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PERFORMANCE EVALUATION OF USAID/CÔTE D'IVOIRE RESILIENCE FOR PEACE ACTIVITY



MID-TERM EVALUATION REPORT: AUGUST 2024

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Photo Credit: R4P Beekeeping Activity, Equal Access International

ABSTRACT

This mid-term performance evaluation assessed the effectiveness of the Resilience for Peace (R4P) Activity implemented by Equal Access International to strengthen community resilience to violent extremism (VE) in northern Côte d'Ivoire. The Evaluation Team (ET) completed a desk review and in-country data collection with nearly 300 respondents through key informant interviews and focus group discussions. The evaluation concluded that R4P's approach contributed to mitigating key drivers of VE through action-oriented research that facilitated understanding of VE dynamics in the northern border regions and informed Government of Côte d'Ivoire responses to VE. Several R4P activities helped build trust between the government, the local authorities, and communities, which in turn bolstered their resilience against VE. R4P fostered inclusive and peaceful management of natural resources, thereby reducing inter-communal conflicts. Additionally, R4P support for constructive dialogue between government authorities and the Fulani community encouraged inclusion and reduced the perception of marginalization. The ET concluded that R4P initiatives to improve economic livelihoods and reduce vulnerability of youth and women to VE are insufficient given the significance of the issue. The ET identified several R4P activities that could be scaled up and potentially replicated across Coastal West Africa, such as night cattle parks to reduce conflicts between herders and farmers, Guichet Unique Mobile, the community-driven media ecosystem, and cross-border initiatives that promote dialogue and collaboration between communities and government stakeholders. The ET's evidence-based recommendations are intended to inform programmatic decisions for R4P and future interventions, as well as contribute to global-level learning about implementation of the U.S. Strategy to Prevent Conflict and Promote Stability.

PERFORMANCE EVALUATION OF USAID/CÔTE D'IVOIRE RESILIENCE FOR PEACE ACTIVITY

MID-TERM EVALUATION REPORT

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ACRONYMS

ACLED	Armed Conflict Location and Event Data
AFJCI	Association of Women Lawyers in Côte d'Ivoire
ALS	Annual Learning Summit
ANADER	National Agency for Rural Development / Agence Nationale d'Appui au Développement Rural
CAA	Community Action Animators
CAG	Community Action Group
CCM	Civil-Military Cell / Comité Civilo-Militaire
CLA	Collaborating, Learning, and Adapting
CNFCI	National Border Commission of Côte d'Ivoire
COP	Chief of Party
COSO	Social Cohesion Project for the Northern Regions of the Gulf of Guinea/ Projet de Cohésion Sociale des régions nord du Golfe de Guinée
CUB-UAO	Chair UNESCO of Bioethics of University Alassane Ouattara of Bouake
CVE	Countering Violent Extremism
CVP	Center for Conflict and Violence Prevention
CWA	Coastal West Africa
DOD	Department of Defense
DoS	Department of State
DRG	Office of Democracy, Rights, and Governance
EAI	Equal Access International
EQ	Evaluation Question
ET	Evaluation Team
FDS	Security and Defense Forces / Force de Défense et de Sécurité
FGD	Focus Group Discussion
FY	Fiscal Year
GFA	Global Fragility Act
GIZ	Gesellschaft für Internationale Zusammenarbeit
GoCI	Government of Côte d'Ivoire
GUM	Guichet Unique Mobile

ICG	International Crisis Group
Indigo-CI	Indigo Côte d'Ivoire
INL	Bureau of International Narcotics and Law Enforcement Affairs
IO	International Organization
IOM	International Organization for Migration
IRC	International Rescue Committee
KII	Key Informant Interview
KLU	Knowledge, Learning, and Understanding
MEL	Monitoring, Evaluation, and Learning
MIRAH	Ministry of Animal and Fisheries Resources
MTCI	Ministry of Transportation in Côte d'Ivoire
NORC	National Opinion Research Center
NRM	Natural Resource Management
NSC	National Security Council
OIPR	Ivorian Conservation Parks and Reserves Office
OTI	Office of Transition Initiatives
PDF	Permanent Dialogue Framework
PEARL	Peacebuilding Evaluation, Analysis, Research, and Learning
R4P	Resilience for Peace
RN4RP	Research-Action Network for Resilience and Peace
SODEFOR	Société de Développement des Forêts
SOW	Statement of Work
SPCPS	Strategy to Prevent Conflict and Promote Stability
TOR	Terms of Reference
TOT	Training of the Trainer
UNESCO	United Nations Educational, Scientific, and Cultural Organization
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
USG	United States Government
VDP	Volunteer to Defend the Country / Volontaire pour la Défense de la Patrie

VE	Violent Extremism
VEO	Violent Extremist Organization
WFP	World Food Programme
WPS	Women, Peace, and Security

EXECUTIVE SUMMARY

BACKGROUND

While Côte d'Ivoire has seen less violent extremism (VE) compared to Mali and Burkina Faso, it has experienced terrorist attacks, notably in Grand-Bassam in 2016 and near Kafolo in 2020. Despite being relatively prosperous within West Africa, Côte d'Ivoire grapples with challenges such as porous borders, governance issues, limited economic opportunities, and disaffected youth. These factors have made the country susceptible to the influence of violent extremist organizations, particularly from the Sahel region.

To address these concerns, USAID launched the Resilience for Peace (R4P) Activity, a five-year initiative (2021-2026) implemented by Equal Access International (EAI) and its partners to help at-risk communities in northern Côte d'Ivoire better address underlying factors of VE. R4P focuses on empowering border communities through economic and civic opportunities, improved natural resource management (NRM), enhanced government services, and trust-building initiatives such as dialogues and town halls. The Activity also works to combat radicalization and hate speech by promoting positive narratives, especially targeted at youth and women in border areas.

EVALUATION PURPOSE AND EVALUATION QUESTIONS

This mid-term performance evaluation seeks to answer country-level learning questions posed by the Mission's Democracy, Rights, and Governance team. Specifically, USAID seeks to understand what is working well and if/where adjustments may be needed to optimize R4P's performance, as well as support a "proof of concept" for R4P's approach that could potentially be scaled. Given that Coastal West Africa is a Global Fragility Act priority region, evaluation findings, conclusions, and recommendations are also intended to contribute to global-level learning about implementation of the U.S. Strategy to Prevent Conflict and Promote Stability.

Data collection and analysis sought to answer the following evaluation questions (EQs):

1. To what extent has the R4P implementation approach mitigated the drivers of VE in Côte d'Ivoire?
2. To what extent is R4P responsive to the needs, priorities, and grievances of local stakeholders in order to reduce vulnerability to VE? What are community perceptions of R4P "best practices"?
3. How is R4P an example of "doing business differently"?

EVALUATION METHODOLOGY

Evaluation methodology included desk review and qualitative data collection. In April 2024, the evaluation team conducted 59 key informant interviews and 28 focus groups discussions in Abidjan and R4P programming-intensive northern regions of Folon, Bagoué, Tchologo, and Bounkani. The nearly 300 evaluation respondents represented a broad cross-section of R4P stakeholders, including EAI staff and partners; U.S. Government (USG) and other donors; central, regional, and local government officials of

Côte d'Ivoire; security officials; leaders and members of youth, women, and under-represented ethnic groups; and media representatives.

FINDINGS AND CONCLUSIONS

EQI. TO WHAT EXTENT HAS THE R4P IMPLEMENTATION APPROACH MITIGATED THE DRIVERS OF VE IN CÔTE D'IVOIRE?

EQI.1. Key drivers or underlying factors of VE: R4P successfully designed interventions to address significant drivers of VE: 1) poor governance, 2) porous borders, 3) lack of economic opportunity for youth and women, 4) limited access and competition over natural resources, 5) lack of social cohesion, and 6) lack of understanding of VE. For example, to address poor governance, R4P launched initiatives aimed at enhancing service delivery; the Guichet Unique Mobile (GUM) fostered interaction between the government, security forces, and the population. To strengthen social cohesion and ensure inclusivity of herders, R4P strengthened existing conflict resolution committees by incorporating members of the Fulani community, a historically marginalized group. Despite R4P's efforts, certain interventions—notably those related to economic opportunities for youth and women—seemed insufficient given the gravity of the issues.

EQI.2. Influence of R4P's knowledge, learning, and understanding (KLU) approach: By filling research gaps, enhancing institutional research capabilities, and promoting knowledge sharing, R4P has improved understanding of VE dynamics and countering violent extremism (CVE) for the Government of Côte d'Ivoire (GoCI), USG, and international organizations (IOs). R4P research has notably impacted national and regional strategies in Côte d'Ivoire, and IOs have leveraged R4P's analysis. The Annual Learning Summit is a hub for discussions on VE, fostering collaboration and action planning. However, managing large crowds is costly and logistically challenging. While efforts to establish an independent VE research network are ongoing, reliance on external support remains high. Despite the use of webinars for dissemination, research findings mainly circulate within R4P's network, and the technical nature of publications potentially limits accessibility for local audiences.

EQI.3. R4P's "media ecosystem approach" to counter radicalization and hate speech, promote trust, and enhance social cohesion: R4P's media ecosystem includes radio broadcasters, journalists, and influencers who receive technical assistance and capacity development. R4P also fosters community-media connections through engagement with validation groups, amplification of marginalized voices like the Fulani, and prioritization of locally resonant themes. Inclusive roundtable discussions seek to involve diverse stakeholders and enhance understanding of government roles. Collaboration with influencers and broadcasters aims to counter radicalization and hate speech; however, influencers publicize R4P activities over generating their own content. While R4P's media ecosystem demonstrates effective collaboration between stakeholders, its sustainability beyond the R4P Activity remains uncertain.

EQI.4. Reduction of social, political, and economic marginalization of communities in the border region: R4P Village Savings and Loans Associations (VSLAs) and literacy centers have been well-received by beneficiaries, showing localized impacts and promoting collaboration and solidarity. However, their effectiveness in countering VE at a strategic level remains unclear. The outcomes of R4P

livelihoods interventions are uncertain due to shifting focus, relative newness of some initiatives, and insufficient alignment with local needs. While market gardening for women and youth-focused entrepreneurship initiatives such as beekeeping have local government support, R4P has limited collaboration with national livelihoods initiatives (such as PSGouv2), which may hinder a broader impact on VE.

EQ1.5. Improvement of social cohesion and reduction of conflicts: R4P successfully supported local groups to increase social cohesion. Youth-led Community Action Groups, which include many women, have taken the lead in promoting activities in their villages. R4P strengthened ties and built trust between communities and authorities at the local level with initiatives such as the GUM and the permanent dialogue framework. Despite high demand for services like GUM, sustainability remains uncertain due to limited capacity and ownership by the GoCI. R4P has effectively enhanced inclusive NRM through initiatives like night cattle parks and the establishment of water management committees, resulting in decreased farmer-herder conflicts. However, challenges persist in access to water. R4P has also engaged in a promising process of cross-border collaboration and dialogue with Malian communities, resulting in stronger collaboration on VE-related issues and the potential for greater social cohesion among border communities.

EQ2. TO WHAT EXTENT IS R4P RESPONSIVE TO THE NEEDS, PRIORITIES, AND GRIEVANCES OF LOCAL STAKEHOLDERS IN ORDER TO REDUCE VULNERABILITY TO VE? WHAT ARE COMMUNITY PERCEPTIONS OF R4P “BEST PRACTICES”?

EQ2.1. Integration of local voices and priorities in design and implementation: R4P involves local authorities and community leaders in designing and implementing activities. Close collaboration with beneficiaries fosters trust, maintains communication, and encourages community engagement—ultimately enhancing the effectiveness and adaptability of R4P initiatives.

EQ2.2. Response to locally-identified priorities: R4P actively collaborates with community leaders to address local priorities, incorporating feedback obtained through its research and stakeholder consultations. While mindful of community needs, many are beyond the R4P Activity’s scope—particularly those related to NRM and economic livelihoods. Additionally, the alignment of the gender-based violence (GBV) initiative with local priorities has yet to be demonstrated.

EQ2.3. Challenges and gaps related to programming: Challenges include managing community expectations beyond the R4P Activity scope, misalignment of the GBV and select economic livelihoods initiatives with local demand, limited operational infrastructure for convening beneficiaries, and security and logistical constraints affecting efficient activity planning and leading to fatigue among local stakeholders.

EQ3. HOW IS R4P AN EXAMPLE OF “DOING BUSINESS DIFFERENTLY”?

EQ3.1. USG interagency coordination and multi-stakeholder partnerships: R4P serves as an avenue for interagency coordination on VE and security-related matters, particularly through its robust information-sharing strategy. R4P has successfully partnered with several IOs as well as the Dutch

Ministry of Foreign Affairs. While R4P has strengths in the area of multi-stakeholder partnerships, USG agencies could identify further opportunities to design and inform mutually reinforcing programming.

EQ3.2. Conflict sensitivity: R4P programming exemplifies the effective application of comprehensive conflict sensitivity strategies, both including and reaching beyond the Do No Harm principle. R4P prioritizes understanding conflict dynamics, community engagement to mitigate risks, and utilization of Collaborating, Learning, and Adapting approaches for adaptive management.

EQ3.3. Adaptive management: R4P demonstrates flexibility by utilizing research, monitoring data, participant feedback, and pause-and-reflect sessions to inform decisions. Examples include extension of the GUM initiative, integration of new partners, revision of partners' scopes of work, and seeking alternative funding sources. At the same time, R4P faces the ongoing challenge of balancing necessary adjustments while ensuring sufficient time for new initiatives to achieve results within the Activity period.

EQ3.4. Integration of the Women, Peace, and Security (WPS) Strategy: R4P shows intentionality in supporting women's participation, economic empowerment, and human rights, but gaps persist in leadership representation within activities. Challenges in harmonizing the GBV initiative with the R4P programmatic approach highlight the need for cohesive strategies to empower women effectively and in alignment with the WPS Strategy.

EQ3.5. Successful, scalable, and/or replicable programming approaches: R4P programmatic approaches with the greatest potential for replication include: 1) community-centered knowledge, learning, and understanding, 2) governance strategies like GUM, conflict mitigation committees, and cross-border relationship-building, 3) NRM initiatives such as night cattle parks and fenced gardens, and 4) engaging local validators and CVE-focused influencers in conflict-sensitive content dissemination.

RECOMMENDATIONS

The evidence-based recommendations below are intended for USAID, EAI, and its sub-partners to consider for implementation within the R4P Activity period of performance.

1. To broaden its reach, R4P should consider summarizing research findings and recommendations into easily digestible formats.
2. R4P should continue to develop research products on VE and proactively boost its capacity to edit and publish timely content in both English and French. R4P and USAID should explore opportunities to enhance and broaden the reach of the research studies, as well as increase its visibility in West Africa.
3. R4P should continue to organize the Annual Learning Summit with a revised cost-effective structure that reduces the number of participants and still offers opportunities for in-depth engagement. Additionally, R4P should explore financial contributions from other IOs.
4. R4P should design a sustainable plan for scaling up its media ecosystem that includes alternative streams of funding and collaboration with other community radio stations.

5. R4P should continue activities that improve governance, economic empowerment, and social cohesion while putting greater emphasis on mitigating potential conflict associated with the influx of displaced people.
6. USAID and R4P should capitalize on the success of GUM initiative by developing a sustainability plan that includes advocating for government funding, seeking partnerships with IOs, gradually transferring skills to the GoCI, and increasing local ownership. Additionally, USAID should continue to explore the use of the GUM model in other sectors
7. R4P should continue its support for night cattle parks and train parks' management committees on conflict-sensitive approaches to address potential unresolved farmer-herder tensions. Relatedly, R4P should increase its efforts to develop synergies with the GoCI and other IOs to address water scarcity issues.
8. USAID and R4P should prioritize youth economic empowerment in areas affected by illegal mining disruptions.
9. R4P should implement a more structured process for planning activities with beneficiaries to mitigate last-minute planning challenges and ultimately improve the effectiveness of its initiatives.
10. R4P should revisit its GBV initiative to ensure cultural resonance and relevance to the local context. R4P should leverage its existing network of women staff, participants, and beneficiaries to design and implement activities in alignment with the Strategy on WPS.
11. USAID should consider scaling up promising and innovative R4P programming interventions: multi-stakeholder cross-border dialogue and collaboration on VE issues, night cattle parks, GUM, solidarity groups, and the community-grounded media ecosystem.

The recommendations below address scalable programming and approaches to “doing business differently,” for consideration by USAID beyond the R4P Activity.

12. USAID should consider replicating R4P's KLU approach and support the development of a research network on VE beyond Côte d'Ivoire with a regional network to elevate the learning, improve regional understanding of VE, and share lessons learned as good practices for CVE.
13. USAID should consider replicating the R4P Activity model in other CWA countries, taking into account local contexts. Interagency coordination objectives should extend beyond information sharing to encompass more collaboration at the programming level.

EVALUATION PURPOSE AND EVALUATION QUESTIONS

EVALUATION PURPOSE

The purpose of this mid-term performance evaluation of the Resilience for Peace (R4P) Activity, implemented by Equal Access International (EAI), is to address learning questions posed by the United States Agency for International Development (USAID) Côte d'Ivoire Office of Democracy, Rights, and Governance (DRG). The DRG team seeks to understand what is working well and where adjustments may be needed to manage the performance of R4P, as well as support a “proof of concept” for programmatic approaches that could potentially be scaled up across the region.

The mid-term evaluation has several objectives:

- Identify achievements toward the R4P Activity intermediate objectives, assess implementation, and analyze initial outcomes.
- Evaluate component-level theories of change and assumptions, and identify areas for modification.
- Assess activity progress for relevance and effectiveness.
- Identify activity challenges and make recommendations for programmatic adjustments and adaptations to strengthen impacts and mitigate any issues identified during the evaluation.
- Identify activity innovations that could be scaled up in Côte d'Ivoire, across Coastal West Africa (CWA), or in similar contexts worldwide.

The findings and recommendations delivered through this evaluation are intended to support the Mission's operations in the following ways:

- Inform updates to the R4P Activity work plan and/or performance indicators and targets.
- Inform an R4P Activity extension or follow-on activity design.
- Identify the extent to which R4P is an innovative model to be scaled up as a solution to VE.
- Inform program design beyond the violent extremism (VE) and countering violent extremism (CVE) sector, including for a USAID-funded health activity in northeast Côte d'Ivoire.

Nickol Global Solutions led this evaluation in partnership with Integrity Global, Inc. through the Peacebuilding, Evaluation, Analysis, Research, and Learning (PEARL) task order mechanism. The evaluation's primary intended audiences are USAID/Côte d'Ivoire, the R4P Activity, and the Bureau for Conflict Prevention and Stabilization (CPS) Center for Conflict and Violence Prevention (CVP). Evaluation findings, conclusions, and recommendations are intended to contribute to global-level learning about implementation of the U.S. Strategy to Prevent Conflict and Promote Stability (SPCPS). As such, this evaluation also intends to inform the U.S. Embassy in Côte d'Ivoire, Congress, and the broader peacebuilding and stabilization community.

EVALUATION QUESTIONS

The evaluation questions (EQs) below were drafted by USAID/Côte d'Ivoire in the Statement of Work (SOW) (See Annex I) and refined during scoping conversations and co-design sessions with the PEARL team and the R4P Activity team.

EQ 1. To what extent has the R4P implementation approach mitigated the drivers of VE in Côte d'Ivoire?

1. What are the key drivers or underlying factors of VE addressed by R4P programming, and how?
2. To what extent has R4P's knowledge, learning, and understanding (KLU) approach impacted stakeholders' knowledge of VE and influenced local, national, regional, and international actors to respond to the local context?
3. To what extent has R4P's "media ecosystem approach" increased positive narratives to counter radicalization and hate speech, promoted trust between communities and the government, and enhanced social cohesion between communities?
4. To what extent has R4P reduced social, political, and economic marginalization of communities in the border region, including youth, women, and the Peulh/Fulani?
5. To what extent has R4P programming contributed effectively to fostering social cohesion and reducing conflicts in target communities?

EQ 2. To what extent is R4P responsive to the needs, priorities, and grievances of local stakeholders in order to reduce vulnerability to VE? What are community perceptions of R4P "best practices"?

1. To what extent is R4P effectively integrating and including local voices and priorities in designing and implementing its activities?
2. Are R4P interventions in target communities responding to locally-identified priorities? If yes, how? If no, why not?
3. What are challenges and gaps related to how R4P integrates localization and locally-led solutions in its programming?

EQ 3. How is R4P an example of "doing business differently"?

1. To what extent are the United States Government (USG) interagency coordination and multi-stakeholder partnership approaches effectively supporting R4P interventions?
2. To what extent and how is R4P integrating conflict sensitivity into its programming?
3. To what extent is R4P flexible and adaptively managed?
4. To what extent does R4P integrate the USG Women, Peace, and Security (WPS) Strategy?¹

¹ Updated U.S. Strategy and National Action Plan on Women, Peace, and Security | Strategy and Policy | U.S. Agency for International Development. (n.d.). U.S. Agency For International Development. <https://www.usaid.gov/women-peace-and-security>

5. Are there successful programming approaches or examples of “doing business differently”² implemented by R4P that could be considered to be scaled up and replicated across CWA or in Global Fragility Act (GFA) priority countries?

BACKGROUND

COUNTRY CONTEXT

Côte d’Ivoire has faced political instability since the death of Félix Houphouët-Boigny, who served as president of Côte d’Ivoire from 1960 until his death in 1993. The country faced violent conflict between 2002 and 2007, and again from 2010 to 2011, where post presidential election violence left 3,000 people dead and 500,000 displaced.³ As in many countries in West Africa, the south is predominantly Christian and far more prosperous than the north. Northern Côte d’Ivoire is predominantly Islamic, and residents have historically been marginalized.⁴

While Côte d’Ivoire has seen far less VE and violent extremist organizations (VEOs) than its neighbors, Mali and Burkina Faso, it is not immune to VE. In March 2016, the country experienced its first terrorist attack in southern Côte d’Ivoire.⁵ In 2020, suspected jihadists attacked a security post near Kafolo, a northern town that shares a border with Burkina Faso. After this attack, the Ivorian government declared a militarized zone in the northern border areas.

Even as one of the most prosperous francophone West African countries, Côte d’Ivoire faces numerous vulnerabilities: porous borders, poor governance, lack of economic opportunities, disaffected youth and women, inadequately demobilized fighters, and weak engagement with marginalized populations. These conditions make Côte d’Ivoire susceptible to VEO influence, and Sahel-based VEOs are expanding their reach and actively working to destabilize the country by exploiting community grievances and tensions.

ACTIVITY DESCRIPTION

USAID launched the R4P Activity in February 2021 to strengthen community resilience against VE in northern Côte d’Ivoire. Implemented by EAI and its sub-partners over a five-year period with a budget of \$20.7 million USD, the purpose of R4P is to help at-risk Ivorian border communities strengthen their resilience to VE.⁶ R4P seeks to address the negative spillover of regional instability and violence, establish resilience structures that enable community dialogue and collective action, and support a strong local media sector that understands, responds to, and anticipates VE narratives.

² While a clear definition does not yet exist consistently across USG personnel and agencies, during the evaluation design process, the ET collaborated with USAID/Côte d’Ivoire to define relevant innovative elements of “doing business differently” as 1) engaging in interagency coordination within the USG, 2) incorporating conflict sensitivity, 3) managing adaptively, and 4) integrating principles outlined in WPS.

³ BBC News. (2023, July 24). *Ivory Coast country profile*. <https://www.bbc.com/news/world-africa-13287216>

⁴ See CEP. *Côte d’Ivoire: Extremism and Terrorism (counterextremism.com)* and CFR. 2021. *Concern Grows About Jihadi Activity in Ivory Coast | Council on Foreign Relations (cfr.org)*.

⁵ The attack took place in Grand Bassam, killing 19 people.

⁶ The cooperative agreement was initially awarded with a ceiling of \$19.5 million. In 2023, a costed extension of the award increased the ceiling to \$20.7 million, to incorporate the gender-based violence component.

The Activity has three overarching objectives: 1) Increase knowledge, learning, and understanding (KLU) of VE in border communities; 2) Reduce socio, political, and economic marginalization and inequality in border areas; and 3) Increase positive narratives to counter radicalization and hate speech, particularly for youth, women, and girls in border areas. To operationalize those objectives, R4P works to create economic and civic empowerment opportunities focusing on youth and women, through improvements in natural resource management (NRM) and government service delivery and responsiveness. R4P also educates citizens to recognize signs of VE and conducts dialogue networks and town halls to cultivate whole-of-community trust.

The theory of change that underpins R4P assumes that increasing KLU of VE in border communities and empowering actors at multiple levels to interact with each other to deal with VE threats will lead to broader border community understanding of VE threats and allow these communities to take collective action to address the VE spillover effects from the Sahel.

EVALUATION METHODS AND LIMITATIONS

DATA COLLECTION METHODS

The evaluation team (ET) used a qualitative approach including a review of key documents and secondary data, as well as qualitative primary data obtained through key informant interviews (KIIs) and focus group discussions (FGDs). The primary and secondary data used to answer each EQ are detailed in the Evaluation Design Matrix (Annex II) and data collection tools (Annex III). The ET attended R4P's Annual Learning Summit in November 2023, and data collection took place in Côte d'Ivoire in April 2024, with additional interviews conducted remotely in May and June. The ET included two co-team leaders, two local researchers, two research assistants, and one logistician. To facilitate data collection in the north, the team divided into two groups. See Annex IV for a list of ET members.

DOCUMENT REVIEW

The ET conducted a thorough desk review of strategic and programmatic documents and available datasets relevant to the R4P Activity. This included quarterly and annual progress reports, Monitoring, Evaluation, and Learning (MEL) Plans, program monitoring data, studies conducted under the R4P Activity, assessments, case studies, work plans, and other documents relevant to the EQs. Through the desk review, the ET identified contextual information such as country- and region- specific drivers of VE and about other themes in the EQs and sub-EQs including media, gender, youth, and social cohesion. Finally, the desk review informed the design of the data collection protocols and assisted in identifying key groups and individuals to include in the overall respondent sample. See Annex V Sources of Information.

KEY INFORMANT INTERVIEWS

The ET conducted a total of 64 KIIs with 94 respondents (68 male, 26 female, and 6 youth), which included USG personnel, staff from EAI and its sub-partners, national government representatives, security and defense officials in Côte d'Ivoire, and stakeholders at regional and local levels (see Table I below). The ET used semi-structured interview protocols that followed the broad outline of the EQs

and sub-EQs, with additional probing questions for detail. The majority of KIIs were conducted in person and in respondents' native languages, when needed.

FOCUS GROUP DISCUSSIONS

The ET held a total of 28 FGDs with 204 R4P Activity beneficiaries (112 male, 92 female, and 33 youth). To mitigate bias and data sensitivity challenges, the ET held FGDs in person (typically near respondents' homes, outside under a shaded area, or at local radio stations) and in the local Malinké or Fulani language, as appropriate. The ET convened some FGDs of mixed groups and segregated other groups when appropriate by gender, age, and ethnicity to encourage open discussion. Facilitators followed a semi-structured protocol based on the EQs, with probing questions to capture detailed reflection. The ET also tailored questions to the targeted beneficiary group (i.e., women's saving groups, village committee, vocational training participants) to capture their experiences and engagement with R4P.

Table 1: Number of KIIs, FGDs, and Respondents

Stakeholder Type	KII/FGD	Respondents
Donor and Other USG Agencies	11	15
Implementing Partners (EAI, IRC, Indigo-CI, AFJCI)	17	26
International Organizations and Local CVE Experts	10	15
Government of Côte d'Ivoire (Central)	4	5
Government of Côte d'Ivoire (Regional)	10	16
Local Leaders	9	16
Civil Society Organization	2	6
Media	6	32
Local R4P Participants or Beneficiaries	23	167
Total	92	298

EVALUATION SAMPLE

GEOGRAPHIC SCOPE

The evaluation's geographic scope focused on the northern border of Côte d'Ivoire. The ET collected data in the four primary R4P implementation regions (Folon, Bagoué, Tchologo, and Boukani), and in Poro, where EAI has its regional office, and in Abidjan, to reach CVE researchers, subject matter experts, national-level stakeholders from the Government of Côte d'Ivoire (GoCI), and staff from USAID/Côte d'Ivoire, U.S. Embassy, and IPs. See Annex VI Evaluation Methods and Limitations, which includes a detailed map of the locations in which the team conducted KIIs and FGDs.

Figure 1: Regions of implementation and sampled localities



EVALUATION SAMPLE VILLAGES

1. Flabougou
2. Kafolo
3. Kalamon
4. Kimbirila Nord
5. Koflandé
6. Kong
7. Sanzanou
8. Sikolo
9. Tiefinzo

OTHER FIELDWORK LOCATIONS

10. Korhogo (R4P Office)
11. Abidjan (R4P Office)

*Areas highlighted in blue signify R4P activity locations

SAMPLING APPROACH

The ET primarily used purposive and convenience sampling to select evaluation respondents most likely to provide high quality and comprehensive insights about R4P’s implementation, context, and outcomes. The sample aimed for a balance of perspectives and representation of all R4P beneficiary groups, including women, youth, and minority ethnic groups. Using a complexity-awareness approach, the sample included substantial flexibility to allow for changing plans, accessibility mitigation measures, or additional contacts identified during data collection.

DATA ANALYSIS

The ET captured preliminary findings from its transcriptions and notes in an Excel-based tally sheet, which tallied themes that arose and included metadata such as respondent type or data collection format (KII or FGD). This approach enabled the ET to look for trends within and across sub-groups. Additionally, the team incorporated its data into a Findings, Conclusions, and Recommendations matrix to verify that preliminary analysis accounted for gender and social dimensions, identify gaps, and serve as the basis for developing evidence-based recommendations.

The ET employed several data analysis methods to identify key findings from the data collected, draw conclusions, and make recommendations. Additionally, the team triangulated results across analytical approaches to develop the findings and conclusions. Triangulation enabled the ET to cross-verify and

cross-validate the findings that emerged from the data collection methods and data sources to identify correlations. Analysis methods are listed below.

- **Content Analysis:** Content analysis involved intensive review and coding of KII and FGD data to identify and highlight notable examples of R4P Activity successes and failures in mitigating drivers of VE, being responsive to the needs of local stakeholders, and doing business differently.
- **Gap Analysis:** Gap analyses examined which aspects of R4P interventions fell short of anticipated performance and the likely factors contributing to these gaps.
- **Comparative Analysis:** The ET undertook a comparison of R4P Activity results across stakeholder groups and assessed convergence or divergence in perspectives.

POTENTIAL BIASES AND LIMITATIONS

- **Security and Logistical Limitations:** VE is a security concern in the northern border regions, and security issues in Téhini prompted a change to the ET's data collection and travel plans, resulting in much longer travel periods and changes to the number of KIIs and FGDs. Nevertheless, the team adequately refined its plan to ensure robust coverage of geographic and R4P intervention components.⁷
- **Selection Bias:** Selection bias is a risk when IPs help to facilitate contact with beneficiaries. Given logistical and security challenges, the ET coordinated closely with EAI to identify respondents and to organize KIIs and FGDs. The ET mitigated potential selection bias by identifying additional respondents through referrals and snowball sampling while in country, using multiple sources of data, and employing its evidence matrix to triangulate data.
- **household survey).** If details have already been provided in a previous report, it is sufficient to provide a link to that report or provide the details in an annex.
- **Interviewer/FGD Moderator Bias:** The ET's conduct and actions may lead key informants or FGD participants to respond in a certain way. To prevent this, the interviewers and FGD moderators were trained to ask questions in a non-leading way and to restrain from giving body language signals or making facial expressions.
- **Response Bias:** Some stakeholders can overstate or understate certain information in an attempt to give a particular image of their community or circumstance. To mitigate response bias, when possible, the ET compared primary data to secondary data to verify the credibility of findings. The ET asked for verifiable examples of all core statements made during data collection and communicated to respondents during the informed consent process that there are no direct benefits to participating in data collection and that there will be no retaliation against them for their responses.
- **Recall Bias:** Recall bias is a common challenge in evaluative social research. One type of recall bias occurs when project beneficiaries unintentionally blend their experiences across multiple

⁷ Intervention components refer to media, livelihood, governance, and NRM (see Table 4 in Annex V).

projects/programs into a composite memory or when respondents simply cannot accurately recall the information about which they are being asked, particularly if events occurred several months or years prior. The ET attempted to mitigate this risk by clearly explaining the purpose and background of the evaluation and the R4P Activity being evaluated. This included giving the respondents the names of the R4P sub-partners and the timeframe in which activities were implemented. While not significant overall, the ET observed some recall bias in relation to initiatives in which R4P supported already existing mechanisms, such as some of the Village Savings and Loans Associations (VSLA).

FINDINGS AND CONCLUSIONS

EVALUATION QUESTION 1. TO WHAT EXTENT HAS THE R4P IMPLEMENTATION APPROACH MITIGATED THE DRIVERS OF VE IN CÔTE D'IVOIRE?

EQ1.1. WHAT ARE THE KEY DRIVERS OR UNDERLYING FACTORS OF VE ADDRESSED BY R4P PROGRAMMING, AND HOW?

To answer EQ1.1, the ET first reviewed the studies conducted by R4P. Furthermore, the ET initiated each interview by inquiring, 'In your opinion, what are the key drivers of VE?' After consolidating responses, the ET identified the following six key drivers of VE in order of importance: poor governance, porous borders, lack of economic opportunity for youth and women, limited access and competition over natural resources, lack of social cohesion, and lack of understanding of VE. The ET then analyzed the R4P work plan to determine key activities targeting each of the identified drivers.



GUM participant with newly acquired papers

POOR GOVERNANCE: Most respondents characterized poor governance as the “absence of the State,” toxic and self-serving governance practices, and distrust in the security and defense forces (FDS) in northern Côte d’Ivoire. Several respondents expressed that marginalized citizens in the north feel neglected and disenfranchised and go across the border to Mali or Burkina Faso to receive basic services, such as healthcare. Moreover, respondents indicated that FDS sometimes engage in abusive, repressive, and unethical behavior such as bribes and corruption schemes at checkpoints, fueling even more resentment from youth who already feel excluded. The minimal presence of government institutions hinders their ability to deliver administrative services, such as permits and license plates to motorbike drivers, exacerbating tensions between FDS and citizens. Some respondents expressed the feeling that employment agencies (such as the national employment agency) and government-funded projects and initiatives do not provide any support to unemployed youth, reinforcing their resentment toward the state.

To address this root cause of VE, R4P launched initiatives aimed at enhancing service delivery with the guichet unique mobile (GUM),⁸ fostering interactions between the government, security forces, and the population; and providing support to the Civil-Military Cells (CCM).⁹

POROUS BORDERS: Interviews with key stakeholders indicated that large swaths of ungoverned territories represent a risk factor for VE in the northern border region. Uncontrolled movement of people from Burkina Faso and Mali, two countries experiencing an uptick of VE, risks potential spillover into Côte d'Ivoire. According to government stakeholders, porous borders facilitate illegal trade, illegal mining, and cattle theft. VEOs can weaponize these conflict triggers and find entry points into the country.

To address these challenges, R4P facilitated dialogues between authorities to resolve conflicts and exchange information on both sides of the border in collaboration with the International Organization for Migration (IOM). R4P also addressed the divisive issue of cattle theft by creating or supporting cross-border networks to facilitate early warning between communities in Mali and in Côte d'Ivoire.

LACK OF ECONOMIC OPPORTUNITIES FOR YOUTH AND WOMEN: According to an International Rescue Committee (IRC) study, the lack of economic prospects, infrastructure, and basic social services—as well as the overall precarious situation in the north— impact youth and women disproportionately.¹⁰ Respondents reported that youth engage in illegal mining and trafficking of illicit goods due to limited economic opportunities. Moreover, the GoCI's stringent measures to reduce illegal mining leave those who were exploiting those mining sites, especially young people, with no economic activity and no prospect for alternative jobs. Their vulnerability makes them susceptible to collaboration with or recruitment by VEOs and other armed groups such as Burkina Faso's recently created militia, *Volontaires pour la Défense de la Patrie* [Volunteers to Defend the Country (VDP)], to engage in these illicit income-generating activities and access land.

In addressing this core issue, R4P rolled out initiatives to enhance the economic opportunities of women and youth through apprenticeships, savings groups, adult literacy programs, and income generating activities such as beekeeping, poultry, and gardening.

LIMITED ACCESS AND COMPETITION OVER NATURAL RESOURCES: A broad cross-section of respondents identified the scarcity of natural resources, such as water and arable land, as a sensitive and polarizing issue that exacerbates conflicts in the northern border regions. Several respondents indicated that insufficient access to water, which must be shared between farmers and herders, often triggers

⁸ The GUM is defined in detail in EQ1.5, page 23.

⁹ USAID policy and legal provisions do not allow for development assistance to directly benefit local security or law enforcement entities. As such, USAID funding does not support these aspects of the civil military cells (CCMs).

¹⁰ IRC. 2022. R4P Analysis of Economic Opportunities.

conflicts between these groups. They also referred to transhumance corridors, which when not clearly marked, can lead to cattle encroaching on farmers' crops, often resulting in conflicts that can be exploited by VEOs.¹¹ One respondent highlighted the fact that some villagers gave land for the conservation parks and now they want their land back given the scarcity of arable land and because they perceive that the land now has value. Several respondents stated that this situation leads to tensions between community members and local government representatives.

R4P addressed this issue by strengthening or setting up NRM committees and fostering more inclusion in the decision-making process for NRM. R4P established fenced gardens and beekeeping as a way to increase participation of women and youth in livelihoods and NRM activities, built night cattle parks to protect farmers' crops, enhanced transhumance corridors, and resolved conflicts over conservation park access.

LACK OF SOCIAL COHESION: The absence of social cohesion creates vulnerabilities where VEOs can infiltrate communities, recruit members, and extend their negative influence. Through document review and KIIs, the ET pinpointed concerns related to social cohesion that have the potential to ignite conflicts and pave the way for VE to take root.

Marginalization and stigmatization of the Fulani community: While many Fulani immigrated to Côte d'Ivoire decades ago, their access to identity papers and nationality remains limited.¹² In Flabougou, for instance, Fulani communities established a presence starting in the late 1940s and still do not enjoy recognition and rights as citizens of Côte d'Ivoire. This exclusion breaks down social cohesion.¹³



Youth-led Community Action Group

Ongoing conflict between herders and farmers: Cattle wandering at night and destroying crops or contaminating water sources creates conflicts between herders and farmers, which weakens social cohesion at the community level.

Lack of accountability for cattle theft: Cattle theft persists as a source of resentment for herders who are mostly Fulani.

¹¹ Transhumance corridors are routes or strips of land used by nomadic herders to travel with their livestock between grazing areas or to access pasture or water sources.

¹² EAI. 2023. Peulh in the Northern Border Areas of Côte d'Ivoire, page 13.

¹³ EAI. 2023. Peulh in the Northern Border Areas of Côte d'Ivoire, page 15.

Herders often avoid informing the police, fearing that perpetrators may have connections with authorities.

Strained resources between host communities and displaced populations: The influx of displaced people from Burkina Faso puts pressure on natural resources such as water and land and creates tension between local communities and displaced people, adding layers of complexity to cross-border dynamics, especially in the Bounkani region.

To strengthen social cohesion, R4P enhanced existing conflict resolution committees by incorporating members of the Fulani community to ensure inclusivity of herders; supported youth-led community action groups (CAGs) to convene multi-stakeholder dialogues; revitalized solidarity groups; and fostered constructive engagement between the FDS, local authorities, and marginalized groups, such as the Fulani.

LACK OF UNDERSTANDING VE: Even after the gruesome 2016 attack at Grand Bassam, decision-makers and the overall population had insufficient understanding of VE dynamics across the region and the potential spillover effect from VEOs operating in the Sahel. The lack of evidence-based knowledge on VE dynamics initially led to a denial of the gravity of the threat posed by VEOs, which impacted Côte d'Ivoire's overall prevention strategy and readiness.¹⁴

The lack of evidence-based knowledge and awareness around VE facilitates information manipulation, including hate speech and misinformation. Several respondents highlighted that conflict actors commonly utilized information manipulation during the post-election conflict in 2010 and 2011, which could happen again in the context of VE expansion.

R4P addressed this issue by leveraging its media ecosystem and its community-based researchers to generate and share accurate information through publications, webinars, workshops, and the Annual Learning Summit (ALS). Additionally, R4P helped to increase awareness on how to identify and appropriately respond to VE threats.

EQ1.1 CONCLUSIONS: R4P successfully designed interventions to address significant drivers of VE, including poor governance, porous borders, limited economic opportunities for youth and women, restricted access to and disputes over natural resources, social cohesion deficits and a lack of understanding of VE compounded by information manipulation.

Despite R4P's efforts, certain interventions, notably those aimed at enhancing economic opportunities for youth and women, seemed insufficient given the gravity of the issue. Addressing other emerging issues such as the consequences of illegal mining closures on youth as well as the challenge of water

¹⁴ Since 2022, the Government of Côte d'Ivoire has openly acknowledged the threat.

scarcity are beyond the agreed-upon scope of the R4P Activity. Lastly, some newer interventions are still in the early stages and have not reached their full potential, such as the cross-border initiative.

EQI.2. TO WHAT EXTENT HAS R4P'S KNOWLEDGE, LEARNING, AND UNDERSTANDING (KLU) APPROACH IMPACTED STAKEHOLDERS' KNOWLEDGE OF VE AND INFLUENCED LOCAL, NATIONAL, REGIONAL, AND INTERNATIONAL ACTORS TO RESPOND TO THE LOCAL CONTEXT?

To respond to EQI.2, the ET conducted interviews with researchers¹⁵ who were directly engaged in R4P research activities, as well as stakeholders who benefitted from R4P research or related events such as the ALS. As outlined in its work plan the key objectives of the KLU strategy involve filling research gaps, enhancing institutional research capabilities, and establishing a sustainable KLU framework to promote knowledge sharing and ownership.¹⁶ These three KLU approaches hold the potential to influence responses from local, national, regional, and international stakeholders to effectively address VE.

FILLING RESEARCH GAPS: As indicated in the R4P Year 1 Annual Report, the KLU approach was intentionally crafted to target the lack of comprehensive understanding of VE dynamics and the shortage of evidence-based knowledge. Awareness of VE threats vary by region and correlates to recent history and direct exposure to terrorist attacks; VE risk perception decreases the further one moves away from areas with recent history and direct exposure to violence.¹⁷ Thus, distinct categories of R4P knowledge products have specific objectives and information uniquely tailored to stakeholder needs and requirements: 1) comprehensive research, aimed at grasping the context, 2) focused studies to comprehend drivers of VE and propose mitigating measures, and 3) rapid investigative initiatives.

“R4P's research studies and the Annual Learning Summit are helping us greatly to understand what is happening in the northern region of Côte d'Ivoire, grasp the dynamics better, and respond more effectively to the local challenges.”

*– International Organization staff
(Male, Abidjan)*

Comprehensive research: In its initial phase, R4P focused on conducting broader studies to enhance comprehension of VE drivers and to document existing knowledge. EAI sub-partner National Opinion Research Center (NORC) conducted one study resulting in two publications, and EAI commissioned several others directly. These studies followed an academic approach emphasizing thorough research methods, scholarly rigor, and robust literature reviews.¹⁸ Insights from the research were not only utilized by EAI to refine its strategy but also served as a frequent point of reference for other international organizations (IOs)—several of which acknowledged referencing R4P studies in reports or proposals.¹⁹

¹⁵ For its KLU component, EAI worked with three partners: NORC, Indigo and the CUB-UAO.

¹⁶ EAI. 2021. R4P Work Plan Year 2, page 6.

¹⁷ EAI. 2022. R4P Annual Report Year 1, page 6.

¹⁸ EAI. 2022. R4P Annual Report Year 1, page 27.

¹⁹ References to R4P's publications have been found in ISS, Swiss aid, and International Crisis Group (ICG) studies.

Action-research studies: Subsequently, R4P transitioned to developing more targeted knowledge products exploring specific VE drivers or emerging problematics.²⁰ These studies are designed with action research principles in mind, aiming to generate knowledge and drive practical solutions and actionable outcomes. The majority of these studies were spearheaded by R4P sub-partners Indigo Côte d'Ivoire (Indigo-CI) and the Chair UNESCO of Bioethics of University Alassane Ouattara of Bouake(CUB-UAO). They integrated rigorous field-based data collection methods that emphasized community inputs or innovative methods such as a systems analysis workshop.²¹ KIs with EAI staff highlighted the significant value of these studies in enhancing R4P's activity design process. IOs have also acknowledged leveraging these studies to support their own initiatives. Furthermore, the National Border Commission of Côte d'Ivoire (CNFCI) highlighted that a specific study directly contributed to the reopening of the border following the COVID-19 pandemic, and that the revised version of the national integrated border management strategy includes language from an R4P research report.²²

Rapid investigation mechanism: Indigo-CI leads R4P's third knowledge-generating approach using pre-existing "community relays" established during the political unrest in Côte d'Ivoire. These relays are essential for gathering real-time information from local communities, thereby facilitating agile adjustments to R4P initiatives. Research methods include weekly reporting of VE-related activities and rapid population survey or gap analysis.²³ R4P also uses the real-time information to produce a monthly informational bulletin (known as an "Atmospherics report"). Respondents from USG agencies have noted receiving the atmospherics and finding the information valuable.

ENHANCING INSTITUTIONAL RESEARCH CAPABILITIES: As indicated in the Year 4 work plan, R4P supports its sub-partner CUB-UAO with a mentorship and training program for research practitioners and local actors.²⁴ This activity, which is related to R4P Objective 1.2 (creating a cadre of local researchers/practitioners and key actors on CVE), includes the selection and training of local researchers, the organization of webinars, and the promotion of a research network.²⁵

Training of local researchers and role of graduate students: NORC developed a training curriculum to provide participants with a foundational understanding of VE. R4P trained a total of 288 people (52 female, 236 male), encompassing 41 researchers, 32 students, and 215 practitioners. Training sessions were held in Abidjan, Bouake, and seven other regional locations.²⁶ Master's and PhD students supported and funded by R4P remain actively engaged, contributing to valuable research outputs for VE stakeholders and facilitating webinars.

Webinars: As of April 2024, R4P led the design and implementation of 10 webinars open to the general public, with a total of 918 participants. In addition, CUB-UAO organized five online sessions for training and research exchanges, which were open to the research network. Feedback from stakeholders revealed that while participants appreciated the quality of the content, they expressed

²⁰ EAI. 2023. R4P Work Plan Year 4, page 7.

²¹ Ibid., page 8.

²² Politique de la gestion intégrée des frontières

²³ EAI. 2023. R4P Work Plan Year 4, page 7.

²⁴ Ibid.

²⁵ EAI. 2023. R4P Work Plan Year 4, page 12.

²⁶ NORC. 2022. R4P Curriculum Training Report for C/PVE, page 4 and 17.

disappointment over the absence of follow-up with links to the webinar recording and the PowerPoint presentation, which could have facilitated broader dissemination. EAI staff also mentioned that despite the organizers' improved capabilities, the network still relies on the leadership and assistance of EAI to effectively manage the webinar process.

Researchers network: As mentioned in the terms of reference (TOR) published in April 2024, the researchers network aims to promote scientific research culture; connect research, policymaking, and operations; and facilitate national and international research efforts on VE.²⁷ Stakeholders shared anecdotal evidence of individuals who, through R4P, have successfully expanded their networks and collaborated with other researchers. However, the ET did not find conclusive evidence of the emergence of a well-established research network. Even CUB-UAO staff acknowledged the challenges in forming a researcher network recognized by VE experts in Côte d'Ivoire and beyond. Among the obstacles highlighted is the reality that local researchers prioritize their individual projects and are reluctant to disseminate information without monetary incentives.

PROMOTING KNOWLEDGE SHARING AND OWNERSHIP: R4P promotes knowledge sharing and ownership by facilitating stakeholder and community Collaborating, Learning, and Adapting (CLA) forums bringing together citizens, government officials, and civil society to discuss and plan around R4P successes and challenges. The CLA strategy includes three types of initiatives: the ALS, dissemination workshops with communities and the government, and the dissemination of research studies.²⁸



Annual Learning Summit

Annual Learning Summit: The ALS aims to review accomplishments, showcase data and insights from research activities, share lessons learned from project implementation, identify challenges, and recommend activities to be added, adapted, or withdrawn.²⁹ All ALS participants interviewed stated that this event is a unique opportunity to convene diverse stakeholders to voice, hear, and examine firsthand the challenges in northern Côte d'Ivoire. It allows for multidisciplinary discussions on VE issues, fostering learning and identifying synergies.

Nonetheless, USAID has expressed concerns regarding the event's size, highlighting that costs could potentially result in budgetary challenges.

Government-focused workshops: As detailed in the Year 2 Annual Report, R4P conducted a dissemination workshop³⁰ involving prefectural authorities from the five border regions of northern Côte d'Ivoire.³¹ R4P has made this an annual event. GoCI representatives mentioned to the ET that R4P

²⁷ EAI. 2024. TOR Research-Action Network For Resilience and Peace (RN4RP). Network presentation: http://www.equalaccess.org/wp-content/uploads/2024/06/Research_Net_final_WEB.pdf

²⁸ EAI. 2021. R4P Work Plan Year 2, page 6.

²⁹ EAI. 2023. R4P 3rd Learning Summit - Year 3, page 3.

³⁰ R4P refers to these workshops as "restitution workshops" or "atelier de restitution."

³¹ EAI. 2023. R4P Annual Report Year 2, page 15.

arranged for studies to be shared to enhance understanding within relevant ministries.³² For example, in April 2024, R4P organized a workshop with the CNFCI to present findings from a recent study on dynamics related to the influx of displaced persons.³³

Community-focused workshops: R4P organizes community workshops to gather input and feedback to ensure that its interventions and research align with community priorities and lived or perceived realities.³⁴ R4P staff mentioned that its one-day workshops convened prefectural authorities, customary chiefs, representatives of technical support governmental structures, and community members.³⁵ ³⁶ They indicated that the workshop led to fruitful discussions between researchers and participants, and participants showed a great interest in the research findings.³⁷ However, several R4P staff noted that while the workshops were well received, the format of the studies may not be easily understood by a non-academic audience.

Dissemination strategy: R4P studies are published on the EAI website, and representatives from IOs and donor agencies mentioned that these studies were extensively circulated within their respective organizations. Nevertheless, EAI staff acknowledges that the studies have the potential to benefit a broader audience, and R4P is exploring avenues to enhance the dissemination of its publications by collaborating with Armed Conflict Location and Event Data (ACLED).³⁸ EAI staff indicated that its capacity to edit and finalize reports has, at times, delayed the publishing process.



Dissemination Workshop

EQI.2 CONCLUSIONS: GoCI, USG, and IOs' understanding of VE, VE dynamics, and CVE has improved thanks to R4P's KLU approach. R4P research has significantly influenced VE strategies at the national and regional levels in Côte d'Ivoire, and IOs have utilized R4P analysis of VE dynamics in the northern border regions. The ALS serves as a unique platform for multidisciplinary discussions on VE issues, fostering learning, synergy, and action planning. However, managing an excessively large crowd may impact cost effectiveness and pose logistical challenges.

Despite R4P's efforts to establish a robust and independent researcher network on VE in Côte d'Ivoire, the current network continues to heavily depend on EAI's support. Research remains relatively confined within R4P's stakeholders and dissemination network, even if webinars serve as an initial step in

³² Workshops have also taken place for Etat Major des Armées in Abidjan, Korhogo, Kong, and Boundiali.

³³ EAI. 2024. Workshop related to the Dynamics Around the Influx of Displaced Persons.

A total of six workshops have been organized with CNFCI for government actors in Abidjan.

³⁴ EAI. 2021. R4P Work Plan Year 2, page 14.

³⁵ EAI. 2024. R4P Report Restitution Activity in Bouna, page 3.

³⁶ Every year R4P organizes one workshop per region and one in Korhogo. So far, a total of 18 workshops have been organized.

In 2024, R4P has organized study-specific dissemination workshops in the concerned regions in the North, two in Bouna, one in Kong, one in Minignan.

³⁷ EAI. 2024. R4P Report Restitution Activity in Bouna, page 7.

³⁸ <https://acleddata.com/> An independent, impartial, international non-profit organization collecting data on violent conflict and protest in all countries and territories in the world.

elevating the research to a wider audience. In addition, the complex and highly technical nature of research publications may render the current dissemination format less suitable for local audiences.

EQ1.3. TO WHAT EXTENT HAS R4P'S "MEDIA ECOSYSTEM APPROACH" INCREASED POSITIVE NARRATIVES TO COUNTER RADICALIZATION AND HATE SPEECH, PROMOTED TRUST BETWEEN COMMUNITIES AND THE GOVERNMENT, AND ENHANCED SOCIAL COHESION BETWEEN COMMUNITIES?

To respond to EQ1.3, the ET conducted one KII with a journalist and four FGDs with participants in R4P's media ecosystem, including radio broadcasters, influencers, and members of validation groups.³⁹ Furthermore, the ET conducted interviews with other stakeholders to gather insights on the potential impact of the media ecosystem on the utilization of positive narratives.

R4P's work plans outline the activities carried out to organize and enhance its media ecosystem. The ET identified three types of activities implemented by R4P: technical capacity building, content development to enhance social cohesion, and implementation of content moderation mechanisms.

TECHNICAL CAPACITY BUILDING

Radio stations: R4P's media ecosystem includes 12 community-anchored, local radio stations. Most of them lack adequate funding and have limited broadcasting capacity.⁴⁰ R4P provided equipment⁴¹ and training to radio broadcasters aimed at enhancing their understanding of how to utilize community resilience to counter VE. For example, some sessions highlighted how identity-based thinking can potentially trigger conflicts and deepen divides, and others focused on how to facilitate roundtables.⁴² Radio broadcasters also highlighted that R4P trained them to organize roundtable discussions directly with communities in the field. They indicated that this approach enabled more meaningful exchange with community members.

Influencers: In its initial work plan, R4P planned to recruit 150 influencers across the northern region. However, that number decreased to 63 following the 2023 "Pause and Reflect" workshop, as some influencers were not sufficiently active. R4P based the selection of influencers on their technical expertise, level of engagement, and personal influence within communities. Influencers participated in a one-week Tech Camp,⁴³ a workshop to equip youth with social media skills to counter extremist rhetoric, hate speech, and information manipulation. Following the Tech Camp, participants trained other influencers using a Training of Trainers (TOT) model.⁴⁴ Influencers interviewed indicated that the technical training was highly beneficial, yet R4P staff expressed that influencers may require further technical training to generate high-quality content independently, without relying on R4P's support.

³⁹ A validation group is a group of local community members who verify and approve radio content before it is broadcast. For additional information see below: "Implementation of content moderation mechanisms."

⁴⁰ EAI. 2022. R4P Annual report Year 1, page 4.

⁴¹ R4P supplied essential equipment like phones and recorders, covered transport expenses.

⁴² EAI. 2022. R4P Annual report Year 1, page 23.

⁴³ EAI. 2021. R4P Activity Report on TechCamp.

⁴⁴ EAI. 2022. R4P Annual report Year 1, page 25.

Journalists: R4P trained 21 journalists in investigative journalism in two sessions held in 2023 and 2024. During the training, R4P familiarized journalists with the ethics of investigative journalism and the concept of Do No Harm.⁴⁵ A journalist shared with the ET that skills acquired during the training were useful in investigating and publishing a story relevant to the local context.

CONTENT DEVELOPMENT TO ENHANCE SOCIAL COHESION: R4P employed several media-related strategies to promote social cohesion and foster trust between communities and the government. These strategies included the extensive use of local languages, roundtable discussions with diverse community members, highlighting positive narratives and experience of resilience,⁴⁶ and providing swift clarifications when misinformation circulates.

Local languages: Over the past three years, R4P has produced 2,353 hours of broadcasts, with 69 percent in local languages. By broadcasting in nine local languages, radio stations enhanced their reach with different communities.⁴⁷ FGD respondents expressed satisfaction with the local language programming, as it fosters a sense of belonging and recognition within communities.

Roundtables: Radio stations trained by R4P organized roundtable discussions for community members, local authorities, traditional authorities, and security forces (FDS) to engage on potentially contentious issues. Community radio broadcasters noted that these roundtables contributed to mutual understanding, thereby fostering improved social cohesion, promoting mutual trust, and reducing fear of others. Roundtable themes included: the benefits of protecting Comoé National Park, the contribution of social networks to social cohesion, and the importance of having administrative documents.

Positive narratives: Several respondents confirmed observing a decrease in the use of hate speech, particularly identity-based stigmatization in both media and daily discourse. However, based on the Violent and Conflict Assessment completed by USAID in May 2024, hate speech and information manipulation remain prevalent.⁴⁸

Local experiences of resiliency: EAI staff indicated that radio content now focuses more on sharing positive experiences with community resilience. For example, R4P recently produced radio shows on best practices in conflict management between herders and farmers and on the community management of the Mont Manda protected forest.⁴⁹

Emergency campaigns: R4P rapidly responds to the emergence of fake news through emergency campaigns to address information manipulation. For example, in Doropo, R4P conducted two emergency campaigns in response to vehicle arsons in the Bounkani region, by swiftly clarifying the details of the incident based on factual information.⁵⁰ Multiple respondents mentioned that by

⁴⁵ EAI. 2024. R4P Quarterly report FY24-Q2 January to March 2024, page 38.

⁴⁶ Experience of resilience include storie communities successfully addressing challenges together.

⁴⁷ Lobiri, Fulani, Malinké, Birifor, Lorhon, Koulango, Bambara, Senoufo, as well as in French, ensuring accessibility and inclusivity.

⁴⁸ USAID. 2024. Violent and Conflict Assessment: Assessing Information Manipulation and Conflict Drivers in Côte d'Ivoire, page 8.

⁴⁹ EAI. 2024. R4P Quarterly report FY24-Q2 January to March 2024, page 38.

⁵⁰ EAI. 2023. R4P Annual report Year 2, page 34.

responding promptly to potentially inflammatory events with clear explanations, radio broadcasters and influencers can reduce the potential risk of conflict.

R4P-related content: The ET observed that the content shared on various media platforms primarily promotes R4P activities, enhancing the visibility of initiatives like the GUM initiative. While promoting R4P initiatives encourages participation and awareness, influencers do not generate their own content supporting community resilience.

Implementation of content moderation

mechanisms: In addition to training radio broadcasters and influencers in fact-checking techniques and the importance of Do No Harm in content production, R4P established 21 validation groups to verify and approve content before broadcasting. Respondents in the media ecosystem FGDs indicated that these groups play a crucial role. They ensure that content is culturally appropriate for their community and mitigate the risk of misinterpretation. To enhance the credibility of the validation group, R4P ensured the inclusion of diverse participants, including women, youth, and marginalized populations.

"Validating content is highly beneficial. It enables us to eliminate inappropriate language. When the validation group meets, everyone shares their ideas. If someone identifies words or content that could cause frustration or be misinterpreted, we leave it out."

– Media FGD participant (Male, Minignan)

The ET observed that in certain communities, the validation groups collaborated closely with the radio stations, with members intending to sustain this collaboration beyond the R4P Activity's duration. In contrast, in other communities, the validation groups only communicated with the radio stations through R4P staff.

EQ1.3 CONCLUSIONS: R4P's media programming approach establishes connections between the media and communities by incorporating community validation groups, amplifying marginalized voices like the Fulani, and addressing themes that resonate with local communities. The broadcasted programs, particularly the roundtables, involve a wide range of stakeholders including the FDS and government representatives, thereby enhancing listeners' understanding of the government's roles and constraints.

R4P collaborates with a network of influencers and broadcasters to promote positive narratives that counter radicalization and hate speech. Yet, some influencers do not actively or effectively generate content to meet these goals. Influencers focus more on publicizing and broadcasting R4P activities than generating their own content or campaigns. Radio broadcasters, influencers, and validation groups within R4P's media ecosystem have shown their ability to collaborate effectively. Nevertheless, the long-term sustainability of that ecosystem post-R4P lifespan remains uncertain.

EQ1.4. TO WHAT EXTENT HAS R4P REDUCED SOCIAL, POLITICAL, AND ECONOMIC MARGINALIZATION OF COMMUNITIES IN THE BORDER REGION, INCLUDING YOUTH, WOMEN, AND THE PEULH/FULANI?

To answer EQ1.4, the ET conducted KIs with R4P staff and FGDs with participants of R4P activities aimed at improving economic livelihoods and reducing marginalization of youth, women, and the Fulani.⁵¹ Contributing to R4P’s second objective, which is focused on reducing socio, political, and economic marginalization and inequality in border areas, livelihoods activities are performed in part directly by EAI, with the majority by sub-partner International Rescue Committee (IRC).⁵² R4P staff indicated that several activities in the initial work plan were later removed as the market need no longer existed in the target area (solar energy equipment activity) or were not aligned with USAID environmental guidelines (legalizing gold mining activity).⁵³

According to R4P’s Year 2 work plan, IRC was expected to design livelihood interventions after an initial assessment to identify profitable economic opportunities in target localities that meet the needs of local markets.⁵⁴ The assessment centers on data related to ongoing economic activities of the population in northern Côte d’Ivoire, and the report highlighted potential areas for development such as vocational training, VSLA, literacy and numeracy programs, and income-generating activities. However, the study did not provide adequate evidence to substantiate these claims, and the needs of some populations, such as herders, were not addressed. Furthermore, an IRC staff member acknowledged that selection criteria for activities relied on past experience in other contexts more than on expressed beneficiary needs. Since Year 4, IRC is only involved in VSLA and literacy programs, as vocational training activities ceased in 2023. EAI is implementing market gardening activities for women under its NRM component and has recently launched various entrepreneurship programs aimed at youth and women. R4P also attempted to work with the national employment program.

“Before, I just walked around. I liked to fight. I only sat down to drink tea. Buy now thanks to the project, I have a job, I’m working. I don’t have time for walks anymore”

—FGD participant (Male, Kong)

Vocational training: The FY24 Q1 report indicated that by the end of 2023, the apprenticeship program had a total of 62 young people (including 10 women) with master craftsmen in 18 different trades in eight localities.⁵⁵ While the program was recently interrupted because similar interventions were being initiated by the GoCI, the ET organized a FGD with trainees and their master trainers, who are still part of the R4P

Activity. Participants expressed their satisfaction and gratitude

for the apprenticeship program, emphasizing that it offered them an opportunity to remain engaged rather than idle and inactive. They take great pride in the skills they acquired through the program. Nonetheless, both masters and apprentices pointed out that after completing the program, they still have to start their own businesses or search for employment— scenarios that rarely materialize.

⁵¹ 7 FGDs with beneficiaries: 1 vocational training, 1 VSLA, 2 Literacy groups, 2 women-garden, 1 income-generating activity.

⁵² EAI. 2023. International Rescue Committee R4P - SOW.

⁵³ EAI. 2021. R4P Work Plan Year 2, page 27.

⁵⁴ EAI. 2021. R4P Work Plan Year 2, page 25.

IRC. 2022. R4P Analysis of Economic Opportunities.

⁵⁵ EAI. 2024. R4P Quarterly report FY24-Q1 October to December 2023, page 39.

Literacy and numeracy skills: Illiteracy is high in northern Côte d'Ivoire; therefore, literacy centers are always welcome by the population.⁵⁶ R4P opened 19 centers to develop literacy and numeracy skills of marginalized communities. Across the centers, 631 learners are enrolled including 416 women and 215 men.⁵⁷ Participants interviewed expressed that aside from acquiring fundamental reading and numeracy skills, classes enabled them to interact with a diverse range of individuals beyond their immediate family and neighbors. Consequently, literacy centers can have a positive impact on social cohesion. R4P staff members and participants also observed that the ability to use a phone and identify and remove potential VEO-related messages can diminish possible misinterpretation by the FDS in case of arrest and helps them navigate information manipulation spread via social media. Participants also mentioned that gaining literacy and numeracy skills enables them to actively engage in the VSLAs.

“VSLA has enabled women who were doing nothing [for income] to have an income-generating activity. Thanks to VSLA, there are no longer any problems in our homes. We don't ask our husbands for money anymore!”

“I have 3 children, their dad is no longer here, and it's me who takes care of everything: schooling, food, and everything. Thanks to the VSLA, I bought a plot of land and was able to build a house.

– VSLA FGD participants (Female, Kong)

Village Savings and Loan Associations: R4P staff view VSLAs as a cost-effective way to support local communities. Since inception of the program, IRC created or revitalized 18 VSLAs.⁵⁸ As of FY24 Q2, VSLAs have provided 192 loans, totaling approximately \$20,800.⁵⁹ R4P notes that the majority of loans are used to strengthen income-generating activities and that the practice of saving, borrowing, and repaying loans continues to grow, reflecting high levels of trust, solidarity, and buy-in.⁶⁰ During FGDs, participants confirmed that VSLA loans had been used in many ways: to establish small businesses, such as market stands; to finance the construction of a borehole for a community garden; and to support members during challenging times, such as the death or illness of a family member. Similar to literacy centers, VSLAs contributed to enhancing social cohesion within the beneficiary groups and communities by offering opportunities to meet and connect, fostering resilience through mutual assistance.

Market Gardening for Women: R4P's market gardening activity is an income-generating activity that seeks to address the inequities of land distribution between women and men; historically, land that has been cultivated by women has been taken away from them.⁶¹ R4P has facilitated access to four plots of land for women's groups in four separate villages by establishing a legal status for the group, and has helped with preparing fields for market gardening—including providing fencing and gardening tools. R4P received support from government institutions, such as the National Agency for Rural Development (ANADER), to offer technical assistance on market gardening endeavors (product preservation and sales

⁵⁶ GoCI. 2023. 47 percent of population is illiterate. <https://www.education.gouv.ci/index.php/Reseaux/alphabetisation>.

⁵⁷ EAI. 2024. R4P Quarterly report FY24-Q2 January to March 2024, page 42.

⁵⁸ EAI. 2023. R4P Annual report Year 2, page 25.

⁵⁹ EAI. 2024. R4P Quarterly report FY24-Q2 January to March 2024, page 43.

⁶⁰ Ibid.

⁶¹ EAI. 2021. R4P Work Plan Year 2, page 19.

and business setup) to beneficiaries. In FY24 Q2, R4P mobilized 622 stakeholders (520 of which were women) in four localities for a training session on profitability.

FGD participants involved in the market gardening activity expressed appreciation for assistance in establishing the gardens and highlighted that working alongside other women gives them a sense of security. Gardening groups play a role in fostering social cohesion by providing opportunities to collaborate toward a shared objective, transcending individual differences and empowering participants. Fencing provided by R4P protects vegetables from animal damage, thereby reducing potential conflicts with herders. Nonetheless, FGD participants cited challenges due to lack of water access, which hinders the activity's full potential. A representative from ANADER highlighted that women displayed great enthusiasm and willingness to actively participate in the market gardening initiative and a willingness to learn, for instance about composting.

“The market gardening brings unity among Fulani women; no more light skin and dark skin Fulani women. We all work together in the same garden and collaborate well.

– Fulani FGD participants (Female, Tengrela)



Market gardening activity

Youth-focused Entrepreneurship: R4P's poultry and beekeeping income-generating activities are intended to provide youth with an alternative to illegal mining.⁶² Poultry provides alternative income options to Fulani farmers (potentially decreasing herder/farmer conflicts), and beekeeping provides an alternative to exploiting protected forests. During Year 3, R4P provided training, technical support, and equipment such as beekeeping kits.⁶³ The Year 4 work plan mentions that EAI will be implementing beekeeping activities in five localities and a chicken farm in one locality.⁶⁴ During FGDs, youth who participated in the initial training expressed enthusiasm for the beekeeping activity and proudly displayed the beehives they constructed and installed in the nearby forest. The ET

also observed advancements in the construction of the chicken farm. Beneficiaries expressed optimism about the income-generating potential of these activities. The beekeeping activity strengthened social cohesion by improving the relationship between park authorities and the community and providing access to the park where the population was previously not allowed. In Koflandé, the community collaborated with the Ivorian conservation Parks and Reserves Office (OIPR) on joint management activities. The hope is that joint ventures will help prevent conflict between government and the communities and best practices for preserving protected areas near Comoé National Park.⁶⁵

⁶² EAI. 2024. R4P Quarterly report FY24-Q2 January to March 2024, page 30.

⁶³ EAI. 2023. R4P Work Plan Year 4, page 26.

⁶⁴ Ibid.

⁶⁵ EAI. 2024. R4P Quarterly report FY24-Q1 October to December 2023, page 30.

National Programs: R4P staff mentioned that they have made efforts to collaborate with national employment authorities, especially concerning implementation of the second phase of the social program (PSGouv2) funded by the African Development Bank. Unfortunately, their efforts have not been successful, but discussions are ongoing.

EQ1.4 CONCLUSIONS: R4P VSLAs and literacy centers have been positively embraced by beneficiaries, likely have localized outcomes for some individuals, and foster collaboration and solidarity. However, these interventions might not sufficiently strengthen resilience against VE at the macro and strategic levels.

The impact of R4P livelihoods activities is unclear due to several factors: 1) the intervention shifted focus after two years, transitioning from vocational training to agriculture-based entrepreneurship; 2) some activities such as poultry and beekeeping have only recently begun or have been implemented only in certain regions; and 3) certain activities such as literacy centers, VSLAs, and vocational training were not designed based on a thorough needs assessment and a sound understanding of the local context. R4P successfully partnered with local government authorities to support market gardening and beekeeping, providing opportunities to tangibly impact communities. Collaboration with national government authorities, on the other hand, remains limited to education. Additional benefits could emerge from collaboration with PSGouv2 to enhance the impact of livelihoods activities on VE more broadly. Efforts by R4P to engage with national authorities have not yet yielded tangible results.

EQ1.5. TO WHAT EXTENT HAS R4P PROGRAMMING CONTRIBUTED EFFECTIVELY TO FOSTERING SOCIAL COHESION AND REDUCING CONFLICTS IN TARGET COMMUNITIES?

To answer EQ1.5, the ET conducted KIs with R4P staff and local government representatives and FGDs with participants in social cohesion activities: CAGs, solidarity groups, conflict management committees, CCMs, and night park associations. The ET organized FGDs exclusively with Fulani and Lobi groups to create a “safe space” for them to express their views and opinions. Additionally, the ET observed cattle parks and GUM in action in two localities. To structure its analysis, the ET categorized activities with the potential to decrease conflicts in target communities into three categories: NRM, Social Cohesion, and Governance.

Figure 2: R4P Activity Programming Framework



NATURAL RESOURCE MANAGEMENT: Inequitable distribution and NRM causes significant conflict in northern Côte d'Ivoire. The ET identified the following initiatives implemented by R4P to foster cohesion and reduce conflicts about land and water resources shared between herders and farmers: night cattle parks, transhumance corridors, fenced gardens, and support for effective management of water and national parks.

Night cattle parks: R4P introduced this flagship activity in Year 2, based on research indicating that night cattle parks could help mitigate farmer-herder conflicts by reducing destruction of crops by cattle during the night. In 2023, R4P requested an extension of the budget allocated to night cattle parks, which enabled its work with six communities to create cattle parks in Year 3.⁶⁶

R4P staff mentioned that while R4P facilitates initial negotiations and provides some support for construction, the development of night parks remains a community-led initiative. Various groups contribute by providing wood and working together on construction of the cattle parks. Furthermore, the Ivorian Ministry of Animal and Fisheries Resources (MIRAH) assists in setting up management committees for the cattle parks. Several respondents highlighted to the ET that R4P played a significant role in obtaining crucial community buy-in for establishing the night parks, particularly from local leaders. They acknowledged that obtaining buy-in took considerable time and effort. Members of the cattle park associations cited additional benefits, such as involving young people and potentially providing them with income. Additionally, women involved in the market gardening activity have been trained to use the cattle manure as organic fertilizer.⁶⁷ In a village where R4P established a night cattle park, a village chief shared with the ET that he noticed a reduction in farmer-herder conflicts arising from crop damage. ANADER in Koflandé reported that the number of complaints dropped from an average of 50 per year between 2018 and 2022 to zero in 2023.

“The disagreement between us and SODEFOR was one of our concerns. We didn't know how to solve it. We didn't know how to talk to each other. When R4P came, they saw that there was no agreement between the local community and SODEFOR. They got involved and did everything they could to bring us closer together. They organized a meeting and we found solutions. Now we can sleep peacefully. There is no more talking. There is no more noise.”

– Village chief, (Male, Folon)

Transhumance corridors: R4P started improving the transhumance corridors in Year 2 and extended the effort into Year 3.⁶⁸ Transhumance corridors facilitate movement of herders to new territories and help to limit the risk of farmer-herder conflict. In FY24 Q2, R4P supported the opening of two transhumance corridors in two localities. Local authorities also played a key role in these discussions.⁶⁹

Water management: As mentioned in EQ1.1, communities and interest groups often

compete for access to water points. To address this challenge, R4P collaborates with communities to establish water management committees and implement management by consent. An EAI staff member reported the story of women from two communities who had conflict over access to water. The

⁶⁶ EAI. 2022. R4P Work Plan Year 3, page 20.

⁶⁷ EAI. 2024. R4P Quarterly report FY24-Q2 January to March 2024, page 26.

⁶⁸ EAI. 2022. R4P Work Plan Year 3, page 22.

⁶⁹ EAI. 2024. R4P Quarterly report FY24-Q2 January to March 2024, page 29.

borehole was situated in a Lobi community, and a lock had been installed to prevent Fulani women from using it. R4P assisted the communities in finding a resolution that would enable both groups to access water in a managed and regulated manner.

National park and forest management: EQ1.4 highlighted R4P efforts not only to assist the local community in resolving longstanding conflict between the communities and national forest authorities (SODEFOR) but also to discover synergies for the beekeeping livelihoods activity. The villagers also mentioned that they now have a better understanding of why the forest should be protected.

Fenced market gardens: As mentioned in EQ1.4, the creation of secure fenced market gardens for women contributes to enhancing social cohesion between women from different communities.

SOCIAL COHESION: Social cohesion plays a crucial role in fostering harmony and peaceful coexistence among diverse communities, acting as a key preventive measure against VE. R4P developed a range of activities aimed at fostering a sense of belonging and mitigating tensions through shared experiences and mutual understanding: CAG, solidarity activities, cultural events, initiatives for Fulani inclusion, efforts to integrate asylum seekers, and promotion of cross-border relationships.

CAG: R4P established and collaborated with CAGs in various localities to facilitate the organization of events aimed at fostering intra-community dialogues as well as promoting dialogue between local officials and communities, including the Fulani population. To support the CAGs, R4P identified and trained 54 Community Action Animators (CAAs), most of whom were young people. Women comprise about half of the CAAs, which empowers them to lead community efforts and demonstrates the importance of women’s leadership and participation in community management.⁷⁰ During FGDs, CAG members mentioned various activities they had carried out under the leadership of the CAAs, including cleaning public spaces and facilities, and participating in inter-communal soccer matches with local officials. R4P staff noted a positive development where CAG members are increasingly initiating and leading activities independently, demonstrating a growing sense of ownership and self-reliance within the groups, which receive minimum to no support from R4P.



Solidarity activity involving farmer work with communities

Solidarity activities: R4P revitalized existing “solidarity groups,” a traditional mechanism of collective agricultural assistance that existed prior to the recent violent conflict.⁷¹ Based on feedback from FGD participants, these self-help groups have proven to be beneficial not only for individuals receiving agricultural assistance from

⁷⁰ EAI. 2023. R4P Annual report Year 2, page 18 and 21.

⁷¹ EAI. 2023. R4P Activity Report on Solidarity Groups in Tiefenzo, page 1.

the solidarity groups but also for enhancing social cohesion within communities. FGD participants emphasized that the involvement of all community members, including the Fulani population, fosters unity and cooperation. Additionally, the report detailing activities of solidarity groups in Gogo noted that they engaged asylum seekers to support their efforts.⁷²

Cultural events: To foster inter-community cohesion, R4P facilitated cultural days where diverse ethnic groups shared food and traditional dances. This initiative helped the different groups realize how much they have in common and the benefits of working together.⁷³ When visiting the Fulani village of Flabougou, the ET heard multiple testimonies of the impact of one of these cultural days and the sense of pride from the community having hosted others and shared their traditions.

Fulani inclusion: The ET found that R4P intentionally ensures participation of the Fulani community in all its activities. In Kong, R4P assisted the Fulani community in improving their organizational structure and appointing a leader, facilitating better representation. During FGDs with the Fulani and Lobi communities, participants expressed satisfaction in resolving conflicts by enabling their leaders to convene and address issues. In Kong, the chief of the Lobi community and the newly appointed Fulani chief noted that they are now able to communicate easily to address emerging issues collaboratively. They believe that this approach is effective in preventing minor disagreements from escalating into larger conflicts. R4P also took initiative to enhance communication between the FDS and the Fulani communities by establishing systematic meeting opportunities. These included informal events like cultural days and activities supported by CAGs, as well as formal governance structures such as the permanent dialogue framework (PDF) and conflict management committees. During FGDs, members of Fulani communities also expressed appreciation for the R4P-supported media programming developed in Fulani, highlighting the importance of tailored and culturally sensitive media content in fostering engagement and representation within diverse communities.

“Among the various communities, we feel that there has been a change in the way they live together, especially the Fulani. Now, they say that when they see the police, it’s like seeing friends. Before, they tried to hide. But with all the interactions, they have really understood that the police are humans like them.”

– Media FGD participant (Female, Tengrela)

Displaced persons: Since 2021, Côte d’Ivoire has welcomed displaced Burkinabe fleeing violence. Burkinabe flee with their families and often their cattle, seeking refuge mainly in Doropo and Bouna.⁷⁴ To better understand the issue, R4P performed a study to analyze potential conflict dynamics around the influx of displaced persons.⁷⁵ Based on this research, R4P tailored activities to mitigate the risks of escalating conflict and enhance the resilience of local communities hosting these populations. R4P also facilitated a workshop with CNFCI to share the study results and identify ways to support border

⁷² EAI. 2023. R4P Activity Report on Solidarity Groups in Gogo, page 2.

⁷³ EAI. 2023. R4P Annual report Year 2, page 35

⁷⁴ EAI. 2023. R4P Annual report Year 2, page 9.

⁷⁵ EAI. 2023. Analysis of the Dynamics Around the Influx of Displaced Persons.

communities with concrete actions to mitigate risks.⁷⁶ In April 2024, the research team organized a webinar on dynamics resulting from the influx of displaced populations in Bounkani and Tchologo.

Cross-border relationships: R4P has worked with the government-supported cross-border collaboration platform since 2022 to mitigate the risk of cross-border conflicts and enhance collaboration among border communities on both sides.⁷⁷ R4P supported the organization of several workshops to strengthen cross-border dialogue and effectively address cross-border issues, such as cattle theft.⁷⁸ In Tengrela, local authorities confirmed that a workshop had been organized where authorities from both Mali and Côte d’Ivoire participated. IOM played a role in facilitating this workshop. One respondent mentioned that resilience against the growing threat of VE has improved due to enhanced cross-border cooperation and information sharing with Malian authorities. In Kimbirila Nord, the ET had the opportunity to observe a cross-border committee meeting with local authorities from both Mali and Côte d’Ivoire.

“We participated in a workshop in the village of Flabougou on revitalizing Tengrela’s cross-border collaboration. It was a moment of sharing rich information. We invited the Malian Consult so that they could explain to the Fulani populations (who were claiming their right to Ivorian citizenship) the procedure to obtain administrative documents as ECOWAS citizens.”

– Local authority, (Male, Tengrela)

GOVERNANCE: As highlighted in EQI.1, poor governance contributes to grievances against institutions and creates conditions conducive to the infiltration of VEOs. In response, R4P implements initiatives to enhance service delivery through programs like GUM and reinforces conflict resolution mechanisms such as conflict mitigation committees, the PDF, and the CCM.

Guichet Unique Mobile: R4P developed the GUM initiative to enable motorbike and tricycle owners to obtain required documents, such as insurance, vehicle registration, and driver’s licenses.⁷⁹ Participants in GUM indicated that before its implementation, they had to endure a two-day journey with multiple checkpoints and bribes to FDS to obtain these documents. The ET interviewed local authorities who reported a significant reduction in unregistered vehicles. This decrease has led tax authorities to observe a decline in fine revenues, indicating improved compliance facilitated by the GUM process. National authorities have expressed their intent to extend the GUM initiative beyond the R4P Activity’s duration. However, they raised concerns about their capacity to sustain the initiative and expressed a desire to enhance their involvement to acquire skills for its independent management.

Conflict mitigation committees: Rural communities in Côte d’Ivoire have historically relied on formal or informal conflict mitigation committees that play a crucial role in resolving conflicts by directly involving the concerned parties, bypassing the need to involve official authorities. In a study conducted by R4P, findings revealed that these committees are frequently poorly managed, exhibit bias, and provide

⁷⁶ EAI. 2024. Workshop related to the Dynamics Around the Influx of Displaced Persons, page 2.

⁷⁷ EAI. 2023. R4P Work Plan Year 4, page 20.

⁷⁸ EAI. 2023. R4P Workshop Activity Report Transborder Dynamic in Gouéya and Fakola, EAI. 2024. R4P Workshop Activity Report Transborder Dynamic in Gouéya and Débété.

⁷⁹ EAI. 2023. R4P Annual report Year 2, page 19.

unjust treatment particularly toward the Fulani communities.⁸⁰ R4P staff mentioned that they have taken steps to enhance the effectiveness of these committees by providing training on conflict management and striving to ensure fair representation of all community members, including the Fulanis, within the committees. FGDs with community members and KIs with village chiefs confirmed that the committees function more effectively now and that proactively addressing potential issues has helped avert conflicts before they escalate. Respondents further noted a decrease in the number of conflicts requiring intervention by the committees.



GUM activity

Permanent dialogue framework: R4P facilitates the creation of PDFs to strengthen relations among the FDS, local authorities, Dozos, and various ethnic communities, including marginalized groups like the Fulani. As reported in the Year 2 Annual Report, two localities (Kong and Tengrela) established PDFs.⁸¹ A more recent activity report indicates the establishment of additional dialogue frameworks, such as in Sokoro.⁸² The report highlights that local authorities view PDFs as venues where individuals come together to discuss village issues and reach resolutions beneficial to all communities.⁸³ Previous to establishment of PDFs, individuals may have hesitated to engage in dialogue due to the repression they experienced at the hands of the FDS following the attacks from VEO in 2021. PDFs have also enabled community integration into the ethics advisory committee of the Kong CCM.⁸⁴



Signing ceremony between the NSC and the U.S. and Netherlands Ambassadors

Civil-Military Cell: R4P’s Year 2 work plan featured various actions around decentralizing the CCMs.⁸⁵ However, EAI and USAID staff mentioned the need to downscale this activity because USAID policy and legal provisions do not allow for development assistance to directly benefit the FDS. However, R4P identified an alternative pathway to support CCMs more holistically through a recent collaboration with the Dutch Ministry of Foreign Affairs and the National Security Council (NSC) of Côte d’Ivoire. A formal signing ceremony between the NSC and the Ambassadors of the U.S. and the Netherlands

⁸⁰ EAI. 2022. Political Economy Analysis (PEA) Local Governance, page 14.

⁸¹ EAI. 2023. R4P Annual report Year 2, page 23.

⁸² EAI. 2023. Workshop Report on the creation of a Permanent Dialog Framework in Sokoro.

⁸³ Ibid., page 4.

⁸⁴ EAI. 2023. R4P 3rd Learning Summit - Year 3, page 14.

⁸⁵ Geneva Center for Security Sector Governance. 2022. Improving our understanding of the role of defense and security forces in the prevention of VE in West Africa, page 71.

underlined the tri-party nature of the process and showcased the importance of partnership in reviving this initiative.

EQ1.5 CONCLUSIONS: R4P effectively enhanced inclusive NRM through initiatives like the night cattle parks and the establishment of water management committees, resulting in decreased farmer-herder conflicts. However, challenges persist in mitigating conflicts related to access to water.

R4P successfully strengthened, revitalized, and supported local groups in conducting events and activities that increase social cohesion. Youth-led CAGs, which include many women, have taken the lead in promoting activities that enhance social cohesion in their villages. Additionally, R4P facilitated the establishment of several PDFs, which now convene and catalyze multi-stakeholder community dialogues.



Cross-border activity

R4P has engaged in a promising process of cross-border collaboration and dialogue, which has resulted in stronger collaboration on VE-related issues and holds the potential for greater social cohesion among border communities. R4P strengthened ties and built trust between local communities and authorities/FDS. Despite high demand for services like GUM, sustainability is uncertain due to limited capacity and ownership by the GoCI.

EVALUATION QUESTION 2. TO WHAT EXTENT IS R4P RESPONSIVE TO THE NEEDS, PRIORITIES, AND GRIEVANCES OF LOCAL STAKEHOLDERS IN ORDER TO REDUCE VULNERABILITY TO VE? WHAT ARE COMMUNITY PERCEPTIONS OF R4P “BEST PRACTICES”?

To answer EQ2, the ET relied largely on KIIs with R4P staff, FGDs with beneficiaries, and desk review to identify cases where R4P demonstrated particular responsiveness to local stakeholder needs, priorities, and grievances.

EQ2.1. TO WHAT EXTENT IS R4P EFFECTIVELY INTEGRATING AND INCLUDING LOCAL VOICES AND PRIORITIES IN DESIGNING AND IMPLEMENTING ITS ACTIVITIES?

As presented in EQ1.2 describing R4P’s KLU approach, this Activity exhibits a robust culture of evidence-based decision-making. This approach emphasizes the importance of leveraging data and analytical insights to inform strategic choices, program design, and interventions, with the goal of enhancing the effectiveness and impact of R4P initiatives. The ET identified three types of stakeholders with whom R4P consults: local authorities, local community leaders, and R4P beneficiaries.

"We have a very good collaboration with the R4P team, it's a very committed and available team. R4P aligns with our priorities and the priorities of the people. The team comes to see me all the time. I call them "my children."

– Local authority, (Male, Tengrela)

Local authorities, such as *préfets*,⁸⁶ informed the ET that R4P engaged with them prior to the Activity's start. This engagement allowed them to provide input on target localities and insights into existing conflicts that could benefit from R4P's assistance. Throughout the implementation phase, R4P continues to involve these authorities, keeping them informed and seeking their input to ensure alignment with local priorities and needs. R4P staff noted that one *préfet* was hesitant to collaborate, prompting the team to exclude that area from the Activity.

Despite the challenge of high turnover rates, R4P acknowledges the crucial role of *préfets* and *sous préfets* in ensuring successful implementation. To promote continuity, R4P convenes all prefectural authorities during an annual dissemination and collaboration workshop, where it elicits feedback on its work plan, promotes open communication, and validates research findings.

Local leaders including community leaders and village chiefs indicated to the ET that R4P consulted them during the scoping phase to ensure that communities perceived value and benefits in the proposed activities. The R4P Activity team recognizes the importance of strong buy-in from local leaders as crucial to the success of their initiatives. They engaged with community members early on to help build trust, foster ownership, and lay the groundwork for effective collaboration. Throughout the implementation phase, R4P program officers have maintained close communication with local leaders, keeping them informed and seeking feedback on planned activities. Local leaders actively participate in R4P activities and encourage community members to engage, fostering community involvement and ownership. Many local leaders participated in the research dissemination workshops organized at the regional level. These workshops are a valuable opportunity for the R4P research team to gather feedback, enhance their understanding of the local context, and adjust their activities accordingly. This aligns well with the research-action approach described in EQ1.2, integrating research findings with practical action to ensure initiatives are well-informed and responsive to community needs.

Local beneficiaries mentioned in FGDs that R4P staff communicate with them in an organic manner. They reported learning about upcoming activities through channels such as the village or community chief, direct communication from R4P staff, or radio programs. R4P program officers highlighted that they regularly engage in informal conversations to gather feedback and information from the community. The rapid investigation mechanism implemented by Indigo-CI and described in EQ1.2 utilizes a network of "community relays" to collect input from the community quickly through a survey-based approach, allowing for efficient data collection and community engagement.

EQ2.1 CONCLUSIONS: R4P successfully involves local authorities and community leaders in activity design and implementation, and the Activity fosters positive relationships with local stakeholders by ensuring its staff both speak the local languages and frequently engage with communities.

⁸⁶ A *préfet* is a high-ranking administrative officer. The *préfet* is appointed by the government to represent the government at the departmental level and is responsible for implementing national policies, maintaining law and order, and coordinating the work of various administrative services within that department.

EQ2.2. ARE R4P INTERVENTIONS IN TARGET COMMUNITIES RESPONDING TO LOCALLY-IDENTIFIED PRIORITIES? IF YES, HOW? IF NO, WHY NOT?

As detailed above, R4P actively engages with community leaders to discuss priorities. Adapting to the evolving context, R4P conducts research and consults with local stakeholders, leading to the development of potential new activities. It is noteworthy that several interventions highlighted in EQ 1 were not part of the original work plan but were introduced based on suggestions from community members. Examples include the establishment of the night cattle parks, the GUM, and the revitalization of solidarity groups. Moreover, R4P adapted the GUM initiative to include additional administrative documentation, such as personal ID cards, demonstrating R4P's flexibility and responsiveness to community feedback and evolving needs.

Community needs, such as improving access to water or implementing large-scale livelihoods initiatives, often go beyond R4P's scope and budget. In such instances, R4P staff mentioned actively exploring alternative approaches, including seeking partnerships or engaging in advocacy efforts to address these critical community needs. For instance, R4P staff indicated that some discussions were taking place with the Gesellschaft für Internationale Zusammenarbeit (GIZ) to improve access to water in some of R4P's intervention localities as well as with the COSO social cohesion project, a governmental initiative funded by the World Bank Group.⁸⁷

KIIs with R4P staff revealed that specific activities such as the recent gender-based violence (GBV) activity do not align with the expressed priorities of communities, which underscores the importance of continuous dialogue and alignment between community needs and program design. Additional information regarding the GBV initiative is included in EQ 3.4.

EQ2.2 CONCLUSIONS: R4P responds agilely and promptly to emerging priorities and employs an iterative and adaptive approach to research and programming. While mindful of the multitude of unmet community needs in northern Côte d'Ivoire, particularly in areas such as NRM and economic livelihoods, some of those programming lines of effort are beyond the R4P Activity scope agreed upon with USAID. Within EAI's sphere of influence is the GBV initiative, which could be better aligned with local priorities (see EQ 3.4).

EQ2.3. WHAT ARE CHALLENGES AND GAPS RELATED TO HOW R4P INTEGRATES LOCALIZATION AND LOCALLY-LED SOLUTIONS IN ITS PROGRAMMING?

KIIs with R4P staff identified the following challenges, which hinder R4P's capacity to fully implement locally-led solutions in its programming:

1. Expectations from target communities for concrete service delivery initiatives may exceed R4P's capacity or mandate to address, leading to potential gaps in meeting community needs.
2. IRC economic livelihoods activities and the GBV initiative may not be fully integrated with the overall R4P Activity portfolio, highlighting a need for better alignment and synergy across components.

⁸⁷ COSO: Gulf of Guinea Northern Regions Social Cohesion project

3. Stakeholders may resist openly discussing opinions on VE for fear of repercussions, which presents challenges for engaging with certain groups.
4. Limited operational infrastructure, such as lack of offices, presents difficulties in convening activity participants, particularly concerning GBV-related initiatives, which may impede effective implementation.
5. Security constraints and logistical challenges, worsened by the distance between localities and limited budgets, create hurdles in planning and implementing activities efficiently and effectively, often resulting in last-minute adjustments. Some stakeholders expressed discontent regarding last-minute information or changes to plans, resulting in fatigue among local community members.

EQ2.3 CONCLUSIONS: R4P faces a multitude of challenges endemic to CVE programming, including community expectations that exceed Activity scope, reluctance by participants to openly discuss VE, and security and logistical constraints. However, EAI has some agency to address select challenges unique to this Activity: a need to better integrate IRC economic livelihood activities into the R4P portfolio, and planning with ample lead time to avoid frustration among participants.

EVALUATION QUESTION 3. HOW IS R4P AN EXAMPLE OF “DOING BUSINESS DIFFERENTLY”?

EQ3.1. TO WHAT EXTENT ARE THE USG INTERAGENCY COORDINATION AND MULTI-STAKEHOLDER PARTNERSHIP APPROACHES EFFECTIVELY SUPPORTING R4P INTERVENTIONS?

To address EQ3.1, the ET conducted interviews with key stakeholders including at USAID, U.S. Department of State (DoS), U.S. Department of Defense (DOD), the GoCI, and IOs. These KIs provided in-depth insights into the dynamics of the agencies and their relationships with R4P. The ET examined not only the support provided by interagency coordination to R4P, but also R4P’s active role in enhancing multi-stakeholder partnerships.

USAID: R4P’s status as the only USAID intervention operating along the northern border region of Côte d’Ivoire restricts its opportunities for collaboration with other local USAID initiatives. However, R4P lends support in USAID’s scoping of an upcoming health activity. Potential synergies exist between these two activities, as the absence of accessible health services drives some VE activity, as discussed under EQ1.1 (Poor Governance). Office of Transition Initiatives (OTI) staff confirmed that R4P assisted with assessing potential needs in northern Côte d’Ivoire.⁸⁸

USG Agencies: As highlighted in EQ1.2, USG representatives noted that R4P has provided valuable information and knowledge products, enabling them to better inform strategy and program design. An example of effective interagency collaboration involved DoS and DOD partnering with R4P to enhance community radio signals and offering technical assistance for installations. Conversely, a few respondents

⁸⁸ EAI. 2024. R4P Quarterly report FY24-Q2 January to March 2024, page 14.

acknowledged that USG actors could do more to coordinate engagement with local actors around civil-security dialogue, bearing in mind USAID funding restrictions on security and law enforcement activities.

Respondents emphasized increasing recognition of R4P as a pivotal catalyst in promoting collaboration across USG agencies, anchoring the U.S. SPCPS through its initiatives, and ensuring the inclusion of local voices. For instance, the FY24 Q2 report indicates that R4P's Chief of Party (COP) met with representatives of USAID/CPS to discuss programming and approaches in northern Côte d'Ivoire. In addition, the COP facilitated a panel at the Abidjan SPCPS conference focused on effective interventions, with representatives from IOM and the Littoral Regional Initiative.⁸⁹

Government of Côte d'Ivoire: Members of Côte d'Ivoire's NSC and CNFCI indicated that they are part of R4P's management committee and played an integral role in the design phase of R4P. This includes approving the initial scope and overseeing significant changes to ensure alignment with evolving priorities and contextual needs. They highlighted that R4P's approach aligns with GoCI strategy, especially the national development plan.⁹⁰ Additionally, the Ministry of Transportation (MTCI) shared that it actively collaborated with R4P on implementation of the GUM initiative. The NSC reported using R4P's up-to-date research to help revise the national strategy on CVE and counterterrorism (see EQ I.2). At the regional level, R4P collaborates closely with *préfets* and *sous-préfets*, as well as with their general secretaries. However, R4P staff indicated that the extent of engagement varies significantly, as some officials hesitate to participate unless they perceive personal benefits (see EQ I.2).

International Organizations: The IOs interviewed unanimously lauded R4P for its willingness not only to share knowledge (see EQ I.2), but also to collaborate with other organizations to amplify impact. For instance, R4P partners with IOM to improve administrative documentation capabilities through the GUM initiative and to enhance cross-border collaboration (see EQ I.5). R4P also secured funding from IOM to support participation of the FDS in the ALS. Furthermore, EAI recently finalized an agreement worth USD 800,000 with the Dutch Ministry of Foreign Affairs for the CCM revitalization activity.⁹¹ R4P actively engages in the development of new initiatives with GIZ, United Nations Children's Fund (UNICEF), and World Food Programme (WFP).⁹² The U.S. SPCPS encourages multi-stakeholder partnerships; however, USAID raised concerns regarding R4P's capacity to effectively manage numerous partnerships without potentially impacting the implementation of its core activities.

EQ3.1 CONCLUSIONS: In Côte d'Ivoire, R4P serves as a catalyst for fostering multi-stakeholder engagement on VE issues. Designed and launched before the U.S. SPCPS, R4P aligns with the Strategy objectives and offers a unique avenue for interagency coordination on VE and security-related matters. R4P has facilitated interagency collaboration mostly through its robust information sharing strategy. DoS, DOD, and USAID could build upon this knowledge sharing to identify synergies, in designing and funding mutually reinforcing programming.

⁸⁹ Ibid.

⁹⁰ National development plan Côte d'Ivoire 2021-2025.

⁹¹ EAI. 2024. R4P Quarterly report FY24-Q2 January to March 2024, page 13.

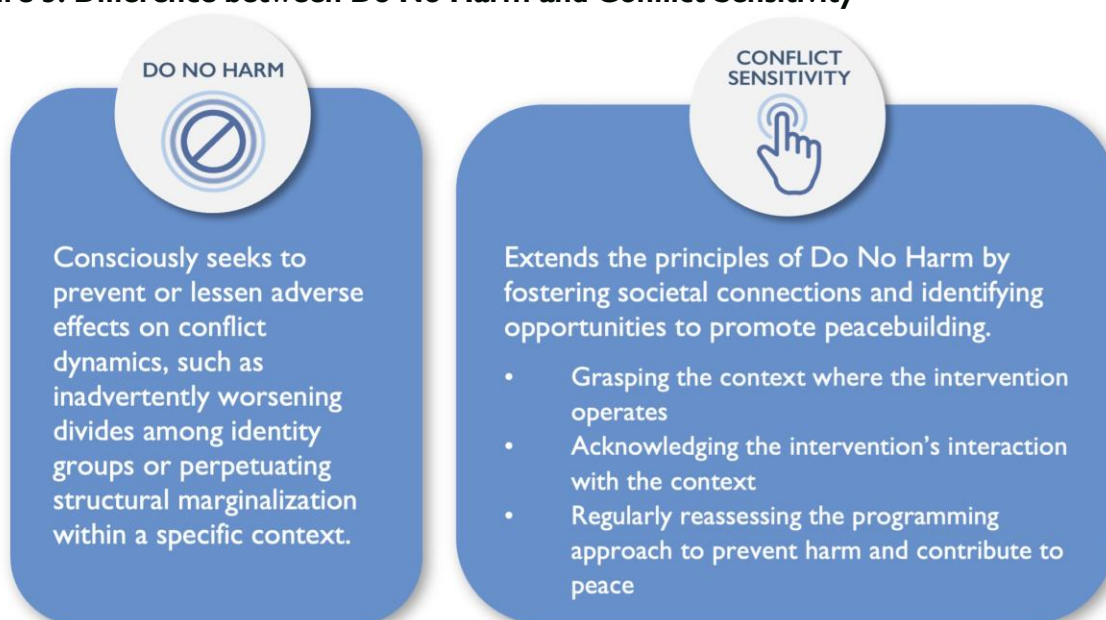
⁹² EAI. 2024. R4P Quarterly report FY24-Q2 January to March 2024, page 19.

EQ3.2. TO WHAT EXTENT AND HOW IS R4P INTEGRATING CONFLICT SENSITIVITY INTO ITS PROGRAMMING?

To answer EQ3.2, the ET conducted interviews with the donor, EAI, and management staff with R4P sub-partner Indigo-CI. Respondents indicated very little familiarity with USAID guidance on conflict sensitivity and primarily emphasized Do No Harm principles (See Figure 2). The ET subsequently analyzed the interview findings alongside USAID's conflict sensitivity guidance to identify significant areas of alignment and potential gaps.

To apply a conflict sensitivity approach, USAID proposes four strategies: 1) assess the interaction of conflict dynamics with USAID programming, 2) mitigate risk to prevent conflict and violence, 3) use CLA approaches, and 4) set a precedent for peace.⁹³

Figure 3: Difference between Do No Harm and Conflict Sensitivity ⁹⁴



Assess the interaction of conflict dynamics with USAID programming (*Understanding the context and conflict dynamics in the operating environment directly impacts the extent of conflict-sensitive integration*): R4P began its activities by conducting multiple studies to understand local conflict dynamics. These studies have continued throughout implementation and cover diverse themes, enabling R4P to enhance its activities through informed decision-making based on current data. This approach highlights

⁹³ USAID. 2020. Responsible Development: A Note on Conflict Sensitivity from USAID's Center for Conflict and Violence Prevention, page 2. Simplified representation, page 3.

⁹⁴ USAID. 2020. Responsible Development: A Note on Conflict Sensitivity from USAID's Center for Conflict and Violence Prevention, page 2. Simplified representation.

that R4P's use of action research to design and refine its interventions aligns with the first element USAID conflict sensitivity approach.⁹⁵

Mitigate risk to prevent conflict and violence (*The purpose of prevention is to interrupt the pathways to conflict and violence and foster peace and stability, essential components of sustainable development*): R4P grounds its initiatives in community engagement, often through comprehensive dialogue with stakeholders at all levels (see EQ2) that effectively mitigates potential conflict risks. Notable good practices that interrupt pathways to conflict include R4P initiatives such as 1) providing fenced gardens for women as safe working spaces, 2) establishing night cattle parks to minimize conflicts between herders and farmers, 3) implementing the GUM initiative to address sources of conflict between youth and FDS, and 4) utilization of validation groups to ensure the accuracy of radio programs in local languages. However, the ET identified a few instances where R4P did not fully mitigate potential risk of conflict: 1) beneficiary selection processes such as for the apprenticeship program, perceived as less transparent, which led to tensions among youth participants, and 2) inadequate safeguards against the potential for night cattle park managers to abuse their power against marginalized populations.

Use CLA approaches (*CLA approaches underpin conflict-sensitive best practices and provide measured and informed steps to develop an adaptive response to evolving dynamics*): The donor and implementing partners highlighted that R4P's design inherently supports implementation of a CLA approach, which they see as vital for the unpredictable operational context. EQ3.3 explores how R4P uses pause-and-reflect exercises, community feedback, and the ALS to adaptively manage the Activity and address emerging challenges effectively.

Set a precedent for peace (*With a conflict-sensitive approach, we engage, learn, and adapt to forecast opportunities for peace from the start rather than react to negative consequences*): The ET identified several R4P initiatives that focus primarily on establishing the conditions for peace outlined in EQ1.5. Relevant examples include 1) the revitalization of solidarity groups, traditional mechanisms of collective agricultural assistance, 2) activities led by the CAG to improve relationships between the FDS and villagers, and 3) organizing cultural events to promote inclusion of the Fulani community.

EQ3.2 CONCLUSIONS: R4P programming exemplifies the effective application of comprehensive conflict sensitivity strategies, both including and reaching beyond the “do no harm” principle. R4P prioritizes understanding conflict dynamics, community engagement to mitigate risks, utilization of CLA approaches for adaptive management, and fostering peacebuilding activities.

⁹⁵ Research themes included: 1) PEA Security Governance, 2) Early Warning Signals of VE, 3) PEA Local Governance, 4) Security and Resilience - Perception and Experiences, 5) Systems Analysis of vulnerability and Resilience Dynamics around VE, 6) Communication Ecosystem, 7) Analysis of the Dynamics Around the Influx of Displaced Persons 8) A Necessary Evil: Dozo dynamics, security, social cohesion, and community resilience in northern Côte d'Ivoire 9) Risk and Opportunities in the Management of Illegal Mining in Northern Côte d'Ivoire 10) Peulh in the Northern Border Areas of Côte d'Ivoire, 11) Early Signs of VE in Côte d'Ivoire's Northern Border Areas: "They call us Jihadists", 12) The online footprint of VE, 13) Understanding the Links Between VE and Illicit activities in the Folon Region of Côte d'Ivoire, 14) Dynamics Induced by the Reopening of Côte d'Ivoire's borders after Covid 19 and Community Resilience to VE in the Northern Border Area, 15) Socio-Economic Dynamics for the Prevention of GEV Expansion in the Comoé Area.

EQ3.3. TO WHAT EXTENT IS R4P FLEXIBLE AND ADAPTIVELY MANAGED?

To answer EQ3.3, the ET conducted interviews with the donor and EAI management staff. In addition, the ET looked at how R4P integrates adaptive programming as expected by the SPCPS and identified noteworthy approaches.⁹⁶

The U.S. SPCPS provides for iteration and adaptation. The SPCPS 10-year Plan for CWA states that “As implementation progresses and generates evidence and learning, the CWA team will utilize the learning activities and inflection points.”⁹⁷ Likewise, at the Activity level, R4P is following adaptive approaches laid out in the SPCPS strategy by engaging in annual pause-and-reflect sessions with USAID (inflection points) to utilize monitoring and research data to adapt its work plan.^{98 99}

Several key respondents emphasized the dynamic and evolving nature of VE, highlighting the crucial need for adaptive programming. R4P’s flexibility enables the Activity to modify its initiatives in response to emerging challenges, exemplified by the recent arrival of asylum seekers from Burkina Faso (See EQ1.5). R4P staff mentioned that they employ various strategies to incorporate flexibility into programming. For example, within its work plan and budget, certain items are purposely undefined to allow for implementation pivots and opportunities based on potential changes in the context.

Examining R4P Activity documentation, the ET identified several instances of programmatic adaptation resulting from the evaluation of activities, participant feedback, or new research. Examples of these adaptations include: 1) extension of the GUM initiative to include personal ID cards, 2) pausing vocational training, 3) replacing research partners, 4) designing activities to improve cross-border relationships, and 5) seeking a new partner to fund the decentralization of CCM.

USAID staff noted that R4P demonstrates transparency and intentionality in integrating adaptive management practices. As well, R4P staff commended USAID/Côte d’Ivoire’s capacity to promptly review and approve changes, enabling R4P to swiftly adapt its programming as needed. Both the donor and the implementer have highlighted that the ALS and the practice of “pause and reflect” act as primary drivers for readjusting the work plan and associated activities. Furthermore, regular meetings contribute significantly to integrating necessary adaptations.¹⁰⁰ Several respondents also mentioned similarities between the management process of R4P and USAID/Office of Transition Initiatives (OTI) programming in other countries.

Although R4P and USAID have demonstrated agility in adjusting activities to enhance impact, the donor has raised concerns about the frequency of these adaptations. Questions remain as to whether new activities—especially those focused on livelihoods—have adequate time within the R4P Activity period of performance to yield the expected outcomes amid ongoing adjustments.

⁹⁶ USG. 2022. U.S. Strategy to Prevent Conflict and Promote Stability in CWA, page 32.

⁹⁷ Ibid., page 17

⁹⁸ EAI. 2022. R4P Complexity-Aware Monitoring Evaluation & Learning Plan Year 2, page 8.

⁹⁹ USG. 2020. United States Strategy to Prevent Conflict and Promote Stability, page 9.

¹⁰⁰ R4P has weekly meetings, as well as internal planning meetings every three months for all staff. Every five weeks, each regional team meets with all components to plan the next two-three months of activities.

EQ3.3 CONCLUSIONS: This evaluation underscores R4P's adaptive, innovative capacity to address dynamic VE challenges. Aligned with the U.S. SPCPS, R4P employs transparent, data-driven strategies for swift programmatic adjustments. While effective, concerns about the frequency of adaptation and potential effect on outcomes arise. Balancing the need for adjustments with sufficient time for activities to yield intended results remains a critical consideration for sustained success.

EQ3.4. TO WHAT EXTENT DOES R4P INTEGRATE THE USG WOMEN, PEACE, AND SECURITY (WPS) STRATEGY?

To answer EQ3.4, the ET conducted interviews with the donor, the Association of Women Lawyers in Côte d'Ivoire (AFJCI), and EAI management staff. The ET noted that most respondents did not know what the U.S. Strategy on Women, Peace, and Security (WPS) entails.

The ET analyzed findings in conjunction with the WPS strategy to identify alignment and potential gaps.¹⁰¹ The WPS strategy recognizes the diverse roles women play as agents of change in preventing and resolving conflict, countering terrorism and VE, and building post-conflict peace and stability. The WPS strategy identifies four efforts to achieve its objectives: 1) Support women's active participation in conflict and crisis-related decision-making, 2) advocate for the protection of women's and girls' rights, 3) enhance programs to advance women's equality and empowerment, and 4) encourage partner governments to enhance women's participation in peace processes.¹⁰²

Support women's active participation in conflict and crisis-related decision-making: R4P intentionally recruits and hires women in key positions and encourages them to take on additional responsibilities as indicated with the promotion of several women to higher positions. Over the Activity's first three years, 41.1 percent of participants and beneficiaries were women, though this number varies by activity. Livelihood activities have the highest percentage with 78.9 percent women, while governance is among the lowest at 36.6 percent.¹⁰³ Men predominantly hold the leadership roles in conflict resolution-focused activities, such as the CCM and the conflict mitigation committees. Despite R4P's best efforts to include women, the prevalence of men in leadership reflects their traditional societal roles.

For various activities, R4P integrates women's perspectives and interests to prevent conflict. For example, in the market gardening initiative, R4P addressed security concerns by fencing the gardens and establishing plots in proximity to villages to enhance women's safety.

Advocate for the protection of women's and girls' rights: This WPS effort involves advocacy to impact local legislation for the betterment of women's and girls' rights. Upon USAID's request, R4P added a GBV advocacy initiative for Year 4. This intervention is implemented by a new sub-partner, AFJCI.¹⁰⁴ R4P staff shared that they initially saw the GBV programming component as a threat to the overall Activity because it does not align with the R4P Activity objectives or soft approach to promoting

¹⁰¹ USG. 2019. U.S. Strategy on Women, Peace, and Security.

¹⁰² Ibid., page 6.

¹⁰³ Monitoring information share by EIA.

¹⁰⁴ EAI. 2023. R4P Work Plan Year 4, page 20.

conflict resolution. Rather, advocacy and legislative reform—especially on the topic of GBV—could generate resistance from local stakeholders. In response to this challenge, EAI and AFJCI collaborated to devise a GBV Strategy that prioritizes the integration of conflict sensitivity. The approach emphasizes initial sensitization, utilizing visual techniques over verbal communication, that links GBV to local concerns and builds trust with the community.¹⁰⁵

Enhance programs to advance women's equality and empowerment: Several R4P initiatives focus on advancing women's empowerment by improving their financial security, facilitating access to land ownership, fostering economic independence, and improving overall well-being through tailored interventions. Examples include market gardening, VSLAs, and literacy classes. However, the ET noted a frustration shared by Fulani women that R4P did not design any activities to address the economic needs of Fulani women specifically; this opinion was also expressed by Fulani women in the larger localities, where they did have access to VSLAs.¹⁰⁶

Encourage partner governments to enhance women's participation in peace processes: This WPS line of effort involves advocacy to encourage partner governments to adopt policies, plans, and capacity to improve the meaningful participation of women in processes connected to peace and security and decision-making institutions. Since R4P did not have specific objectives or activities aligned with this goal, there is no information to report regarding progress or outcomes.

EQ3.4 CONCLUSIONS: Integration of the Strategy on WPS reveals a mixed picture. While R4P demonstrates intentionality in supporting women's participation and economic empowerment as well as advocating for their rights, gaps persist in leadership representation, the alignment of GBV and R4P approaches could be strengthened. Challenges in harmonizing the GBV component underscore the need for cohesive strategies to empower women effectively within the overall R4P framework.

EQ3.5. ARE THERE SUCCESSFUL PROGRAMMING APPROACHES OR EXAMPLES OF “DOING BUSINESS DIFFERENTLY” IMPLEMENTED BY R4P THAT COULD BE CONSIDERED TO BE SCALED UP AND REPLICATED ACROSS CWA OR IN GFA PRIORITY COUNTRIES?

To answer EQ3.5, the ET conducted interviews with USG agencies, R4P management staff, and IOs. Furthermore, the ET examined SPCPS documents to understand how the Strategy defines “doing business differently.”¹⁰⁷ While a clear definition does not yet exist consistently across USG personnel and agencies, during the evaluation design process, the ET collaborated with USAID/Côte d’Ivoire to define relevant innovative elements of “doing business differently” as 1) engaging in interagency coordination within the USG, 2) incorporating conflict sensitivity, 3) managing adaptively, and 4) integrating principles outlined in WPS.

¹⁰⁵ EAI. 2024. R4P GBV Strategy (Draft).

¹⁰⁶ R4P refrains from conducting Fulani-only activities to remain conflict-sensitive and to avoid fueling sentiments of favoritism. Therefore, livelihood activities are designed to bring together multiple communities for building relationships and social capital. However, R4P acknowledges that not all livelihood activities integrate Fulani women to the desired extent. Fulani women participated in 9 of 16 market gardening, beekeeping, and poultry farming locations; 5 of 13 first cycle literacy classes, and 9 of 18 second cycle literacy classes; and 16 of 23 AVEC locations.

¹⁰⁷ USG. 2022. U.S. Strategy to Prevent Conflict and Promote Stability, page 13.

PROGRAMMING APPROACHES

KLU: Respondents identified the research component of R4P as a crucial element for the success of the Activity. Notable aspects include the ALS and regular workshops to involve local communities, collect feedback, and fortify the foundational research-action aspect of R4P.

Governance: Respondents recognized several governance programming approaches for potential scalability in CWA. GUM stood out as a primary example, as it not only improved service delivery but also fostered better relationships between communities and the FDS. Respondents also emphasized the significance of enhancing inclusivity within local conflict mitigation committees by ensuring representation from women, youth, and marginalized communities such as the Fulani. Additionally, respondents highlighted initiatives aimed at cultivating and preserving positive cross-border relationships among local authorities as an effective strategy to prevent cross-border conflicts.

NRM: Respondents commonly emphasized the significant potential of the night cattle parks in reducing conflicts between herders and farmers, closely followed by the fenced garden marketing initiative, which offers women economic empowerment and a safe space to work and gather. Moreover, given the constraints of USAID funding, stakeholders stressed the crucial role of partnerships in enhancing accessibility to water and advancing other NRM initiatives.

Media ecosystem: Respondents stated that having inclusive local validation groups review media content before broadcasting was a highly effective approach to prevent conflicts stemming from information manipulation or a lack of conflict sensitivity. The use of CVE-focused influencers was also frequently mentioned as a valuable approach.

APPROACHES ON “DOING BUSINESS DIFFERENTLY”

USG interagency coordination: As highlighted in EQ3.1, R4P fostered collaboration among USG agencies, contributing to the U.S. SPCPS Goal 4: Management – Enable an Effective, Integrated U.S. Government Response in particular through a strong culture of information sharing, designing a project specifically crafted to enhance interagency collaboration sets a replicable model for future projects in the CWA region.

Conflict sensitivity: As outlined in EQ3.2, R4P initially followed a Do No Harm approach. However, because of its focus on identifying and meeting the unique needs and priorities of local communities, its approach also aligns more with USAID guidance on conflict sensitivity. The Activity therefore exemplified a commendable conflict sensitivity approach beyond fundamental Do No Harm principles.

Adaptive management: As demonstrated in EQ3.3, R4P effectively leveraged CLA strategies to advance its action-research approach. The success of these initiatives indicates that R4P's approach holds promising scalability potential.

WPS: As mentioned in EQ3.4, R4P did not initially integrate the WPS approach into its design. Although R4P currently implements a GBV initiative, it is too early to determine the outcomes and scalability of this approach.

EQ3.5 CONCLUSIONS: R4P programmatic approaches with the greatest potential for replication include: 1) the community-centered KLU, 2) governance strategies like GUM, conflict mitigation committees, and enhanced cross-border relationships, 3) NRM initiatives such as night cattle parks and fenced gardens, and 4) engaging local validators and CVE-focused influencers in conflict-sensitive content dissemination. Among the elements of "doing business differently" that were considered by the evaluation team, adaptive management appears to have had the most significant impact on R4P's success.

RECOMMENDATIONS

The ET shared its preliminary findings, conclusions, and recommendations with USAID and EAI during a two-day virtual workshop on May 14 and 16, 2024. During the workshop, participants reviewed the findings and conclusions and provided feedback to validate and expand upon the ET's analysis. Participants also considered the proposed recommendations for relevance and feasibility. Below are the jointly developed recommendations for USAID and the R4P Activity IPs. The ET has cited the corresponding conclusions or findings as supporting evidence.

Most recommendations listed below are intended for consideration by USAID, EAI, and R4P sub-partners within the remaining R4P Activity period of performance. Recommendations 13 and 14 concern scalable programming and approaches to "doing business differently," and they are intended for consideration by USAID beyond the R4P Activity.

KNOWLEDGE, LEARNING, AND UNDERSTANDING

Recommendation 1	To broaden its reach, R4P should consider summarizing research findings and recommendations into easily digestible formats. This could be achieved by utilizing visuals, infographics, one-pagers, or informational briefs to enhance comprehension for a wider audience.
Supporting evidence	<i>The complex and highly technical nature of research publications may render the dissemination format less suitable for local audiences, such as the village chiefs or the local authorities. [See EQ1.2]</i>
Recommendation 2	<p>R4P should continue to develop research products on VE and proactively boost its capacity to edit and publish timely content in both English and French. This could involve establishing a peer review process with a research network to ensure the rigor and quality of research publications.</p> <p>R4P and USAID should explore opportunities to enhance and broaden the reach of the research studies, as well as increase its visibility in West Africa. Consider coordinating with Peace through Evaluation, Learning, and Adapting Activity (PELA) II to amplify such dissemination.</p>
Supporting evidence	<i>R4P research influences national and regional VE strategies in Côte d'Ivoire, and global entities use R4P analysis of VE dynamics in the northern border regions. R4P's capacity to edit and finalize reports has thereby delayed opportunities to inform decision makers. [See EQ1.2]</i>

Recommendation 3	R4P should continue to organize the ALS with a revised cost-effective structure that reduces the number of participants and still offers opportunities for in-depth discussions on key research findings and multi-stakeholder engagement. Additionally, R4P should explore financial contributions from other IOs to increase sustainability, burden-sharing, and coordination.
Supporting evidence	<i>The ALS serves as a unique platform for multidisciplinary discussions on VE issues and fosters learning, synergy, and action planning. However, financing and managing an excessively large crowd may impact effectiveness, escalate costs, and pose logistical challenges. [See EQ1.2]</i>

MEDIA ECOSYSTEM

Recommendation 4	R4P should design a sustainable plan for scaling up its media ecosystem that includes alternative streams of funding and collaboration with other community radio stations (e.g., with those supported by the NGO Asma under the DoS-funded BINDELAME project). This could mean increasing shared broadcasts and expanding the influencer network.
Supporting evidence	<i>The media ecosystem promotes positive narratives that counter radicalization and hate speech and foster social cohesion. However, the long-term sustainability of the media ecosystem beyond R4P's lifespan remains uncertain. [See EQ1.3]</i>

GOVERNANCE

Recommendation 5	R4P should continue activities that improve governance, economic empowerment, and social cohesion while putting greater emphasis on mitigating potential conflict associated with the influx of displaced people.
Supporting evidence	<i>The arrival of asylum seekers from Burkina Faso puts pressure on resources and creates tension between local communities and displaced people, adding layers of complexities to cross-border dynamics. [See EQ1.1, EQ1.5]</i>
Recommendation 6	USAID and R4P should capitalize on the success of the Guichet Unique Mobile (GUM) initiative by developing a sustainability plan that includes advocating for government funding, seeking partnerships with IOs, gradually transferring skills to the GoCI, and increasing local ownership. Additionally, USAID should continue to explore the use of the GUM model in other sectors, to facilitate other services such as medical insurance (<i>carte de couverture maladie universelle</i>).
Supporting evidence	<i>GUM is a hallmark of inclusive governance. It has successfully improved relationships between the GoCI and its citizens in the north by increasing access to key government services. However, sustainability is a challenge due to lack of local capacity and ownership. [See EQ1.5, EQ3.5]</i>

NATURAL RESOURCES MANAGEMENT

Recommendation 7	R4P should continue its support for night cattle parks and train parks' management committees on conflict-sensitive approaches to address potential unresolved farmer-herder tensions. Relatedly, R4P should increase its efforts to develop synergies with the GoCI and other IOs to address water scarcity issues.
Supporting evidence	<i>Scarcity of natural resources, such as water and arable land, is a sensitive and polarizing issue that exacerbates conflicts in the northern border regions. [See EQ1.1] R4P improved inclusive management of resources, especially with the night cattle park initiative. [See EQ1.5] There is potential for night park managers to abuse their power against marginalized populations. [See EQ3.2]</i>

LIVELIHOODS

Recommendation 8	USAID and R4P should, in partnership with the GoCI and IOs, prioritize youth economic empowerment in areas affected by illegal mining disruptions. In particular, the Bonkani region faces both an influx of displaced people from Burkina Faso and a growing demand for youth to cross the border to join the VDP..
Supporting evidence	<i>Due to economic vulnerability, some youth join the VDP (EQ1.1). R4P has not yet effectively addressed the consequences of illegal mining closures on youth (EQ1.5). Despite R4P's efforts, activities aimed at enhancing economic opportunities for youth and women seem insufficient to have a significant impact. [See EQ1.4]</i>

LOCAL VOICES

Recommendation 9	R4P should implement a more structured process for planning activities with beneficiaries to mitigate last-minute challenges and ultimately improve the effectiveness of its initiatives. This could involve enhancing the event planning and coordination skills of local coordinators and ensuring timely communication with participants.
Supporting evidence	<i>Last-minute planning issues have not only caused frustration among beneficiaries and local stakeholders but also resulted in community fatigue. [See EQ2.3]</i>

DOING BUSINESS DIFFERENTLY

Recommendation 10	R4P should revisit its GBV initiative to ensure cultural resonance and relevance to the local context. Building on its track record of women's inclusion, R4P should leverage its existing network of women staff, participants, and beneficiaries to design and implement activities in alignment with the Strategy on WPS. Consider utilizing the VSLA as a foundation for WPS initiatives or for a WPS CVE coalition.
Supporting evidence	<i>The GBV advocacy component is a threat to the Activity because of its divergence from R4P's soft approach to promoting conflict resolution. [See EQ 3.4]</i>
Recommendation 11	USAID should consider scaling up promising and innovative R4P programming interventions: multi-stakeholder cross-border dialogue and collaboration on VE issues, night cattle parks, GUM, solidarity groups, and the community-grounded media ecosystem.
Supporting evidence	<i>The ET concluded that several interventions stand out and were mentioned by key stakeholders and beneficiaries as having the potential to prevent VE. [EQ3.5]</i>
Recommendation 12	USAID should consider replicating R4P's KLU approach and support the development of a research network on VE beyond Côte d'Ivoire with a regional network (possibly francophone) to elevate the learning, improve regional understanding of VE and share lessons learned as good practices of CVE.
Supporting evidence	<i>R4P's KLU approach has improved GoCI, USG, and IOs' understanding of VE, VE dynamics, and CVE. However, R4P has not been able to establish a robust and impactful network. [EQ1.2]</i>
Recommendation 13	USAID should consider replicating the R4P Activity model in other CWA countries, taking into account local contexts. In doing so, interagency coordination objectives should extend beyond information sharing to encompass more collaboration at the programming level.
Supporting evidence	<p><i>R4P's replicable initiatives include community-driven research, governance and NRM interventions, information validation by local actors, and content dissemination by CVE-focused influencers. Adaptive management has been key to effective programming. [EQ3.5]</i></p> <p><i>In Côte d'Ivoire, R4P serves as a catalyst for fostering multi-stakeholder engagement on VE issues. DoS, DOD, and USAID, could build upon knowledge sharing to identify synergies, designing and funding mutually reinforcing programming. [EQ3.1]</i></p>

ANNEX I: EVALUATION STATEMENT OF WORK

PE01.01 U.S. STRATEGY TO PREVENT CONFLICT AND PROMOTE STABILITY (SPCPS) GLOBAL EVALUATION USAID/CÔTE D'IVOIRE RESILIENCE FOR PEACE (R4P) MID-TERM EVALUATION SCOPE OF WORK

I. OVERVIEW

This Scope of Work (SOW) directs the terms and conditions of USAID/CPS/CVP PEARL Activity PE01.01, a mid-term performance evaluation requested by USAID/Côte d'Ivoire of the Resilience for Peace activity (R4P). This evaluation seeks to analyze mid-term performance of the activity in achieving its stated objectives and provide analysis for adaptation and course correction. It additionally seeks to analyze activity performance to measure progress towards the Coastal West Africa (CWA) Strategy to Prevent Conflict and Promote Stability (SPCPS) objectives and sub-objectives, collect information useful for SPCPS regional learning, and inform best practices.

This evaluation is requested as part of PEARL Activity PE01: U.S. SPCPS Global Evaluation. Through this Activity, PEARL will evaluate outcomes of efforts to achieve SPCPS goals in the Global Fragility Act (GFA) priority countries (Haiti, Libya, Mozambique, Papua New Guinea) and region (Coastal West Africa: Benin, Côte d'Ivoire, Ghana, Guinea, Togo). On a global level, the evaluation seeks to measure the SPCPS during the 10-year implementation period, across all selected countries and the region in which the Strategy will be implemented.

2. BACKGROUND

2.1 COUNTRY AND STRATEGIC CONTEXT

Country Context: Following a 2020 terrorist attack in Kafolo, its first in more than four years, the Government of Côte d'Ivoire (GoCI) declared a militarized zone in the border areas north of Korhogo. This attack and continued threats make clear that Sahel-based violent extremist organizations (VEOs) have extended their reach from Burkina Faso, Mali, and Niger and are actively working to destabilize Côte d'Ivoire (CDI) border communities, taking advantage of women and youth, manipulating intra-communal grievances and tensions, and exploiting the GoCI's perceived failure to deliver services, livelihood opportunities, and security. Like its northern neighbors, CDI's porous borders, poor governance, lack of economic opportunities, large populations of disaffected youth and women, inadequately demobilized former fighters, weak engagement with marginalized populations, and a heavily military-focused government approach to countering violent extremism (CVE) have left communities susceptible to VEO influence across an environment impossible to completely police and secure.

Strategic Context: The U.S. SPCPS defines fragility as “a country's or region's vulnerability to armed conflict, large-scale violence, or other instability, including an inability to manage transnational threats or other significant shocks.” The Strategy seeks to decrease fragility through the following four goals:

- I. **Prevention:** Anticipate and Prevent Violent Conflict and Large-Scale Violence

2. **Stabilization:** Achieve Locally-Driven Political Solutions to Violent Conflicts and Large-Scale Violence
3. **Partnership:** Promote Burden-Sharing, Coordination, and Mutual Accountability
4. **Management:** Enable an Effective, Integrated U.S Government Response

In Coastal West Africa (CWA), the U.S. government (USG) is committed to expanding partnerships to prevent violent conflicts from emerging or further spreading across the region. The central Sahel region of Africa experienced more terrorist attacks than any other part of the world in 2021, with terrorist activity increasingly expanding across borders in neighboring CWA countries. Violent extremist activity is exacerbating distrust among civilians and security and government actors in border areas that are historically disadvantaged in terms of political representation and economic development. This trend perpetuates and coincides with growing strains on democratic institutions across the region.

The U.S. SPCPS 10-year strategic plan for CWA envisions a range of U.S. and partner efforts to advance the long-term goal that Coastal West Africans promote peace and prevent violent conflict and violent extremism (VE) that risks destabilizing the region. The term “Coastal West Africans” encompasses civilians, governments and institutions, security forces, civil society, and regional bodies and seeks to reinforce the united front required for success. (Note: Security forces refer to all civilian and defense forces with a security mandate.) The USG will focus diplomatic engagement and assistance tools at local, national, and regional levels on advancing three overlapping objectives:

- Objective 1: Social cohesion is strengthened within and between at-risk communities.
- Objective 2: Improved government responsiveness, inclusion, and accountability to at-risk communities.
- Objective 3: Enhanced security force responsiveness and accountability to at-risk communities.

This 10-year plan is explicitly crafted to incorporate lessons learned from overly securitized approaches to addressing VE-related challenges in the Sahel region over the past decade. A stronger social contract and increased trust between national and local governments, security actors, community leaders, and the public will facilitate peaceful resolution of disputes and reduce the ability of violent extremists, criminals, and other destabilizing actors to exploit ethnic, religious, and livelihood cleavages. This plan seeks to reinforce and buttress promising national commitments by the five governments to address VE-related challenges in a more holistic fashion, emphasizing inclusive development and responsive governance.

2.2 BACKGROUND ON RELEVANT PROGRAMMING

Project/Activity Name(s)	Resilience for Peace (R4P)
Implementer(s)	Equal Access International
Cooperative Agreement/Contract #	7206242 CA00002

Total Estimated Ceiling of the Evaluated Project/Activity (TEC)	\$20,750,000
Source(s) of Funding	Development Assistance (DA) & Prevention and Stabilization Fund (PSF)
Life of Project/Activity	February 2021 to February 2026
Active Geographic Regions	Folon, Bagoue, Tchologo, and Boukani regions including the Minignan, Tengrela, Kong, Bouna, Doropo, Tehini departments

USAID initiated the Resilience for Peace (R4P) activity to strengthen community resilience against violent extremism in northern Côte d'Ivoire. The project, working with the International Rescue Committee, INDIGO-Côte d'Ivoire, and the Chaire UNESCO of Bioethics at the University of Bouaké, helps at-risk Ivorian border communities better counter violent extremism. R4P works to create economic and civic empowerment opportunities, focusing on youth and women, through improvements in natural resource management and government service delivery and responsiveness. R4P also educates citizens and has launched dialogue networks and town halls to cultivate whole-of-community trust.

R4P supports the following complexity-aware theory of change (TOC):

IF Knowledge, learning, and understanding of communities in the northern border areas of Côte d'Ivoire around VE is increased AND Actors at multiple levels (state, national, community) are empowered to interact with each other and take action to deal with VE threats in northern border community areas related to the spill-over in Mali and Burkina Faso,

THEN Border communities will better know and understand the threats of VE which will enable them to have the tools required to strengthen their community resilience to take actions to address the spill-over from the Sahel conflict into Côte d'Ivoire.

The activity seeks to address the negative spill-over of regional instability and violence; establish resilience structures that enable community dialogue and collective action; enhance mechanisms for government-citizen dialogue that improve trust, service delivery, and natural resource management (NRM); grow economic opportunities catered to women and youth; and support a strong local media sector which understands, responds to, and even anticipates VE narratives.

R4P has an overall goal to: **Strengthen community resilience and learning, particularly for youth and women, to counter violent extremism (CVE) in Côte d'Ivoire's northern border areas.** This is achieved through three objectives (see Annex I):

- **Objective I:** Increase knowledge, learning, and understanding (KLU) of VE in border communities

- **Objective 2:** Reduce socio-pol-economic marginalization and inequality in border areas
- **Objective 3:** Increase positive narratives to counter radicalization and hate speech, particularly for youth women and girls in border areas

2.3 REQUESTING OPERATING UNIT AND POINTS OF CONTACT

This PEARL Activity has been requested by the USAID/Côte d'Ivoire Democracy, Rights, and Governance (DRG) and Program Offices. The requesting unit point of contacts (POC) are Millington Bergeson-Lockwood (mbergeson-lockwood@usaid.gov), Program Officer and Manogodjon (Adja) Binaté (mbinate@usaid.gov), Senior Democracy, Governance, and Conflict Specialist and R4P Agreement Officer's Representative (AOR).

3. DESCRIPTION OF SERVICES TO BE PROVIDED

3.1 PEARL ACTIVITY SUMMARY & PURPOSE

The purpose of this mid-term performance evaluation is to: Answer country-level learning questions posed by the Mission DRG team and manage the performance of the R4P activity, understand what is working well and where adjustments may be needed, and support a “proof of concept” for R4P’s approach that could potentially be scaled up across the region.

The midline evaluation has several objectives:

- Identify program achievements towards the intermediate objectives, assess implementation, and analyze initial outcomes.
- Evaluate component-level theories of change and assumptions and identify areas for modification.
- Assess activity progress for relevance, effectiveness, and sustainability.
- Identify activity challenges and make recommendations for programmatic adjustments and adaptations to strengthen impacts and mitigate any issues identified during the evaluation.
- Identify activity innovations that could be scaled up in Côte d'Ivoire, across CWA, or in similar contexts worldwide.

The purpose of evaluating SPCPS implementation is to understand whether outcome-level changes have occurred due to USG and partner country efforts to achieve the Strategy goals, and to explain why change did or did not occur. This evaluation will demonstrate overall progress toward SPCPS objectives and identify lessons, challenges, and evidence during the 10-year SPCPS implementation period.

3.2 GEOGRAPHIC SCOPE & FOCUS AREA

The geographic scope of this evaluation includes R4P activity areas in northern Côte d'Ivoire, including Folon, Bagoue, Tchologo, and Boukani regions (especially the Minignan, Tengrela, Kaniasso, Kong, Bouna, Doropo, Tehini departments).

Data from other interventions beyond this geographic scope may be consulted for comparative analysis across the SPCPS priority countries and regions.

3.3 LEARNING OBJECTIVES, DECISIONS, AND PROCESSES TO BE SUPPORTED

The purpose of the SPCPS global evaluation is to 1) understand what outcome-level changes have occurred as a result of USG and the nine partner country efforts to achieve the Strategy goals and 2) identify lessons learned to inform the design and implementation of future USG policies, strategies, programs, and interventions in fragile contexts. The global evaluation will help to answer strategic learning priorities and ensure accountability of U.S. taxpayer dollars.

For SPCPS in CWA, this evaluation will contribute to the following learning priorities and illustrative questions, as outlined in the SPCPS CWA MEL Plan:

- Maintain an updated understanding of the context.
 - What are effective approaches to maintaining updated contextual understanding in hard to reach areas (non-permissible travel areas, cross-border communities, etc)?
- Understand what works and does not work regarding stabilization and prevention of violent conflict.
 - What approaches are effective in preventing the spread of VE in the region?
 - What are the livelihoods and economic growth interventions that make the greatest near-term contribution to PVE objectives?
- Understand what works and does not work regarding partnership and management.
 - How are SPCPS interventions identifying, fostering, and amplifying local partnerships?
- Maintain an updated understanding of the extent to which the theories of change and their underlying assumptions hold true over the course of implementation.
 - How do the underlying assumptions for the SPCPS theories of change evolve throughout implementation? What course-corrective measures are most appropriate for responding to these evolutions?
- Understand the role of key cross-cutting considerations (gender and social inclusion, climate change, the private sector, corruption) in achieving the CWA objectives and sub-objectives.
- How is SPCPS programming harnessing the economic potential or marginalized/ disenfranchised groups, especially youth and women?

The results of this evaluation will be used to support USAID/Côte d'Ivoire's learning agenda and inform activity-level adaptive management. The findings and recommendations to be delivered through this evaluation will support the Mission's operations in the following ways:

- Inform updates to activity work plan and/or performance indicators and targets.
- Inform program extension or follow-on activity design.

- Identify the extent to which R4P is an innovative activity to be scaled up as a solution to VE.

3.4 INTENDED AUDIENCE AND ACTIVITY STAKEHOLDERS

For this evaluation, the primary intended audience will be USAID/Côte d’Ivoire mission and R4P staff. Secondary stakeholders with whom the evaluation team should coordinate include regional SPCPS coordinators and U.S. Embassy staff across CWA. To the extent possible, the evaluation team should engage local stakeholders (including the National Security Council (CNS), the National Border Commission (CNFCI), and beneficiaries) in the evaluation process and dissemination.

For the global evaluation, the interagency SPCPS Global MEL team, CPS/CVP, and Congress comprise the primary audience. The secondary audience is USAID Missions and U.S. Embassies implementing SPCPS programming and/or other sectoral programming in places affected by conflict, fragility, and violence. The tertiary audience is the broader community of practice internal and external to the U.S. Department of State, USAID, and Department of Defense focused on fragility, peacebuilding, and conflict and violence prevention.

4. EVALUATION QUESTIONS

Below are preliminary evaluation questions to be addressed through this evaluation. These questions may be further refined and adjusted through collaboration with the PEARL team. Any revisions to the evaluation questions will be reflected in the Evaluation Design deliverable (see Section 6.1).

5. To what extent has the R4P implementation approach mitigated the drivers of VE in Côte d’Ivoire? To answer this question, the evaluation will focus on three main sub-questions:
 - To what extent has R4P’s knowledge, learning, and understanding approach impacted stakeholders’ knowledge of VE and influenced local, national, regional, and international actors to respond to the local context?
 - To what extent has R4P’s “media ecosystem approach” increased positive narratives to counter radicalization and hate speech, promoted trust between communities and the government, and enhanced social cohesion between communities?
 - To what extent has R4P reduced social, political, and economic marginalization of Peuhl/Fulani communities and reduced conflict and promoted trust between those communities and others living in the northern border region of CDI?
2. How is R4P an example of “doing business differently”? Which R4P innovations could be scaled up and replicated across CWA or in GFA priority countries?
3. To what extent is R4P responsive to the needs and priorities of local stakeholders? What are community perceptions of R4P “best practices”?

Each country- or region-specific evaluation conducted as part of PEARL Activity PE01 should ensure that some customized evaluation questions above align with and contribute to select evaluation questions below, which guide the SPCPS global evaluation. Note the use of [OECD DAC Evaluation Criteria](#) definitions for impact, effectiveness, and relevance.

SPCPS Global Evaluation Questions	PE01.01 Evaluation Questions
<p>I. Impact The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects</p>	
<p>a. What is the impact of SPCPS prevention policies and interventions across contexts, conditions, sectors, and for different stakeholders?</p>	<p>1. To what extent has the R4P implementation approach mitigated the drivers of VE in Côte d'Ivoire?</p>
<p>b. What is the impact of SPCPS stabilization policies and interventions across contexts, conditions, sectors, and for different stakeholders?</p>	
<p>II. Effectiveness The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups</p>	
<p>a. What is the relationship between achievement of Goal 3 (Partnership) and Goal 4 (Management) objectives and the effectiveness of prevention and stabilization policies and interventions (Goals 1 and 2)?</p> <ul style="list-style-type: none"> ● How is the USG “doing business differently” for SPCPS prevention and stabilization programming (i.e., adaptive management, conflict sensitivity, complexity awareness, etc.)? 	<p>2. How is R4P an example of “doing business differently”? Which R4P innovations could be scaled up and replicated across CWA or in GFA priority countries?</p>
<p>a. To what extent did different USG agencies, both individually and collectively, contribute to outcomes?</p>	
<p>III. Relevance The extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change</p>	

SPCPS Global Evaluation Questions	PE01.01 Evaluation Questions
<p>a. To what extent did SPCPS policies, programs, and interventions meet the needs and priorities of local stakeholders?</p>	<p>3. To what extent is R4P responsive to the needs and priorities of local stakeholders? What are community perceptions of R4P “best practices”?</p>

5. EVALUATION DESIGN & METHODOLOGY

5.1 TECHNICAL APPROACH

This mid-term performance evaluation will use trust-based qualitative research methods and prioritize participatory approaches that are appropriate for conflict-sensitive data collection and analysis. Using a modified Most Significant Change (MSC) approach, for example, the PEARL team would 1) raise interest, 2) define the domains of change and reporting period, 3) collect stories on significant change if it has occurred, and 4) feedback results of the selection of stories process. This will help the PEARL team identify unexpected changes and potential outcomes that were not anticipated but were achieved.

PEARL anticipates conducting a collaborative co-design process from November 2023 to January 2024 to develop key components of the evaluation. This process will begin with the PEARL team’s participation in technical consultations and the R4P Learning Summit in November, as well as participation in the PE10 Violence and Conflict Assessment synthesis workshop in December. Subsequently, co-design will bring together Mission and CVP staff, EAI staff, and potentially local stakeholders in a series of focused meetings to address specific points in the Evaluation Design. These will include refinements to the evaluation questions, data collection locations, key informant target groups, conflict sensitivity considerations, and evaluation utilization planning.

The first component of the evaluation will be a thorough review of contextual, strategic, and programmatic documents collected by the PEARL team and provided by EAI, USAID, and other USG stakeholders. Sources will include quantitative and qualitative data from EAI’s monitoring and evaluation system, as well as surveys completed by R4P and other actors. The desk review will establish an understanding of country-specific contextual factors to inform evaluation design decisions and contribute to evaluation findings. Contextual review will examine the drivers of VE, how VE groups operate, and how authorities and international stakeholders respond. Further, the contextual review will seek to understand local dynamics including stakeholders, who is included/not included, and their needs and priorities. Foundational to the R4P program evaluation will be testing the assumptions upon which programmatic decisions are based.

The second component of the evaluation will include key informant interviews and peer group interviews with individuals likely including EAI staff, R4P partners including Indigo research staff, donor officials, Côte d'Ivoire government officials, security officials, leaders and members of youth groups, and women’s groups in key areas. The PEARL team will conduct primary data collection in the R4P programming-intensive regions of Folon, Bagoué, Tchologo, and Bounkani, (subject to confirmation during the evaluation design phase) to learn more about the outcomes of the R4P Activity in relation to

its objectives and collect stories of most significant change. If PEARL chooses to incorporate MSC into the evaluation design, the team will verify stories during the data collection phase, then select a subset of stories from the interviews, and hold one or more events following data collection to feed back the selected stories of significant change to local communities.

PEARL is committed to sharing evaluation findings with local stakeholders. While details will be confirmed in the co-design process, this may include presentations to local communities, translation of the report into local languages, or learning events with R4P staff.

Table I below details the phased delivery of the Activity, including illustrative timelines that will be refined in collaboration with USAID prior to finalization of the Evaluation Design deliverable. The desk review and remote interviews will occur between December 2023 and February 2024, with the majority of in-person primary data collection in mid-February and early March 2024.

Illustrative Timeline and PEARL Tasks

Illustrative Timeline	PEARL Tasks
<p>Scoping (October-December 2023)</p>	<ul style="list-style-type: none"> • Conduct initial meetings with Mission. • Collaborate with Mission to review and finalize Activity SOW. • Respond to SOW with Activity budget and budget narrative. • Share proposed Team Leader candidate with Mission. • Attend the R4P Learning Summit in Yamoussoukro.
<p>Planning and Preparation (January-February 2024)</p>	<ul style="list-style-type: none"> • Conduct Technical Kick-Off Meeting with USAID core planning team. • Conduct virtual co-design meetings. • Develop the Evaluation Design and schedule consistent with the guidance provided in Section 6.1 and reflective of inputs gathered during the Technical Kick-Off Meeting and additional consultations. • Design a Utilization Plan to support the uptake of evaluation findings and recommendations.
<p>Data Collection and Analysis (December 2023 - May 2024)</p>	<ul style="list-style-type: none"> • Conduct desk-based research. • Conduct In-brief with USAID core planning team to review technical approach and next steps. • Conduct remote data collection and/or in-person fieldwork. • Facilitate Synthesis Workshop. • Facilitate Recommendations Workshop with USAID core planning team. • Conduct Out-brief with USAID core planning team to review preliminary findings.

Production of Deliverables (April-June 2024)	<ul style="list-style-type: none"> • Produce Draft Evaluation Report consistent with the guidance provided in Section 6.1 and reflective of inputs gathered during the Recommendations Workshop. • Produce Final Evaluation Report consistent with the guidance provided in Section 6.1.
Utilization (June-November 2024)	<ul style="list-style-type: none"> • Conduct up to 4 presentations to disseminate evaluation findings to audiences as defined by USAID • Conduct any additional activities detailed in the Utilization Plan. • Conduct out-brief to local stakeholders at EAI’s annual Learning Summit (November 2024)

5.2 EXISTING RESEARCH & INITIATIVES

This evaluation is expected to draw on the resources specified in the Data Call and shared via the PEARL Collaboration Google Drive. A broad range of background documents and data will be made available to the evaluation team:

- Ten-year country/regional plans for SPCPS (to include MEL Plans)
- Stakeholder consultation data
- USAID Country Development Cooperation Strategies (CDCS)
- Integrated Country Strategies (ICS)
- Activity description documentation (contract, activity MEL Plans, logframes, etc.)
- Past annual and quarterly work plans and reports
- Past monitoring and research data and reports
- Past baseline, midterm, and final evaluation reports
- Assessments

5.3 GUIDING PRINCIPLES & STANDARDS

The products delivered and processes used throughout this Activity will adhere to PEARL Analytical Standards (Annex II) and PEARL Communications Standards (Annex III).

Throughout all phases of conducting this Activity, PEARL will:

- Collaborate with Mission and USAID stakeholders to ensure PEARL Activity processes are thoroughly integrated with Mission operations and decision-making processes and cycles.
- Coordinate data collection with Mission staff and IPs where appropriate.
- Comply with any Mission protocols.

6. DELIVERABLES

6.1 DELIVERABLES

Deliverables to be developed and provided through this PEARL Activity are detailed below.

- I. Evaluation Design – The Evaluation Design will include the following components:
 - Confirmed evaluation questions
 - Proposed data collection plan and methodology
 - Sampling strategy, geographic scope, and data sources
 - Gender sensitivity and inclusion, including the identification of evaluation questions requiring disaggregated data, use of gender-sensitive data collection methods, and analysis of differential impacts for various groups
 - Limitations of the proposed evaluation methods, potential risks to the evaluation, and mitigation measures
 - Data analysis plan
 - PEARL Activity schedule, including for data collection, data analysis, and submission and review of deliverables
 - Evaluation team composition, with roles and responsibilities
 - Evaluation design matrix that links evaluation questions to data sources and methods
 - Draft data collection tools
 - Conflict sensitivity implementation plan, including informed consent procedures and information security protocols
 - Utilization Plan developed in collaboration with USAID

USAID offices and relevant stakeholders are asked to take up to 12 working days to review and consolidate comments through the PEARL Task Order Contracting Officer's Representative (TOCOR). Once consolidated comments are provided, the PEARL team is expected to submit a revised Evaluation Design within 12 working days (or as agreed upon by the PEARL TOCOR and PEARL team). The PEARL TOCOR will approve the finalized Evaluation Design two weeks or more prior to the evaluation team's arrival in country, or prior to data collection for remote activities (or as agreed upon by the PEARL TOCOR and PEARL team).

2. Synthesis Workshop – Upon conclusion of data collection, the PEARL team is expected to hold a workshop including the evaluation team and key stakeholders to analyze and synthesize data emerging from the evaluation. The format of this workshop is to be determined during co-design.
3. Recommendations Workshop – The PEARL team is expected to hold a preliminary in-person workshop with the use of virtual conferencing software, if needed, to discuss the summary of preliminary evaluation findings and conclusions with USAID and to collaboratively draft utilization-focused recommendations.

4. Draft Evaluation Report – The Draft Evaluation Report should be consistent with the guidance provided in Section 6.2, Final Report Format and USAID Criteria to Ensure the Quality of the Evaluation Report. USAID offices and relevant stakeholders are asked to take up to 15 working days to review and consolidate comments through the PEARL TOCOR.
5. Final Evaluation Report – The PEARL team will be asked to take no more than 20 working days (or as agreed upon in the Evaluation Design) to respond to and incorporate consolidated comments from USAID into the Final Evaluation Report submission.
6. Infographic – The PEARL team is expected to produce a two-page infographic to disseminate evaluation results. The infographic should include an English and French version.
7. Presentations – PEARL will conduct up to four (4) presentations to disseminate evaluation findings. Two internal briefings are anticipated for USAID/CPS and the interagency SPCPS Global MEL team. Two external briefings are anticipated for audiences as defined by USAID.

6.2 FINAL REPORT FORMAT

The Final Evaluation Report should align with [USAID Evaluation Report Requirements](#) and be consistent with the structure provided below:

Abstract

1. Executive Summary
2. Evaluation Purpose, Audience, and Intended Use
3. Evaluation Questions
4. Contextual and Programmatic Background
5. Methodology and Limitations
6. Findings and Conclusions
7. Recommendations
8. Annexes
 - PEARL Activity SOW
 - Data collection tools
 - Sources of information
 - Summary information about evaluation team members
 - Disclosure of Real or Potential Conflicts of Interest for External Evaluation Team Members

The **abstract of no more than 500 words** should describe the intervention that was evaluated, evaluation questions, methods, and key findings or conclusions. The **executive summary should be 2–4 pages** and summarize the evaluation purpose and utilization, background on intervention(s) evaluated, evaluation questions, methods, findings, conclusions, and recommendations. Limitations (e.g., in sampling; data availability; measurement; analysis; any potential biases such as selection, response, etc.) shall be disclosed in the report along with their implications for conclusions drawn from the findings. The **Final Evaluation Report length should not exceed 30 pages** (inclusive of data visualizations, but exclusive of annexes).

PEARL will produce two versions of the report: 1) a public-facing version for submission to the Development Experience Clearinghouse (DEC), and 2) a Sensitive But Classified (SBU) version for internal use by the U.S. Government. Any public-facing final deliverables should be in both English and

French. Any amendments to the above structure and deliverables must be proposed in collaboration among the PEARL team, requesting Operating Unit, and PEARL TOCOR.

6.3 SUBMISSION OF DATASET(S) TO THE DEVELOPMENT DATA LIBRARY

Per USAID's Open Data policy (see [ADS 579, USAID Development Data](#)) the PEARL team must submit to the PEARL TOCOR and the Development Data Library (DDL), at www.usaid.gov/data, in a machine-readable, non-proprietary format, a copy of any dataset created or obtained in performance of this Activity, if applicable. The dataset should be organized and documented for use by those not fully familiar with the PEARL Activity. Per PEARL TOCOR concurrence, qualitative datasets and supporting documentation are exempt from submission to the DDL.

Please review [ADS 579.3.3.2 Types of Data To Be Submitted to the DDL](#) to determine applicability.

6.4 SUBMISSION OF FINAL EVALUATION REPORT TO THE DEVELOPMENT EXPERIENCE CLEARINGHOUSE

Per USAID policy ([ADS 201.3.6.9](#)), the PEARL team must submit a public-facing version of the Final Evaluation Report to the [Development Experience Clearinghouse](#) (DEC) within three months of final approval by USAID.

7. LEARNING

7.1 UTILIZATION

During planning and preparation, the PEARL Senior Learning and Outreach Specialist will collaborate with USAID to develop a Utilization Plan that meets the Mission's needs and priorities for dissemination and uptake of the evaluation findings. PEARL conducts a Recommendations Workshop for every evaluation, and other utilization activities may be designed in consultation with the Mission.

Each evaluation conducted as part of PEARL Activity PE01 will contribute to global learning about SPCPS implementation. As such, some utilization activities may include and benefit wider audiences.

7.2 PEARL TASK ORDER LEARNING STRATEGY

All PEARL activities will contribute to the PEARL task order's Learning Strategy through a combination of standardized and Activity-specific learning engagements. PEARL will collect data to inform its global learning themes through a set of internal learning processes with the task order management team. PEARL will also collect data from the Mission through two targeted processes:

1. A short survey distributed to Mission stakeholders following PEARL Activity close-out.
2. Two virtual Utilization Sessions, to be held 3- and 6-months following delivery of the final deliverables. The objective of these meetings is to learn about how and to what degree the Mission or OU has integrated the evaluation recommendations, and to offer support where desired.

Depending on budget and timeline considerations, PEARL will also produce learning deliverables for CVP based on this Activity. These may include opportune, small-scale learning products, such as case studies or technical notes, to be developed collaboratively with the PEARL Senior Learning and Outreach Specialist.

8. EVALUATION MANAGEMENT

8.1 EVALUATION TEAM COMPOSITION

USAID expects the evaluation team to be composed of local and international experts that reflect a balance in gender, language skills, and other identities that may be relevant to the context. The team should include, at a minimum, the following mix of skills and experience:

- Experience in evaluation design, management, and implementation
- Experience using quantitative, geospatial, and qualitative methods for data collection and analysis, particularly in complex and conflict-affected environments
- Familiarity with development approaches to stabilization, conflict and violence prevention, and/or relevant governance and fragility programming
- Work experience in the countries/regions of interest
- Strong writing and communication skills
- Proficiency in English and French

8.2 PEARL ACTIVITY TEAM COORDINATION WITH USAID

The designated PEARL Activity Director for this evaluation will coordinate closely with a USAID core planning team composed of the following POCs to ensure effective Mission integration and support:

- Mission Activity Manager: Millington Bergeson-Lockwood (mbergeson-lockwood@usaid.gov), Program Officer
- Other Mission Lead POCs: Manogodjon (Adja) Binaté (mbrate@usaid.gov), Senior Democracy, Governance, and Conflict Specialist and R4P Agreement Officer's Representative (AOR); Guy Martorana (gmartorana@usaid.gov), Democracy, Rights and Governance Office Director.
- CVP Activity Backstops: John Zeleznak, Brittany Grabel

The PEARL team is expected to coordinate with the following personnel, as appropriate:

- USAID/W Technical Specialists, including from the Africa Bureau, the Bureau for Conflict Prevention and Stabilization (CPS), and the Bureau for Development, Democracy, and Innovation (DDI)
- Mission Technical and Program Office Staff, to be coordinated through Mission Lead POCs
- PEARL Task Order Contracting Officer's Representative

During planning and preparation, the PEARL team will establish a) roles, b) responsibilities, and c) a regular check-in process with the frequency and method to be agreed upon by the USAID core planning

team. Any outreach and coordination with the Mission’s IPs is to be first coordinated through the Mission Activity Manager and the Activities’ respective Agreement Officer’s Representatives or Contracting Officer’s Representatives.

SOW APPROVALS

Role	Name	OU	Initials	Date
Activity POC*	Millington Bergeson-Lockwood	USAID/CDI	MBL	12/14/2023
	Manogodjon (Adja) Binaté	USAID/CDI	MB	12/18/2023
	Guy Martorana	USAID/CDI	GM	12/15/2023
PEARL COR*	Tristan Willman	CPS/CVP		
INFO COPY				
Technical POC(s)	Ewa Piotrowska	USAID/CDI	info	
	Patrick Smith	USAID/WA	info	
	Sarah Crawford	US Embassy/CDI	info	
	Valerie Harden	US Embassy/Togo	info	
	Alan Bobbett	Equal Access International	info	

Note: * reflects required approvals for contract compliance

R4P RESULTS FRAMEWORK AND UPDATED SUB-OBJECTIVES

GOAL: Strengthen community resilience and learning, particularly for youth and women, to counter violent extremism (CVE) in Côte d'Ivoire's northern border areas.								
Objective 1: Increase knowledge, learning, and understanding (KLU) of VE in border communities								
Sub Objective 1.1. Increased practical research and analysis conducted to address analytical gap areas around community resilience to violent extremism			Sub Objective 1.2. Created a cadre of local researchers/practitioners' and key actors on CVE			Sub Objective 1.3. Organized collaborative learning and adapting platforms and networking for exchanges between community actors and research/practitioners on CVE		
Output 1.1.1. Conducted research to address identified gaps on conflict mitigation governance and resilience to VE	Output 1.1.2. Conducted monthly or bi-weekly political-security analysis	Output 1.1.3.4. Developed rolling mapping/perception analysis of northern border areas	Output 1.2.1. Assessed training needs assessment for researchers/practitioners and key community actors	Output 1.2.2. Developed and implemented a curriculum for researchers/practitioners on CVE	Output 1.2.3. Facilitated practical hands-on training for researchers/Practitioners at the national and local level on CVE			
Objective 2: Reduce socio-pol-economic marginalization and inequality in border areas								
Sub-objective 2.1. Prevented inter-communal and ethnic conflicts in northern border communities or other areas as relevant			Sub-objective 2.2. Increased accountable local governance for ALL in northern border areas to respond to VE threats*			Sub-objective 2.3. Promoted innovative economic livelihood opportunities in northern border areas for youth and women		
Output 2.1.1. Improved natural resource management in northern border areas	Output 2.1.2. Improved community dialogue and collective action to address grievances in northern border communities	Output 2.2.1. Reinforced state and non state mechanisms and structures for coordination on CVE	Output 2.2.2. Improved administration of NRM	Output 2.2.3. Increased fair and equitable local service delivery for ALL	Output 2.3.1. Innovative economic opportunities in northern	Output 2.3.2. Created innovative public-private partnerships for youth and women	Output 2.3.3. Promoted youth women and girls' empowerment economic activities	Output 2.3.4. Increased literacy for youth and women in border areas

GOAL: Strengthen community resilience and learning, particularly for youth and women, to counter violent extremism (CVE) in Côte d'Ivoire's northern border areas.

border areas

working in the region

Objective 3: Increase positive narratives to counter radicalization and hate speech, particularly for youth women and girls in border areas

Sub Objective 3.1. Improved media coverage and platforms through positive narratives and increased availability of information to counter VEOs

Sub Objective 3.2. Targeted Hands-on Mentoring for Investigative journalists, with a focus on youth and women, to report on VE

Sub Objective 3.3. Increased use of cultural and traditional structures to increase/spread positive narratives

Sub Objective 3.4. Counter-hate speech and false narratives on social media platforms

Output 3.1.1. Build media outlet production capacity to counter VEOs within a CVE ecosystem.

Output 3.1.2. Expand mechanisms for generating content and gathering feedback on CVE concepts and resilience:

Output 3.1.3. Expand mechanisms for feedback and interaction on CVE concepts and media content.

Output 3.4.1. Leverage social media to promote effective networks of CVE actors at the national & community levels

Output 3.4.2. Foster media/narrative literacy & critical thinking among social media consumers.

ANNEX II: EVALUATION MATRIX

EQ	Evaluation Question	Primary Data (KII/FGD)	Secondary Data
EQ I	To what extent has the R4P implementation approach mitigated the drivers of VE in Côte d'Ivoire?		
EQ I.1	What are the key drivers or underlying factors of VE addressed by R4P programming, and how?	Donor-USG Agencies EAI and Sub-partners International Organizations Central GoCI Regional GoCI Local Actors CSO Media R4P Activity Participants	Activity quarterly and Annual report Studies on VE (EAI) Studies on VE (Other) R4P Work Plan
EQ I.2	To what extent has R4P's knowledge, learning, and understanding (KLU) approach impacted stakeholders' knowledge of VE and influenced local, national, regional, and international actors to respond to the local context?	Donor-USG Agencies EAI and Sub-partners International Organizations Central GoCI Regional GoCI Local Actors CSO Media	Activity Annual report Studies on VE (EAI) Learning summit report Training manuals

EQ	Evaluation Question	Primary Data (KII/FGD)	Secondary Data
EQ1.3	To what extent has R4P’s “media ecosystem approach” increased positive narratives to counter radicalization and hate speech, promoted trust between communities and the government, and enhanced social cohesion between communities?	Donor-USG Agencies EAI and Sub-partners International Organizations Central GoCI Regional GoCI Local Actors CSO Media R4P Activity Participants	Activity quarterly and Annual report Success stories R4P Work Plan IPTT
EQ1.4	To what extent has R4P reduced social, political, and economic marginalization of communities in the border region, including youth, women, and the Peuhl/Fulani?	Donor-USG Agencies EAI and Sub-partners Central GoCI Regional GoCI Local Actors CSO Media R4P Activity Participants	Activity quarterly and Annual report Success stories Studies on VE (EAI) R4P Work Plan IPTT Gender integration plan
EQ1.5	To what extent has R4P programming contributed effectively to fostering social cohesion and reducing conflicts in target communities?	Donor-USG Agencies EAI and Sub-partners Central GoCI Regional GoCI Local Actors CSO Media R4P Activity Participants	Activity quarterly and Annual report Success stories R4P Work Plan

EQ	Evaluation Question	Primary Data (KII/FGD)	Secondary Data
EQ2	To what extent is R4P responsive to the needs, priorities, and grievances of local stakeholders in order to reduce vulnerability to VE? What are community perceptions of R4P “best practices”?		
EQ2.1	To what extent is R4P effectively integrating and including local voices and priorities in designing and implementing its activities?	Donor-USG Agencies EAI and Sub-partners Central GoCI Regional GoCI Local Actors CSO Media R4P Activity Participants	Activity quarterly and Annual report Success stories Studies on VE (EAI) R4P Work Plan Gender integration plan
EQ2.2	Are R4P interventions in target communities responding to locally-identified priorities? If yes, how? If no, why not?	Donor-USG Agencies EAI and Sub-partners Central GoCI Regional GoCI Local Actors CSO Media R4P Activity Participants	Activity quarterly and Annual report Success stories Studies on VE (EAI) R4P Work Plan Gender integration plan Harvesting outcome report

EQ	Evaluation Question	Primary Data (KII/FGD)	Secondary Data
EQ2.3	What are challenges and gaps related to how R4P integrates localization and locally-led solutions in its programming?	Donor-USG Agencies EAI and Sub-partners Central GoCI Regional GoCI Local Actors CSO Media R4P Activity Participants	Activity quarterly and Annual report Success stories Studies on VE (EAI) R4P Work Plan Gender integration plan Harvesting outcome report
EQ3	How is R4P an example of “doing business differently”?		
EQ3.1	To what extent are the USG interagency coordination and multi-stakeholder partnership approaches effectively supporting R4P interventions?	Donor-USG Agencies EAI and Sub-partners International Organizations Central GoCI	Studies on VE (Other) Policy-Strategy
EQ3.2	To what extent and how is R4P integrating conflict sensitivity into their programming?	Donor-USG Agencies EAI and Sub-partners	Activity quarterly and Annual report Success stories Studies on VE (EAI) R4P Work Plan Gender integration plan
EQ3.3	To what extent is R4P flexible and adaptively managed?	Donor-USG Agencies EAI and Sub-partners Local Actors CSO R4P Activity Participants	Activity quarterly and Annual report R4P Work Plan Harvesting outcome report

EQ	Evaluation Question	Primary Data (KII/FGD)	Secondary Data
EQ3.4	To what extent does R4P integrate the USG Women, Peace, and Security (WPS) Strategy ?	Donor-USG Agencies EQUAL ACCESS INTERNATIONAL and Sub-partners CSO Media R4P Activity Participants	Activity quarterly and Annual report Success stories Studies on VE (EAI) R4P Work Plan IPTT Gender integration plan WPS policy and evaluation reports
EQ3.5	Are there successful programming approaches or examples of “doing business differently” implemented by R4P that could be considered to be scaled up and replicated across CWA or in GFA priority countries?	Donor-USG Agencies EAI and Sub-partners International Organizations Central GoCI	Activity quarterly and Annual report Success stories Studies on VE (EAI) Studies on VE (Other) R4P Work Plan Gender integration plan

ANNEX III: DATA COLLECTION TOOLS

INFORMED CONSENT FORM KII

Hello. My name is [NAME]. I am a researcher from Nickol Global Solutions (NGS).

We are conducting a midterm evaluation of an activity implemented by Equal Access International named Resilience for Peace or R4P on behalf of USAID in Côte d'Ivoire. This evaluation will help improve the effectiveness of R4P activity that aims at helping at-risk Ivoirian border communities better prevent violent extremisms in Northern Côte d'Ivoire.

We selected you to participate in this evaluation because your organization played a role in the implementation of the R4P project. If you agree to participate, the interview will take about 60 minutes of your time.

Your participation in this interview is completely voluntary, and you are under no obligation to participate. If you wish to stop at any time for any reason, or if you don't want to answer any questions, you may do so without any issue. To ensure we do not miss any of your valuable contributions, we would like to record our discussion.

If you participate, only members of our evaluation team (from NGS) will have access to the personally identifiable information you provided, including your name and phone number. Your answers will be used to produce a report that may be made public on USAID's Development Experience Clearinghouse. However, the report will include only a summary of all the answers received by all the individuals we interview. Some quotes may be included, but they will not include respondent names or positions. Data containing your responses may be shared with USAID for future research purposes, however we will remove your name and position prior to submission. All handwritten notes and audio recording will be destroyed.

This study will not benefit you directly, but it may indirectly benefit your community by helping USAID better understand your concerns and insights. Some of the questions we ask may be sensitive for some, as we are discussing topics around violence and conflict dynamics. You are not obligated to answer any questions that make you uncomfortable.

If you have any questions or concerns about your rights as a participant, please contact our [insert local team member's name] at [insert local team member's email and phone number] or the Social Impact Institutional Review Board at irb@socialimpact.com or +1 703 465 1884. I will leave a copy of this form with you.

Do you have any questions?

Do you agree to participate in this evaluation? Yes / No (Interviewer request verbal consent)

Do you agree to be recorded? Yes / No (Interviewer request verbal consent)

INFORMED CONSENT FORM FGD

Hello. My name is [NAME]. I am a researcher from Nickol Global Solutions (NGS).

We are conducting a midterm evaluation of a project implemented by Equal Access International named Resilience for Peace or R4P on behalf of USAID in Côte d'Ivoire. This evaluation will help improve the effectiveness of R4P activity that aims at helping at-risk Ivoirian border communities better prevent violent extremism in Northern Côte d'Ivoire.

We have asked you to participate in this evaluation because you participated in one of the activities implemented by R4P in your locality.

This discussion will last about 60 minutes. Your participation is completely voluntary. To ensure we do not miss any of your valuable contributions, we would like to record our discussion.

This evaluation will not offer any direct benefits to you, but it may indirectly benefit you or your community by informing future USAID programs. On a case-by-case basis, some participants may receive compensation at cost for your travel here today to a maximum of FCFA 2000. *[Sentence only read if it applies]*

Some of the questions we ask may be sensitive for some, as we are discussing topics around violence and conflict dynamics. You do not have to answer any questions that make you uncomfortable or cause any distress and you may leave at any time.

Your responses will be used to produce a report that may be made public on USAID's Development Experience Clearinghouse. We will aggregate and present our findings in a way that cannot be attributed to any individual or organization. We ask all of you to keep the contents of our discussion confidential. However, we cannot guarantee that participants will not share the content of our discussion.

Data containing your responses may be shared with USAID for future research purposes, however we will not provide any personal identifiable information prior to submission. All handwritten notes and audio recording will be destroyed.

Does anyone have any questions about the purposes of this research, or how information will be used?

Do I have everyone's consent to participate?

Do I have everyone's consent to be recorded? All participants agree to participate in this evaluation. Yes / No (Interviewer request verbal consent)

All participants agree to be recorded. Yes / No (Interviewer request verbal consent)

Contact information for follow up: *[insert local team members name, email, and phone]* or Social Impact Institutional Review Board at irb@socialimpact.com or +I 703 465 1884.

PROTOCOL I: USAID /IMPLEMENTING PARTNERS

TRACKING INFORMATION

Code	Organization	Type	Date - Time
		FGD or KII	

Number of Males	Number of Females	Number of youth (<35)	Total participants

INTRODUCTIONS AND INFORMED CONSENT

READ CONSENT STATEMENT AND OBTAIN CONSENT FROM ALL RESPONDENTS. IF CONSENT TO PARTICIPATE IS NOT GIVEN, STOP THE INTERVIEW AND DO NOT PROCEED.

QUESTIONS

#	UQ	Question Unique
1	U00	Can you explain your role in the implementation of the resilience for Peace Activity? Can you describe the intervention you were involved in?
2	U01	In your opinion, what are the main causes or underlying factors of violent extremism that the R4P activities have addressed? Which R4P activities do you think are most relevant to building community resilience to violent extremism?
3	U03	To what extent has R4P's knowledge, learning, and understanding approach impacted stakeholders' knowledge of violent extremism in northern Cote d'Ivoire ?
4	U04	To what extent has R4P's knowledge, learning, and understanding approach influenced local, national, regional, and international actors to respond to the local context?
5	U05	How have R4P research strengthened local knowledge on CVE in the northern region? What a network of local CVE researchers was promoted by R4P? How were the research findings disseminated at the local level?

#	UQ	Question Unique
6	U11	What are the key components of has R4P’s “media ecosystem approach”? How effective is this approach in the specific context of Côte d'Ivoire? What gaps did you identify?
7	U12	How, if any, specific media-related programs supported by R4P contributed to increasing positive narratives to counter radicalization and hate speech? How, if any, specific media-related programs supported by R4P contributed to promoting trust between communities and the government? How, if any, specific media-related programs supported by R4P contributed to enhancing social cohesion between communities and improve inclusion of marginalized groups such as youth, women and Fulani? Provide examples.
8	U15	What activities or initiatives implemented by R4P contributed to reducing social, political, and economic marginalization of youth? How? What activities or initiatives implemented by R4P contributed to reducing social, political, and economic marginalization of women? How? What activities or initiatives implemented by R4P contributed to reducing social, political, and economic marginalization of Peulh/Fulani? How?
9	U19	To which extent has R4P contributed to improving social cohesion and reducing conflict in northern Côte d'Ivoire through initiatives such as: - Community Action Groups (CAG) - Peace and mediation committees - Improved access to government services (GUM: Mobile One-Stop Clinic) - Cultural day - Community dialogues - Civil military cell (CMC)
10	U20	Do you believe that the progress accomplished are sustainable? Why? What are the major factors that influence positively or negatively the sustainability of these initiatives? What conditions are required for these initiatives to continue beyond the life of the project?
11	U23	To what extent did R4P effectively integrate and include local voices and priorities into the design of its activities? To what extent is R4P effectively integrating and including local voices and priorities in the implementation of its activities? To what extent did R4P effectively integrate local communities in continuously

#	UQ	Question Unique
		assessing and adapting its activities? Provide examples
12	U25	Are R4P interventions in target communities responding to locally-identified priorities? If yes, how? If no, why not?
13	U27	What are challenges or gaps related to how R4P integrates localization and locally-led solutions in its programming?
14	U29	To what extent does R4P collaborate or communicate with DoS and DOD? What does that collaboration look like? To what extent does this collaboration support or slow down R4P's activities and objectives? Provide examples
15	U30	To what extent does R4P collaborate with local and regional government? What does that collaboration look like? To what extent does this collaboration support or slow down R4P's activities and objectives? What are the main gaps to this collaboration ? Areas of improvement?
16	U31	To what extent does R4P collaborate or communicate with other external stakeholders? (If necessary, probe with local civil society, other donors). To what extent does this collaboration support or slow down R4P's activities and objectives?
17	U32	To what extent and how is R4P integrating conflict sensitivity into its programming? Can you provide examples of how R4P effectively applied conflict sensitivity principles? Are there examples of how R4P could improve conflict sensitivity? Conflict sensitivity principles include: 1) Assess the potential interaction of conflict dynamics with the Activity, 2) Mitigate risk and prevent conflict and violence, 3) use CLA approaches and 4) Set a precedent for peace.
18	U33	To what extent is R4P flexible and adaptively managed? Can you provide examples of how R4P was able to adapt and examples of how R4P lack the capacity to adapt?
19	U35	To what extent does R4P integrate in its programming the women, peace, and security cross-cutting strategy (WPS)? This includes: - Participation of women in decision-making processes related to conflict and

#	UQ	Question Unique
		<p>crises</p> <ul style="list-style-type: none"> - Promote women and girls' human rights and access safety from violence - Improve outcome in equality for, and the empowerment of women - Encourage governments to improve the participation of women in peace and security
20	U36	<p>Are there successful programming approaches that you think could be scaled up and replicated across CWA or in GFA priority countries?</p> <p>Are there examples of “doing business differently ” (meaning, the previous four questions) that you think could be scaled up and replicated across CWA or in GFA priority countries?</p>
21	U37	<p>Are there successful programming approaches implemented by R4P that could be considered to be scaled up and replicated across CWA or in GFA priority countries?</p>
99	U99	<p>Do you have any comments or recommendations for the implementation of the Resilience for Peace Project?</p>

PROTOCOL 2: INTERNATIONAL ORGANIZATIONS

TRACKING INFORMATION

Code	Organization	Type	Date - Time
		FGD or KII	

Number of Males	Number of Females	Number of youth (<35)	Total participants

INTRODUCTIONS AND INFORMED CONSENT

READ CONSENT STATEMENT AND OBTAIN CONSENT FROM ALL RESPONDENTS. IF CONSENT TO PARTICIPATE IS NOT GIVEN, STOP THE INTERVIEW AND DO NOT PROCEED.

QUESTIONS

#	UQ	Question Unique
1	U00	Can you explain your role in your institution? How was your institution involved with the Resilience for Peace Activity?
7	U31	Tell us about your collaboration with R4P? What does it consist of? Is there a structure for coordination (formal or informal) and information sharing between international organizations working on violent extremism? If so, how would you describe R4P's contribution?
2	U01	In your opinion, what are the main causes or underlying factors of violent extremism that the R4P activities have addressed? Which R4P activities do you think are most relevant to building community resilience to violent extremism?
3	U08	Have you participated in any research activities conducted by R4P? Have you received the publications/studies of the project related to violent extremism? If so, to what extent have the research activities (studies) conducted by R4P improved or validated your knowledge and understanding (and that of other actors) of violent extremism in northern Côte d'Ivoire? Example? Is there a need to create a network of Ivorian researchers on violent extremism? Are you aware of R4P's efforts to achieve this?
4	U09	To what extent has R4P research and learning agenda influenced how you or other actors respond to the local context? To what extent R4P's research on VE informed GoCI policies and strategies to prevent VE? Provide examples of research and studies and how they affect GoCI VE prevention and mitigation measures
5	U10	How have R4P's research activities strengthened local knowledge on countering violent extremism in the Northern Region? Are you aware of a network of local researchers specialized in countering violent extremism promoted by R4P? To what extent are the results of the studies disseminated at the local level?
6	U13	Are you familiar with broadcasted programs supported by R4P? In your opinion, did the broadcasted programs increase positive narratives to counter radicalization and hate speech? How? In your opinion, did the broadcasted programs foster trust between communities and the government? How? In your opinion, did the broadcasted programs enhance social cohesion between communities and improve inclusion of marginalized groups such as youth, women and Fulani? How? Provide examples
7	U36	Are there effective programming approaches that you think could be scaled up and replicated across the West African Littoral Countries or Global Fragility Act

#	UQ	Question Unique
		priority countries? Are there examples of "doing business differently" (inter-agency collaboration, adaptive management, conflict sensitivity, women, peace and security) that you think could be scaled up and replicated across the West African littoral countries or in the priority countries of the Global Fragility Act?
99	U99	Do you have any comments or recommendations for the implementation of the Resilience for Peace Project?

PROTOCOL 3: CENTRAL GOVERNMENT

TRACKING INFORMATION

Code	Organization	Type	Date - Time
		FGD or KII	

Number of Males	Number of Females	Number of youth (<35)	Total participants

INTRODUCTIONS AND INFORMED CONSENT

READ CONSENT STATEMENT AND OBTAIN CONSENT FROM ALL RESPONDENTS. IF CONSENT TO PARTICIPATE IS NOT GIVEN, STOP THE INTERVIEW AND DO NOT PROCEED.

QUESTIONS

#	UQ	Question Unique
1	U00	Can you explain your role in your institution? How was your institution involved with the Resilience for Peace Activity?
2	U01	In your opinion, What are the main causes or underlying factors of violent extremism that R4P activities have addressed? How do these activities align with Côte d'Ivoire's national strategy on countering violent extremism?
3	U08	To what extent have the research and learning activities carried out by R4P improved or validated your knowledge and understanding (and that of other

#	UQ	Question Unique
		actors) of violent extremism in northern Côte d'Ivoire as described in your strategy paper? Examples
4	U09	To what extent has R4P research and learning agenda influenced how you or other actors respond to the local context? To what extent R4P's research on VE informed GoCI policies and strategies to prevent VE? Provide examples of research and studies and how they affect GoCI VE prevention and mitigation measures
5	U10	To what extent have R4P's research and learning activities influenced how you (or others) consider the local context? To what extent have the project's studies on violent extremism influenced the policies and strategies of the Government of Côte d'Ivoire? Examples
6	U13	Are you familiar with broadcasted programs supported by R4P? In your opinion, did the broadcasted programs increase positive narratives to counter radicalization and hate speech? How? In your opinion, did the broadcasted programs foster trust between communities and the government? How? In your opinion, did the broadcasted programs enhance social cohesion between communities and improve inclusion of marginalized groups such as youth, women and Fulani? How? Provide examples
7	U18	To what extent has the R4P project reduced the social, political and economic marginalization of youth ? How do R4P's activities aimed at the social and economic integration of young people align with government policies, in particular the PS Gouv 2? To what extent has the R4P project reduced the social, political and economic marginalization of women ? How do R4P's activities aimed at women's economic integration align with government policies, including PS Gov 2? To what extent has the R4P project reduced the social, political, and economic marginalization of the Peulh ? Is the progress made sustainable? Why and why not? Provide examples
8	U37	Are there successful programming approaches implemented by R4P that could be considered to be scaled up and replicated across CWA or in GFA priority countries?
9	U23	To what extent did R4P effectively integrate and include local voices and priorities into the design of its activities?

#	UQ	Question Unique
		To what extent is R4P effectively integrating and including local voices and priorities in the implementation of its activities? To what extent did R4P effectively integrate local communities in continuously assessing and adapting its activities? Provide examples
10	U25	Are R4P interventions in target communities responding to locally-identified priorities? If yes, how? If no, why not?
11	U30	To what extent does R4P collaborate with local and regional government? What does that collaboration look like? To what extent does this collaboration support or slow down R4P's activities and objectives? What are the main gaps to this collaboration ? Areas of improvement?
12	U37	Are there effective programming approaches implemented by the R4P program that could be considered for scale-up and replication/scale-up in countries on the West African coast or in Global Fragility Act priority countries?
99	U99	Do you have any comments or recommendations for the implementation of the Resilience for Peace Project?

PROTOCOL 4: MEDIA

TRACKING INFORMATION

Code	Organization	Type	Date - Time
		FGD or KII	

Number of Males	Number of Females	Number of youth (<35)	Total participants

INTRODUCTIONS AND INFORMED CONSENT

READ CONSENT STATEMENT AND OBTAIN CONSENT FROM ALL RESPONDENTS. IF CONSENT TO PARTICIPATE IS NOT GIVEN, STOP THE INTERVIEW AND DO NOT PROCEED.

QUESTIONS

#	UQ	Question Unique
1	U00	Can you explain your role in your organization? How was your organization (or yourself) involved with the Resilience for Peace Activity? And in which initiative or intervention did you participate?
2	U02	In your opinion, what are the main causes or underlying factors of violent extremism in your locality or region? How have the activities implemented by the R4P project in your locality taken into account the factors that contribute to the development of violent extremism?
3	U06	Have you or your organization participated in learning exchanges organized by R4P? To what extent these learning opportunities improved your understanding of VE dynamics ?
4	U07	Are you aware of any knowledge dissemination event that took place at the community level? To what extent did it help yours or the local actors understanding of the drivers of violent extremism? How does knowledge dissemination improve communities' resilience to violent extremism?
5	U14	In your opinion, did the broadcasted programs increase positive narratives to counter radicalization and hate speech? How? In your opinion, did the broadcasted programs foster trust between communities and the government? How? In your opinion, did the broadcasted programs enhance social cohesion between communities and improve inclusion of marginalized groups such as youth, women and Fulani? How?
6	U16	How did livelihood activities such as VSLA, enhancement of literacy and entrepreneurship skills foster economic and social integration of youth and women? Are the progress/results accomplished sustainable? Why and why not?
7	U17	How did NRM activities such as inclusive management of waterpoint, women access to land or cattle park construction foster economic and social integration of youth, women and Peulh/Fulani? Are the progress/results accomplished sustainable? Why and why not?
8	U21	To which extend was social cohesion improved and conflict reduced in northern Côte d'Ivoire through initiatives such as:

#	UQ	Question Unique
		<ul style="list-style-type: none"> - Community Action Groups (CAG) - Peace and mediation committees - Improved access to government services (GUM: Mobile One-Stop Clinic) - Cultural day - Community dialogues - Civil military cell (CMC)
9	U22	<p>Do you believe that these initiatives will perdure beyond the life of the project? Why?</p> <p>What are the major factors that influence positively or negatively the sustainability of these initiatives?</p> <p>What conditions are required for these initiatives to continue beyond the life of the project?</p>
10	U34	<p>Throughout the implementation of the activities, did you encounter situations where R4P was able to adapt to local needs, context, challenges, or unforeseen events? Please provide examples.</p> <p>Were there situations when R4P was not able to adapt? If yes, in those situations, what could R4P have done differently?</p>
11	U24	<p>To what extent did R4P effectively engage with people in your community in designing its activities? Please provide examples.</p> <p>To what extent does R4P effectively engage with people in your community in implementing its activities? Please provide examples.</p> <p>Are there groups or individuals who you believe should have been or should be consulted? Why?</p>
12	U26	<p>To what extent did R4P take the needs of your community into account when starting up activities? And now?</p> <p>To what extent does R4P take into account feedback/complaints from the community? What mechanisms exist for providing feedback to R4P? Have you observed that R4P responds to feedback by making adaptations? Please provide examples.</p>
13	U28	<p>To what extent did R4P work with local organizations or individuals to include local solution and practices in its programming? How?</p> <p>To what extent did R4P work with local organizations or individuals to implement its programming? How?</p>
99	U99	<p>Do you have any comments or recommendations for the implementation of the Resilience for Peace Project?</p>

PROTOCOL 5: ALL OTHER FIELD STAKEHOLDERS

TRACKING INFORMATION

Code	Organization	Type	Date - Time
		FGD or KII	

Number of Males	Number of Females	Number of youth (<35)	Total participants

INTRODUCTIONS AND INFORMED CONSENT

READ CONSENT STATEMENT AND OBTAIN CONSENT FROM ALL RESPONDENTS. IF CONSENT TO PARTICIPATE IS NOT GIVEN, STOP THE INTERVIEW AND DO NOT PROCEED.

QUESTIONS

SELECT THE QUESTIONS BASED ON THE NATURE OF THE STAHOLDER INVOLVEMENT

#	UQ	Question Unique
1	U00	Can you explain your role within your organization? How has your organization (or you) been involved in the Resilience for Peace (R4P) project? And what project initiative or activity have you been involved in?
2	U02	Do you think your community faces vulnerabilities/weaknesses that could facilitate the expansion of violent extremism? Can you describe them? How have the activities implemented by the R4P project in your locality taken these vulnerabilities into account?

#	UQ	Question Unique
3	U06	<p>Research Component</p> <p>Have you or your organization participated in activities aimed at better understanding the dynamics of violent extremism?</p> <p>Have you participated in any activities organized by R4P to share the results of studies on violent extremism?</p> <p>To what extent have these learning opportunities allowed you to share your views and improve your understanding of the dynamics of violent extremism?</p> <p>Are the results of the studies presented in a form that is accessible and understandable to you and your community members?</p> <p>How is information to better understand the security challenges faced by your communities communicated to the project?</p>
4	U07	<p>Research Component: Impact and dissemination</p> <p>To what extent has R4P helped you (or local actors) to understand the causes and drivers of violent extremism?</p> <p>How does knowledge dissemination improve the resilience of communities to violent extremism? Do you have any recommendations that would improve the research component of the project?</p>
5	U13	<p>Media Component</p> <p>Are you aware of the R4P project partner radio stations in your community? Have you followed any programs broadcast with the support of the R4P project or the messages disseminated on social networks by influencers supported by R4P?</p> <p>Were you involved in the creation or validation of the content of the programs or messages? What do you think of this approach?</p> <p>In your opinion, have the broadcasts amplified positive discourse to counter radicalization and hate speech? How?</p> <p>In your opinion, have the broadcasts increased trust between communities and the government? the SDF and the communities? How?</p> <p>Can you give some examples. In your opinion, have the programs broadcast strengthened social cohesion between communities and improved the inclusion of marginalized groups such as youth, women and Fulani? How? Give examples</p>
6	U16	<p>Livelihood component</p> <p>How have livelihood improvement activities such as savings groups, literacy and entrepreneurial skills promoted the economic and social integration of youth and women?</p>

#	UQ	Question Unique
		<p>VCLA Group: How do savings groups help improve your livelihood? Why and why not? How do savings groups contribute to the prevention of violent extremism?</p> <p>Literacy Group: How do literacy classes help improve your livelihood? Why and why not? How does literacy contribute to the prevention of violent extremism?</p> <p>Income-generating activities - honey, chicken farming, garden To what extent do income-generating activities contribute to improving your livelihoods? Why and why not? How do the creation of income-generating activities contribute to the prevention of violent extremism?</p>
7	U17	<p>Natural Resource Management Component How have activities related to natural resource management such as inclusive management of water points, women's access to land or the construction of livestock pens promoted the economic and social integration of youth, women and Peuhl/Fulani?</p> <p>Cattle night parks: How does the creation of livestock pens contribute to improved natural resource management and the peaceful resolution of conflicts? Why and why not?</p> <p>Market gardening area: How does the creation of market gardening space for women contribute to improving the management of natural resources and the peaceful resolution of conflicts? Why and why not?</p> <p>Access to water: How does managing access to water contribute to improving the management of natural resources and the peaceful resolution of conflicts? Why and why not?</p>
8	U21	<p>Governance component: Are there any R4P activities that have contributed to bringing citizens closer to the authorities and state services? What activities supported by R4P have contributed to projecting a positive image of the authorities and state services? Mobile One-Stop Shop (GUM) Dialogue between authorities and populations [Permanent Framework for Dialogue between the Fulani community and the Flabougou Doropo authorities] Civil-Military Cell (CCM) To what extent and how, social cohesion has improved and conflicts have been reduced in northern Côte d'Ivoire through initiatives such as: Activities organized by the Community Action Groups (CAGs) (bridge construction, harvesting) Peace and Mediation Committees, Conflict Resolution Committee Organization of cultural days [Flabougou] Community Dialogues / Peuhl and other communities</p>

#	UQ	Question Unique
		Civil-Military Cell (CCM)
9	U24	<p>Community involvement in R4P</p> <p>How effectively has R4P collaborated with your community members in the design of its activities? Were there consultation meetings before the activities were even implemented? Please provide examples.</p> <p>How effectively does R4P engage with people in your community in the implementation of its activities? Please provide examples.</p> <p>Are there any groups or individuals that you think should have been consulted or should have been? What for?</p>
10	U26	<p>Relevance of R4P activities</p> <p>To what extent did the R4P project take into account the needs of your community when starting activities? And now?</p> <p>To what extent does the R4P project take into account the suggestions/recommendations/complaints of the community?</p> <p>What are the existing mechanisms to provide feedback to the R4P project? Have you observed that R4P responds to comments/recommendations by making adaptations to its activities? Please provide examples.</p>
11	U28	<p>To what extent has the R4P project worked with local organizations or individuals to include local solutions and practices in its programming? How?</p> <p>To what extent has the R4P project worked with local organizations or individuals to implement its activities? How?</p>
12	U25	<p>Gender Component – Women</p> <p>What is the level of participation of women in the project team and activities in your community?</p> <p>To what extent has the project improved women's empowerment in the economic field and in decision-making?</p> <p>To what extent do women participate in decision-making processes related to conflict management?</p> <p>How does the project contribute to the promotion of the human rights of girls and women in your community?</p>
13	U22	<p>Sustainability/Efficiency</p> <p>Do you think these initiatives will continue beyond the life of the project? What for?</p> <p>What are the main factors that positively or negatively influence the sustainability of these initiatives?</p>

#	UQ	Question Unique
		What are the conditions required for these initiatives to continue beyond the life of the project?
99	U99	Do you have any comments or recommendations for the implementation of the Resilience for Peace Project?

ANNEX IV: EVALUATION TEAM MEMBERS

Isabelle McMahon, Co-Team Leader, is an evaluation team leader with more than 25 years of experience across technical areas including local governance, natural resource management, youth and women's entrepreneurship, village savings and loans, literacy, communications, digital media, and education. She has designed and conducted evaluations of USAID programming in conflict-affected contexts including Nigeria, Djibouti, Haiti, Mali, and Niger, with additional West Africa experience in Benin and Cameroon. She is well-versed in the management of baseline, mid-term, and final impact and performance evaluations: selecting evaluation methods, developing data collection instruments, training and overseeing data collectors and researchers, implementing participatory data collection methods, analyzing data and writing reports, and promoting the use of evidence-based findings for organizational learning and project improvement. A native French speaker, Ms. McMahon holds Master's degrees in Measurement and Evaluation and Business Administration, as well as an Associate degree in Economics.

John Beauvoir, Co-Team Leader, is a results-driven, field-tested expert in democracy, governance, and countering violent extremism with a 17-year track record of designing and implementing programming in complex operating environments across 18 countries in Africa, Asia, and the Americas. He has extensive experience in post-conflict stabilization, democratization, civil society strengthening, and youth and women's empowerment. As senior advisor for a Violent Extremism Risk Assessment conducted through USAID Peace through Evaluation, Learning, and Adaptation (PELA), Mr. Beauvoir trained and managed qualitative research teams in Benin, Côte d'Ivoire, Ghana, Guinea, and Togo and synthesized findings for U.S. Government decision-makers. A former USAID Contracting Officer's Representative (COR)/AOR in Haiti, Mr. Beauvoir is an action-oriented researcher, writer, and facilitator. He has led consultations, workshops, and co-creation events across Botswana, Morocco, Niger, Burkina Faso, Mali, Chad, Cameroon, and Bangladesh for USAID Missions, project staff, government and parliamentary officials, implementing partners, and civil society organizations. Mr. Beauvoir holds a Master of Arts in Political Science and a Bachelor of Arts in International Relations and Spanish. A native French speaker, he is also fluent in English and Spanish.

Dr. Alain Toh, Researcher, is a sociologist with over 18 years monitoring and evaluation experience on donor funded programs across Côte d'Ivoire. Dr. Toh has evaluated programs addressing health, infrastructure, agriculture, mining impacts on community development, and livelihoods. Studies he has conducted across sectors have analyzed crosscutting dynamics related to gender and social inclusion. Dr. Toh is fluent in French and proficient in Malinke and English.

Dr. Felix Youl, Researcher, is both a Monitoring and Evaluations (M&E) and Countering Violent Extremism (CVE) expert. He has designed and supervised quantitative and qualitative research projects for the Kaizen Company, Equal Access International, and Search for Common Ground for studies covering CVE and peacebuilding programming in Côte d'Ivoire, Niger, Cameroon, Burkina Faso, Mali and Chad. For these studies, Dr. Youl recruited, trained and oversaw teams of up to 96 enumerators, designed and developed tools for data collection, supervised data collection, facilitated lessons learned workshops, provided recommendations to improve programming, and wrote and submitted final reports to USAID. Dr. Youl's additional CVE experience through USAID-funded programming includes managing and providing technical expertise to programs designed to improve local governance, support peaceful

political transitions, rebuild community ties, build trust at the community levels, improve inclusivity and credibility of elections, counter hate speech, empower women and youth, and strengthening media and communications. Dr. Youl hails from northern Côte d'Ivoire, is fluent in Malinke, and brings valuable contextual insight related to the regions where R4P works.

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ANNEX VI: EVALUATION METHODS AND LIMITATIONS

DATA COLLECTION METHODS

The evaluation team (ET) used a qualitative approach including a review of key documents and quantitative secondary data, as well as qualitative primary data obtained through key informant interviews (KIIs) and focus group discussions (FGDs). The primary and secondary data used to answer each EQ are detailed in the Evaluation Design Matrix (Annex II) and data collection tools (Annex III). Data collection took place in Côte d'Ivoire in April 2024 with additional interviews conducted remotely in May and June. The ET included two co-team leaders, two local researchers, two research assistants, and one logistician. To facilitate data collection in the north, the team divided into two groups. See Annex IV for a list of ET members.

DOCUMENT REVIEW

The ET conducted a thorough desk review of strategic and programmatic documents and available datasets relevant to the R4P Activity. This included quarterly and annual progress reports, Monitoring, Evaluation, and Learning (MEL) Plans, program monitoring data, studies conducted under the R4P Activity, assessments, case studies, work plans, and other documents relevant to the EQs. Through the desk review, the ET identified contextual information such as country- and region- specific drivers of VE and about other themes in the EQs and sub-EQs including media, gender, youth, and social cohesion. Finally, the desk review informed the design of the data collection protocols and assisted in identifying key groups and individuals to include in the overall respondent sample. See Annex V Sources of Information.

KEY INFORMANT INTERVIEWS

The ET conducted a total of 64 KIIs with 94 respondents (68 male, 26 female, and 6 youth), which included USG personnel, staff from EAI and its sub-partners, national government representatives, security and defense officials in Côte d'Ivoire, and stakeholders at regional and local levels. The ET used semi-structured interview protocols that followed the broad outline of the EQs and sub-EQs, with additional probing questions for detail. The majority of KIIs were conducted in person and in respondents' native languages, when needed.

FOCUS GROUP DISCUSSIONS

The ET held a total of 28 FGDs with 204 R4P Activity beneficiaries (112 male, 92 female, and 33 youth). To mitigate bias and data sensitivity challenges, the ET held FGDs in person, typically near respondent's homes, outside under a shaded area, or at local radio stations, and in the local Malinké or Fulani language, as appropriate. The ET convened some FGDs of mixed groups and segregated other groups when appropriate by gender, age, and ethnicity (Peuhl/Fulani) to encourage open discussion. Facilitators followed a semi-structured protocol based on the EQs, with probing questions to capture detailed reflection. The ET also tailored questions to the targeted beneficiary group (i.e., women's saving groups, village committee, vocational training participants) to capture their experiences and engagement with R4P.

Table 2, 3, 4 and 5 provide more detailed on the KIIs and FGDs completed for the ET, with a disaggregation by tool and type of stakeholder, location and R4P component.

Table 2: Number of KII Respondents by gender

Stakeholder Type	KII	Male	Femal	Total
Donor and Other USG Agencies	11	6	9	15
Implementing Partners (EAI, IRC, Indigo)	16	12	8	20
International Organizations (IO) and Local CVE Experts	10	12	3	15
Government of Côte d'Ivoire (Central)	4	5		5
Government of Côte d'Ivoire (Regional)	10	15	1	16
Local Leaders	8	9		9
Civil Society Organization	2	2	4	6
Media	2	6	1	7
Local R4P Participants or Beneficiaries	1	1		1
Total	64	68	26	94

Table 2: Number of FGD Respondents by gender

Stakeholder Type	FGD	Male	Female	Total
Implementing Partners (AFJCI)	1	2	4	6
Local Leaders	1	7		7
Media	4	19	6	25
Local R4P Participants or Beneficiaries	22	84	82	166
Total	28	112	92	204

Table 4: Number of KII and FGD Respondents by gender and by location

Stakeholder Type	FGD	Male	Female	Total
Abidjan	26	28	14	42
Poros / Korhogo	8	6	4	10
Bagoué/Tengrela	7	22	17	39
Boukani/Boua	9	16	10	26
Boukani/Doropo	5	14	14	28
Folon/Minigan	16	44	28	72
Tchologo/Kong	16	49	27	76
USA	5	1	4	5
Total	92	180	118	298

Table 5: Component focused KIIs and FGDs organized in Northern Côte d'Ivoire by gender

Stakeholder Type	FGD	Male	Female	Total
Governance	13	53	35	88
Livelihood	5	12	30	42
Media	6	25	7	32
NRM	7	22	21	43
Total	31	112	93	205

EVALUATION SAMPLE

GEOGRAPHIC SCOPE

The evaluation's geographic scope focused on the northern border of Côte d'Ivoire. The ET collected data in the four primary R4P implementation regions (Folon, Bagoué, Tchologo, and Boukani), and in Poros, where EAI has its regional office, and in Abidjan, to reach CVE researchers, subject matter experts, national-level stakeholders from the Government of Côte d'Ivoire (GoCI), and staff from USAID/Côte d'Ivoire, U.S. Embassy, and IPs. See Annex VI Evaluation Methods and Limitations, which includes a detailed map of the locations in which the team conducted KIIs and FGDs.

Figure 4: Map of data collection sites

VIEW OF NORTHERN CÔTE D'IVOIRE



SAMPLING APPROACH

The ET primarily used purposive and convenience sampling to select evaluation respondents most likely to provide high quality and comprehensive insights about R4P’s implementation, context, and outcomes. The sample aimed for a balance of perspectives and representation of all R4P beneficiary groups, including women, youth, and minority ethnic groups. Using a complexity-awareness approach, the sample included substantial flexibility to allow for changing plans, accessibility mitigation measures, or additional contacts identified during data collection.

DATA ANALYSIS

The ET captured preliminary findings from its transcriptions and notes in an Excel-based tally sheet, which tallied themes that arose and included metadata such as respondent type or data collection format (KII or FGD). This approach enabled the ET to look for trends within and across sub-groups. Additionally, the team incorporated its data into a Findings, Conclusions, and Recommendations matrix to verify that preliminary analysis accounted for gender and social dimensions, identify gaps, and serve as the basis for developing evidence-based recommendations.

The ET employed several data analysis methods to identify key findings from the data collected, draw conclusions, and make recommendations. Additionally, the team triangulated results across analytical approaches to develop the findings and conclusions. Triangulation enabled the ET to cross-verify and cross-validate the findings that emerged from the data collection methods and data sources to identify correlations. Analysis methods are listed below.

- **Content Analysis:** Content analysis involved intensive review and coding of KII and FGD data to identify and highlight notable examples of R4P Activity successes and failures in mitigating drivers of VE, being responsive to the needs of local stakeholders, and doing business differently.
- **Gap Analysis:** Gap analyses examined which aspects of R4P interventions fell short of anticipated performance and the likely factors contributing to these gaps.
- **Comparative Analysis:** The ET undertook a comparison of R4P Activity results across stakeholder groups and assessed convergence or divergence in perspectives.

POTENTIAL BIASES AND LIMITATIONS

- **Security and Logistical Limitations:** VE is a security concern in the northern border regions, and security issues in Tehini prompted a change to the ET's data collection and travel plans, resulting in much longer travel periods and changes to the number of KIIs and FGDs. Nevertheless, the team adequately refined its plan to ensure robust coverage of geographic and R4P intervention components.¹⁰⁸
- **Selection Bias:** Selection bias is a risk when IPs help to facilitate contact with beneficiaries. Given logistical and security challenges, the ET coordinated closely with EAI to identify respondents and to organize KIIs and FGDs. The ET mitigated potential selection bias by identifying additional respondents through referrals and snowball sampling while in country, using multiple sources of data, and employing its evidence matrix to triangulate data.
- **Interviewer/FGD Moderator Bias:** The ET's conduct and actions may lead key informants or FGD participants to respond in a certain way. To prevent this, the interviewers and FGD moderators were trained to ask questions in a non-leading way and to restrain from giving body language signals or making facial expressions.
- **Response Bias:** Some stakeholders can overstate or understate certain information in an attempt to give a particular image of their community or circumstance. To mitigate response bias, when possible, the ET compared primary data to secondary data to verify the credibility of findings. The

¹⁰⁸ Intervention components refer to media, livelihood, governance, and NRM (see Table 4 in Annex V).

ET asked for verifiable examples of all core statements made during data collection and communicated to respondents during the informed consent process that there are no direct benefits to participating in data collection and that there will be no retaliation against them for their responses.

- **Recall Bias:** Recall bias is a common challenge in evaluative social research. One type of recall bias occurs when project beneficiaries unintentionally blend their experiences across multiple projects/programs into a composite memory or when respondents simply cannot accurately recall the information about which they are being asked, particularly if events occurred several months or years prior. The ET attempted to mitigate this risk by clearly explaining the purpose and background of the evaluation and the R4P Activity being evaluated. This included giving the respondents the names of the R4P sub-partners and the timeframe in which activities were implemented. While not significant overall, the ET observed some recall bias in relation to initiatives in which R4P supported already existing mechanisms, such as some of the Village Savings and Loans Associations (VSLA).

ANNEX VII: DISCLOSURE OF ANY CONFLICTS OF INTEREST

DISCLOSURE OF REAL OR POTENTIAL CONFLICT OF INTEREST

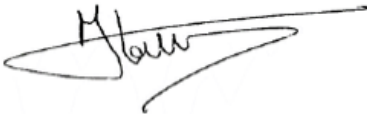
USAID Disclosure of Real or Potential Conflict of Interest for External Evaluation Team Members

Name	Isabelle McMahon
Title	Evaluation Team Leader
Organization	Nickol Global Solutions
Evaluation Position	<input checked="" type="checkbox"/> Team Leader <input type="checkbox"/> Team member
Evaluation Award Number <i>(contract or other instrument)</i>	PE01.01 on the PEARL Mechanism: Sub task order 20006-NGS awarded under USAID Prime Task Order No. 7200AA20D00013 / 7200AA22F00014
USAID Activity(s) Evaluated <i>(Include activity name(s), implementer name(s) and award number(s), if applicable)</i>	Resilience for Peace (R4P), implemented by Equal Access International
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If yes answered above, I disclose the following facts: <i>Real or potential conflicts of interest may include, but are not limited to:</i> <ol style="list-style-type: none"> 1. Close family member who is an employee of the USAID operating unit managing the activity(s) being evaluated or the implementing organization(s) whose activity(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose activities are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the activity(s) being evaluated, including involvement in the activity design or previous iterations of the activity. 	

DISCLOSURE OF REAL OR POTENTIAL CONFLICT OF INTEREST

<p>CONTINUED</p> <p>If yes answered above, I disclose the following facts:</p> <p><i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <ol style="list-style-type: none"> 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose activity(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose activity(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular activities and organizations being evaluated that could bias the evaluation. 	
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I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Date	March 12, 2024
Signature	

DISCLOSURE OF REAL OR POTENTIAL CONFLICT OF INTEREST


TEMPLATE: USAID Disclosure of Real or Potential Conflict of Interest for External Evaluation Team Members

Name	John Miller Beauvoir
Title	Team Lead- Technical
Organization	Nickol Global Solutions
Evaluation Position	<input checked="" type="checkbox"/> Team Leader <input type="checkbox"/> Team member
Evaluation Award Number <i>(contract or other instrument)</i>	PE01.01 on the PEARL Mechanism: Sub task order 20006-NGS awarded under USAID Prime Task Order No. 7200AA20D00013 / 7200AA22F00014
USAID Activity(s) Evaluated <i>(Include activity name(s), implementer name(s) and award number(s), if applicable)</i>	Resilience for Peace (R4P), implemented by Equal Access International
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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Date	March, 12, 2023
Signature	

DISCLOSURE OF REAL OR POTENTIAL CONFLICT OF INTEREST

TEMPLATE: USAID Disclosure of Real or Potential Conflict of Interest for External Evaluation Team Members

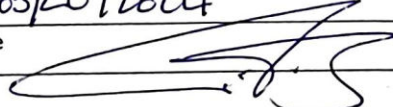
Name	TOH Alain
Title	Researcher
Organization	Nickol Global Solutions
Evaluation Position	<input type="checkbox"/> Team Leader <input type="checkbox"/> Team member
Evaluation Award Number <i>(contract or other instrument)</i>	PE01.01 on the PEARL Mechanism: Sub task order 20006-NGS awarded under USAID Prime Task Order No. 7200AA20D00013 / 7200AA22F00014
USAID Activity(s) Evaluated <i>(Include activity name(s), implementer name(s) and award number(s), if applicable)</i>	Resilience for Peace (R4P), implemented by Equal Access International
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DISCLOSURE OF REAL OR POTENTIAL CONFLICT OF INTEREST

<p>CONTINUED</p> <p>If yes answered above, I disclose the following facts:</p> <p><i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <ol style="list-style-type: none">4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose activity(s) are being evaluated.5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose activity(s) are being evaluated.6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular activities and organizations being evaluated that could bias the evaluation.	
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Date 03/20/2024	
Signature 	

DISCLOSURE OF REAL OR POTENTIAL CONFLICT OF INTEREST


TEMPLATE: USAID Disclosure of Real or Potential Conflict of Interest for External Evaluation Team Members

Name	Félix Youl
Title	Researcher
Organization	Nickol Global Solutions
Evaluation Position	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
Evaluation Award Number <i>(contract or other instrument)</i>	PE01.01 on the PEARL Mechanism: Sub task order 20006-NGS awarded under USAID Prime Task Order No. 7200AA20D00013 / 7200AA22F00014
USAID Activity(s) Evaluated <i>(Include activity name(s), implementer name(s) and award number(s), if applicable)</i>	Resilience for Peace (R4P), implemented by Equal Access International
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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DISCLOSURE OF REAL OR POTENTIAL CONFLICT OF INTEREST

<p>CONTINUED</p> <p>If yes answered above, I disclose the following facts:</p> <p><i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <ol style="list-style-type: none"> 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose activity(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose activity(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular activities and organizations being evaluated that could bias the evaluation. 	
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Date	03/19/2024
Signature	

U.S. Agency for International Development

1300 Pennsylvania Avenue, NW

Washington, DC 20523