUF	F	GE Member	Gatt Gallo	774423069
142	11.03.2017	Listening Group	Ndagalma	Gatt Gallo	Rokhaya	DIOUF	F	GE Member	Gatt Gallo	774730662
143	11.03.2017	Listening Group	Ndagalma	Gatt Gallo	Amy	DIOUF	F	GE Member	Gatt Gallo	777408704
144	11.03.2017	Listening Group	Ndagalma	Gatt Gallo	Aissatou	SALL	F	GE Member	Gatt Gallo	772980269
145	11.03.2017	Listening Group	Ndagalma	Gatt Gallo	Aissatou	DIOUF	F	GE Member	Gatt Gallo	775882947
146	11.03.2017	Listening Group	Ndagalma	Gatt Gallo	Rokhaya	DIOUF	F	GE Member	Gatt Gallo	775852241
147	11.03.2017	Listening Group	Ndagalma	Gatt Gallo	Sokhna	DIOUF	F	GE Member	Gatt Gallo	
148	11.03.2017	Listening Group	Ndagalma	Gatt Gallo	Modou	THIAM	M	GE Member	Gatt Gallo	773651277
149	11.03.2017	Listening Group	Ndagalma	Gatt Gallo	Marie Thérèse	NIANE	F	GE Member	Gatt Gallo	776402881
150	11.03.2017	Listening Group	Ndagalma	Gatt Gallo	Rokh Daba	DIOUF	F	GE Member	Gatt Gallo	
151	11.03.2017	Listening Group	Ndagalma	Gatt Gallo	Awa	SOUNIG	F	GE Member	Gatt Gallo	776971905
152	11.03.2017	Listening Group	Ndagalma	Gatt Gallo	Ndella	SALL	F	GE Member	Gatt Gallo	772314417
153	11.03.2017	Listening Group	Ndagalma	Gatt Gallo	Ndeye	DIOUF	F	GE Member	Gatt Gallo	773946799
154	11.03.2017	Listening Group	Ndagalma	Gatt Gallo	Ndeye Fatou	FAYE	F	GE Member	Gatt Gallo	777333114
155).	11.03.2017	Listening Group	Fandène	Keur Madaro	Massamba	NIASSE	M	GE Member	Keur Madaro	772185488
156	11.03.2017	Listening Group	Fandène	Keur Madaro	Malick	Ndaw	M	President/ASUFOR	Keur Mor Ndiaye	773765264
157	11.03.2017	Listening Group	Fandène	Keur Madaro	Talla	Ndaw	M	GE Member	Keur Madaro	776348207
158	11.03.2017	Listening Group	Fandène	Keur Madaro	Ndeye	NDIR	F	GE Member	Ndirène	766336943
159	11.03.2017	Listening Group	Fandène	Keur Madaro	Anta	WADE	F	GE Member	Keur Madaro	772620848
160).	11.03.2017	Listening Group	Fandène	Keur Madaro	Soukey	NIANG	F	GE Member		760109424
161	11.03.2017	Listening Group	Fandène	Keur Madaro	Dior	FALL	F	GE Member	Keur Madaro	
162	11.03.2017	Listening Group	Fandène	Keur Madaro	Rokhaya	NIANG	F	GE Member	Keur Madaro	763320802
163	11.03.2017	Female Reporter	Fandène	Keur Madaro	Maty	NDIAYE	F	Female Reporter	Ndirène	

164	11.03.2017	Listening Group	Fandène	Keur Madaro	Khady	NIANG	F	GE Member	Keur Madaro	764941166
165	11.03.2017	Listening Group	Fandène	Keur Madaro	Nogoye	NIANG	F	GE Member	Ndirène	765694138
166	11.03.2017	Listening Group	Fandène	Keur Madaro	Mbene	SALL	F	GE Member	Keur Madaro	765079783
167	11.03.2017	Listening Group	Fandène	Keur Madaro	Ndeye	FALL	F	GE Member	Keur Madaro	
168	11.03.2017	Listening Group	Fandène	Keur Madaro	Ndeye Arame	NDIAYE	F	GE Member	Keur Madaro	772985403
169	11.03.2017	Listening Group	Fandène	Keur Madaro	Oureye	FALL	F	GE Member	Keur Madaro	776805115
170	11.03.2017	Female Reporter	Fandène	Keur Madaro	Amy	HANN	F	Female Reporter	Hanène	765596282
171	11.03.2017	Listening Group	Fandène	Keur Madaro	Yacine	NIANG	F	GE Member	Hanène	779248237
172	11.03.2017	Listening Group	Fandène	Keur Madaro	Dieynaba	SOWARE	F	GE Member	Hanène	781127243
173	11.03.2017	Female Reporter	Fandène	Keur Madaro	Sokhna	NDIAYE	F	Female Reporter	Keur Mor Ndiaye	776139805
174	11.03.2017	APE	Ndagalma	Gatt Gallo	Assane	LEYE	M	APE	Gatt Gallo	774282125
175	12.03.2017	Theater Group	Kairé	Kairé	Maimouna	SYLLA	F	President	Kairé	777846465
176	12.03.2017	Theater Group	Kairé	Kairé	Bineta	KAIRE	F	Treasurer	Kairé	767471610
177	12.03.2017	Theater Group	Kairé	Kairé	Diana	KAIRE	F	Theatrical Group	Kairé	781817465
178).	12.03.2017	Theater Group	Kairé	Kairé	Yacine	KAIRE	F	Theater Group Member	Kairé	777680762
179	12.03.2017	Theater Group	Kairé	Kairé	Awa	DIONE	F	Theater Group Member	Kairé	
180	12.03.2017	Theater Group	Kairé	Kairé	Fatou	KAIRE	F	Theater Group Member	Kairé	765934672
181	12.03.2017	Theater Group	Kairé	Kairé	Mamadou	NDIAYE	M	Scriptwriter	Khombole	781828579
182	12.03.2017	Female Reporter	Touba Toul	Touba Toul Center	Aissatou	NDIAYE	F	Female Reporter	Touba Toul	772985439
183	12.03.2017	Female Reporter	Touba Toul	Touba Toul Center	Mame Anta	DIOUF	F	Female Reporter	Darou Faye	781584055
184	12.03.2017	Listening Group	Touba Toul	Touba Toul Center	Maty	DIOUF	F	GE Member	Darou Faye	775914469
185	12.03.2017	Listening Group	Touba Toul	Touba Toul Center	Amy	FAYE	F	GE Member	Darou Faye	768385220

186	12.03.2017	Listening Group	Touba Toul	Touba Toul Center	Ndieye	DIOUF	F	GE Member	Touba Toul	773091930
187	12.03.2017	Listening Group	Touba Toul	Touba Toul Center	Fatma	DIOGUE	F	GE Member	Touba Toul	
188	12.03.2017	Listening Group	Touba Toul	Touba Toul Center	Adama	HANNE	F	GE Member	Touba Toul	764574311
189	12.03.2017	Listening Group	Touba Toul	Touba Toul Center	Sokhna	THIAW	F	GE Member	Touba Toul	765187449
190	12.03.2017	Listening Group	Touba Toul	Touba Toul Center	Aby	FAYE	F	GE Member	Touba Toul	765037507
191	12.03.2017	Listening Group	Touba Toul	Touba Toul Center	Aby	DIEYE	F	GE Member	Touba Toul	763491119
192	12.03.2017	Listening Group	Touba Toul	Touba Toul Center	Bachir	GUEYE	M	GE Member	Touba Toul	761396894
193	12.03.2017	Listening Group	Touba Toul	Touba Toul Center	Ndoubmé	GAYE	F	GE Member	Touba Toul	766341115
194	12.03.2017	Listening Group	Touba Toul	Touba Toul Center	Fatma	NDIONGUE	F	GE Member	Thilla	773091930
195	12.03.2017	Female Reporter	Touba Toul	Touba Toul Center	Adama	HANN	F	Female Reporter	Thilla	764574311
196	12.03.2017	Religious Leader	Touba Toul	Touba Toul Center	Pape	GUEYE	M	Imam	Touba Toul	762806755
197	12.03.2017	Village Leader	Touba Toul	Touba Toul Center	El Hadji	SENE	M	Village Leader	Touba Toul	762928642
198	12.03.2017	Administrative Authorities	Touba Toul	Touba Toul Center		TINE	M	Mayor		
199	13.03.2017	Elected Women	Ndondol	Nguémé Issa	Saye	LO	F	President	Guémé	77475066
200	13.03.2017	Elected Women	Ndondol	Nguémé Issa	Aissatou	DIEYE	F	Female Reporter	Ndiéyène Sirakh	772365838
201	13.03.2017	Elected Women	Ndondol	Nguémé Issa	Ngoné	Ngingue	F	GE Member	Nguémé Issa	777173956
202	13.03.2017	Elected Women	Ndondol	Nguémé Issa	Nogaye	FALL	F	GE Member	Nguémé Issa	774851262
203	13.03.2017	Health Care Cooperative	Ndondol	Nguémé Issa	Kodou	LO	F	MS Control Commission	Nguémé Issa	77475066
204).	13.03.2017	Health Care Cooperative	Ndondol	Nguémé Issa	Oumy	THIAM	F	MS Control Commission	Nguémé Issa	771543038
205	13.03.2017	Listening Group	Ndondol	Nguémé Issa	Dior	DIENG	F	GE Member	Nguémé Issa	777173956
206	13.03.2017	Female Reporter	Ndondol	Nguémé Issa	Nogoye	NGOM	F	Female Reporter	Nguémé Issa	776835323
207	13.03.2017	Listening Group	Ndondol	Nguémé Issa	Nogoye	NDIAYE	F	GE Member	Nguémé Issa	764529378
208	13.03.2017	Listening Group	Ndondol	Nguémé Issa	Maimouna	DIALLO	F	GE Member	Mbomboye	

209	13.03.2017	Female Reporter	Ndondol	Nguémé Issa	Khemesse	SENE	F	Female Reporter	Nguémé Issa	772985416
210	13.03.2017	Listening Group	Ndondol	Nguémé Issa	Oumy	BA	F	GE Member	Nguémé Issa	781725603
211	13.03.2017	Female Reporter	Ndondol	Nguémé Issa	Woly	DIONE	F	Female Reporter	Nguémé Issa	781725603
212	13.03.2017	Listening Group	Ndondol	Nguémé Issa	Khady	DIOP	F	GE Member	Nguémé Issa	763133224
213	13.03.2017	MS Manager	Ndondol	Nguémé Issa	Babacar	THIAW	M	MS Manager	Nguémé Issa	771006089
214	13.03.2017	Listening Group	Ndondol	Nguémé Issa	Anta	FALL	F	GE Member	Nguémé Issa	781725603
215	13.03.2017	Listening Group	Ndondol	Nguémé Issa	Marième	DIENG	F	GE Member	Nguémé Issa	773476154
216	13.03.2017	Listening Group	Ndondol	Nguémé Issa	Modou FALL	DIOP	M	GE Member	Nguémé Issa	775986642
217	13.03.2017	Village Leader	Ndondol	Nguémé Issa	Moussa	SYLLA	M	Village Leader	Nguémé Issa	777262871
218	11.03.2017	Health Care Cooperative	Ndagalma	Gatt Gallo	Assane	THIAM	M	SG Mutual	Gatt Gallo	776950004
219	11.03.2017	Village Leader	Ndagalma	Gatt Gallo	Modou	THIAM	M	Village Leader	Gatt Gallo	774202546
220	27.03.2017	USAID	Dakar	Dakar	Ibrahima	TOP			Dakar	338794831
221	14.03.2017	WEI/S Personnel	Ziguinchor	Ziguinchor	Abdou	SARR	M	Director	Ziguinchor	775507418
222	20.03.2017	USAID	Dakar	DAKAR	Samba	BARRY	M	Program Manager	Dakar	777065200

List of Consulted Documents

No.	Document Title	Provenance	Year
1.	<i>World Education - Women's Leadership Program - QI Report - English</i>	USAID	May - June 2013
2.	<i>WES Rural Women's Leadership Development ANNUAL REPORT</i>	USAID	Mai 2013 – Mai 2014
3.	<i>WES Rural Women's Leadership Development Second ANNUAL REPORT May 2015</i>	USAID	June 2014 - May 2015
4.	<i>WEI - Women's Leadership - Program Description - March 20, 2013</i>	USAID	March 2013
5.	<i>WEI - Women's Leadership - Extension Request - FINAL</i>	USAID	2013
6.	Summary of Program Elements	USAID	2017
7.	Summary of Audit Council Mission Reports	USAID	Not indicated
8.	SELF-ASSESSMENT of the Rural Association to Fight AIDS/Economic and Social Development	USAID	August 2014
9.	PMO and PMP of PDLFR Phase 2 - First Year	USAID	July 30, 2013
10.	<i>Mission to evaluate organizational capacities of the ARLS by USAID</i>	WEI	Kairé, from August 21-23, 2013
11.	ARLS MONITORING AND EVALUATION SYSTEM WORKSHOP ASSESSMENT REPORT	WEI	October 28-31, 2014
12.	<i>Performance Monitoring Plan</i>	WEI	September, 2011
13.	<i>Year One Report</i>	WEI	October, 2010 -September, 2011
14.	Final Report • OCB Listening Group Plan of Action Example • GINDIKU FM PROGRAM SCHEDULE • LIST OF 60 VILLAGES TARGETED BY THE PROGRAM • PLANNING CHART MODEL I • Notes on female reporters • Notes on listening groups • Leadership Program Final Report 2012 • Community Consultations Report • Situational Analysis Report • Radio Final Evaluation Report • Gindiku FM Diagnostic Report	WEI	September 2012
15.	PowerPoint Presentation: Coaching experience through counterpart members of the Rural Association Against HIV/AIDS (ARLS/DES)	WEI	Not indicated
16.	USAID/WE Signed Agreement	WEI	September 30, 2010
17.	Mid-way Program Evaluation Report	WEI	November 2011

No.	Document Title	Provenance	Year
18.	1st Quarterly Report	WEI	October - November - December 2010
19.	2nd Quarterly Report	WEI	January - February - March 2011
20.	3rd Quarterly Report	WEI	April - May - June 2011
21.	<i>Fourth Quarterly Report</i>	WEI	July - August - September 2011
22.	<i>Fifth Quarterly Report</i>	WEI	October - December 2011
23.	<i>Sixth Quarterly Report & Seventh Quarterly Report</i>	WEI	January - March 2012; April - June 2012
24.	<i>Fifth Quarterly Report</i>	WEI	July - September 2012
25.	RAPID ORGANIZATIONAL ASSESSMENT (ERO) REPORT OF THE SAVINGS AND CREDIT MUTUAL OF THE ARLS/DES	WEI	September 2015
26.	RAPID ORGANIZATIONAL ASSESSMENT (ERO) TOOL FOR THE RURAL ASSOCIATION TO FIGHT AIDS (ARLS)	WEI	
27.	ORGANIZATIONAL ASSESSMENT REPORT (ERO) OF THE RURAL ASSOCIATION TO FIGHT HIV/AIDS	WEI	June 2013
28.	RAPID ORGANIZATIONAL ASSESSMENT REPORT OF THE RURAL ASSOCIATION TO FIGHT AIDS FOR ECONOMIC AND SOCIAL DEVELOPMENT (ARLS/DES)	WEI	September 2014
29.	ORGANIZATIONAL ASSESSMENT REPORT (ERO) OF THE SAVINGS AND CREDIT MUTUAL OF THE RURAL ASSOCIATION TO FIGHT AIDS (MECARLS)	WEI	June 2013
30.	ORGANIZATIONAL ASSESSMENT REPORT ON THE SAVINGS AND CREDIT MUTUAL OF THE RURAL ASSOCIATION TO FIGHT AIDS MEC/ARLS	WEI	July 2013
31.	RAPID ORGANIZATIONAL ASSESSMENT REPORT ON GINDIKU FM RADIO	WEI	September 2015
32.	ORGANIZATIONAL ASSESSMENT REPORT (ERO) OF GINDIKU FM RADIO ERO ARLS SCORE (REFERENCE SITUATION)	WEI	June 2013

33.	RAPID ORGANIZATIONAL ASSESSMENT REPORT ON GINDIKU FM RADIO	WEI	August 2012
34.	ERO SUMMARY REPORT FROM 4TH QUARTER ARLS/RADIO GINDIKU MEC/ARLS HEALTH CARE MUTUAL OF KAIRE	WEI	June 2014
35.	Self-Assessment of ARLS/Economic and Social Development	WEI	28, 29 August 2014
36.	Final Program Evaluation Report “Development of Rural Women’s Leadership”	WEI	October 2012
37.	Evaluation of ARLS Organizational Capacities	WEI	May 2013
38.	Organizational Capacities Assessment (ECO) Tool	WEI	January 2012
39.	Technical Assistance Plan	WEI	
40.	Advising and Auditing Mission of ARLS Accounts and Bodies and their Entities	WEI	May 2016
41.	Management Committee Meeting ARLS/DES	WEI	January 2017
42.	Transcript ARLS Executive Committee Meeting	WEI	June 2016
43.	ARLS Chart	WEI	
44.	2015-2019 Strategic Plan	WEI	
45.	PV/AGO	WEI	July 2014
46.	Executive Committee Meeting	WEI	February 2017
47.	Transcript Executive Committee Meeting	WEI	May 2015
48.	ARLS Management Committee Meeting	WEI	June 2016
49.	Transcript ARLS/DES Management Committee Meeting	WEI	November 2014
50.	Regular General Assembly Report	WEI	July 2014
51.	Interior ARLS Regulations	WEI	July 2014
52.	Transcript ARLS/DES Management Committee Meeting	WEI	August 2014
53.	ARLS Statutes	WEI	July 2014
54.	MEC/ARLS Credit Politics	WEI	
55.	Internal Control Procedures	WEI	
56.	MEC/ARLS Financial Procedures	WEI	
57.	MEC/ARLS Administrative Procedures	WEI	
58.	AGO/Credit Committee Report	WEI	June 2016

59.	AGO/Oversight Board Report	WEI	June 2016
60.	AGO/Administrative Council Report	WEI	June 2016
61.	Revised MEC/ARLS Internal Regulations	WEI	April 2014
62.	MEC/ARLS Statutes	WEI	April 2014
63.	Community Radio Chart	WEI	
64.	Gindiku FM Radio Procedure Manual	WEI	
65.	Radio v Internal Regulations	WEI	2013
66.	Health Care Cooperative Internal Regulations	WEI	February 2012
67.	Statues/Health Care Cooperative	WEI	
68.	PMO and PMP of PDLFR	WEI	
69.	ARLS Coordination Meeting PV	WEI	December 2015
70.	ARLS Coordination Meeting PV	WEI	January 2016
71.	ARLS Coordination Meeting PV	WEI	February 2016
72.	PV Management Committee Kairé Health Care Cooperative	WEI	
73.	PV Meeting of Radio Management Committee	WEI	January 2016
74.	PV CA Meeting of Health Care Cooperative of Kairé	WEI	March 18, 2015

Annex V: Conflict of Interest Statements

ANNEXE A: CERTIFICAT DE BRIEFING SUR LES CONFLITS D'INTERETS ET ACCORD DE NON DIVULGATION DU PROJET DE SUIVI & EVALUATION DU PROGRAMME SENEGAL

Numéro de contrat principal de l'USAID AID-685-C-15-00003

ACCORD DE NON DIVULGATION

J'accepte de ne pas utiliser, publier ou diffuser, pendant ou après ma période d'emploi ou en tant que sous-contractant, toute information sensible sur les conflits d'intérêts du Projet de S&E du Programme Sénégal tel que défini dans les sections 2 du Plan de Gestion et d'Atténuation des Conflits d'intérêts du Projet de S&E toute information (y compris les communications orales et e-mails) communiquée dans le cadre de l'exécution du contrat et / ou les données de la Société, ou les données des autres entités, que la Société est tenue de détenir en toute confiance.

Je reconnais que je peux avoir accès à des informations concernant le contrat du Projet de S&E du Sénégal et qui sont considéré par l'USAID ou par d'autres parties comme étant des informations sensibles sur les conflits d'intérêt tel que défini dans le plan de gestion des CI. Je déclare et accepte que lors de ma participation au Projet de S&E du Sénégal et après cette période, comme indiqué dans le cadre du contrat de S&E du Sénégal, (voir la section 1 du Plan de Gestion et d'Atténuation des Conflits d'intérêts du Projet de S&E), je ne vais pas utiliser, publier ou communiquer d'une autre façon, les informations sensibles auxquelles j'aurais accès à toute personne autre que celles désignées comme «ayant besoin de savoir», y compris les autres membres du personnel de l'équipe du Projet de S&E du Sénégal, à moins que cette information ne soit devenue de notoriété publique ou que l'USAID en autorise la divulgation.

DECLARATION DE BRIEFING SUR LES CONFLITS D'INTERET DANS L'ORGANISATION

Je reçois une copie du Plan de Gestion des conflits d'intérêts dans l'organisation du Projet de S&E du Sénégal. L'exécution du présent document d'information sur les conflits d'intérêts et de l'accord de non-divulgation est obligatoire pour tous employés, consultants et sous-contractants du Projet de S&E du Sénégal. Il faudrait adresser les questions spécifiques concernant les conflits d'intérêts dans l'organisation et les détails de ce plan au Superviseur de MSI pour le Projet de S&E au niveau du siège.

Si je prends conscience d'un conflit d'intérêt potentiel, je dois veiller à ce qu'il soit porté à l'attention du Chef de Projet de S&E du Sénégal et au Responsable principal du projet (siège de MSI). Ceci est une responsabilité permanente. Afin de protéger les intérêts des autres entrepreneurs intervenant sur des contrats USG qui ont fourni des informations confidentielles et sensibles à l'équipe de S&E du Sénégal et de protéger les futurs intérêts commerciaux des autres entreprises pouvant intervenir sur des marchés liés au programme, un plan de gestion des conflits d'intérêts a été mis en œuvre et l'efficacité de nos efforts dans le cadre du contrat de S&E du Sénégal et les futurs intérêts commerciaux des membres de l'équipe du Projet de S&E du Sénégal sont subordonnés au respect strict par tous les membres de l'équipe du Projet de S&E du Sénégal MEIP des dispositions du présent plan.

Je reconnais que je l'ai lu et compris ce plan de gestion des conflits d'intérêts et que je me conformerai à ce plan d'atténuation et de gestion des CI et à ce Briefing sur les CI.

Certificat & Déclaration de Non-divulgation. Le Bureau de la Loi fédérale sur la politique d'approvisionnement (41 Section U.S.C. 423 sur l'intégrité de l'approvisionnement) stipule que la violation de la loi peut soumettre un employé à une responsabilité pénale. De plus, toute autre divulgation de toute information couverte par le présent accord de non-divulgation peut soumettre le contrevenant à des sanctions pénales imposées par l'article 18 U.S.C. § 641. Cet article prévoit, dans sa partie pénale, que quiconque s'adonne sciemment à leur utilisation ou en permet l'utilisation à une autre personne, ou qui sans en avoir l'autorité, vend, transporte, ou dispose de tout dossier appartenant aux États-Unis ou celui qui les reçoit avec l'intention de le utiliser ou d'en tirer un gain, sachant que l'usage a été détourné, est coupable

d'un crime possible d'une amende pouvant aller jusqu'à 10,000 \$ ou d'une peine d'emprisonnement pouvant aller jusqu'à dix ans, ou les deux.

NOM COMPLET CONSULTANT: MALAMINE SAVANE

DATE: 11 juillet 2016

SIGNATURE: Messers

Retourner au Directeur de l'Administration & des Finances
du Projet de Suivi & Evaluation du Sénégal

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Je reconnais que je l'ai lu et compris ce plan de gestion des conflits d'intérêts et que je me conformerai à ce plan d'atténuation et de gestion des CI et à ce Briefing sur les CI.

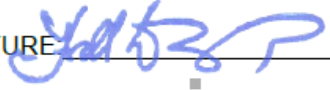
Certificat & Déclaration de Non-divulgation. Le Bureau de la Loi fédérale sur la politique d'approvisionnement (41 Section U.S.C. 423 sur l'intégrité de l'approvisionnement) stipule que la violation de la loi peut soumettre un employé à une responsabilité pénale. De plus, toute autre divulgation de toute information couverte par le présent accord de non-divulgation peut soumettre le contrevenant à des sanctions pénales imposées par l'article 19 U.S.C. § 641. Cet article prévoit, dans sa partie pertinente, que quiconque s'adonne sciemment à leur utilisation ou en permet l'utilisation à une autre personne, ou qui sans en avoir l'autorité, vend, transporte, ou dispose de tout dossier appartenant aux États-Unis ou celui qui les reçoit avec l'intention de le utiliser ou d'en tirer un gain, sachant que l'usage a été détourné, est coupable

d'un crime passible d'une amende pouvant aller jusqu'à 10.000 \$ ou d'une peine d'emprisonnement pouvant aller jusqu'à dix ans, ou les deux.

NOM COMPLET CONSULTANT: AWA FALL DIOP

■

DATE: 22 mai 2017

SIGNATURE  _____

■

**Retourner au Directeur de l'Administration & des Finances
du Projet de Suivi & Evaluation du Sénégal**

Annex VI: Gindiku FM Radio Program Schedule

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
7-7:30am Koran	7-7:30am Koran	7-7:30am Koran	7-7:30am Koran	7-7:30am Koran	7-7:30am Koran	7-7:30am Koran
7:30-8am Waxtaanu diné	7:30-8am Waxtaanu diné	7:30-8am Waxtaanu diné	7:30-8am Waxtaanu diné	7:30-8am Waxtaanu diné	7:30-8am Waxtaanu diné	7:30-8am Journal
8-8:30am Journal	8-8:30am Journal	8-8:30am Journal	8-8:30am Journal	8-8:30am Journal	8-8:30am Journal	8-9am Morning Wake-up
8:30-9am Magazine	8:30-9am Magazine	8:30-9am Magazine	8:30-9am Magazine	8:30-10am Zikr Thiénaba	8:30-9am Music	9-9:30am Magazine
9-9:30am Preview	9-9:30am Preview	9-9:30am Preview	9-9:30am Preview	10am-10:30am Jigeen ak islam	8:45-9am Health Magazine	9:30-10am Penccum xaleyi
9:30-10am Xamalé	9:30-10am Xamalé	9:30-10am Xamalé	9:30-10am Xamalé	10:30-10:35am Notice and Announcement	9-10am Yéwulène	10-11am Taataan xam xam
10am-10:35am Yoonu marché	10am-10:35am Yoonu marché	10-11am Penccum Jiggèngni	10am-10:35am Yoonu marché	10:35am-12pm Yoor yooru aldiouma	10am-12pm Xew xewu jamono	11-11:15am Notice and Announcement
10h35 – 10h40 Sketch	10h35 – 10h40 Sketch	11am-1pm Yoonu marché	10h35 – 10h40 Sketch	12-1pm Jakaarlo	12-3pm Music Mix	11h15 – 11h45 Magazine
10:40am-12pm Yoonu Market (continued)	10:40am-12pm Yoonu Market (continued)	1-2pm Relaxation	10:40am-12pm Yoonu Market (continued)	1-3pm Prière diouma thiénaba	2-3pm Mandingo Music	11:45am-1pm Music
12-1pm Penccoo ak baykat baykat yi ak samkat yi	12-1pm Environment	2-3pm Sérère Program	12-1pm Gox bi	3-4pm Tafsir	3-4pm Goyane	1-2pm Magazine
1-2pm Musical Relaxation	1-2pm Musical Relaxation	3-4pm Penccum xaléyi	1-2pm Relaxation	4-6pm Waxtaanu diné	4-5pm Musical Entertainment	2-3pm Rap Music
2-3pm Yoonu koom	2-3pm Yoonu Ndaw	4-5pm Musical Entertainment	2-4pm Penccum animateur yi	6-6:45pm Local Journal	5-6pm Magazine	3-4pm Theatre
3-4pm Musical Entertainment	3-4pm Deboo	5-6pm Taataan xam xam	4-5pm Musical Entertainment	7-8pm Waxtaanu dine Poular	6-6:45pm Local Journal	4-5pm Musical Entertainment
4-5pm Musical Entertainment	4-5pm Musical Entertainment	6-6:45pm Local Journal	5-6pm Yoonu Koom	8-9pm Waxtaanu dine Sérère		6-6:45pm Feedback of the Week

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
5-6pm Gox bi	6-6:45pm Faggaru	6:45-7:15pm Stop AIDS	6-6:45pm Local Journal	9-10pm Fateliku	6:45-7pm Notice and Announcement	6:45-7pm Notice and Announcement
6-6:45pm Local Journal	6-6:45pm Local Journal	7:15-7:45 Music	6:45-7pm Musical Selection	11:30-12am Senegalese Evening	7-8pm Ragea	7-7:45pm Yoonu Ndaw
6:45-7:45pm Mandingo Music	6:45-7:45pm Galsen Rap	7:45-8pm Notice and Announcement	7-8pm Jataayu islam		8-9pm Hip-Hop	7:45-8pm Musical Selection
7:45-8pm Notice and Announcement	7:45-8pm Notice and Announcement	8-9pm Faggaru (rebroadcast)	8-9pm Arab Music		9-10pm Cabo	8-9pm Doxalinu gox bi
8-9pm Musical Entertainment	8-9pm Penccoo ak baykat baykat yi ak samkat yi	9-10pm Popular Broadcast	9pm-12am Goudi aldiouma		10pm-12am Mbalax	9-9:15pm Music
9-11:45pm Ndioktor	9-10pm Yoonu koom					21h15 – 22h15 Yoonu koom
11:45pm-12am Radio Promotion	10pm-12am Music	11pm-12am Music				10pm-12am Retro Music

Program Summary

This program schedule was created to serve as a dashboard for radio presenters. It is based on gender equity and women's leadership. In red, it shows thematic programs that promote women's leadership and gender equity. In purple, it shows musical programs with themes. In green are religious programs, and in black are informational programs. Below is a summary of the concepts of different programs.

Penccum Jigeen gni “Women’s Palaver Tree”: Hosted by a woman, Penccum Jigeen gni “Women’s Palaver Tree” is an hour-long interactive program. It receives both female and male listeners and deals with equity, gender, and human rights issues in particular. The objective of this program is to teach the population about roles attributed to women and men, their rights and duties. This helps to fill the information gap on women's rights. It is open for listeners who can chime in directly, ask questions, make suggestions, and give critiques. This weekly program is broadcast every Wednesday from 10-11 a.m. and rebroadcast the next day.

Yoonu Koom “Entrepreneurship” This is an interactive program. It is hosted by a woman and is an hour long. Its objective is to support the general population and women in particular in revenue-generating activities. It hosts experts who give listeners ways and means to develop their savings. Many issues are addressed, specifically the ways to access funding and land, among others. This program is dedicated to economics. Yoonu Koom is a weekly program.

Penccoo ak Bakat yi ak samkat yi “The Voice of Farmers and Ranchers”: Weekly interactive broadcast dedicated to farmers and ranchers. It shows ways for ranchers and farmers to better develop their work. It also helps to facilitate the cohabitation between ranchers and farmers and to avoid problems linked to the livestock route. The program also helps to prevent livestock illnesses through vaccinations and the fight against crop pests. The program hosts agriculture and farming specialists as well as farmers and ranchers. It is broadcast every Monday and rebroadcast every Tuesday.

Xamalé “Portrait”: A 30-minute portrait magazine, Xamalé is a program dedicated to and intended for female leaders. Presented by radio hosts and female reporters, it hosts only female leaders participating in the project zone. The aim of the program is to identify female leaders who distinguish themselves through their actions through local development and their engagement in women’s causes. These women are shown examples of women to give them the courage to participate in the development of their towns. The program is broadcast daily in the morning and rebroadcast in the evening.

Gox bi “Village Front Page” Hour-long program, dedicated to villages. Its objective is to help teach the histories of villages as well as community life. It makes it possible to highlight the difficulties women and men live with in villages (difficulties linked to infrastructure as well as the community’s behavior). It is generally made with listening groups.

Yoonu Marché “On the Road to the Market” Diverse musical entertainment that is interactive and directed toward women, developed and hosted by a woman. It addresses questions related to the shopping basket (market price tendencies), hygiene, and clean-up. The objective is to convey messages toward women. The program is not focused on a specific theme; it is transversal and can address all issues and subjects that interest women. It is broadcast every day.

Taataan xam xam “Learning”: A program dedicated to formal and informal education, intended for all listeners, but for parents in particular. Its objective is to help teach the people the importance of education. Its mission is to contribute to the education and support of girls in school. It also supports pupils in study. The program hosts teachers, school directors, and parents of students. It also addresses professional education. The program is an hour long and is broadcast every Wednesday.

Faggaru “Prevent”: A program on health and prevention that addresses the health of mothers and children, prevention of illness risks, etc. The program hosts doctors, chief nurses, and midwives. Its goal is to contribute to the respect of prenatal consultations and child vaccinations, among others. It is hosted by a woman and is broadcast once a week.

Xew xewu jamono “Current Events”: Weekly broadcast that addresses current events. This is a broadcast, co-hosted by two women, which deals with diverse occurrences. It makes it possible to talk about the difficulties that women live with that are considered taboo in the zones the program covers (rape, incest, early marriages, domestic violence, etc.). Its objective is to help smash the taboos.

The themes addressed come from the communities. The listeners call the radio station and tell their stories to serve as a subject of discussion for the program. Generally, the stories are submitted by written correspondence.

Pencum Jigeen gni “The Child’s Palaver Tree”: Dedicated to children, this program gives a voice to children. Its objective is to contribute to the respect and participation of children. Generally recorded in schools in Daaras (Koranic school), it addresses diverse questions concerning children’s rights.

Diakarlo “Face to Face”: Religious program co-hosted by a man and a woman. This program addresses questions linked to religion. It helps to remove doubts about the perception of the roles of women in Islam and contributes to preventing bad interpretations of religions that block the participation of women in development processes. Diverse subjects are discussed.

Environment: Program dedicated to hygiene and clean-up that contribute to the preservation of the environment. It provides a forum for environmental services, local development support centers, sanitation services, water, forests, etc., to raise awareness in communities. The program addresses

issues such as deforestation, reforestation, and household waste management, among others. It is an hour-long weekly broadcast.

Debbo “Women in Poular” A popular program, dedicated to women that specifically addresses questions related to women’s difficulties, female entrepreneurship, etc. Weekly broadcast.

Pencum animateur yi: Broadcast to promote the exchange and sharing of experience between diverse radio hosts of the communities in the program zone. The hosts address questions relating to gender and female leadership in the program. It helps to reinforce the presence of women’s voices in other zone radios.

Doxalinu Gox Bi: Broadcast dedicated to the entire population. It was created to raise awareness and inform communities of the management of local collectivities. It addresses budget management, control of local collectivities, transferred knowledge, etc. The program enables communities to understand how local bodies are managed and above to know they have a right to see what is being done in all of these structures. The program helps local collectivities to have transparency in management and allows communities to exercise citizen control on the management of their towns. The program is broadcast every Sunday from 8-9 p.m.

Annex VII: Female Leaders' Testimonies

Access to Land

"Women have never been associated with access to land and thanks to the project, it is normal now. We have our fields now that we could not have had before, same for land titles."

Source: Interview with the ARLS management committee

"Before, when we distributed land, we did not put the name of the woman, we wrote either the name of the son or nephew. [...] the woman could not be given the house. But after the training, the men knew that the women knew their rights now. Now the register has more women than men. In the case of a woman who had left Gossas after marriage when her father died, her half-brothers divided the land. She is a woman who is in the project who called it her home. She showed him the way and finally got her share and she still lives in Gossas."

Source: ARLS single members

Women's Voices in Public:

"Before, I didn't participate in meetings out of fear of expressing myself in public, but now, I have gained self-confidence. I always speak first in meetings. The status of the women reporters hoisted me to a level that I didn't believe in."

Source: Interview with the radio's technical team and female reporters in Thiénaba

I never knew that women could participate in meets, because I always underestimated the intellectual capacities of women. Following a radio broadcast, I now let my wife participate in all meetings and activities.

Source: Interview with the GE of Ngoundiane

Women's Access to Decision-Making Bodies:

"If I had the courage to present myself to the mayor of Thiénaba, it is thanks to the capacity strengthening project. I had the boldness to apply for candidature, and I became 1st Deputy Mayor today."

Source: Interview with the radio's technical team and female reporters in Thiénaba

"Today, when we are in policy-making bodies, we do everything possible to ensure that the marginalization of women, specifically the failure to grant women strategic positions, all of the positions being occupied by men, is no longer prosperous. Now, when you visit the offices, I think that you can find in some where the position of President is occupied by a woman, or sometimes the Treasurer, sometimes the Secretary General is a woman."

Source: Interview with elected women in Ngoye-Ndondol

Improvement of the ARLS's Managerial Capacities

"The current organizational structure of ARLS is now adapted; the vision and missions of ARLS are clear and known; the responsibilities are shared".

Source: Additional interview with Ms. Kaire, ARLS president

"Henceforth, everything is done in written form, whether they are meetings (PV, reports) leave authorizations...All activities carried out are subject to planning (prior) and there is a system of weekly monitoring and evaluation."

The roles are properly shared; the Financial and Administrative leader no longer performs the tasks that should be returned to the Treasury, or to the President and their Assistants. As far as the financial plan, for disbursement, there must be a valid invoice.”

Source: Additional interview with Ms. KAIRE, ARLS President

Annex VIII: Table of Findings, Conclusions, and Recommendations

Evaluation Questions	Findings	Conclusions	Recommendations
I. D'après l'hypothèse de développement, l'accès et le contrôle de la radio par les femmes grâce au journalisme civique peuvent contribuer à rehausser leur statut et leur leadership dans leurs communautés locales. Y a-t-il des éléments de preuve indiquant que cette hypothèse est valable ?	IC.I. D'UNE RADIO EN DIFFICULTE AYANT PERDU SON PUBLIC A UNE RADIO CONTROLEE PAR LES FEMMES AVEC UNE LARGE AUDIENCE ICI.1. Avant l'intervention du programme, la situation de la radio était peu reluisante. Elle était très peu utilisée par les femmes et n'abordait dans ses émissions quasiment ni les problèmes spécifiques des femmes ni les questions d'équité de genre. L'équipement de la radio était très insuffisant et défectueux (émetteur emprunté, absence de matériel de reportage adéquat) et son personnel très réduit (une animatrice, un animateur bénévole et le chef de station). Face à cette situation, la radio avait perdu son auditoire. En un mot, Gindiku Fm, avant l'intervention du programme, ne fonctionnait pas. Grâce à l'intervention, les femmes assurent le contrôle des orientations stratégiques et de la programmation de la radio Guindiku. En effet, la politique, les stratégies, les objectifs et les programmes de la radio sont respectivement définis par le comité directeur de l'ARLS (25 femmes et 4 hommes), planifiés par le bureau exécutif de l'ARLS (8 femmes et un homme) et mis en œuvre par l'équipe technique de la radio. Toutes ces instances sont composées à majorité par des femmes. L'équipe technique de la radio compte 6 personnes dont 4 femmes parmi lesquelles 2 sont respectivement responsable des programmes et responsable technique. Six producteurs extérieurs dont quatre femmes appuient le travail de l'équipe. <i>Sources : Entretien avec l'équipe technique de la radio, rapport d'évaluation finale de la radio (2012)</i> ICI.2 Les 85 reporters répartis sur la zone d'intervention de l'ARLS sont des femmes choisies dans leur communauté sur la base de leur crédibilité et de leur	IA l'hypothèse de développement du programme est valide car l'accès et le contrôle de la radio par les femmes dans le journalisme civique ont contribué à rehausser leur statut et leur leadership dans leurs communautés locales IC.I.1 ; IC.I.2. IB La présence significative des femmes dans tout le dispositif de la radio Guindiku FM a largement influencé les orientations stratégiques et opérationnelles de celle-ci avec comme résultante la prise en compte de la question du rehaussement du statut et du leadership des femmes dans la grille des programmes IC.I.1, IC.I.2, IC.I.3 IC L'amélioration de l'accès par les femmes à l'information sur leurs droits et devoirs et leur connaissance des procédures d'accès aux services sociaux de base a été importante dans le rehaussement de leur leadership et statut. Des preuves en sont données par leur participation effective dans la gestion des services (écoles, santé, microfinance) et des ressources locales (foncier, eau) et par l'affirmation de leur leadership. Cette	USAID - Capitaliser l'expérience du programme WLCJ, accompagner sa pérennisation dans la zone d'intervention de l'ARLS et la répliquer dans d'autres zones. - Fournir un bon soutien financier aux activités de développement grâce au renforcement des capacités de la mutuelle d'épargne et de crédit partout où le projet WLCJ est mise en œuvre. - Doter les GE et les femmes reporters en équipements et moyens logistiques, afin de les accompagner dans la conduite de leurs activités. - Consolider le programme en cours avec l'ARLS en prenant en compte les besoins pratiques prioritaires des femmes dans la formulation de futurs programmes sur le leadership des femmes. - Documenter et disséminer l'approche de

Evaluation Questions	Findings	Conclusions	Recommendations
	engagement et formées au métier de reporter. Chaque reporter travaille avec un groupe d'écoute composé de 15 femmes et de 5 hommes qui aident à remonter les problèmes de société vécus par les populations pour l'élaboration de la grille des programmes. Les 85 femmes reporters analysent divers domaines selon le genre (médias, processus électoral, décentralisation, santé, entrepreneuriat, leadership et management, éducation, famille, etc.) et produisent différents formats radiophoniques (interview et reportage, émission interactive et magazine). Elles assurent également la formation des membres des groupes d'écoute. Sources : <i>Entretien avec le GE de Ngoundiane, entretien avec le GE de Thiénaba, entretien avec l'imam de Touba Toul, rapport d'évaluation finale de la radio (2012), Entretien avec l'équipe technique de la radio.</i> IC.1.3 L'élaboration de la grille des programmes émane d'un processus endogène de consultations au niveau des villages impliquant les leaders locaux, femmes et hommes, la troupe théâtrale, les membres des GE, les reporters et l'équipe de la radio. La grille des programmes de la radio touche ainsi à divers aspects sociaux et culturels, politiques et économiques en rapport étroit avec le vécu des populations (droits et devoirs des femmes, accès au foncier, autonomisation économique, processus électoral, genre et développement, vie en couple, éducation des enfants, etc.). Les thématiques relatives au leadership des femmes et à l'équité de genre sont transversales à la grille des programmes. De même et en tenant compte des caractéristiques du contexte d'intervention, la radio utilise un argumentaire religieux pour traiter de certaines questions sensibles. Sources : <i>Entretien avec l'équipe technique de la radio, rapport d'évaluation finale de la radio (2012), Entretien l'équipe</i>	expérience a contribué à des changements significatifs dans les relations et les perceptions de genre dans la communauté. IC1.3 ; IC2.4 ; IC.2.2 ; IC.2.8 IE. Le choix des ressources humaines locales (femmes reporters) dans le journalisme civique et leur responsabilisation dans la conception et la diffusion de la grille des programmes ont été déterminants dans la prise en charge par la radio des questions liées au droit des femmes et à leur accès aux services sociaux de base pour un leadership local et un changement de statut. Le rôle des femmes reporter a été important dans l'éveil des populations. IC1.2 ; IC1.3 ; IC1.4 IF La prise en charge des besoins pratiques des femmes (informations, services de santé, ressources financières) fait partie des mesures importantes d'accompagnement pour leurs permettre de suivre les émissions de la radio et de participer activement aux débats sur les enjeux et défis de la communauté IC2.1 & IC2.2 IG La radio a favorisé une interaction dynamique des	renforcement des capacités institutionnelles mise en œuvre avec l'ARLS. WEI/S • Consolider l'appui institutionnel à l'ARLS en l'accompagnant dans la recherche de partenaires. • Mettre à disposition de l'ARLS un logiciel comptable centralisé. • Développer le volet communication dans les programmes de développement pour les femmes afin de leur permettre de connaître et de discuter de leurs droits et devoirs dans la communauté. • Instaurer un système de récompense en soutien à la notoriété des femmes reporters et des groupes d'écoute dans les prochaines interventions avec un label lié au genre et aux droits des femmes (nomination d'ambassadeurs, champions, etc.).

Evaluation Questions	Findings	Conclusions	Recommendations
	<i>technique de la radio, rapport annuel final de 2014, entretien GPF de Keur Madaro ;</i> IC1.4 Les groupes d'écoute, en organisant des causeries dans les villages ainsi que des visites à domicile sur les émissions diffusées par la radio, permettent à celles-ci de toucher davantage et plus vite les populations rurales enclavées spécialement les femmes, qui accédaient difficilement à l'information sur les services que l'ARLS mettaient en place (information, sensibilisation sur les droits des femmes, le VIH/Sida, MEC, MS) <i>Sources : Entretiens avec les groupes d'écoute, rapport d'évaluation finale de la radio (2012), entretien avec équipe technique de WEI/S</i> IC.2 LES PREUVES DU REHAUSSEMENT DU LEADERSHIP ET DU STATUT DE LA FEMME IC.2.1. Grâce à l'intervention du programme axé principalement sur la communication, les femmes des organisations communautaires membres de l'ARLS connaissent plusieurs de leurs droits (participation à la gouvernance locale, accès au foncier, à la santé, aux services financiers décentralisés, etc.) contrairement à de nombreuses femmes vivant en milieu rural. Ainsi, elles siègent aux conseils municipaux (en 2014, 80 membres de l'ARLS étaient des conseillères communales et départementales), une situation rare en milieu rural traditionaliste. Parmi elles, quatre sont adjointes au maire à Thiénaba, Touba Toul, Ngoundiane et Ndondol. A Thiénaba, sur les trois membres qui siègent au bureau du conseil municipal, l'une est première adjointe au maire. Sources : <i>Rapports /entretiens Staff technique WEI/S et avec l'adjoint au maire de Ngoundiane</i> IC.2.2. Elles intègrent de plus en plus les instances de décision des MS, de la MEC, des comités de gestion des ASUFOR. En effet, les femmes sont majoritaires dans les instances et dans le comité technique de la MEC. Le	populations, des leaders locaux et religieux et des services techniques déconcentrés. IC2.5	• Renforcer les capacités de l'ensemble des structures et organes constitutives de l'ARLS depuis les GPF jusqu'aux GE en passant par les reporters, les organes d'appui des mutuelles de santé et de crédit. • Développer des plans spécifiques de formation suivant le niveau de responsabilisation et d'études du bénéficiaire de la formation. ARLS • Favoriser l'émergence de nouveaux leaders au niveau de tous les groupements de promotion féminine et renforcer leur capacité dans la gestion des activités économiques. • Mettre en place des procédures transparentes de mobilisation des fonds propres et leur utilisation dans le renforcement des capacités de l'organisation.

Evaluation Questions	Findings	Conclusions	Recommendations
	pourcentage de femmes dans le CA est de 89 % contre 11 % d'hommes. Généralement, au bureau des ASUFOR, la parité y est appliquée et les femmes y occupent les postes de vice-présidente trésorière. Pour l'ASUFOR de Ngoundiane, tous les postes clés (Présidente, trésorière, secrétaire général) sont occupés par des femmes. Les 11 mutuelles de santé sont gérées par des femmes qui y occupent les postes clés (28) et seules les mutuelles de Kaïré, Gatt Galo et Ngoundiane et Ndiéyène Sirakh sont dirigées par des hommes. Sources : liste des élues locales membres de l'ARLS, entretien avec le BE de l'ARLS, entretien avec le maire de Touba Toul, entretien avec les membres du CA de la mutuelle de santé et de la MEC, entretien avec la vice-présidente de l'AME de Ngoundiane, entretien avec le représentant du directeur d'école de Gatt Gallo IC.2.3. Grâce à l'intervention du programme, 85 femmes ont pu avoir accès à la terre. A Ngoundiane précisément, les femmes ont mené un plaidoyer pour bénéficier d'une cité d'habitat (Belle vue). Les femmes accèdent ainsi au foncier rural en suivant les procédures d'accès au foncier vulgarisées par la radio à travers l'émission « Doxalinu Gox Bi ». Cette émission diffusée tous les dimanches de 20h00 à 21h00 informe et sensibilise sur le processus de décentralisation, le contrôle des collectivités locales, les compétences transférées, etc. L'émission permet aux populations de mieux exercer le contrôle citoyen sur la gestion de leur cité. <i>Sources : Entretien avec l'adjoint au maire de Ngoundiane, la vice-présidente de l'AME, le staff de WEI/S, le groupement des femmes de Thiénaba</i> IC.2.4. Les femmes accèdent aux services financiers de la MEC et développent des AGR. L'adhésion de membres a augmenté de 2 343 membres dont 1 007 hommes (43 %),		

Evaluation Questions	Findings	Conclusions	Recommendations
	I 034 femmes (44 %) et 302 groupements (13 %) en 2014 à 2 772 membres dont I 247 femmes (45 %), I 192 hommes (43 %) et 333 groupements (12 %) en 2016. Il convient de noter que les groupements sont composés uniquement de femmes, ce qui démontre la participation importante de celles-ci dans le sociétariat de la MEC. Sources : Entretien avec la gérante de la MEC de Thiènaba IC.2.5. LES REPORTERS ET LES GROUPE D'ECOUTE Les femmes reporters sont devenues des références dans la communauté par cette initiative de la radio Gindiku FM. Elles sont respectées et consultés sur divers sujets liés aux questions sociales, économiques et administratives. Elles orientent les femmes dans les démarches administratives pour l'obtention de titre de propriété foncière ou d'actes d'état civil. Le premier reportage externe a été fait avec le chef de village qui est aussi le fils du chef religieux de Thiénéba Seck. Cette acceptation d'un leader à la fois religieux et traditionnel a été un signal fort de la crédibilité dont les femmes reporters bénéficient dans leur communauté. Sources : entretien avec le GE de Ngoundiane, entretien avec le GE de Thiénaba, entretien avec l'imam de Touba Toul), rapport d'évaluation finale du programme (2012) IC.2.8. Au niveau des ménages, les relations entre le mari et la femme ont changé avec une communication plus régulière et ouverte au sein du couple sur les sujets relatifs au budget familial, à la santé, à l'éducation des enfants et à la planification familiale.		
2. Quelles sont les forces qui pourraient être reproduites et les faiblesses à parfaire dans	2C.1. Démarche de renforcement institutionnel de l'ARLS 2C.1.1. L'ARLS est un réseau d'organisations communautaires de base, essentiellement composées de femmes mais impliquant les hommes	2A. Le choix de WEI/S de renforcer les capacités institutionnelles de l'ARLS, au regard de son fort ancrage social	

Evaluation Questions	Findings	Conclusions	Recommendations
l'approche de renforcement des capacités institutionnelles dans le cadre du projet (en particulier, par rapport aux résultats de l'Association Rurale de Lutte contre le Sida (ARLS)) ?	dans son intervention. Elle est composée de 140 Groupements de Promotion Féminine (GPF) réunissant 11 000 membres et disposant d'instances régies par des textes (Assemblée Générale, Comité Directeur, Bureau Exécutif) et de structures de prestations de services (radio, Mutuelle d'épargne et crédit, Mutuelle de santé). <i>Sources : Rapport entretien avec le BE, CD de l'ARLS ; Plan stratégique de l'ARLS 2015 - 2019</i> 2C.1.2. WEI/S a conduit un processus de renforcement institutionnel marqué par des Enquêtes rapides organisationnelles (ERO) qui ont permis de faire, suivant une démarche participative, le diagnostic des forces et faiblesses de l'ARLS, notamment de ses instances de direction (comité directeur, bureau) et de ses organes (radio, mutuelle de santé, mutuelle d'épargne et de crédit). Le renforcement des capacités institutionnelles de l'ARLS s'est opéré à travers l'élaboration d'un plan de mise en œuvre des recommandations issues des EROS. Les actions ont porté essentiellement sur des sessions de formation, le coaching et la mise à disposition d'outils de gestion organisationnelle, administrative et financière. <i>(SOURCE : Entretien avec WEI/S, personnel de l'ARLS, Rapport ERO ARLS, 2013, 2014</i> 2C.1.3. Le coaching a été utilisé comme une démarche de proximité destinée à renforcer de façon pratique et continue les capacités du personnel de l'ARLS. Il a consisté précisément en l'accompagnement des « homologues » de l'ARLS (coordonnatrice, responsable administrative et financière, secrétaire, chargée du suivi et évaluation, Chargée de la décentralisation, Chargée des mutuelles de santé) par des conseillers de WEI/S chargés pendant trois ans de leur transférer les compétences indispensables pour assurer la relève.	est un atout considérable pour la viabilité de l'organisation et le développement du leadership et du statut des femmes dans les communautés de la zone d'intervention du programme 2C1, 2C2. 2B la réactualisation de la vision et de la mission de l'ARLS, l'élaboration du manuel de procédures et d'un plan stratégique sont des éléments importants ayant contribué au renforcement des capacités managériales de l'Organisation. 2C.2.1. 2C.2.2. 2C. Malgré de réelles avancées dans le développement institutionnel de l'ARLS, des efforts restent à faire pour améliorer le fonctionnement et la gestion administrative et financière de l'association ainsi que le développement de partenariats avec d'autres agences d'appui au développement. 2C.2.1 ; 2C.4.4	

Evaluation Questions	Findings	Conclusions	Recommendations
	La mise en œuvre du système de coaching a adopté une démarche souple et flexible tenant compte du niveau et de l'expérience des homologues <i>Source : Entretien avec la coordinatrice de WEIS, Rapport Evaluation du programme Octobre 2012</i> 2C.2. Performances organisationnelles de l'ARLS 2C.2.1 Sur la base des critères d'évaluation de l'ERO, l'ARLS est passée d'un score de 3,54 en 2013 à 4,44 en 2014 soit une progression de 0,9 points. Les performances pour les modalités suivantes sont : Vision mission ; le score est passé de 8 à 12 Organisation : le score est passé 50 à 55 ; Fonctionnement : le score est passé de 19 à 20 ; Programme d'activités le score est passé de 20 à 25 ; Gestion administrative et financière : le score est passé de 56 à 65 ; Partenariat : le score est passé de 31 à 30. Ainsi, parmi les modalités évaluées par l'ERO, la <i>gestion administrative et financière</i> d'une part et l'<i>Organisation</i> d'autre part ont les meilleures performances passant respectivement de 56 à 65 et de 50 à 55 entre 2013 et 2014. Toutefois, le fonctionnement de l'ARLS et le volet partenariat ont enregistré respectivement une faible performance (1 point) et une contre-performance (moins 1 point). Ces aspects méritent d'être renforcés pour la suite. <i>(Source : Analyse de l'évolution des scores de l'ERO destinée à l'ARLS, Rapport ERO ARLS Septembre 2014, Rapport ERO ARLS juin 2013)</i> 2C.2.2. L'approche de renforcement institutionnel a permis de renforcer les capacités managériales de l'ARLS ce qui		

Evaluation Questions	Findings	Conclusions	Recommendations
	se traduit par un meilleur exercice des responsabilités, la tenue régulière des réunions, la documentation sous support écrit des actes, plus de transparence dans la gestion, et une meilleure connaissance des rôles et responsabilités. Elle a permis à l'ARLS de réactualiser sa vision et sa mission afin de mieux assurer son fonctionnement sur la base de références clairement définies. De même, elle dispose d'un manuel de procédures et d'un plan stratégique (2015-2019). (Sources : Entretien avec la coordinatrice de l'ARLS, Rapport d'évaluation finale du programme octobre 2012).		
	2C.3. Les forces de l'approche de renforcement des capacités institutionnelles de l'ARLS 2C.3.1 WEI/S a choisi de conduire le programme WLCJ avec l'ARLS car elle est une organisation déjà forte et bien ancrée dans son terroir 2C.3.2. L'accompagnement de l'ARLS par une équipe légère de WEI/S (à travers le coaching) dont l'objectif était de promouvoir le personnel interne de l'ARLS dans différents postes de responsabilités en les formant (secrétaire, trésorière, suivi-évaluation, gérant de mutuelles, directeur de radio, etc.). 2C.3.3. La mise en œuvre du système de coaching a adopté une démarche souple et flexible tenant compte du niveau et de l'expérience des homologues. Source : Entretien avec la coordinatrice de l'ARLS et la responsable administrative et financière de l'ARLS 2C.3.4. La formation du personnel de l'ARLS sur la conduite du processus afin de les amener à s'approprier de la démarche et des outils de renforcement institutionnel, notamment la mise en œuvre des ERO. A cet effet, la dernière ERO effectuée en 2014 a été administrée par la	2D- La formation du personnel de l'ARLS sur la démarche ERO a été un facteur important dans l'adoption par l'ARLS de la culture d'évaluation qui lui permet d'identifier elle-même les forces et faiblesses ainsi que les mesures palliatives à mettre en œuvre. 2C3.1 ; 2C.3.3 2E-La mise en place d'un système de coaching pour renforcer les capacités du personnel a été efficace. 2C.1.3 ; 2C.3.1. 2C.3.2 2F- Une organisation systématique et institutionnalisation des formations pour l'ARLS, notamment avec la délivrance d'attestations ou de certificats aux membres formés pourrait être une grande force du projet en vue de son appropriation par les bénéficiaires. 2C4.2 ;	

Evaluation Questions	Findings	Conclusions	Recommendations
	responsable de l'ARLS en charge du suivi-évaluation. <i>Source : Entretien avec la coordinatrice de WEI/S,</i> 2C.4. Faiblesses et difficultés liées à la mise en œuvre de l'approche de développement institutionnel de l'ARLS 2C4.1 La variabilité du niveau d'études et d'expériences des membres de l'ARLS ayant bénéficié des sessions de formation et de coaching, avec comme résultante une progression différenciée du transfert des connaissances et des compétences. <i>Sources : Entretien avec la coordinatrice de l'ARLS, la responsable administrative et financière de l'ARLS, Coordinatrice de WEI/S</i> 2C4.2 Le coaching ayant seulement concerné le personnel de l'ARSL n'a pas permis de toucher d'autres acteurs importants du dispositif de l'ARLS, notamment les femmes reporters, les groupes d'écoute. <i>Sources : Entretien avec la Coordinatrice de WEI/S et coordinatrice de l'ARLS</i> 2C4.3 La non délivrance d'attestation de formation aux membres de l'ARLS ayant bénéficié de coaching ou subi des sessions de formation ne leur permet pas de justifier des connaissances et des compétences acquises auprès des personnes ou organisations intéressées par le renforcement du développement institutionnel de l'ARLS, ce qui est une source de frustration pour ces apprenants. Toutefois, WEI/S prévoit de mettre à la disposition de ces membres de l'ARLS des attestations après l'évaluation de la mise en application de ces compétences acquises. <i>Sources : Entretien avec la Coordinatrice de WEI/S et coordinatrice de l'ARLS</i> 2C.4.4 La formation sur la gestion comptable n'a pas été mise en pratique en raison de la non mise à disposition d'un logiciel comptable.	2C4.3 ; 2C4.4 ; 2C4.5 ; 2C4.6 ; 2C4.7	

Evaluation Questions	Findings	Conclusions	Recommendations
	Source : <i>Entretien avec la coordinatrice, la responsable administrative et financière et la Présidente de l'ARLS</i> 2C4.5 La formation des membres n'a pas influencé la décentralisation des responsabilités au sein de l'ARLS 2C4.6 Les renforcements de capacités n'ont pas pris en compte les membre GPF à la base. 2C4.7 Les GE et les femmes reporters déplorent le manque de moyens logistiques conséquents		
3. En tant que projet trans-sectoriel, quels sont les changements les plus significatifs qui ont été perçus par les bénéficiaires et le personnel du projet, en termes de résultat du projet ? Etant donné la nature transe-sectorielle du projet, il y a des changements potentiels dans une large variété de secteurs allant de la santé au micro-crédit en passant par le mode de vie et les attitudes.	Les entretiens avec les bénéficiaires de l'intervention et le personnel du programme ont mis l'accent sur les changements les plus significatifs ci-après : 3C.1. Accès à la terre 3C1.1 Avant l'intervention du programme la femme ne pouvait pas réclamer un lopin de terre pour des raisons traditionnelles et religieuses. Maintenant, les femmes connaissent les procédures pour exercer leurs droits d'accès au foncier dont les terres d'héritage. Elles ont pris conscience de leurs droits d'accès à la terre grâce aux sensibilisations menées par les femmes reporters à travers les émissions radio, les causeries et les formations. Le programme a contribué à l'accès à la terre pour 85 femmes membres de l'ARLS. A Ngoundiane précisément, les femmes ont mené un plaidoyer pour bénéficier d'une cité d'habitat dénommée « Belle vue ». Source : <i>Rapports entretien FG GE de Keur Madaro, Ngoudiane, Ngatt Galo, Résumé présentation du programme, Entretien avec Imam de Touba toul, Entretien avec les femmes élues de Notto</i> 3C.2. La prise de parole en public par les femmes	3A La radio a contribué à l'amélioration des connaissances des femmes sur plusieurs de leurs droits et au développement de leurs compétences. Cela leur a permis d'intervenir publiquement et à différents niveaux sur des questions de société, de mener des plaidoyers et d'intégrer les institutions de gouvernance locale. (3C2 ; 3C3) 3B L'accès et le contrôle de la radio par les femmes sont un moyen pour développer leur leadership et rehausser leur statut. (3C1 ; 3C2 ; 3C3 ; 3C4) 3C L'accès des femmes à la propriété foncière est l'un des changements les plus importants illustrant l'évolution de leur statut et de leur leadership. 3C1.1	

Evaluation Questions	Findings	Conclusions	Recommendations
	3C.2.1. Auparavant, il était impensable qu'une femme prît la parole lors des réunions ou rencontres. La parole n'était donnée qu'aux hommes malgré la présence des femmes. Les femmes reporters sont les premières à prendre la parole en public pour développer des arguments solides et pertinents. Grâce au renforcement des capacités des femmes membres des groupes d'écoute, elles prennent la parole en public pour défendre leurs idées. Les communautés ont commencé à prendre les femmes au sérieux et à leur accorder de la considération. Maintenant ce sont les hommes eux-mêmes qui demandent aux femmes de s'exprimer. <i>Source : Focus groupe avec le GE de Ngoudiane (P5), Entretien avec le maire de Touba Toul, Entretien avec le GE de Ngoundiane, entretien avec le GE de Thiénaba), Entretien avec l'équipe technique de la radio.</i> 3C.2.2. La radio permet aux femmes de s'exprimer librement, de s'adresser à leurs consœurs qui les écoutent davantage, de participer aux réunions et de conduire des campagnes de plaidoyer. Les informations passent mieux quand ce sont les femmes qui les véhiculent à différentes occasions (baptêmes, mariages, ...) Grâce aux émissions, les femmes participent aux réunions et osent prendre la parole en public. <i>Sources : entretien avec le GE de Ngoundiane, entretien avec le GE de Thiénaba, entretien avec l'imam de Touba Toul), rapport d'évaluation finale de la radio (2012), Entretien avec l'équipe technique de la radio.</i> 3C.3. Accès aux instances de décision Avant, les femmes étaient très peu représentées dans les instances de décisions et y occupaient des positions subordonnées. Grâce à l'intervention	3D La satisfaction des besoins pratiques est une des conditions qui permet aux femmes de se consacrer au développement de leur leadership et de leur statut 3C1, 3C5 3E De grandes évolutions sont à retenir en termes de prise de parole en public du côté des femmes ainsi que leur valorisation aux yeux de la communauté grâce aux activités du programme. 3C.2.1 ; 3C.2.2 ; 3C.3	

Evaluation Questions	Findings	Conclusions	Recommendations
	du programme, les femmes occupent des positions stratégiques dans les institutions locales (ASUFOR, mutuelles de santé, mutuelle d'épargne et de crédit, comité de santé, conseils municipaux et départementaux). Elles assurent pleinement leur rôle dans la gestion des activités. <i>Sources : Entretien de groupe avec les femmes élues de Ndongol, Focus group avec le GE de Ngoundiane, rapport d'évaluation finale de la radio (2012),</i> Les femmes ont mis en place des Associations des mères d'élèves (AME), en parallèle à l'Association des parents d'élèves (APE), pour mieux s'impliquer dans l'éducation des enfants. 3C.4. Amélioration du dispositif institutionnel de l'ARLS Avant l'intervention, l'ARLS n'avait pas une bonne structure organisationnelle ; sa vision et sa mission n'étaient pas clairement définies ; son fonctionnement n'était pas régi par un manuel de procédures, ni par un plan stratégique. Aujourd'hui, grâce aux renforcements de capacités, le dispositif institutionnel de l'ARLS s'est beaucoup amélioré notamment avec l'élaboration d'un manuel de procédures. La vision et la mission sont maintenant claires ; toutes les activités menées sont planifiées et il y a un système de suivi-évaluation hebdomadaire ; les rôles sont répartis convenablement et les procédures administratives et financières sont respectées. Par ailleurs, les capacités managériales acquises dans le cadre du renforcement des capacités institutionnelles ont permis au personnel de l'ARLS de jouer pleinement ses rôle et mission (tenue régulière des réunions, élaboration des PV de réunions, plus de transparence dans la gestion, meilleure connaissance des rôles et responsabilités). <i>Source : Rapport entretien avec la coordinatrice de l'ARLS, de la responsable administrative et financière de l'ARLS, de la</i>		

Evaluation Questions	Findings	Conclusions	Recommendations
	<i>coordinatrice de WEI/S, Rapport ERO ARLS juin 2013, Rapport ERO ARLS Septembre 2014,</i> 3C.5. Changements significatifs sur le bien-être des femmes Avant l'intervention du programme, les femmes de la zone d'intervention se rendaient souvent à Dakar pour y travailler comme « femme de ménage ». Certaines d'entre elles étaient victimes de grossesses non-désirées et infectées par le VIH/Sida, avec comme conséquence le risque d'infecter les populations à leur retour dans les localités de départ. Aujourd'hui, l'exode rural des femmes a beaucoup reculé grâce aux AGR qu'elles ont initiées avec l'accompagnement financier de la MEC. A présent, elles ont une assise financière qui leur permet de participer activement à la prise en charge des besoins familiaux et de mieux affirmer leur leadership. De plus, l'implantation de 11 mutuelles de santé au niveau de la zone d'intervention du programme a permis l'accessibilité géographique et financière aux services de santé. Aujourd'hui, les postes de santé sont bien fréquentés résultant du changement de comportements grâce aux activités de sensibilisation. SOURCES : <i>entretien avec le GE de Ngoundiane, entretien avec le GE de Thiénaba, Entretien avec le GE de Keur Madaro, rapport d'évaluation finale de la radio (2012)</i>		

Annex IX: General Considerations on Leadership

General Considerations on Leadership

What is Leadership?

Etymologically, the word “leadership” comes from the English verb “to lead,” the primary definition of which means to cause others to move by securing them to someone who guides them forward. Leadership is exercised in a process of social influence by which an individual leads a group to reach objectives. Consequently, leadership is the ability to generate motivations and to coach people, much more than direct them in an authoritarian way. This is an interpersonal experience by which an individual (reporter, facilitator) steers another individual (female, local leader) or group (listening group, community) to perform the task that she wants to see completed (the rise of women’s status through the use of civic journalism to increase access to practical and strategic information).

Formal Leadership

Formal leadership is exercised by people named or selected for positions that give them official authority within an organization.

Informal Leadership

Informal leadership is exercised by people whose ascendancy depends on special skills that allow them to respond to the needs of their colleagues.

A thought leader is an individual recognized as an authority in a specialized domain whose know-how or knowledge is sought after and often rewarded.

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