

EVALUATION DEPARTMENT

REPORT 6/2018 COUNTRY EVALUATION BRIEF



Mali

Evaluation Portrait

UPDATED NOVEMBER 2018



1 Mali – Evaluation Portrait

1.1 2018

1.1.1 Evaluation à mi-parcours UNDAF+ cycle 2015-2019

<i>Evaluation</i>	<i>Evaluation à mi-parcours UNDAF+ cycle 2015-2019</i>
Published (year)	2018
Author/Agency	Cheikh FAYE, Ousmane DIALLO and Ibrahim NIENTA
Commissioned by	UNDAF
Type of evaluation	Mid-term programme evaluation
Project period	2015-2019
Keywords	Social cohesion, justice, community engagement, education, peace, social services, governance, women, youth, poverty reduction, nexus
Abstract	<p>The mid-term evaluation of the 2015-2019 UNDAF+ cycle assesses the five strategic objectives to which UN committed to contributing in Mali:</p> <ul style="list-style-type: none"> • Peace and stabilization are ensured through inclusive political dialogue and democratic reform of the relevant institutions, and the promotion of peaceful coexistence and respect for human rights. • By 2019, social cohesion is facilitated by transitional justice, inclusive community dialogue, culture and education for peace. • State, national and local institutions exercise their public service missions more effectively and non-state actors participate and provide citizen oversight in accordance with the principles of good governance and the rule of law. • By 2019, populations, especially the most vulnerable and crisis-affected women and children, have increased equitable access and use of basic social services of high quality. • Vulnerable populations, especially women and young people, benefit from increased productive capacity and opportunities, in a healthy and sustainable environment that is conducive to poverty reduction. <p>Key points made by the evaluation team on the first phase of 2015-2019 UNDAF+ are follow OECD/DAC criteria, as below.</p> <p>Relevance: UNDAF+ shows strong strategic alignment with the development benchmarks of the country. Nevertheless, the second phase of the cycle should be realigned on recent policies (the Sustainable Development Goals, the UN Strategy for the Sahel, the UN System Reform initiated by the new Secretary General, but also the Transition Strategy being refined within MINUSMA). The potential for coordination and inter-entity programming is limited and should be improved.</p> <p>Effectiveness: While significant achievements have been made by the programme, progress differs by objective. The signing of the Algiers Agreement (for Peace and Reconciliation in Mali) is a major achievement, but its implementation remains challenges due to volatility of the security situation.</p> <p>Efficiency: Characterized by competing needs and demands, more resources could have been mobilised. The level of efficiency varies greatly between output (e.g., while for output 4, almost all of the product targets are met with barely 30% of requested sums, for output 5, the estimated budget has been disbursed 1.26 times). Efficiency is reinforced by the quality of the program implementation processes.</p> <p>Sustainability: While satisfactory overall, some obstacles remain (a weak national ownership, volatility of the security situation). One illustration of this problem lies in the judicial sector; despite the program's rehabilitation of courts and tribunals in the northern regions, the redeployment of</p>

Evaluation	Evaluation à mi-parcours UNDAF+ cycle 2015-2019
	magistrates in some of the jurisdictions concerned faces acute security problems.
Cross-cutting issues	Human rights, gender, climate change, capacity building
Link to evaluation	https://erc.undp.org/evaluation/documents/download/11752

1.1.2 Final Evaluation of the Project “Integrating Climate Resilience into Agricultural Production for Food Security in Rural Areas of Mali”

Evaluation	Final Evaluation of the Project “Integrating Climate Resilience into Agricultural Production for Food Security in Rural Areas of Mali”
Published (year)	2018
Author/Agency	Peter Ton and Oumar Sy
Commissioned by	Food and Agriculture Organization of the United Nations (FAO) / Global Environment Facility (GEF)
Type of evaluation	Project evaluation
Project period	2012 - 2016
Keywords	Climate change adaptation (CCA), agricultural development initiatives, capacity building
Abstract	<p>Between 2012 and 2016 with funding from the Global Environment Facility (GEF), FAO implemented the project called “Integrating Climate Resilience into Agricultural Production for Food Security in Rural Areas of Mali”. The overall objective was to “enhance the capacity of Mali’s agricultural sector to successfully cope with climate change, by incorporating climate change adaptation (CCA) concerns and strategies into ongoing agricultural development initiatives and mainstreaming CCA issues into agricultural policies and programming”. To achieve this goal, the project activities were organized into three main components:</p> <ul style="list-style-type: none"> • Piloting of improved climate- resilient agricultural practices; • Capacity building and promotion of improved agricultural practices through Farmer Field Schools (FFS), largest component of the project; • and Climate change considerations mainstreamed into agricultural sector policies and programmes. <p>The project meets the needs of Mali in terms of guiding adaptation to climate change. A list of 37 good agricultural practices was defined which serve as adaptation measures on the basis of accommodating a more restricted agricultural calendar and the retention of rainwater. The project has favoured a holistic, participatory and inter-sectoral approach to identify, document, train and inform the various partners in the agricultural sector about CCA.</p> <p>The project contributed to capacity building and food security in rural areas by integrating CCA methods and techniques and the Farmer Field School approach in the agricultural sector. In total, the project has trained hundreds of FFS/CCA facilitators (including technicians from a public organization and producers) who in turn trained a total of 33 646 producers through the intermediary of 1 335 Farmer Field Schools.</p> <p>The project team was involved in multiple public and private development programmes and has received formal support from the National Board of Agriculture. While the FFS approach has still not been designated a unique or favoured agricultural extension approach, these are encouraging signs that it could become a general practice in Mali.</p>
Cross-cutting issues	

Evaluation	<i>Final Evaluation of the Project “Integrating Climate Resilience into Agricultural Production for Food Security in Rural Areas of Mali”</i>
Link to evaluation	http://www.fao.org/documents/card/fr/c/l8755EN

1.1.3 Appui au renforcement de résilience aux conflits des femmes et des jeunes des régions de Tombouctou et Gao

Evaluation	<i>Appui au renforcement de résilience aux conflits des femmes et des jeunes des régions de Tombouctou et Gao</i>
Published (year)	2018
Author/Agency	Viviane Tassi Bela
Commissioned by	UNDP/UNIDO
Type of evaluation	Project evaluation
Project period	2015-2017
Keywords	Peacebuilding, social cohesion, livelihoods, conflict, women and youth, poverty
Abstract	<p>The objective of this joint UNDP / UNIDO project was to strengthen the capacity and the role of 850 at-risk youth and 700 vulnerable women in the process of reconciliation, peacebuilding and in the Gao and Timbuktu regions. It did so from 2012 to 2015 and created new economic opportunities for vulnerable groups in targeted communities.</p> <p>The report found that the effort was very relevant, launched at a time when state structures had been weakened since the 2012 crisis in the northern especially in Gao and Timbuktu, regions where unemployment and solicitation of young men by armed groups are reportedly high. The project also aligned with national and international strategies on the prevention and non-violent management of conflicts and the active role of women in peacebuilding.</p> <p>Regarding efficiency, the results are mixed. Monitoring and evaluation activities were limited facing many challenges; human resources management was problematic with delays in disbursements forcing the rescheduling of activities.</p> <p>Project effectiveness is positive: 1092 people (including 200 community leaders) were actively trained on prevention and non-violent conflict management in the project areas; 28190 people including 57% of women actively participated in awareness workshops led by the 70 volunteers (32 women and 38 men); 15 women's groups were formed and equipped, and 27 women's groups funded in the project areas.</p> <p>While impact is positive, fragile and unstable political and security contexts make sustainability questionable and volatile. The report recommends a phase of consolidation of the project's achievements.</p>
Cross-cutting issues	Gender, vulnerable groups, human rights
Link to evaluation	https://erc.undp.org/evaluation/evaluations/detail/7497

1.2 2017

1.2.1 Evaluation à mi-parcours du programme pays cycle 2015-2019

Evaluation	<i>Evaluation à mi-parcours du programme pays cycle 2015-2019</i>
Published (year)	2017
Author/Agency	Cheikh FAYE, Hamidou ONGOÏBA, Ibrahim NIENTA

<i>Evaluation</i>	<i>Evaluation à mi-parcours du programme pays cycle 2015-2019</i>
Commissioned by	UNDP
Type of evaluation	Programme evaluation
Project period	2015-2019
Keywords	Social cohesion, peace, poverty reduction, sustainable development, governance, rule of law, health
Abstract	<p>The mid-term evaluation reviews achievements and constraints encountered in the implementation of the UNDP Country Program in light of national priorities as defined in the Growth and Poverty Reduction Strategy Paper for the period 2016-2018, known as CREDD (<i>“Cadre stratégique pour la Relance Economique et le Développement Durable du Mali”</i>) and the Peace and National Reconciliation Agreement.</p> <p>The evaluation covers the four strategic areas in which UNDP is committed to contribute to UNDAF outcomes by 2019:</p> <ul style="list-style-type: none"> (i) Social cohesion is facilitated by transitional justice, dialogue between communities, culture and culture. peace education; (ii) Vulnerable populations, especially women and youth, use productive capacities in a healthy (natural) environment conducive to poverty reduction; (iii) The state and national and local institutions are more effective in fulfilling their public service mission and non-state actors participate with the principles of good governance and the rule of law; (iv) Communities, especially the most vulnerable and those affected by the crisis, will be able to access quality basic healthcare and benefit more easily and on an equal footing. <p>Already 77% of resources required over 5 years as per the logical framework has been mobilised. The program brings high added value alongside the state in critical areas.</p> <p>The country has been substantially supported in formulating global (macroeconomics, planning, aid management, business climate, etc.) and sectoral (environment, agriculture, health, etc.) strategic policy tools. At the operational level as well, tens of thousands of people, with a focus on young people and women, have benefitted from activities strengthening economic and social resilience and national cohesion (i.e., high labour Intensive public works or income generating activity projects). The presence of the State has been improved on the ground through redeployment of key public services such as justice, territorial administration, decentralized and deconcentrated. Several initiatives have a favourable sustainability profile as efforts are being made to ensure their financial autonomy (e.g., peacekeeping school, police training school).</p> <p>National partner agencies, however, tend to rely on UNDP and the appropriation and development of capacity is not being promoted. Fragmentation of certain segments of the portfolio does not favour large scale impacts. On the contrary, despite UNDP's management standards, the existence of parallel project management units alongside national execution generate additional operating costs, limiting the efficiency of the project. Unharmonized resource management practices and challenging implementation of monitoring activities were found due to the security context.</p>
Cross-cutting issues	Gender, human rights, capacity building
Link to evaluation	https://erc.undp.org/evaluation/documents/download/11197

1.2.2 Evaluation finale du Projet de Restauration de l'Autorité de l'Etat et d'Accès à la Justice au Mali

<i>Evaluation</i>	<i>Evaluation finale du Projet de Restauration de l'Autorité de l'Etat et d'Accès à la Justice au Mali</i>
Published (year)	2017
Author/Agency	Assi José Carlos KIMOU, Djibril DOUCOURE
Commissioned by	UNDP
Type of evaluation	Project evaluation
Project period	2014-2017
Keywords	Fragile state, justice, state strengthening, infrastructure, social services
Abstract	<p>This project is an initiative of UNDP, MINUSMA and the Government of Mali to contribute to the rehabilitation of the essential functions of the State and local communities through the redeployment of the administration's services in the regions of Timbuktu, Gao, Kidal and some parts of Segou and Mopti. To achieve this, the project implemented construction or rehabilitation activities and various equipment endowments; developed capacity of actors in the criminal justice chain; and support to the communities. The evaluation found that the project, after four years of implementation, achieved appreciable results and impact:</p> <ul style="list-style-type: none"> • State authority and its respect strengthened through the rehabilitation of State symbols: 12 structures were equipped with technical equipment, computer and office furniture; and several structures benefited from didactic equipment for administrative, judicial and law enforcement activities; • An improved access to justice through the reestablishment of the criminal justice system that has facilitated the return of the judicial administration to the project areas; • A marked contribution to economic recovery through job creation, private investment and redistribution of Quick Impact Projects (QIPs) : 95 infrastructures (of which 90 were functional) were built or rehabilitated by 1500 unskilled youth locally recruited; • A gradual improvement of the bonds of trust between the administration and the populations: 10 groups benefited from the financing of 10 QIPs that impacted 250 households. <p>The evaluation noted a limited contribution of the project to the provision of access to justice; this was due to the absence of certain magistrates from respective jurisdictions. Infrastructure targets have not been met resulting in the need for a no cost extension.</p>
Cross-cutting issues	Gender; Human Rights
Link to evaluation	https://erc.undp.org/evaluation/documents/download/11099

1.2.3 Évaluation finale du projet d'appui à la mise en œuvre du programme national plateformes multifonctionnelles

<i>Evaluation</i>	<i>Evaluation finale du projet d'appui à la mise en œuvre du programme national plateformes multifonctionnelles</i>
Published (year)	2017
Author/Agency	Roger SOUBEIGA, Diafing TOGOLA
Commissioned by	UNEG
Type of evaluation	Programme evaluation
Project period	2008-2015

Keywords	Poverty reduction, livelihoods, social services, women empowerment, energy
Abstract	<p>Since 1999, the Government of Mali has implemented the Multifunctional Platforms for the Fight against Poverty National Program ('Programme National Plateformes Multifonctionnelles pour la Lutte contre la Pauvreté - PN-PTFM/LCP'). With satisfactory results and learning from the first phase, the project continued in several successive phases. The phase which is the subject of this evaluation ran from 2008 to 2015.</p> <p>The overall objective of the program was to consolidate and expand access to basic energy services, as a means of increasing incomes and improving access to basic social services, for rural populations, especially women, with three additional objectives:</p> <ol style="list-style-type: none"> 1: Enable small female farmers to increase and diversify their income; 2: Strengthen human and institutional capacity, including access to technology, financing options and knowledge management in support of the implementation of national multifunctional platform programs; 3: Enable the GoM to mobilize financial resources necessary for the implementation of the entire PTFM program by developing a strategy and identifying good replicable and adaptable practices in rural agro-business models; <p>Prior to the evaluation, 1211 multifunctional platforms were established including 100 micro rural electrification networks, 26 micro drinking water supply networks, 6 hybrid diesel / biogas platforms, 10 platforms diesel / jatropha oil hybrids, 6 platforms running solely with solar energy. On average 30,275 people benefited from this program, including 24,220 women (80%).</p> <p>Overall, the economic effects of the project are very promising. Positive elements include: new income-generating activities resulting from the platforms, the easing of the processing of some agricultural products notably for cereal milling, the improvement of the quality of the equipment, authorities' favour of the platform as a tool for poverty alleviation, national ownership and coherence with national / sectoral policies and strategies.</p> <p>Other factors however are affecting project sustainability, notably an insufficient ownership of the project by the beneficiary organizations, weak or non-involvement of the municipalities in the monitoring of platforms, lack of sustainable structure to manage the project generating a problem of capitalization, social conflicts, cessation of platforms, poor quality of the feasibility studies, and lack of an explicit structured and coherent strategy for local economic development.</p>
Cross-cutting issues	Gender
Link to evaluation	http://www.uneval.org/evaluation/reports/detail/9914

1.2.4 Mission d'évaluation et de diagnostic (SAME/EHA)

<i>Evaluation</i>	<i>Mission d'évaluation et de diagnostic (SAME/EHA)</i>
Published (year)	2017
Author/Agency	Solidarités
Commissioned by	Solidarités
Type of evaluation	Programme
Project period	2012-2015
Keywords	Conflict, climate
Abstract	This report was the result of a study evaluating two projects implemented by the NGO Solidarités International (SI) and a diagnostic study on the

	<p>food and non-food needs of households in the circle of Goundam, in the north of Mali. To meet the food, nutritional and water needs of the most vulnerable households (residents, IDPs and returnees) in Goundam circle, SI implemented activities to support them from 2012 to 2015 with a focus on food security and livelihoods, nutrition and WASH. They included successive emergency programs in the regions of Timbuktu, Gao and Kidal, and the expansion of the intervention area in the centre of the country (Mopti and Koulikoro regions) financed by ECHO, WFP, UNICEF. Coupled with exceptional rainfall during the time of the study which gave hope to agricultural recovery, the efforts contributed to an improvement of household food and nutritional conditions.</p> <p>Results of the study found that the target support of households by SI was not subjected to a situation of serious food and nutritional insecurity. The conditions of access of displaced and returned populations to drinking water in IDP and returnee camps have improved markedly. Strengthening the capacity of Solidarités staff in pastoral issues, monitoring and evaluation of cereal and livestock markets and the establishment of a system for collecting and analysing data on the ground made it possible to strengthen prevention and quality of the activities. Food and nutritional situation of poor and very poor households remained generally stable, due to the cumulative effects of post-harvest conditions and targeted interventions.</p> <p>The study also found that interventions contributed to building resilience in two ways; by support to vulnerable households (local population, displaced and returnees) in strengthening sources of income, and through organizational framework, support for communities and women's groups in beginning agricultural recovery.</p>
Cross-cutting issues	Gender
Link to evaluation	http://reliefweb.int/report/mali/mission-d-valuation-et-de-diagnostic-sameeha-f-vrier-2017

1.2.5 Women's Empowerment in Mali. Impact evaluation of the educational project: 'Girls CAN – Promoting Secondary Education in West Africa' Effectiveness Review Series 2015/16

Evaluation	<i>Women's Empowerment in Mali. Impact evaluation of the educational project: 'Girls CAN – Promoting Secondary Education in West Africa' Effectiveness Review Series 2015/16</i>
Published (year)	2017
Author/Agency	Oxfam M. Vigneri and S. Lombardini
Commissioned by	Oxfam
Type of evaluation	Project
Project period	2015-2016
Keywords	Female empowerment, gender, education
Abstract	<p>Oxfam GB's Global Performance Framework was part of the organisation's effort to better understand and communicate its effectiveness, as well as enhance learning across the organisation. Under this framework, a small number of completed or mature projects were selected at random each year for an evaluation of their impact, known as an Effectiveness Review. The project 'Girls Can – Promoting secondary education for girls in West Africa' (MLIA83) was one of the projects selected in 2015/16 for an Effectiveness Review.</p> <p>The overall objective of this project was to promote the successful transition of adolescent girls from primary to secondary school. This was achieved by rolling out a variety of activities to support the change from within the community. It was, therefore, aimed not only at girls, but also at</p>

	<p>all community members involved in the project (e.g. mothers, school directors and religious figures).</p> <p>The overarching objective of the project was to increase by 50 percent the retention rate of girls in all 25 schools (in both the primary and secondary cycle), and also to increase by 30 percent the successful transition of girls from primary to secondary school.</p> <p>The evaluation found compelling evidence that the project, active between 2011 and 2015, had a positive impact on empowerment. In particular, the following key results were found:</p> <ul style="list-style-type: none"> • Girls in the intervention group scored positively in 70 percent of the 20 empowerment indicators whereas girls in the comparison group scored positively in 67 percent; • 55 percent of project girls successfully moved on to secondary school, compared with 47 percent in the comparison group; • Over three quarters of project girls made the transition to the grade they should be in, but there is no evidence that this is directly associated with project activities; • School results are significantly better among project girls than among girls in the comparison group; • Equitable treatment of boys and girls in school was found to be reported significantly more among girls in the intervention group than among girls in the comparison group.
Cross-cutting issues	Gender
Link to evaluation	http://policy-practice.oxfam.org.uk/publications/womens-empowerment-in-mali-impact-evaluation-of-the-educational-project-girls-c-620252

1.3 2016

1.3.1 Evaluation Department – Learning from the past: towards better development?

<i>Evaluation</i>	<i>Evaluation Department – Learning from the past: towards better development?</i>
Published (year)	2016
Author/Agency	University of Southern California’s Development Portfolio Management Group (DPMG)
Commissioned by	Norad
Type of evaluation	Outcome
Project period	2015-2016
Keywords	Development policy, education (Mali)
Abstract	<p>The purpose of the evaluation was to promote more evidence-based decisions on policy and programme design in the Norwegian Ministry of Foreign Affairs, UNICEF and GPE. Norway has set a goal of being a leading driving force in providing development aid for education. Between 2009 and 2013, almost three-quarters of Norwegian development aid to basic education were distributed through multilateral channels. UNICEF and the Global Partnership for Education (GPE) received almost the entire amount in this period. The evaluation assessed the effectiveness of development aid (results), development aid administration and the funding of education in ten countries, nine besides Mali.</p> <p>The report found the findings and conclusions of the evaluations largely in line with the findings and conclusions of previous evaluations. The implementation of Norwegian development policy appears to share common features regardless of where it is carried out and in what sector it is put into effect. Both the strong and the weak sides of the implementation</p>

	<p>seem to be repeated again and again: 1) Unclear strategic guidelines. Reports and propositions are often formulated in general terms and usually present many praiseworthy objectives and intentions. At the same time, there is broad agreement that not everything can be accomplished at the same time and that there is a need for focus and concentration. 2) Lack of documentation of experiences. The evaluation teams repeatedly experienced difficulties in finding documentation, either because it is not easily accessible or because little has been documented and reported. Documenting and reporting requirements are dispersed among various parts of the development aid administration in Norway and abroad. 3) Long-term cooperation improves the chances of achieving good results. The evaluation of Norwegian support to capacity development shows that long-term institutional cooperation (twinning) often provides positive results. The evaluation team found that the key factors for successful capacity development were long-term binding cooperation, flexibility and adaptability. They found that historically, more emphasis has been placed on these factors in Norwegian development cooperation compared with various other donors.</p>
Cross-cutting issues	None described
Link to evaluation	https://www.norad.no/en/toolspublications/publications/2016/annual-report-2015-evaluation-of-norwegian-development-cooperation/

1.4 2015

1.4.1 Real Time Review of the DFID funded humanitarian programmes in the Sahel 2013-2014

<i>Evaluation</i>	<i>Real Time Review of the DFID funded humanitarian programmes in the Sahel 2013-2014</i>
Published (year)	2015
Author/Agency	URD Urgence Réhabilitation Développement
Commissioned by	DFID Department of International Development (UK)
Type of evaluation	RTE
Project period	2012-2013
Keywords	Humanitarian response, gender, education
Abstract	<p>The present Real-Time Review looked at the Department of International Development- (DFID) funded humanitarian programmes in the Sahel region (Mauritania, Mali, Burkina Faso, Niger and Chad) in 2013-2014. It focused on three key elements:</p> <ul style="list-style-type: none"> • A systemic analysis across the different countries to identify key generic issues and lessons to be learnt, including sector-specific issues of relevance for the whole region; • Specific issues and constraints that led to differences in programme achievements either between countries or between agencies; • How flexibility is managed both in relation to operations and in the relation to DFID. <p>The Sahel belt is regularly affected by a variety of crises where droughts, or sometimes floods, alternate with locust infestations, conflicts over resources and those resulting from the rise of fundamentalist. In this complex and fast-changing context, the DFID funded programmes variously address the following two issues:</p> <ul style="list-style-type: none"> • Nutrition and food security in the context of a bad harvest or bad pastoral;

Evaluation	Real Time Review of the DFID funded humanitarian programmes in the Sahel 2013-2014
	<ul style="list-style-type: none"> The impacts of the Malian conflict, both in Mali and in neighbouring countries. <p>The evaluation findings include:</p> <ol style="list-style-type: none"> 1) Two-thirds of DFID's 2013 funding for Sahel went to three UN agencies, with WFP taking the lion's share (32% of all UK aid in 2013). NGOs directly received less than a fifth of the resources but actually delivered more than 50 % of the assistance funded by DFID through partnership agreements with UN Agencies. 2) Significant progress was made in the Sahel in the area of food crisis prediction and diagnosis yet crucial time gaps between the analysis of collected data and decision-making processes remain. 3) Operational partners observed better values for several key indicators in nutrition, WASH and health, such as the level of use of services, infant mortality rate and level of contraception and a clear improvement in eating and hygiene practices due to the relay system and house visits. 4) Food aid remains a real challenge in terms of logistics, programming, targeting, and prevention of negative impacts on farming communities. Cash transfers allowed to avoid, or at least to postpone, the adoption of negative strategies (exodus, women and children working), and to protect the livelihoods of those who had been significantly weakened by the crises of previous years. 5) Supporting income-generating activities helped to encourage on-farm consumption, improve nutrition and families' health by diversifying food, and covering additional education and health costs. 6) Income-generating activities for women also improve social cohesion, help them to become financially autonomous and consequently reduce the risk that they will resort to harmful survival strategies.
Cross-cutting issues	Protection, education
Link to evaluation	http://www.urd.org/IMG/pdf/DFID_Real_Time_Review_in_Sahel_-_Final_report.pdf

1.4.2 La difficile gestion d'une crise complexe au Nord Mali. Leçons tirées

Evaluation	La difficile gestion d'une crise complexe au Nord Mali. Leçons tirées
Published (year)	2015
Author/Agency	URD Urgence Réhabilitation Développement, François Grünewald, Johanna Baché, Valérie Léon and Bonaventure Sokpoh
Commissioned by	USAID/AFD
Type of evaluation	Review
Project period	2012-2015
Keywords	Complexity, conflict
Abstract	<p>In the context of the HELP project funded by OFDA / USAID and an agreement with MAE and AFD, Groupe URD has produced this synthesis of all its work on Northern Mali and more comprehensively, in the "Mali +" zone affected by the crisis since 2012. The objective of this study was to facilitate strategic reflection to better manage in the future the complex situations of conflict and post-conflict in the Sahelo-Saharan zone.</p> <p>The following points were most evident in the strategic reflection:</p> <ol style="list-style-type: none"> 1) The importance of taking into account spatial and human understanding and management of cryogenic dynamics should be emphasized. De facto changes in the economic environment and societal changes linked to

Evaluation	<i>La difficile gestion d'une crise complexe au Nord Mali. Leçons tirées</i>
	<p>lifestyles (urbanization) and technologies (internet, mobile telephony) and strong tensions are observed in the North under the effects of increased pressure on resources induced by population growth and uncertain climate change. They affect food and economic security and intercommunity relations.</p> <p>2) This diversity will in particular, form the response modalities both of the State, which is strongly committed to a proactive decentralization policy, and of the partners, who are concerned about the relevance of adaptation of the solutions proposed. In this context, the importance of ensuring good coordination at both national and decentralized levels (regions, circles) is a challenge for all.</p> <p>3) Post-conflict also fits into Northern Mali in a context of economic vulnerability and resource tensions that must be taken into account. The search for optimal modalities of intervention will undoubtedly be a subject that will attract the attention of both the Technical/Financial partners and the Malian authorities.</p> <p>4) In areas where the pastoral sector coexists with complex agricultural systems and where the complementarity of human groups and modes of development takes on a keen sense, ecosystem development, conflict management today and the prevention of those of tomorrow will require "collective intelligence".</p> <p>5) Co-ordination of aid, both between national and international institutions and between humanitarian actors and development institutions, is a component of Mali's expected success in efforts to rehabilitate, reconcile and thus produce peace dividends. In a country that is trying to emerge from a spiral of complex crises, some of a purely economic and food security nature (2011-2012), others linked to political and security dynamics (2012-2013). The coordination of response to the needs generated by these "post-crisis" situations is a crucial issue for both the population and the national institutions, the international community and the Technical and Financial Partners. The underlying structural causes of these crises are: chronic underdevelopment of the northern regions, poor governance, lack of trust between communities, poverty, illiteracy, malnutrition, precarious health, education and life conditions, endemic unemployment, etc. Only a concerted approach that ensures shared analysis of the dynamics and factors of crisis and vulnerability.</p>
Cross-cutting issues	Gender
Link to evaluation	http://www.urd.org/IMG/pdf/La_difficile_gestion_d_une_crise_complexe_a_u_Nord_Mali.pdf

1.4.3 Land Delivery Systems in West African Cities The Example of Bamako, Mali

Evaluation	<i>Land Delivery Systems in West African Cities The Example of Bamako, Mali</i>
Published (year)	2015
Author/Agency	The World Bank
Commissioned by	AFD/World Bank
Type of evaluation	Review
Project period	2010-2014
Keywords	Land rights, governance, land tenure, urban, rural

Evaluation	<i>Land Delivery Systems in West African Cities The Example of Bamako, Mali</i>
Abstract	<p>This study used a multidisciplinary approach involving economics, sociology, anthropology, geography, and law to examine and evaluate land tenure practices, land markets and land disputes in Bamako and the surrounding areas. It integrated both qualitative and quantitative methods and a systemic analysis of land delivery channels for housing purposes. The work suggested a new approach to studying urban and peri-urban land markets and was particularly relevant in situations in which different land tenure systems coexist and procedures to obtain land are extremely complex, as in West African cities.</p> <p>The method was applied to the urban and peri-urban areas of Bamako and to its rural hinterland. It stressed the concept of land delivery channels that, looking at the status of tenure at the time when the land is first placed in circulation for residential use, showed both the process whereby this tenure can be improved and what types of transactions took place on the land markets.</p> <p>This approach makes it possible to anticipate the possible consequences for the rest of the system of changes affecting one particular land delivery channel or specific market segment and to get a better grasp of the nature of land conflicts. A better understanding of the land delivery system is undoubtedly a precondition for assessing the likely impact on households of sectoral policy measures concerning access to land.</p> <p>Analysis of the land delivery system for housing helps provided a better understanding of the workings of land markets in the urban and peri-urban areas of Bamako and its rural hinterland. This system is the result of interactions between three land delivery channels (which differentiate land by the status of its tenure at the time its use became primarily residential for the first time). The analysis of the delivery channels for residential land also suggested unequal household access to land for housing and different possibilities for inhabitants to access land in accordance with their employment status and incomes. The survey and a series of interviews also showed that customary land primarily used for agriculture has gradually been transformed into residential plots.</p>
Cross-cutting issues	Gender
Link to evaluation	http://documents.worldbank.org/curated/en/256321468088771210/Land-delivery-systems-in-West-African-cities-the-example-of-Bamako-Mali

1.4.4 Evaluation of the NIMD Mali Programme 2011–2014

Evaluation	<i>Evaluation of the NIMD Mali Programme 2011–2014</i>
Published (year)	2015
Author/Agency	J. Murphy, N. Keita
Commissioned by	Netherlands Institute for Multiparty Democracy NIMD
Type of evaluation	Programme evaluation
Project period	2011-2014
Keywords	Gender, diversity, multiparty dialogue, civil society
Abstract	<p>The Netherlands Institute for Multiparty Democracy (NIMD) commissioned an independent evaluation of three country programmes (Mali, Georgia and Guatemala) to assess the extent to which NIMD achieves results. The evaluation focused on the Institute's three main areas of intervention:</p> <ul style="list-style-type: none"> • Multiparty dialogue; • Legitimate political parties;

Evaluation	Evaluation of the NIMD Mali Programme 2011–2014
	<ul style="list-style-type: none"> • Interaction between civil society and political society; and on a single cross-cutting theme; • The integration of gender and diversity across its work. <p>Specifically, this country report examined the impact, relevance, effectiveness, efficiency and sustainability of the NIMD Mali country programme in 2011–2014, including the extent to which the NIMD Multiannual Plan, 2012–2015 and accompanying institutional reforms increased effectiveness. NIMD programmes in Mali were delivered through the Centre Malien pour le Dialogue Inter Partis et la Démocratie (CMDID). CMDID was registered as a local non-governmental organization in Mali in March 2008, although NIMD had been delivering support to Malian political parties through a similar project since 2003.</p> <p>NIMD, through its alliance with CMDID, delivered programming that had a demonstrably positive impact on the political environment and the prospects for stable democracy in Mali. The multiparty platform has proved an effective approach to enhancing constructive dialogue between political parties and building common ground for democratic consolidation. The multiparty platform is a direct result of the work of NIMD/CMDID. The successes in facilitating the first post-coup dialogue and the strengthened opposition status provisions can be attributed to this work. At the same time, the multiparty platform is not always the most effective approach to addressing issues such as the exclusion and marginalization of specific groups, or when structural reforms are required to permit the political system to operate inclusively.</p>
Cross-cutting issues	Gender and diversity (youth)
Link to evaluation	http://nimd.org/wp-content/uploads/2015/11/NIMD-Mali-Country-Evaluation-final.pdf

1.5 2014

1.5.1 Operation Evaluation Regional Emergency Operation 200438: Assistance to Refugees and Internally Displaced Affected by Insecurity in Mali (Mali, Mauritania, Burkina Faso, Niger, 2012-2013)

Evaluation	Operation Evaluation Regional Emergency Operation 200438: Assistance to Refugees and Internally Displaced Affected by Insecurity in Mali (Mali, Mauritania, Burkina Faso, Niger, 2012-2013)
Published (year)	2014
Author/Agency	WFP/DARA
Commissioned by	WFP/DARA
Type of evaluation	4-country assessment
Project period	2013-2014
Keywords	Humanitarian response, conflict, IDP/Refugees
Abstract	The Foundation DARA was mandated by the World Food Program (WFP) to conduct an assessment of the Emergency Operation (EMOP regional) 200438 which provided assistance to refugees and internally displaced persons from Mali, in three host countries (Niger, Burkina Faso and Mauritania) between the period of June 2012 to December 2013. The activities implemented in Mali were analysed through bibliographic research. The main objective of the evaluation was to assess and to account for the performance of the EMOP and to report on the results.

	<p>The EMOP was very relevant because the majority of Malian refugees in the three countries relied heavily on humanitarian assistance, although significant differences existed in terms of available basic capital (especially livestock). Early nutritional surveys revealed that levels of malnutrition were high in all countries; no in-depth needs assessments were carried out during the first waves of refugee arrivals. The planning of assistance programs was carried out without any precise estimate of the number of refugees. This essential information was only available after the finalization of the "Level 3 registration".</p> <p>During the formulation and implementation of the EMOP refugees were consulted. The biographic research revealed that most participants expressed their appreciation for the humanitarian assistance they received, but many also expressed dissatisfaction with the types and quantities of food distributed, and the location of distribution sites. Much of the discontent is due to the fact that many refugees are forced to sell part of their food ration to meet other food needs (tea, sugar, milk and meat) and to acquire essential non-food products Heating, soap, clothing, etc.).</p> <p>Intervention modalities included general food distribution, cash vouchers, and supplemental food distribution. The modalities were adapted to the needs identified during the Joint Assessment Missions carried out in the three countries in 2013 (fresh food in Niger and Burkina Faso, school feeding in Burkina Faso and Mauritania). However, the proposal of these components was not based on a sufficient analysis of the causal factors, which limits their relevance. Refugees were calling for a more focused approach to support income generation and food production in order to reduce their dependence on food and monetary assistance.</p>
Cross-cutting issues	None described
Link to evaluation	https://www.wfp.org/content/regional-emergency-operation-200438-assistance-refugees-and-internally-displaced-persons-aff

1.5.2 Democracy, Human Rights, and Governance Assessment of Mali

<i>Evaluation</i>	<i>Democracy, Human Rights, and Governance Assessment of Mali</i>
Published (year)	2014
Author/Agency	USAID/ Tetrattech
Commissioned by	USAID
Type of evaluation	Programme
Project period	2014 status
Keywords	Human rights, justice, democracy, governance
Abstract	<p>The United States Agency for International Development (USAID)/Mali and USAID's Center of Excellence on Democracy, Human Rights, and Governance (DRG Center) in the Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA) jointly contracted a Democracy, Human Rights, and Governance (DRG) assessment as part of its strategic-planning process for the development of its 2014–2019 country-assistance strategy. The assessment was conducted following the DRG Strategic Assessment Framework. This framework includes a political-economy analysis of a country, leads to program choices, and incorporates lessons from comparative experiences.</p> <p>The assessment examined key challenges to democracy, human rights and governance (DRG) in Mali by focusing on the five analytical elements of consensus, rule of law, political competition and accountability, inclusion, and government effectiveness. The DRG assessment found problems in all five elements of democracy, human rights, and governance. The most critical were in the areas of rule of law and political competition and</p>

	<p>accountability. Unless these issues are addressed, Mali remains vulnerable to the same problems that led to its 2012 state failure.</p> <p>Much of the current DRG funding supported the elections through the Consortium for Electoral and Political Processes (CEPPS), which was scheduled to end in 2015. The CEPPS partners were the International Republican Institute, the National Democratic Institute, and the International Foundation for Electoral Systems. A total of \$3 million was also provided through the United Nations Development Program (UNDP) Electoral Support Project. These programs supported training for election officials, the Independent National Electoral Commission (CENI), journalists, domestic observers and political-party poll-watchers, along with other related activities including civic education and capacity building for community radio stations and its association, Union des Radios et Televisions Libres du Mali.</p> <p>In addition, USAID/Mali implemented programs through the Trans-Sahara Counterterrorism Partnership (TSCTP) that targeted conflict mitigation and countering violent extremism. This included peace-building through community support; conflict management through community radios; peace and reconciliation through civil society; a youth-engagement program in Timbuktu (for out-of-school youth), and the Programme de Gouvernance Partagée local governance program.</p>
Cross-cutting issues	None described
Link to evaluation	https://www.usaid.gov/sites/default/files/documents/1860/Mali_2014DRG%20Assessment_public_FINAL.pdf

1.6 2013

1.6.1 Real-Time Evaluation of UNICEF's response to the Mali crisis

<i>Evaluation</i>	<i>Real-Time Evaluation of UNICEF's response to the Mali crisis</i>
Published (year)	2013
Author/Agency	UNICEF/ E. Leonardi, R. Solé Arqués
Commissioned by	UNICEF
Type of evaluation	RTE
Project period	Jan to Sep 2013
Keywords	Humanitarian response, conflict, gender, protection
Abstract	<p>Mali, one of the poorest countries in the world, already affected by the Sahel nutritional crisis, went through a destabilization process in 2012 when armed rebel groups took control of wide areas of the North and triggered a political crisis in the capital. Subsequently, an armed intervention by French troops in January 2013 restored control and access to the North. A cease-fire was established in June and the deployment of a 12,600 strong UN peacekeeping force (MINUSMA) was planned for July. One result of the conflict entailed the freezing of development programs and budgetary support to the government, on which many basic social services were dependent.</p> <p>UNICEF's 2013 humanitarian response plan aimed to ensure a fully integrated approach to the overlapping components of the Mali Crisis and was articulated through interventions ranging from direct service delivery, capacity development initiatives, coordination support and advocacy. This Real Time Evaluation was carried out in order to provide recommendations to enhance the scale-up of UNICEF planning and response for the Mali humanitarian crisis. The scope of the exercise covers the period from January to May 2013. It aimed at assessing response in the entire territory</p>

	<p>of Mali and focuses on both programme and operations' areas of UNICEF's intervention.</p> <p>The evaluation found that humanitarian crisis in Mali is ongoing with a consistent magnitude. The crisis has exacerbated a reality characterised by poor infrastructure and services, high rates of poverty and exclusion, low development indicators, and recurrent ethnic and political tensions. Humanitarian performance indicators for Mali are weak or ill-defined in several areas; or they are formulated in a way that makes achieving a target unrealistic. Accountability to beneficiaries is a conspicuous gap in the response of the humanitarian community in Mali, however UNICEF enjoys a privileged position to address it. Information is already gathered, needs completing and being managed in a way that would inform the beneficiary dimension of the response.</p> <p>The main challenges of the response remain access, security, humanitarian space limitations related to the deployment of armed peace-keeping forces, and the difficulties in defining the limits between humanitarian response and addressing structural problems associated with inequities and poverty.</p>
Cross-cutting issues	Gender, child protection
Link to evaluation	https://www.unicef.org/evaldatabase/index_73511.html

1.6.2 Final Impact Evaluation of the Saving for Change Program in Mali 2009-2012

Evaluation	<i>Final Impact Evaluation of the Saving for Change Program in Mali 2009-2012</i>
Published (year)	2013
Author/Agency	University of Arizona, USA
Commissioned by	Oxfam/Freedom from Hunger
Type of evaluation	Final Impact Evaluation
Project period	2009-2012
Keywords	Savings, poverty, gender, migration
Abstract	<p>Saving for Change (SfC) was a community savings group program designed and implemented by Oxfam America, Freedom from Hunger, and the Strømme Foundation. New Malian NGO partners were recruited with the goal of completely saturating all or most of four out of the five non-desert regions in Mali (Kayes, Koulikoro, Segou, and Sikasso). As of April 2013, the program served a total of 423,654 members organized into 18,804 groups in Mali. This study focused primarily on villages participating in SfC in the Ségou region since 2009 [Innovations for Poverty Action (IPA) and Bureau of Applied Research in Anthropology (BARA)] with some discussion of villages in other regions that have been part of the program since 2005.. The mixed methods approach adopted in the study design is the first of its kind to combine in-depth qualitative and quantitative approaches to evaluate a community microfinance program over a span of three years (2009-2012).</p> <p>The study revealed that women who became members of SfC in treatment villages were on average slightly older, more socially connected and wealthier than non-members. IPA also found a significant increase in livestock ownership among SfC members, and in the value of livestock ownership over the three years for households with SfC members. Despite all risks involved, rural households generally prefer to invest their savings in animals or commerce rather than in banking systems.</p> <p>The study did not find that the SfC intervention significantly changed the way in which households dealt with health expense shocks, a finding that contradicts Oxfam America's theory of change. The intervention did</p>

	generate changes in the way in which households reported dealing with other shocks. While the overall number of households that resorted to a costly strategy to cope with shock did not change, the strategies employed differed between the treatment and control group. Specifically, households in treatment villages were 2% less likely to migrate as a result of a household shock. This may not be surprising, as women must stay in the village to participate in an SfC group. Finally, the study found that women's activities are rapidly shifting toward petty commerce more generally, but particularly in SfC villages.
Cross-cutting issues	Gender
Link to evaluation	https://www.freedomfromhunger.org/final-impact-evaluation-saving-change-program-mali-2009-2012

1.6.3 Mali Country Program Evaluation 2006-2007 – 2010-2011. Synthesis Report

Evaluation	<i>Mali Country Program Evaluation 2006-2007 – 2010-2011. Synthesis Report</i>
Published (year)	2013
Author/Agency	Government of Canada
Commissioned by	Government of Canada
Type of evaluation	Country programme
Project period	2006-2011
Keywords	General development: education, health, food, government
Abstract	<p>This evaluation provided both a global assessment of CIDA's Mali Country Program, and an analysis of a twenty-four project sample, for the period 2006-2011. It does not take into account events and program changes subsequent to that period. Between 2006 and 2011, the period under review in this evaluation, CIDA disbursed C\$486.5 million to Mali as a "country of focus," making Canada the fourth largest OECD donor. The Mali Country Program aimed to align with Mali's Growth and Poverty Reduction Strategy paper (GPRSP) and decentralise its aid delivery mechanisms. Three overarching aims shaped programming: i) strengthened health services and the education system, especially for women; ii) improved food security at the grassroots by improved agricultural production and supported the growth of a savings bank and credit union network, grain market restructuring, financial services, community mobilization, and decentralization; and iii) restored confidence in the Malian government's capacity to promote peace building and good governance. As well, three crosscutting themes were pursued: bridging the social and economic gaps between men and women; promoting environmental sustainability; and strengthening decentralised governance mechanisms, especially in northern Mali.</p> <p>This evaluation resulted in a positive overall assessment of CIDA's Mali Country Program between 2006 and 2011. CIDA's Mali Country Program strategy was relevant and coincided with and reflected the aims of Mali's 2007-2011 growth and poverty reduction strategy paper (GPRSP) and it envisioned investments very relevant to Mali's needs. The use of program-based approaches and budget support reflected emerging best practices in aid effectiveness; with good mechanisms for aid coordination and policy dialogue which were positively recognised by other donors.</p> <p>CIDA made noteworthy contributions to education, health, governance and public management reform, food security, equality between women and men, and strengthening of civil society. The program promoted equality between women and men, achieving tangible results. While some partners perceived the program as less proactive in promoting gender</p>

	<p>equality than it has been in the past, the Agency remains engaged in broader gender integration efforts through policy dialogue. There was increased attention to environmental sustainability in recently planned and launched initiatives, although for the balance of the period reviewed here, the program's attention to this issue was less evident.</p> <p>Since decentralization, the program has realized various gains in efficiency. Overall, the high caliber of the program's staff contributed to CIDA's leadership in key areas. Program sustainability remains a challenge. The progress noted above promoted sustainability by building the Government of Mali's capacity. However, external factors may undermine some of the gains: central and decentralized institutions remain weak in terms of institutional and financial capacity; strong population growth threatens social and economic objectives; corruption persists despite progress; and, unrest has come to northern Mali.</p>
Cross-cutting issues	Gender, environmental sustainability
Link to evaluation	http://www.international.gc.ca/gac-amc/publications/evaluation/2014/dev-mcpe-eppm14.aspx?lang=eng

1.6.4 Systems Analysis of Mali

<i>Evaluation</i>	<i>Systems Analysis of Mali</i>
Published (year)	2013
Author/Agency	USAID
Commissioned by	USAID
Type of evaluation	Assessment
Project period	2013
Keywords	Institutions, civil engagement, governance, marginalized groups
Abstract	<p>Following the 2012 coup, U.S. Government assistance to Mali was restricted until the successful presidential elections in July 2013. Upon lifting the restrictions, USAID decided to carry out assessments with the objective of influencing the programming of U.S. foreign assistance. With support from the Bureau for Democracy, Conflict, and Humanitarian Assistance, USAID/Mali undertook a systems analysis to identify the many interrelated governance and conflict issues in Mali:</p> <ul style="list-style-type: none"> • Deficits in democratic governance that impact Mali's fragility; • Conflict dynamics in Mali particularly in the north; • Where there are "bright spots" that USAID may be able to build on. <p>It is worthwhile to note that this assessment was conducted on the heels of an assessment that looked at resilience in Mali and ways in which the Mission may want to incorporate resilience programming into its Country Development Cooperation Strategy (CDCS).</p> <p>While only a first step in the Mission's analysis of the current dynamics that characterize Mali, the team's overarching assessment is that the fractured social contract between the Government of Mali and the Malian citizens undermines all areas of governance and socio-economic development. Specifically, illegitimate and ineffective institutions; weak capacity; significant challenges facing reconciliation; and inadequate civic engagement undermine all areas of daily life in Mali. These key areas are all incredibly entwined and must be accounted for in future governance programming given the overall challenges they pose for achieving sustainable impacts.</p>
Cross-cutting issues	Human trafficking, gender, marginalized groups

Link to evaluation	https://scms.usaid.gov/sites/default/files/documents/1860/Mali%20System%20Analysis%20Report%20FINAL%20Public.pdf
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1.6.5 Balancing Ideals with Practice – Policy evaluation of Dutch involvement in sexual and reproductive health and rights 2007-2012

<i>Evaluation</i>	<i>Balancing Ideals with Practice – Policy evaluation of Dutch involvement in sexual and reproductive health and rights 2007-2012</i>
Published (year)	2013
Author/Agency	MFA Netherlands
Commissioned by	MFA Netherlands
Type of evaluation	Policy evaluation
Project period	2007-2012
Keywords	Sexual and reproductive health and human rights
Abstract	<p>Over decades, Dutch development cooperation has defined the promotion and realisation of sexual and reproductive health and rights (SRHR) as a priority area for aid. Dutch SRHR policy emphasizes that SRHR is grounded in human rights standards and that there is a strong link between SRHR and HIV/AIDS. It highlights the importance of prevention and the need to address young people and key populations.</p> <p>The policy evaluation presented here had two objectives:</p> <ul style="list-style-type: none"> • To account for the expenditure on SRHR by assessing the effectiveness of Dutch development cooperation support to SRHR; • To present lessons that can be learnt, by identifying the factors which have contributed to the achievements or to the lack of results. <p>The policy evaluation is based on seven sub-studies. Three of these (including a combined focus on Mali and two other countries) are based on primary data collected from the beneficiaries by the evaluators of the programme. In particular, the chapter on family planning, summarized here in this analysis, focused on data specifically from Mali with some comparisons with Ghana and Bangladesh. It assessed whether Dutch efforts in the field of family planning have contributed to more knowledge on family planning and to better access to family planning services.</p> <p>The report concludes that in terms of Dutch sector support to Mali there has been little progress regarding family planning. However, the sharp increase in long-lasting methods, though still small, is promising and has the potential to further decrease unintended pregnancies. International NGOs strongly supported the shift to longer-term methods and the Netherlands provided substantial funding for these NGOs. Therefore, there is moderate evidence that Dutch support to SRHR in Mali has contributed to the shift.</p>
Cross-cutting issues	None described
Link to evaluation	https://www.rijksoverheid.nl/documenten/rapporten/2013/11/22/balancing-ideals-with-practice-policy-evaluation-of-dutch-involvement-in-sexual-and-reproductive-health-and-rights-2007-2012

1.6.6 Évaluation du programme de pays

<i>Evaluation</i>	<i>Évaluation du programme de pays</i>
Published (year)	2013
Author/Agency	IFAD International Fund for Agricultural Development
Commissioned by	IFAD International Fund for Agricultural Development

Type of evaluation	5 project and 6 regional grants
Project period	2007-2012
Keywords	Rural livelihood inputs, community health, gender
Abstract	<p>This country programme evaluation (CPE) was the second carried out in Mali, the first was completed in 2007. It covered the period 2007-2012, the 2007 country strategic opportunities programme (COSOP), five projects and six regional grants. Its main objectives were to evaluate the performance of the programme and the impact of operations funded by IFAD, and to provide the basic elements for preparing the new COSOP, which will be agreed by IFAD and the Government of Mali following the CPE.</p> <p>The evaluation focused on the period 2007–2012, which was marked by a reduction in the incidence of poverty, but also by an increase in the number and intensity of armed conflicts in the north of Mali. The destabilizing effects of these conflicts were felt nationally during the March 2012 crisis, which led to President Touré's being deposed by the armed forces and to Tuareg and Islamist rebel movements' seizure of power in the north.</p> <p>Despite this, the cooperation programme between the Government of Mali and IFAD generally improved since the 2007 CPE. The most promising aspects included the adaptation of projects to decentralization mechanisms and institution-building among local communities. In addition, interventions with regard to rural finance were refocused in line with principles of sustainability and more fully mainstreamed into national strategies. In terms of efficiency and sustainability, the results were mixed and have been affected not only by lower rates of achievement of physical targets than anticipated and significant increases in implementation and management costs, but also by conflicts in northern regions.</p> <p>IFAD's partnerships were strengthened and diversified with public institutions, both national and decentralized, and also with donors, especially the World Bank and the African Development Bank; and IFAD is now better integrated into donor coordination mechanisms. However, past country programme strategies did not sufficiently taken into consideration the geography of poverty and threats to programme implementation. This resulted in a concentration of operations in the north of the country, where the incidence of poverty and population density are both below the national average, and in a significant exposure to risks from conflicts.</p>
Cross-cutting issues	Gender, governance
Link to evaluation	https://www.ifad.org/documents/10180/d60cee64-5c53-4e4a-ab07-4f0f96fe0e23

1.7 2012

1.7.1 Partner Project final evaluation for UNICEF

Evaluation	Partner Project final evaluation for UNICEF
Published (year)	2012
Author/Agency	Dr Mamadou Niang/ Strømme Foundation
Commissioned by	UNICEF
Type of evaluation	Impact
Project period	July 2010 for 17 months
Keywords	Financial partners, speed school strategy

Abstract	<p>The Accelerated Enrolment / Gateway Strategy (SSA / P) is an accelerated educational scheme enabling children (boys and girls) aged 8 to 12 who were not attending or had left school early to be transferred to the fourth year of primary school or in the lower level. The concept aims to increase the gross enrolment ratio in order to contribute to the achievement of the EFA and Millennium Development Goals; reduce child labour and early marriage for girls through schooling; promote the right of the child and the girl child in particular through access to education and civil status documents; and promote local employment. The SSA / Gateway target group consisted of children aged 8 to 12, not in school or having left school in the 1st or 2nd year / CP1 or CP2).</p> <p>Given the SSA / P implementation principles and its performance in implementing the SSA / P since 2007, the NGO RAC was designated by the Strømme West Africa Foundation as implementer of this project with a mandate to recruit and mentor 1,000 children during the 17 months of the project.</p> <p>Overall Learner Assessment Results were very satisfactory for the two school years of the project. There is a marked improvement in the second year. As seen on the ground, these successes are the fruits of the learners who have become aware of the need to integrate the school circuit and be more socially safe of the RAC (Coordinator, Supervisor, Animator) coaches who made commendable efforts to achieve these good results, and of pedagogical Advisors who have been very frequent in the centers and have provided the necessary pedagogical support.</p> <p>It is pertinent to note that the implementation of the SSA / P project generated enough achievements, among which the most significant were:</p> <ul style="list-style-type: none"> • Safeguarding vulnerable children by transferring them to mainstream schools; • Satisfaction of priority needs of vulnerable children; • Increased enrolment rates in lower-income neighbourhoods; • Improved job creation for young unemployed teachers; • Capacity building of the NGO 'RAC'; • A more formalised educational process embedded in the region.
Cross-cutting issues	Gender
Link to evaluation	https://www.norad.no/en/toolspublications/publications/ngo-evaluations/2014/partner-project-final-evaluation-for-unicef/

1.7.2 Evaluation of the "Project to support education in the village communities of Yeketere, Nionkono and Konga"

Evaluation	<i>Evaluation of the Project to support education in the village communities of Yeketere, Nionkono and Konga</i>
Published (year)	2012
Author/Agency	Foranim Consult, Gabriel Coulibaly
Commissioned by	Strømme Foundation West Africa
Type of evaluation	Project outcome
Project period	2009-2011
Keywords	Education, WASH
Abstract	<p>The Strømme Foundation is a non-governmental organization created in 1976 to perpetuate the work of the Norwegian pastor Olaf Kristian Strømme, decided to invest in promoting "access to education for children through the speed school" also known as the Accelerated Enrolment Strategy (SSA) launched since 2004 in Mali. The gateway or accelerated schooling strategy is an accelerated strategy for training children aged 8</p>

	<p>to 12 years who are not attending school or left school early for a period of 9 months before they enter the formal school. After the 9 months trained children are tested by the formal school administration and transferred in 3 or 4 years to their appropriate level. This report evaluated the programme as applied in three villages in Mali in 2010-11.</p> <p>In general, the effects of the project in the villages are positive and are well appreciated by the villagers. The groups interviewed gave testimonies confirming the satisfaction of the beneficiaries and project partners in the villages. Some initial problems were solved through the project. Most visibly, they include:</p> <ul style="list-style-type: none"> • Improved working conditions for children: They now learn in larger rooms, more airy and more secure; • Improved hygiene conditions for children due to hygiene and sanitation toilets; • Improving the working conditions of teachers, particularly management. <p>The teachers met said that schools are now able to receive more children through the gateway system. Today, the proportion of children in SSA / P centres is over 50%. It did not reach that level before the project; this demonstrates that the project has achieved its objective of providing opportunities for the integration of children from these centres into the formal education system. The increase in enrolments (asserted by teachers, parents of students, members of the women's groups and those of the CGS) is also proof of the increase in the school enrolment rate in the 3 intervention villages of the project.</p>
Cross-cutting issues	Capacity development
Link to evaluation	https://www.norad.no/en/toolspublications/publications/ngo-evaluations/2014/support-to-education-school-construction-and-provide-equipment--partner-project-final-evaluation/

1.7.3 Mid-term Evaluation Report of the Women's Support Project in N'Tomikorobougou (Bamako/Mali)

Evaluation	<i>Mid-term Evaluation Report of the Women's Support Project in N'Tomikorobougou (Bamako/Mali)</i>
Published (year)	2012
Author/Agency	Normisjon/ L. Cissé, S. Monekata, B. Almelid
Commissioned by	Normisjon (Norwegian Protestant Mission)
Type of evaluation	Outcomes
Project period	2009-2012
Keywords	Capacity, women, socio-economic
Abstract	<p>This report focused on an evaluation of the implementation from 2009 to February 2012 of the Women's Support Project (WSP) in N'Tomikorobougou, a neighbourhood of the District III of Bamako, Mali. The goal of the WSP was to increase the socio-economic capacity of women in order to improve the life of families in the neighbourhood.</p> <p>The Project was initiated by the Norwegian Protestant Mission (NPM); a Christian member of Normisjon involved in Mali since 1981. The WSP was implemented in two phases. An initial test phase of three years funded by Norad, was followed by a phase of five years duration. Two years into the project the NPM initiated an evaluation that aimed to evaluate the Project Directors, their skills, efficiency, collaboration with partners and local authorities, to evaluate methods of intervention to provide the necessary</p>

	<p>information to decide the future of the project and to determine if a new phase of the project is recommended.</p> <p>The findings conclude that the project is relevant, effective, efficient and sustainable, with significant impacts to the community and women served. The WSP created partnerships with 131 women's associations. With technical and financial support provided by the project activities and educational opportunities became available to the women's associations that included lectures on health and hygiene, and free health screening. Education on health issues, hygiene and sanitation were conducted in households; literacy classes were organized and scheduled at convenient times to increase opportunity for participation. Finally, the project assisted in the construction of a small building to house equipment and that provided a location for immunizations.</p>
Cross-cutting issues	Gender
Link to evaluation	https://www.norad.no/en/toolspublications/publications/ngo-evaluations/2012/mid-term-evaluation-report-of-the-womens-support-project-in-ntomikorobougou-bamakomali/

1.8 2011

1.8.1 Mali Social Safety Nets

<i>Evaluation</i>	<i>Mali Social Safety Nets</i>
Published (year)	2011
Author/Agency	The World Bank
Commissioned by	The World Bank
Type of evaluation	Review
Project period	2009-2014
Keywords	Social safety nets
Abstract	<p>The objective of this report was to synthesize existing analysis, review relevant safety-net policies and programs in Mali, and provide suggestions for an action plan to help strengthen the existing system and develop an effective and affordable safety net strategy along the lines of the Poverty Reduction Strategy of the Government.</p> <p>The main finding of the report indicated that the size and scope of social safety nets were insignificant compared to needs in Mali, and suggested an improvement and expansion of the social safety net programs. In 2009, the government allocated about CFAF 19 billions, corresponding to 0.5 percent of GDP, to social safety nets, which was clearly not sufficient to address the most urgent needs of the population (about 27 percent of population is food insecure).</p> <ul style="list-style-type: none"> • Despite progress in poverty reduction, poverty incidence remains high in Mali; • Demographic pressure is one of the major challenges in Mali and has contributed to aggravating poverty in urban areas; • Moreover, the food price crisis led to increases in poverty that could be last over a number of years and worsened by the global recession of 2008-09; • Human capital and labour market characteristics influence poverty outcomes; • Poor human development outcomes present many challenges for Mali in moving towards the MDG targets, and disparities in the access to basic services are correlated to area of residence, welfare level and gender;

	<ul style="list-style-type: none"> • In addition to widespread poverty, Mali is highly vulnerable to a number of shocks and food insecurity plagues about 27 percent of the population. Among the 48 least developed countries, Mali had the twelfth highest frequency of disasters; • The main factors differentiating the vulnerability of households are linked to poverty, education, health, migration and gender equality; • Gender is a key poverty correlate; • Risks differs by area, geographic region and production systems; • Based on available information, the impact of transfers on poverty is significant and overwhelmingly private. Given the limited fiscal space available for safety net programs, the government must allocate its scarce resources to programs that are well targeted and cost-efficient. Creating financing sources for social safety nets will depend largely on political will and commitment. To develop a more efficient and cost-effective social safety net system, the government needs to: (i) strengthen the strategic, institutional and financial frameworks for designing, implementing, and monitoring and evaluating safety nets programs; and (ii) improve the effectiveness of the safety net system by strengthening existing programs and designing new ones.
Cross-cutting issues	Gender
Link to evaluation	http://documents.worldbank.org/curated/en/900571468049210279/Mali-Social-safety-nets

1.8.2 Mali: An Evaluation of WFP's Portfolio 2003-2009

<i>Evaluation</i>	<i>Mali: An Evaluation of WFP's Portfolio 2003-2009</i>
Published (year)	2011
Author/Agency	WFP
Commissioned by	WFP
Type of evaluation	Accountability and learning
Project period	2003-2009
Keywords	Strategic portfolio decision
Abstract	<p>Mali is a vast country, landlocked, half of it is desert and travel is difficult off the main roads. Development indicators were very low during the period studied. At the same time Mali faced serious international issues, including a rise in grain prices, an influx of refugees as well as a series of national crisis. Despite of these challenges, Mali has substantial potential in the primary sector (grain, cotton and gold) and the small-farm sector is one of the best organized in the sub region.</p> <p>This evaluation served the dual objectives of accountability and learning. It enabled the Mali WFP country office to make informed strategic decisions for its next country strategy and to improve on-going operations. Between 2003 and 2009, WFP implemented 13 operations, worth US\$160 million, with the objectives of saving lives, reducing chronic hunger and malnutrition, rebuilding livelihoods of food insecure population groups and strengthening government capacities. The portfolio was composed of four EMOP (Emergency Operations, including two regional), four protracted relief and recovery operations (PRRO – including two regional), three country programmes (CPs) and two bilateral programmes. The school feeding programmes represented nearly 40 percent of commitments followed by food-for-work activities (25 percent) and supplementary feeding programmes (20 percent).</p> <p>The evaluation found WFP Mali was well aligned with international strategies and with government policies. However, despite the “One UN”</p>

	<p>initiative which created new dynamics around joint programmes, and the recent Spanish cooperation's initiative to bring together some UN agencies and WFP, in practise this alignment was not very effective.</p> <p>WFP supported efforts aimed at nutritional issues both in practical ways and in the conceptual development of framework documents and with continued presence in the capital and through its sub offices, established its credibility with partners. WFP played an important role in defining the new government policy and in explaining the importance of nutrition in caring for PLHIV (HIV/AIDS). The education activities were incorporated in the Government's ten-year programme, and were instrumental in the formulation and implementation of school feeding policy in Mali in 2009.</p> <p>Activities related to rural development were consistent with national priorities: in a country that is 75 percent rural, rural development featured as the top priority in the Poverty Reduction Strategy.</p> <p>With regards to food security, WFP's collaboration with the Commissariat à la Sécurité Alimentaire (CSA, Food Security Commission) and its leadership role in the group of technical partners/donors are consistent with WFP's strategy.</p>
Cross-cutting issues	None described
Link to evaluation	https://www.wfp.org/content/mali-une-%C3%A9valuation-du-portefeuille-d%E2%80%99activit%C3%A9s-du-pam

1.8.3 Evaluation conjointe des opérations d'aide budgétaire au Mali 2003-2009

Evaluation	<i>Evaluation conjointe des opérations d'aide budgétaire au Mali 2003-2009</i>
Published (year)	2011
Author/Agency	ECO Consult
Commissioned by	European Commission, Belgium, Canada
Type of evaluation	Country (budget support)
Project period	2003-2009
Keywords	Budget support
Abstract	<p>The overall objective of the evaluation was to assess to what extent the Budget Support operations in question have been successful in providing the partner government with the means necessary to implement its national and sectoral development strategies, in facilitating improvements in the efficiency and effectiveness of these strategies, and, as a consequence, in attaining sustainable outcomes and impacts on growth and development". The evaluation reported on the budget support contributions to the implementation of the Paris Declaration and Accra Agenda for Action for Mali, Zambia and Tunisia. This evaluation profile covers Mali only.</p> <p>The Mali study involved the evaluation of 32 (out of 33) Budget Support operations which have been conducted in Mali over 2003 to 2009 by ten Cooperating Partners (CPs). These included: 17 General Budget Support (GBS) operations; One Sector Budget Support (SBS) supporting Decentralisation and Public Sector Reform; 9 SBS operations in the Education sector; One SBS operation supporting PFM reform; and 4 SBS operations for Health & Social Development.</p> <p>In Mali, GBS and Sector Budget Support SBS contributed significantly to the establishment of structures for policy dialogue through the introduction of a harmonised annual review calendar and through the provision of technical assistance support. Budget Support is the most predictable aid</p>

Evaluation	<i>Evaluation conjointe des opérations d'aide budgétaire au Mali 2003-2009</i>
	<p>modality in Mali, with annual disbursements between 2002 and 2009, averaging 94% of projected disbursements.</p> <p>Due to its “critical mass” and its flexibility as a financing instrument, as well as the existence of the annual national strategy review that it helped to institutionalise over 2003 to 2009, Budget Support assisted in improving the overall efficiency of resource allocation and in meeting the critical strategic requirements of the priority sectors most notably a) The decline in the proportion of public expenditures allocated to the priority sectors witnessed at the outset of the decade was reversed over 2003 to 2009, when allocations to the priority sectors rose from 39% to 54% of total public spending; b) The sectors which received the highest proportions of these increases were the highest priority sectors: health, education, agriculture and transport; c) The fast increase over the period in the numbers of pupils in primary schools placed pressure on government to increase the supply of teachers. This demand was met in large part by expanding the numbers of contract teachers through the Alternative Strategy for the Recruitment of Teaching Personnel (SARPE). It was only possible to finance this strategy as a result of the Education SBS and GBS; and d) There was expansion in each of the key outputs of the health sector during the evaluation period: most notably the number of functional community health centres rose from 605 in 2002 to 993 in 2009, which would have been impossible without SBS and GBS funding.</p>
Cross-cutting issues	Gender
Link to evaluation	https://ec.europa.eu/europeaid/joint-strategic-evaluation-budget-support-mali-2003-2009_en

1.8.4 Supporting domestic accountability in developing countries: Taking stock of the approaches and experiences of German development cooperation in Mali

Evaluation	<i>Supporting domestic accountability in developing countries: Taking stock of the approaches and experiences of German development cooperation in Mali</i>
Published (year)	2011
Author/Agency	BMZ
Commissioned by	BMZ
Type of evaluation	Assessment
Project period	2010-2011
Keywords	Accountability (horizontal, inter-state)
Abstract	<p>This case study was prepared on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) in the context of a larger study on German support for strengthening domestic accountability in partner countries. The larger study mapped and analysed how different actors of German development cooperation, i.e. BMZ, the German embassies, development agencies, NGOs and German political foundations aimed to support domestic accountability systems in six partner countries. To this end, a stock-taking exercise that involved literature-based research and telephone interviews was conducted in six partner countries: Bangladesh, Mali, Malawi, Mozambique, Peru and Tanzania. This evaluation profile includes information for Mali only.</p> <p>German bilateral cooperation is concentrated in three sectors in Mali: 1) decentralisation and good governance, 2) agriculture (focused on irrigation) and 3) water and sanitation. In all three of these sectors, bilateral cooperation contributed to programme-based approaches and is</p>

	preparing or exploring a shift towards sector budget support. Efforts to strengthen domestic accountability systems were most systematically pursued in the focal sector “decentralisation and governance”. By forging strategic alliances with other donors in the field of decentralisation and the German NGO DVV International, this programme developed a number of multi-actor approaches and tools for strengthening the supply and demand side of accountability around local governments. Weak points of donors’ current efforts to strengthen accountability systems in Mali appeared to be 1) their policy of communication on aid resources with the public and 2) the risk of external actors substituting for Malian drivers of accountability.
Cross-cutting issues	Gender
Link to evaluation	http://ecdpm.org/publications/supporting-domestic-accountability-german-experience-in-mali/

1.9 2010

1.9.1 Évaluation du Programme d’Appui à la Gouvernance Locale Démocratique au Mali

<i>Evaluation</i>	<i>Évaluation du Programme d’Appui à la Gouvernance Locale Démocratique au Mali</i>
Published (year)	2010
Author/Agency	Sida, Alessandra Macri, Soumana Doumbia
Commissioned by	Sida
Type of evaluation	Programme evaluation
Project period	2010
Keywords	Governance, civil society, capacity building
Abstract	<p>Sida's cooperation in Mali was based on a strategy that focuses first and foremost on Malian issues within sub regional issues that go beyond national borders and require sub regional cooperation, such as prevention and conflict management, natural resources and infrastructure, and economic integration and cooperation.</p> <p>The Local Democratic Governance (GLD in French) Programme represented a unique experience for Sida, uniting four international NGOs around a common contract and approach, with attempts to put into practice democratic governance through multidisciplinary interventions.</p> <p>The main focus of the GLD program was capacity building for civil society actors in the area of governance through long-term efforts either internally or in negotiations with national and international interlocutors.</p> <p>The findings reported that the approach and strategy for implementing the program was based on strengthening and empowering the permanent local institutions be they TCs, POs, or local CSOs, and that these conditions were met in most actions. It was noted that in some cases mechanisms were put into place to ensure that certain actions continued after the end of external funding.</p> <p>In other cases, sufficient attention was not paid to the development of self-financing capacities and the mobilization of funds from CSOs and local actors as an essential part of developing the organizational capacities of NGOs, CSOs and local associations. The report also noted that there was inadequate support to structures set up according to a community development approach (local committees representing the various population groups, including women and youth, traditional leaders, umbrella associations). However, current consideration involved options for recognition of these frameworks / consultation committees, by the committees and / or the State technical development services, on the</p>

Evaluation	<i>Évaluation du Programme d'Appui à la Gouvernance Locale Démocratique au Mali</i>
	feasibility of obtaining remuneration or the management of the bodies of CROCSAD, CLOCSAD and CCOCSAD at the local and regional levels.
Cross-cutting issues	Governance, gender
Link to evaluation	http://www.sida.se/English/publications/Publication_database/publications-by-year1/2010/november/evaluation-du-programme-d8217appui-224-la-gouvernance-locale-d233mocratique-au-mali-rapport-final/

1.9.2 Évaluation du Programme de protection de l'enfant au Mali

Evaluation	<i>Évaluation du Programme de protection de l'enfant au Mali</i>
Published (year)	2010
Author/Agency	Cormont Touré, Catherine
Commissioned by	Sida
Type of evaluation	Programme evaluation
Project period	2008-2009
Keywords	Human rights, protection, child protection
Abstract	<p>The evaluation aimed to assess the relevance of interventions in 2008-2010 providing guidance for the future support of Swedish cooperation in the field of human rights and protection, to enable the institutions involved to capitalize on the experiences and promote learning. The scope of the evaluation focused on the following areas: (i) the national institutional and legal framework for the protection of children's rights, (ii) capacity building at the community level, (lii) support to civil society organizations in the implementation of interventions, (iv) advocacy and advocacy, and (v) monitoring and assessment of the situation of children.</p> <p>The consolidated action plan of the Mali UNICEF cooperation program provided support for the development of a national policy and a national plan for the promotion and protection of children. The aim of this sub-component was also to integrate the protection of the rights of the child in major sectoral policies and programs. These various activities had not yet been carried out and deserve to be revived.</p> <p>The evaluation showed that essential institutional problems persist in the distribution of missions and in the collaboration between state structures, and between the State and civil society in the protection of children's rights. Under the leadership of UNICEF efforts were made to improve coordination at the national and regional levels. The consultative frameworks initiated enabled a better circulation of information between the actors and a better coherence of activities. In order to better guarantee the rights of children, a national ombudsperson and child protection officers at the regional level had been recommended and scheduled. These very relevant measures have not yet been implemented.</p> <p>While Mali has ratified the main international conventions guaranteeing the rights of children (CRC, CEDAW), the evaluation showed that weaknesses remain in the legal framework despite a UNICEF agreement that sought to improve it through the elaboration and adoption of the Family Code, the adoption of the Decree implementing the Child Protection Code, the application on the criminal minority of the decree implementing the law governing civil status, and the establishment of the defence of the child. The results obtained in this field remain very limited due to the socio-political context marked by the weakness of the State apparatus and more particularly by the dysfunction of the justice sector. The program has however, been able to strengthen the training of magistrates and judicial personnel (DNAJ, DNAPES), to conduct a study on knowledge and</p>

Evaluation	Évaluation du Programme de protection de l'enfant au Mali
	attitudes concerning children's rights, to carry out awareness-raising activities on the rights of the child, and to strengthen civil society in its lobbying and advocacy role.
Cross-cutting issues	Capacity building / advocacy
Link to evaluation	http://www.sida.se/English/publications/Publication_database/publications-by-year1/2010/november/evaluation-du-programme-de-protection-de-18217enfant-au-mali-rapport-final/

1.10 2009

1.10.1 Evaluation of Gender Based Violence Program

Evaluation	Evaluation of Gender Based Violence Program
Published (year)	2009
Author/Agency	Norwegian Church Aid/ A. Diwara, A. Diarra Kouyaté,
Commissioned by	Norwegian Church Aid
Type of evaluation	Final
Project period	2005-2009
Keywords	SGB Violence
Abstract	<p>The Norwegian Church Aid, (NCA), is one of the largest Norwegian International Development Agencies. NCA's operations cover diverse domains for a sustainable development. In its Five-Year Plan 2005 - 2009, NCA put its focus in the practice of female genital mutilation and early marriage, both identified as violations of the rights of the girl and woman in every region of Mali but more and more in Gao, Kidal and Timbuktu.</p> <p>The purpose of the evaluation was to provide NCA with a report on their achievements, and in collaboration with its partners, to learn, through the review of achievements, constraints and challenges identified during the implementation of the Gender Based Violence Program with specific objectives to:</p> <ul style="list-style-type: none"> • Evaluate progress in achieving specific objectives set forth in the GBV Program; • Evaluate the adequacy of the orientation of the interventions in the field of NCA's GBV in Mali (balance and synergy with national and regional priorities); • Evaluate the relevance, sustainability, efficiency and effectiveness of strategies adopted by NCA to integrate and implement its interventions in the field of GBV; evaluate that they are sustainable, relevant, efficient and effective in the main areas of work of NCA, the state of its assistance, and its assistance to sustainable development and advocacy; • Identify constraints and challenges in the programs of NCA's GBV Projects and those of its partners that NCA sustains. <p>The evaluation found that program is relevant because its objectives were in line with those defined by the country's national policy on the issue. The evaluation summarized many of the achieved objectives that include: resources (financial, human and material) provided by NCA, partner projects reinforced the capacities of actors, and provided financial support for the victims.</p> <p>Impacts of the efforts on communities and among NGOs included the development of an agreement prohibiting female genital mutilation, with some villages in the program area that no longer maintain the practice, medical and legal care for women victims of violence. Several additional</p>

<i>Evaluation</i>	<i>Evaluation of Gender Based Violence Program</i>
	sustainable elements identified by the study include: the presence of local groups in support of the abandonment of excision; trained field agents; a training module to support victims of female genital mutilation including research reports on the negative effects of female genital mutilation and early marriage.
Cross-cutting issues	Gender
Link to evaluation	https://www.norad.no/om-bistand/publikasjon/ngo-evaluations/2011/evaluation-of-gender-based-violence-program/

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