



**Peer-to-Peer (P2P) Support Program
SenEval-SQEP Project
Final Narrative Report**

P2P Project number:	# 11	
Project Title:	The SenEval-SQEP Partnership: A project to strengthen SenEval and evaluation in Senegal	
Project Managed by:	SenEval (Abdou Karim Lo VP) SQEP (Marie Gervais VP)	
Focus of the Project: <i>(check all that apply)</i>	X	Institutional capacity
	X	Enabling environment
	X	Individual members' evaluation capacities
		Capacity to promote equity-focused and gender-sensitive evaluation

VOPEs involved:	Name and acronym of VOPE	Country/Region
#1	Senegalese Evaluation Association (SenEval)	Senegal
#2	Société québécoise d'évaluation de programme (SQEP)	Quebec, Canada

Project start date	1st July, 2013
Project end date	1st March, 2014

Contact persons for this project

VOPE	Contact Person Names	Email addresses
SENEVAL	Abdou Karim Lo	loabdoukarim@yahoo.fr
	Moctar Sow	sowmoctar@yahoo.fr
	Ian Hopwood	ighopwood@gmail.com
SQEP	Marie Gervais	marie.gervais@fmed.ulaval.ca
	Pernelle Smits	pernelle.smits@umontreal.ca

1. What was the purpose of the project? What did the project plan to achieve and how? (Brief description of the project, max 100 words)

The P2P project was initiated during the first year of the formalization of SenEval. As a consequence it has allowed the SQEP to accompany SenEval's Coordination Committee in establishing its new governance, and in the strengthening of its commissions and committees to fulfill its mission. P2P has also made it possible to support SenEval in the planning and the implementation of its strategic actions, in addition to supporting the development of its operational management components. SenEval has benefited greatly from this access to the experience of an experienced VOPE for the establishment its institutional anchoring, both national and international.

2. Did the project achieve what it planned to achieve?

Yes fully, with some adjustment as explained in section 3 below.

2.1 Please comment on degree of achievement:¹

The SenEval-SQEP project took place in two main periods:

A. From July to October 2013

The monitoring report submitted to EvalPartners in December 2013, which is attached as an annexe, demonstrates the significant progress of the project during this period. The mentoring activities SenEval-SQEP by a pairing between administrators of SenEval and those of SQEP according to their roles and responsibilities in their VOPEs, as well as the presence of Marie Gervais, VP SQEP, for part of her sabbatical year in Dakar, were the two main modalities to achieve the objectives set forth by the P2P.

The main targets for the support for this period:

- The functioning of the Coordination Committee (planning, holding of regular meetings with minutes; capacity building of members by their function);
- Support for the Scientific Committee and the Training Committee;
- Development and validation of the first strategic plan (including the first survey of members and supporters);
- Capacity building of SenEval members (training programme);
- Development of a membership management system;
- Drafting of rules of procedure;
- Professionalization of evaluation;
- Support for advocacy activities and for institutionalization.

Some key moments of this period:

- Participation in meetings of SenEval Coordination Committee;
- Holding of the workshop to validate the strategic plan of SenEval (August 2013);
- The organization of a video-conference session at SQEP's Annual Colloquium, allowing two presentations by SenEval actors (President and Vice-President) and exchanges with the public attending in Quebec City and Dakar (October 2013);
- Providing 3 training workshops for the evaluation community in Senegal (June, July 2013).

¹ Please limit your responses to this and other questions to no more than 500 words each.

B. From November to March 2014

The main benefits of this stage of P2P are organized around Marie Gervais's mission to Dakar from 13 to 24 January 2014. That mission permitted the consolidation of the achievements of SenEval, and the pursuit of the exchanges on the various components linked to the management of this VOPE.

The main targets of support for this period:

- Support for SenEval's strategic management (meetings with the President and Vice President);
- Preparation of the first Annual General Meeting (planning, committee and commission reports);
- Support SenEval's administrative management (meeting with the Secretary General and the Deputy Secretary-General);
- Support SenEval's financial management (meetings with the Treasurer and Assistant Treasurer);
- Support Scientific Committee (meetings with the head of the Scientific Committee);
- Support to Working Group on Training (meeting with the manager);
- Support to Web site project (meeting with the manager and other key actors);
- Support for communication strategies and the second survey of members and supporters (meeting with key stakeholders);
- Accompanying members SenEval for preparing presentations for AfrEA Conference.

Some key moments of this period:

- The holding of the first Annual General Meeting (February 2013);
- Participation in a meeting of SenEval's Coordination Committee;
- Providing training for the evaluation community in Senegal (topic: Publishing, January 2014).

3. Was the project implemented as planned? If there were changes in the planned activities, why they were necessary?

Overall the project was implemented as planned, with the exception of certain components of mentoring that have not been optimized or even activated due to a lack of availability of targeted stakeholders (mentors, mentorees), and this was in spite of several reminders in the sense.

However, it should be mentioned that during her mission to Dakar in January 2014 Marie Gervais was able to exchange through formal meetings with several members of the SenEval Coordinating Committee, responsible for those aspects so far insufficiently covered by mentoring. These meetings thus focused on the daily management of a VOPE and its activities for its members (re: Section 2).

Some components have been achieved somewhat less than originally planned. This refers to the advocacy and the institutionalization, the Bulletin, the communication plan and the website. This can be explained by the very ambitious nature of the original project which made it necessary to adjust it to take account of the availability of the actors, and a more realistic pace of partnership.

In financial terms, the subsidy granted by EvalPartners has not been fully utilized. The main reason was that the costs for the SQEP mission in January 2014 were less than the budgeted amount. In the spirit of P2P, it was agreed that the remaining amount would be used to strengthen the institutional capacity of SenEval. Thus, it was decided jointly by SenEval-SQEP that this amount will be used for an activity of the SenEval's Coordination Committee with the following objectives: 1) take stock of the first year of the formalization of SenEval; 2) plan the activities for 2014, in line with the strategic plan, and to capitalize on the P2P experience. This activity will be implemented before the end of May.

4. What are the main lessons learned from the experience of this project that you would like to share with other VOPEs?

To strengthen mentoring between individuals:

- The importance of trust
 - Do not underestimate the time needed to develop relationships of trust between individuals who are operating in cultures and contexts of practice that are very different
 - Do not overestimate the real availability of individuals (all volunteers) in view of their other professional and personal commitments
- A sharing of benefits on both sides
 - A conception of mentoring developed on the basis of a two-way exchange, and not one-way, from an expert towards a total beginner

To maximize the effects of mentoring for VOPEs:

- Importance of co-building the project
 - Importance of ensuring ownership and a good understanding of the project by those in charge of the various topics that are involved and to envisage the regular flow of information and space for exchange within the VOPE
- Importance of calibrating the project to take account of the actual capacity to mobilize people (all volunteers) and the capacity of VOPEs to maintain the momentum of their participation over time
- The added value to be derived from the availability and commitment of the VOPE respondents for the entire duration of the project
- Importance of planning for the continuity of the achievements
 - Beyond the individuals currently serving in positions
 - To think about that from the very beginning
 - Plan for the consolidation of the achievements beyond P2P
- Need to reflect on how to capitalize on the experience
 - Envisage a moment to revisit the experience
 - Keep a record, to ensure there is a collective memory of the P2P project.

5. Are there plans to continue or expand collaboration started under the project? If so, please describe.

The SenEval-SQEP partnership existed well before P2P. It is a historical and natural partnership between the two countries and their institutions. It is expected and hoped that it will continue over time, under complementary modalities.

The use of communication technologies could for example facilitate the maintenance of distance links for scientific exchanges and training activities. SenEval and SQEP could also further facilitate collaboration between universities and government services with a view to developing/strengthening the provision of training and evaluation and of support for the institutionalization of evaluation. In addition, new mentoring needs may emerge and response strategies could be developed jointly, considering the positive experience of P2P.

Marie Gervais, SQEP
Abdou Karim Lo / Ian Hopwood, SenEval
30 March 2014

Please save with P2P# in file name, then send via email attachment to IOCE@earthlink.net
Once approved by EvalPartners, the report will be posted on the IOCE website.

Annexe

Progress report on the implementation of the SenEval-SQEP Peer-to-Peer Project

Project Title	The partnership SenEval-SQEP: A project to strengthen SenEval and evaluation in Senegal
Developed jointly by	The Senegalese Evaluation Association (SenEval), Dakar, Senegal, and the Quebec Society for Programme Evaluation (SQEP), Quebec, Canada
Starting date	1st July, 2013
Ending date	1 March, 2014
Finance	EvalPartners
Project Cost	USD 5,000 from EvalPartners USD 1,000 from SenEval
Coordinators	Abdou Karim LO, Vice-President SenEval Marie Gervais, Vice-President SQEP

1. PRESENTATION OF THE PROJECT

The overall purpose of the project is to obtain support from the Quebec Society for Programme Evaluation (SQEP) for the transfer of know-how and good practices in regard to the development of a strategic plan and the animation of SenEval, with a view to ensure the orderly implementation of its operational action plans.

The general objective is to:

- Strengthen the institutional capacity of SenEval in its various components;
- Support SenEval in the achievement of its strategic activities.

Specifically, these are:

1. Support SenEval in the organization of the association, its management and its animation;
2. Accompany SenEval in developing its first strategic plan;
3. Support SenEval in the development of activities for the training of members, and for the professionalization and institutionalization of evaluation in Senegal;
4. Develop joint SenEval-SQEP activities (symposium, bulletin);
5. Promote networking between evaluators from Senegal and Quebec on topics of common interest, including research and consultancy work in evaluation.

SenEval chose SQEP because of its experience (created in 1988), its effectiveness (several strategic plans implemented and evaluated, the regular meetings of its formal bodies) and its visibility and transparency, judged simply by visiting its website where one can find useful and up to date information on the life and work of this association.

Moreover, the linguistic proximity makes SQEP a natural ally of SenEval, but also of all the associations in Francophone Africa.

2. RECALL OF PLANNED ACTIONS FOR THE PERIOD JULY-OCTOBER 2013

For the period covered by this report, the projected activities to be undertaken are as follows:

1. The development, validation and dissemination of a strategic plan by the end of August 2013;
2. The establishment of a functional system for the management of membership no later than the end of October 2013: this system makes it possible to have each month the exact figures on the number of members;

3. The establishment of an organizational system for the holding and keeping of minutes of meetings of the Coordinating Committee, no later than the end of September 2013;
4. The development of a plan for the representation of SenEval in international fora, and for a programme of meetings with the country's leaders for the recognition of SenEval as an association of public utility, and its integration into all the decision-making processes regarding the evaluation, no later than end August 2013;
5. Support for advocacy with the political authorities for the institutionalization of evaluation, planned for the end of November;
6. The development of a plan of action for the scientific animation of SenEval, and the implementation of a training programme for SenEval's members, no later than end October 2013;
7. The design of a functional website in October 2013, incorporating a "Newsletter" to be published and sent to members every month from October 2013;
8. The establishment and management of peer mentoring provided by members of the Bureau of SQEP for the members of SenEval's Coordinating Committee in their various areas of expertise, by end October: each SenEval person in charge should benefit from the guidance of his/her mentor, so that s/he can take ownership of the practices and methods of organization, in the direction of capacity strengthening.

3. TECHNICAL AND FINANCIAL IMPLEMENTATION STATUS

Activities	Expected period	Responsible persons	Status of technical implementation	Expected Cost (Rate: US\$1= 500 FCFA)	State of financial implementation
1. Development, validation and dissemination of the strategic plan	July-August 2013	Marie Gervais Abdou Karim Lo Boubacar Aw Malamine Savane	Largely achieved during the period	500,000 FCFA or US\$1,000	800,000 FCFA francs (of which 300,000 from SenEval's own resources)
2. Support for the management of membership, and the organization and holding of regular meetings	July-December 2013	Félix Meisels Maguette Diop Malamine Savane	Largely achieved in the period	Without Cost	n.a.
3. Support for the establishment of administrative, financial and accounting management	August-October 2013	Félix Meisels Maguette Diop Ndeye Fatou Diop Dieynaba Ndiaye Dia	In progress	Without cost	n.a.
4. Support for strategic management of SenEval	August-October 2013	Marie Gervais Ian Hopwood Moctar Sow Abdou Karim Lo	In progress	Without cost	n.a.
5. Support the design and implementation of scientific events and the training of members of SenEval	September to December 2013	Marie Gervais Olivier Sossa Boubacar Aw Abdoul Aziz Kane	Achieved in the period	Without cost to P2P budget	n.a.

6. Support for establishment of regularly updated website and evolution of bulletin into monthly newsletter	October 2013 à January 2014	Pernelle Smits Kaddour Mehiriz Monica Lomena Nathalie Manga Dieynaba Ndiaye Dia	At initial stage only	50 000 F CFA ou US\$ 100	Funds not yet executed
7. Organization of video-conference to participate in SQEP Colloquium	October 2013	Marie Gervais Moctar SOW Abdou Karim Lo	Achieved	125 000 F CFA or US\$ 250	150 000 F CFA or US\$ 300
8. Support advocacy for institutionalizing evaluation	November 2013	Moctar SOW, Abdou Karim Lo, Marie Gervais	In progress	Without cost	Without cost

3.1 Development, validation and dissemination of the strategic plan

SenEval held the validation workshop of its strategic plan August 24, 2013 at CESAG in the presence of thirty-eight (38) members who have paid their dues and membership fees. The workshop helped to enrich and improve the document. In addition, it is worth noting the significant participation of Prof. Marie Gervais, Vice President SQEP and Oumoul Khairy Ba TALL, former President AfREA and IOCE. During this meeting, the partnership between SQEP and SenEval was praised, as well as the valuable support provided by EvalPartners for the implementation of this partnership. Currently, the draft strategic plan is in its fifth draft and the latest corrections are being made by the Coordinating Committee. It will be disseminated after printing by communications company.

3.2 Support for the management of membership, and the organization and holding of regular meetings

The management of membership has been a flagship project activity, because it allows the monitoring of the evolution of the number of SenEval members. It has allowed the monthly issuing of a list of members who have their dues and/or membership fees.

As of November 6, 2013, 78 have paid their dues (the joining fee), representing an increase of 30 members, 62% in relative terms, compared to the number in July, which was 48. SenEval has taken advantage of the training sessions to recruit new members.

Regarding the meetings of the Coordinating Committee, they are held on the first Friday of each month. For this period, specifically from July to October, four meetings were held, not to mention two special sessions devoted specifically to the consideration of some urgent and important issues. The minutes of the meetings were always prepared, shared with Committee members, and validated at the beginning of each subsequent meeting. For this purpose, a model was developed, drawing on the SQEP. In a similar perspective, an outline for mission reports was developed by SenEval and is now being used.

3.3 Support for the establishment of an administrative, financial and accounting systems

For the implementation of this activity SenEval has prepared, under the responsibility of the Treasurer, a draft procedures manual that has been submitted to the members of the Coordinating Committee for comments. The current version incorporates the comments of Felix Meisels, the person responsible for finances at SQEP, and Oumoul Khairy Ba TALL, a qualified Chartered Accountant. Now the document is undergoing final validation, as is the case for the strategic plan.

3.4 Support for strategic management of SenEval

It has been provided through the mentoring by SQEP Bureau members of SenEval's Coordinating Committee members, in order to strengthen their capacity to manage and direct the association.

The breakdown between the members of the two management teams is as follow:

Organization, management and animation of the Mentoring		
Issue	Members of SenEval coached	SQEP Mentors
Strategic and operational management of SenEval, and the strategic plan	Moctar Sow, President Abdou Karim Lo, Vice-president	Marie Gervais, marie.gervais@fmed.ulaval.ca Pernelle Smits, pernelle.smits@umontreal.ca
Secretariat, membership management, planning of meetings	Maguette Diop, Secretary General Malamine Savané, Deputy Secretary General	Félix Meisels, felix.meisels@mcc.gouv.qc.ca Marie Gervais, marie.gervais@fmed.ulaval.ca
Administrative and financial management	Ndeye Fatou Diop, Treasurer Dieynaba Ndiaye Dia, Deputy Treasurer	Félix Meisels, felix.meisels@mcc.gouv.qc.ca
Scientific animation of an association	Boubacar Aw, in charge of the scientific committee Abdoul Aziz Kane, in charge of training	Olivier Sossa, sossao@yahoo.com Marie Gervais, marie.gervais@fmed.ulaval.ca
Strategies for training members	Abdoul Aziz Kane, in charge of training Boubacar Aw, in charge of the scientific committee	Olivier Sossa, sossao@yahoo.com Marie Gervais, marie.gervais@fmed.ulaval.ca
Knowledge management	Binta Ndiaye	Olivier Sossa, sossao@yahoo.com
Conducting a scientific colloquium	Boubacar Aw, in charge of the scientific committee Abdoul Aziz Kane, in charge of training	Johann Jacob, johann.jacob@enap.ca Nicolas Toutant, ntoutant@advanis.net
WEB	Nathalie Manga, in charge of communication	Gilbert Lavoie, gilbert.tremblay@douglas.mcgill.ca
Newsletter	Nathalie Manga, in charge of communication	Kaddour Mehiriz, kaddour.mehiriz@enap.ca
Communication plan	Nathalie Manga, in charge of communication	Pernelle Smits, pernelle.smits@umontreal.ca

Mentoring has actually worked in the fields below.

- **Strategic management of operational and strategic SenEval:** Marie Gervais played an important role in regard to the President and Vice-President of SenEval. The result has been good guidance for the formulation of the strategic plan, and the regular holding of Coordination Committee meetings.
- **Administrative and financial management:** In this regard, Felix Meisels shared experience SQEP with General Treasurer, particularly in the context of the development of the procedures manual
- **Management of membership, planning and organization of meetings:** The Secretary General took advantage of her participation in a training programme in Quebec City to meet her counterpart (and other SQEP members), in order to benefit from his advice and practical experience in the management of evaluation societies and associations.
- **Animation and training:** Several discussions were held between Marie Gervais and those responsible for training and the scientific committee, which led to the organization of different training sessions.

In other areas of management, mentoring has not worked as expected, due to lack of contact between peers. However, adjustments are planned for the updating of these pairings in the near future.

3.5 Support the design and implementation of scientific events, and the training of SenEval members

This activity has been a great success, thanks to the exemplary commitment of the Coordinating Committee member responsible for training and of the team members who have worked with him, and the availability in Dakar of a reputed trainer in the person of SQEP VP Marie Gervais.

Indeed, the sessions were generally well designed and implemented with a relatively large number of participants. The participation fee was set at 15,000 F CFA (US\$30) for members, and 25 000 F CFA (US\$ 50) for non-members. This financed the coffee breaks and direct educational costs. In total three sessions were conducted as indicated in the table below.

N°	Training topics	Dates	Number of Participants	Animators
1	Mastering the art of writing good terms of reference (ToR) or how to ensure quality when commissioning an evaluation	June 29, 2013	26	Pr Marie Gervais
2	Communicating and reporting on an evaluation to promote learning & use	July 27, 2013	30	Pr Marie Gervais
3	A foray into the world of global health evaluation: learning from practice	July 20, 2013	35	Pr Marie Gervais
Total			91	

Participants received certificates co-signed by the trainer and the President of SenEval at the end of each session. They have in each case mostly expressed full satisfaction, as indicated through the workshop evaluation forms.

3.6 Support the implementation of the website and Newsletter

The website has not yet been established. However, a member of SenEval who is a computer specialist has made a commitment to realize this in the near future, as a contribution to the implementation of the P2P project. This failing is related to the repeated absence of the person responsible for knowledge management, who was eventually replaced by a new committee member who is committed to taking up this challenge. Consequently, the newsletter has not emerged, but the monthly electronic bulletin continues to be shared with all members and non members who are registered on the mailing list of almost 500 people.

3.7 Organization of a videoconference to participate in the SQEP Colloquium

SQEP held its 22nd Colloquium on 17 and 18 October 2013. SenEval participated in this important event in the form of a videoconference, held on 18 October at the Centre for Distance Education in Dakar.

On this occasion, the President and the Vice-President of SenEval presented two papers on the issue of institutionalizing evaluation in Senegal. The session was attended in Dakar by fifteen (15) participants, including invited representatives from the National Audit Office (Cour de Comptes) and the Government Inspector General's Office.

At the Quebec end, two experts from the Treasury Board were discussants for the SenEval presentations. Beyond the partnership between SQEP and SenEval, avenues were identified for cooperation in evaluation between the Government of Senegal and the Province of Quebec.

Overall, this activity has been very successful, both as regards the quality of the presentations and the level of representation and debate. It is expected very soon to transform the presentations of the President and Vice-President of SenEval into short articles to be published in SQEP's bulletin.

3.8 Support advocacy for the institutionalization of evaluation

Implementation of this activity is still at an early stage. Indeed, a SenEval delegation composed of President Moctar Sow, Vice-President Abdou Karim Lo, Marie Gervais, Vice-President of SQEP and Ian Hopwood, Honorary President SenEval was received by the Minister for the Promotion of Good Governance in September 2013. This audience made it possible for the Minister to get to know SenEval and to understand SenEval's willingness to cooperate with the government, in an approach of civic participation, in order to work towards the institutionalization of evaluation in Senegal. In the same way, it is planned to request audiences with the Minister of Economy and Finance, the Minister of Planning, the Chief of Staff (Directeur de Cabinet) of the President of the Republic, and the Director-General of the Office of Organization and Methods (BOM), ex-Delegation for Government Reform.

Ultimately, it should be recalled that of the eight programmed activities in the period from July to October, seven were performed to varying degrees as explained, a technical implementation rate approaching 87.5%.

As regards financial implementation, the rate is 26% excluding the deduction at the beginning for SenEval's contribution to IOCE, and the cost of transfer of funds. This low rate is explained by the non-execution of the largest budget item, namely the costs for a SQEP expert mission to Dakar, valued at 1,850,000 F CFA or US\$ 3700. This mission remains scheduled for early 2014.

4. LESSONS LEARNED AND PROSPECTS

The implementation of the Peer-to-Peer Project over the period July to October 2013 yielded the following lessons:

1. The production of individual notes by the leaders of the activities on the SenEval side was not systematic, which is far from facilitating more effective monitoring;
2. The regular meetings of the Coordinating Committee is a considerable achievement, which should be consolidated by improving the reporting system;
3. The participation in the SQEP Symposium by videoconference was a great moment of exchange between partners, which opens up promising prospects for collaboration and cooperation between Senegal and the Province of Quebec;
4. The mentoring is an interesting experience that has had a very positive effect on the functioning of SenEval's Coordinating Committee;
5. A facilitating factor for the implementation of P2P was the presence in Dakar of Marie Gervais as part of her university sabbatical leave. It has permitted regular discussions with those responsible for the main activities of SenEval and with the members of SenEval's Coordinating Committee, as well as providing concrete support for the implementation of certain activities.

In perspective, it is a question of achieving the following activities during the second period:

- Publish and distribute as widely as possible the strategic plan and ensure its implementation;
- Develop the website and move the monthly information bulletin to a newsletter to be sent to all members and partners;
- Develop a communication plan based on the strategy note that person responsible for communication has submitted to the members of the Coordinating Committee.
- Strengthen the advocacy for the institutionalization of evaluation, building on the momentum from the first period;
- Strengthen the management of membership by increasing the number of members to 100 prior to the Annual General Meeting, to be held in January 2014;
- Validate and implement the manual of procedures already available;
- Reinforce training sessions for members, who have shown great interest in this activity;
- Support the planning of the first ordinary Annual General Meeting SenEval;
- Promote networking among evaluators of Quebec and Senegal;
- Identify new mentoring needs, as appropriate and respond
- Prepare the mission of the representative of SQEP in early 2014;
- Prepare and conduct the final evaluation of P2P;
- Explore partnership prospects beyond the current P2P supported by EvalPartners.