



RESILIENCE AND ECONOMIC GROWTH IN THE SAHEL – ACCELERATED GROWTH (REGIS-AG)

MIDTERM PERFORMANCE EVALUATION REPORT

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Photo Credit: Dr. Salissou Issa. June 2017. The photo was taken in the small ruminants' section of the livestock market at Guidan Roundji in the Maradi region of Niger, one of 15 markets where the REGIS-AG enabling environment and governance component have focused on building the market management committee. Both the members of the market committee and the Mayor described the many ways the REGIS-AG activities had helped make the market more profitable both for the local government and the people selling in the market (see Annex II.C, Text Box 7). The photo shows two men--from different ethnic groups (as indicated by their clothing)—negotiating over the price of a sheep and the different age groups (young and old) that participated in the market. It is also notable that although the women interviewed in the 48 FGDs reported that the REGIS-AG training is helping them to obtain better prices for their animals, most of them continued to use a representative to conduct the actual sale in the livestock market or pass through middle men for group or aggregated sales.

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ACRONYMS

3S Fund	Strategic Services Sub-Award Fund
ADI	Association of Distributors of Inputs
AE	<i>Auxiliaire d'Élevage</i> (Community Animal Health Officer)
A2N	<i>Association Nodde Nooto</i> (Nodde Nooto Association)
AGED	<i>Association pour la Gestion de l'Environnement et le Développement</i> (Association of Environmental and Development Management)
AGRODIA	Association of Wholesalers and Agricultural Input Dealers
AREN	<i>Association pour la Redynamisation de l'Élevage au Niger</i> (Association for the Revitalization of Animal Husbandry in Niger)
BDS	Business Development Services
BF	Burkina Faso
BSP	Beneficiary Support Plan
B2B	Business-to-Business
CBO	Community-Based Organization
CEO	Chief Executive Officer
CLA	Collaborating, Learning and Adapting
CN	<i>Centre-Nord</i> (Central North Region of Burkina Faso)
CNFA	Cultivating New Frontiers in Agriculture
COGES	<i>Comité de Gestion</i> (Management Committee) (also see LMMC)
COP	Chief of Party
COR	Contracting Officer's Representative
CRS	Catholic Relief Services
DCA	Development Credit Authority (USAID)
DCOP	Deputy Chief of Party
DFAP	Development Food Assistance Program (USAID/FFP)
DFO	Director of Finance and Operations
DQA	Data Quality Assessment
DRR	Disaster Risk Reduction
E	<i>Est</i> (Eastern Region of Burkina Faso)
EQ	Evaluation Question
FAO	Food and Agriculture Organization
FCFA	<i>Franc de la Communauté Financière d'Africaine</i> African Financial Community franc)

FCR	Findings, Conclusions and Recommendations
FFP	Food for Peace
FGD	Focus Group Discussion
FIARA	<i>Foire Internationale de l'Agriculture et des Ressources Animales</i> (International Agriculture and Animal Resources Fair)
FTF	Feed the Future
FTFMS	Feed the Future Monitoring System
FY	Fiscal Year
GIE	<i>Groupement d'Intérêt Economique</i> (Enterprise Group)
Ha	Hectare
HQ	Headquarters
IGA	Income-Generating Activity
IP	Implementing Partner
IR	Intermediate Result
JPC	Joint Planning Cell
KII	Key Informant Interview
LAHIA	Livelihoods, Agriculture and Health Interventions in Action (Save the Children, Niger)
LMMC	Livestock Market Management Committee (also see COGES)
LOP	Life of Project
M&E	Monitoring and Evaluation
MCC	Millennium Challenge Corporation
MEL	Monitoring, Evaluation and Learning
MEP	Monitoring and Evaluation Project
MFI	Microfinance Institution
MSI	Management Systems International
N	Northern Region
NE	Niger
NGO	Non-Governmental Organization
PA	<i>Plan d'Accompagnement</i> (Support Plan) (also see BSP)
PICS	Purdue Improved Cowpea Storage
PMP	Performance Management Plan
PO	Producer Organization
Q	Quarter

RCPB	<i>Réseau des Caisses Populaires du Burkina Faso</i>
RECOM	<i>Relais Communautaire (Community Relay)</i>
REGIS-AG	Resilience and Economic Growth in the Sahel – Accelerated Growth
REGIS-ER	Resilience and Economic Growth in the Sahel – Enhanced Resilience
RFA	Request for Assistance
RFP	Request for Proposal
RISE	Resilience in the Sahel Enhanced
RSAP	<i>Réseau de Santé Animale de Proximité (Proximity Animal Health Networks, Burkina Faso)</i>
S	Sahel Region
SAREL	Sahel Resilience Learning
SAWKI	Mercy Corps DFAP (“facilitation” in Hausa language)
SNV	<i>Stichting Nederlandse Vrijwilligers (Netherlands Development Organization)</i>
SOW	Statement of Work
STTA	Short-term Technical Assistance
SVPP	<i>Service Vétérinaire Privé de Proximité (Private Veterinary Proximity Service, Niger)</i>
SRO	Sahel Regional Office
Sub-IR	Sub-Intermediate Result
TANGO	Technical Assistance to NGOs
TOR	Terms of Reference
TOT	Training of Trainers
US	United States
USAID	United States Agency for International Development
USG	United States Government
VC	Value Chain
VETO	<i>Services Vétérinaires (Veterinary Services)</i>
VETOPROX	<i>Assistance Vétérinaire de Proximité au Sahel (Proximity Veterinary Assistance in the Sahel)</i>
ViM	<i>Victoire sur la Malnutrition (Agricultural Cooperative Development International and Volunteers in Overseas Cooperative Assistance [ACDI-VOCA]-led DFAP)</i>
VSF	<i>Vétérinaires Sans Frontières – Belgique (Veterinarians Without Borders – Belgium)</i>
ZOI	Zone of Influence

EXECUTIVE SUMMARY

EVALUATION PURPOSE

The purpose of this midterm performance evaluation is to assess whether the Resilience and Economic Growth in the Sahel – Accelerated Growth (REGIS-AG) activity is on track to achieve its intended results, and what adjustments, if any, are needed to improve implementation and strengthen outcomes at the intermediate result (IR) and sub-intermediate result (sub-IR) levels, particularly in terms of:

- Areas where REGIS-AG should focus in the remaining years to achieve sustainable improvements in livelihoods and household income; and
- Lessons learned that can be applied to future value chain (VC) activities in West Africa and the next generation of resilience programming in the Sahel.

ACTIVITY BACKGROUND

In 2012, the United States Agency for International Development (USAID) tasked its Sahel Joint Planning Cell (JPC) with developing a regional strategy for the Agency’s resilience programming in the Sahel. This regional initiative became the Resilience in the Sahel Enhanced (RISE) Initiative, whose targeted zone of influence (ZOI) is a continuous band of agro-pastoral and marginal land in Niger and Burkina Faso. At the time of its design, the concept behind REGIS-AG was one of several USAID-funded activities that would attempt to execute this regional strategy. The others were five Feed the Future Development Food Assistance Programs (DFAPs)¹ and the Resilience and Economic Growth in the Sahel – Enhance Resilience (REGIS-ER) and Sahel Resilience Learning (SAREL) projects. USAID expected REGIS-AG to pilot innovative “pull” strategies that would link the more market-oriented producer organizations (POs) associated with the DFAPs and REGIS-ER, which focus on production-level “push” strategies, with three high-potential VCs: cowpeas, small ruminants and poultry. The overall goal of the REGIS-AG is: “*To increase the incomes of vulnerable households including men and women, through the transformation of selected, high-potential value chains.*”² The underlying development hypothesis is that **IF** women and men smallholder agro-pastoralists have:³

- Increased producer prices (as a result of aggregated production resulting in increased access to profitable end markets) and income;
- Increased sales volumes and values (as a result of improved inter-firm relationships and horizontal and vertical linkages);
- Increased productivity and quality (as a result of improved post-harvest handling, aggregated production, and improved capacity within the farmer group or association for upgrading and strengthened supporting markets);

¹ This included eight USAID-funded activities, five of which were DFAPs (three in Niger and two in Burkina Faso).

² REGIS-AG. 2015. Monitoring and Evaluation Plan. Arlington: REGIS-AG (CNFA) for USAID/SRO. Pg. 10.

³ REGIS-AG. 2015. Monitoring and Evaluation Plan. Arlington: REGIS-AG (CNFA) for USAID/SRO. Pg. 10-11.

- Increased sustainability of gains (as a result of improved farmer group governance, increased efficiencies within the VC, and improved enabling environment); and
- Links to behavioral change messages with respect to improved nutrition and health;

THEN ...

- Their resilience will be increased; and
- The VCs in which they participate will be transformed.

Two implicit assumptions of the REGIS-AG theory of change are that:

- REGIS-AG must not be a one-dimensional VC profit activity—that is, its direct beneficiaries must be linked to other RISE program efforts, which include health/nutrition themes, if their resilience is to be significantly increased; and
- If these conditions are met, the activity can expect to see the positive outcomes stated.

With eight implementing partners (IPs), REGIS-AG is a consortium organized around five implementing components:

- **Component 1**—Identify opportunities through VC and end-market analysis;
- **Component 2**—Strengthen vertical and horizontal linkages and relationships in selected VCs;
- **Component 3**—Strengthen input supply and other supporting services and improve smallholder and agro-pastoralist access to these interconnected markets;
- **Component 4**—Increase access to finance, innovation and private-sector investment; and
- **Component 5**—Improve the enabling environment for local and regional private-sector investment.

The five component teams were to work in close collaboration with the DFAPs, REGIS-ER, and other USAID- and non-USAID-funded activities to benefit two categories of direct beneficiaries:

- *Full-package beneficiaries*, who participated in all component activities; and
- *Light-touch beneficiaries*, who participated in one or two component activities.

By September 2017, REGIS-AG was working with 689 full-package beneficiary POs, totaling 30,052 households in 65 communes and 352 villages in Niger and Burkina Faso. This number increased to 748 with the addition of 59 new POs in FY 2018. The number of light-touch beneficiaries was estimated at 31,532 individuals in March 2018.

EVALUATION DESIGN AND LIMITATIONS

Evaluation Purpose and Methods: The evaluation team used a mixed-methods approach to respond to six evaluation questions. This process included: (1) the selection of two communes from a matrix that classified all of the communes in the four regions according to the level of REGIS-AG activity and access in the commune and, once the communes were chosen, (2) the selection of a random sample of POs for interviewing from a list that the REGIS-AG staff had identified as “active” and “less active” POs. The regional-level REGIS-AG staff selected 60 commercial actors (agro-dealers, agro-processors, transporters and merchants) from a pool of commercial actors that the REGIS-AG staff had involved in their business-to-business (B2B) workshops, training workshops and fairs. The team completed 157 interviews involving 556 people from 10 stakeholder groups in May and June 2018 in four of the six regions where REGIS-AG intervenes. They also conducted an intensive review of the internal project data for each of the four regions. After collecting this data, the team engaged in an intensive internal review of the themes emerging from the interviews for each of the six evaluation questions by region and by country that they summarized in a draft Findings, Conclusions and Recommendations (FCR) table. The team then reviewed and discussed this draft table with the senior REGIS-AG management and USAID contact persons in each country in the USAID/Sahel Regional Office (SRO). These regional and national FCR discussions provided real-time feedback to the evaluators on major findings, conclusions and recommendations of the evaluation, which they then summarized into the final FCR table (Annex I).

Limitations: The principal methodological limitation was the relatively small number of POs the team was able to interview—only 48 out of the 689 POs (7 percent) that REGIS-AG had worked with by the end of FY 2017. Without using enumerators, this was the maximum number of focus group discussions (FGDs) that the four-person country teams⁴ could interview in the time allocated for the evaluation, given the required travel time to the different regions. To manage this risk, the evaluators adopted a rigorous process for ensuring a representative sample of 11 to 17 percent of the communes (and 23 percent of the direct beneficiary POs) in two of the three regions where REGIS-AG has been active in Niger and 25 to 33 percent of the communes (and 14 percent of the direct beneficiary POs) in two of the three regions where REGIS-AG has been active in Burkina Faso. Another limitation was that most of the research in Burkina Faso took place during Ramadan, when many POs and REGIS-AG and partner staff were fasting. To manage this limitation, the evaluators attempted to complete most of the field interviews in Niger before Ramadan started and to conduct interviews early in the day in Burkina Faso. A third limitation was the decision to conduct all of the PO FGDs at a central location near a major market. To manage the risk, the team chose sites (the mayor’s office in four communes and the REGIS-AG office in two communes) that were familiar to the PO members. A fourth limitation was the limited time for interviewing the principal government partners at the national level. To mitigate this limitation, the team included consultants on loan from one of the top ministries that oversees research and extension on one or more of the priority VCs in each country.

⁴ The evaluation team included: Dr. Della E. McMillan, team leader, food security and monitoring and evaluation (M&E) specialist; Kokou Zotoglo, value chain expert and deputy team leader; Safyatou Diallo, MEP M&E manager; Dr. Salissou Issa, livestock specialist (in Niger); and Felix Adah, livestock specialist (in Burkina Faso).

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Based on this analysis, the evaluators determined a great deal of qualitative and quantitative evidence indicates that REGIS-AG has pilot-tested a number of initiatives that are contributing or are likely to contribute to its principal IR and sub-IR in both Niger and Burkina Faso, although important differences exist in the results for each country (Annex II.A, Table 12).⁵ As the project proposal anticipated, these results are the results of projects—both USAID- and non-USAID-funded—that work with the same targeted populations. Furthermore, REGIS-AG is working with a larger number of POs than the original activity was designed to support.⁶ If one combines the number of “light-touch” beneficiaries with the number of people who belong to the direct beneficiary POs, then the project has clearly overachieved its original beneficiary targets. Several of the project’s interventions have been scaled up by other RISE and non-RISE initiatives in both Niger and Burkina Faso. This successful record has galvanized a great deal of interest with USAID and other donors in the sub-region about the potential merits of linking value chain activities to food security and development initiatives that target the most vulnerable households in West Africa. For this reason, the evaluation team has focused its recommendations at three levels (Annex I). The first level includes recommendations that focus on helping consolidate and coordinate the results that projects have already achieved in collaboration with the other RISE and non-RISE local partners. The second level of recommendations are for USAID/SRO backstopping over the next 18 months. The third level recommendations are lessons learned for the next generation of RISE follow-on planning.

⁵ Sub-IR 2.2 High-potential value chains strengthened; IR 2: Intensified production and marketing for livestock and high-potential crops.

⁶ The original target was 600 direct beneficiary POs. The project is working with 748 POs in FY 2018.

Evaluation Questions	Summary of Major Findings and Conclusions	Summary Recommendations for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-ons ⁷
<p>1. To what extent has REGIS-AG, through its five implementation components, addressed each of the five aspects of its theory of change?</p>	<p>The evaluators found that neither reporting nor the strategic plan used either theory of change. Using the theory of change explicitly in activity planning would have improved internal and external communication between consortium partners and USAID about the project’s focus and performance and the need to adjust the original strategy outlined in the proposal in FY 2017.</p> <p>The evaluators concluded that REGIS-AG has successfully pilot-tested highly innovative component activities that have contributed directly to four of the five aspects of the first theory of change, and three of the four aspects of its revised theory of change, by:</p> <ul style="list-style-type: none"> • Supporting training to help the producers in their direct-beneficiary POs (i.e., POs that benefited from the full package of REGIS-AG component activities) get better prices for their products and collaborate on group sales; and • Helping vulnerable producers in the targeted POs (as well as a wide range of commune-level commercial actors) build the required social networks to access the new market opportunities they need to increase their sustainable well-being and become more self-reliant, and develop their social capital by: <ul style="list-style-type: none"> ○ Facilitating their participation in other commercial events (B2B, cowpea warrantage and fairs) and trainings that linked the POs to processors, merchants and transporters, microfinance institutions and input suppliers; 	<p>Next 18 Months—REGIS-AG:</p> <ul style="list-style-type: none"> • <i>1.1. REGIS-AG Business Cluster Strategy Support:</i> Facilitate close monitoring of the execution of the business cluster plans in the six REGIS-AG activity regions, focusing on the current status of the plans by VC, region and country. • <i>1.2. Special Short-Term Constraints Facing the Poultry and Small Ruminant VCs:</i> Continue to work with USAID/SRO on the three priority short-term constraints for the livestock VCs (equipment for the <i>Auxiliaires d’Elevage</i> [AEs or Community Animal Health Officers]; special poultry display and slaughtering facilities in or adjacent to the livestock market; and pilot-testing new approaches for community-based production of day-old chicks for guinea fowl). • <i>1.3. Senior Staffing:</i> Strengthen REGIS-AG’s technical oversight and management of the Component 2 activities to ensure the effective rollout and harmonization of the new business cluster model in both countries. • <i>1.4. Reporting:</i> Complement the existing system of reporting on the aggregate number of light-touch direct beneficiaries with reporting on light-touch beneficiaries disaggregated by specific component activities. • <i>1.5. Final Survey and Evaluation:</i> <ul style="list-style-type: none"> ○ <i>Final Survey:</i> Since the full impact of many of the REGIS-AG activities will not be known until the end of the fifth year, develop the terms of reference (TOR) for a final survey of REGIS-AG in FY 2019 to be carried out at the start of FY 2020 to allow the final evaluation to take place in January and February 2020. This final survey should examine the following special issues: zonal-level impact of REGIS-AG on the light-touch direct beneficiaries and communes; forward and backward linkages between nutrition and health impacts and VC activities; impact of REGIS-AG’s activities on household-level income and resilience for the two categories of direct beneficiaries; impact of REGIS-AG’s literacy training on the direct beneficiary POs’

⁷ For a complete list of recommendations and sub-recommendations, see the main text and the summary FCR table in Annex I.

Evaluation Questions	Summary of Major Findings and Conclusions	Summary Recommendations for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-ons ⁷
	<ul style="list-style-type: none"> ○ Pilot-testing new models for community-based veterinary services that linked them to the community-based private veterinary services they need to build the small ruminant and poultry VCs; ○ Building a stronger commune-level enabling environment for inclusive market participation by pilot-testing a new model of sustainable market management in the principal livestock markets in the targeted regions; and ○ Building the core institutional capacity of the POs and commune governments to support VC activities by pilot-testing new models for good governance training; conversion of POs into registered businesses, or <i>Groupements d'Intérêt Economique</i> (GIEs), within specific VCs; and market management. <p>Although REGIS-AG did not execute activities related to health and nutrition, evidence from the FGDs indicates that its component activities have increased beneficiary investment in child health, education and better nutrition.</p> <p>To strengthen the critical synergies between the activity components it uses to achieve its objectives, REGIS-AG adopted a new VC development strategy based on business clusters in late FY 2017. Although</p>	<p>engagement with and benefits from the REGIS-AG component activities; how REGIS-AG's activities have engaged and benefited youth; and the perspective of direct beneficiaries' (full-package and light touch) on the REGIS-AG Training of Trainers (TOTs) and Business Development Services (BDS) training.</p> <ul style="list-style-type: none"> ○ <i>Final Evaluation:</i> Given the importance of multi-country, multiple partner programs that link international and national non-governmental organization (NGO) partners, it is important for the statement of work (SOW) for the final evaluation to include questions that will examine some of the lessons learned from this dynamic partnership for future programs. In terms of using multiple international organizations, where did the multiple partner model work well in REGIS-AG and where did it not add much value? The same evaluation should examine the role played by each implementation partner and which factors contributed to (and detracted from) their being a productive consortium member. <p>Next 18 Months—USAID/SRO:</p> <ul style="list-style-type: none"> • 2.1. <i>Supervision and Oversight:</i> Work closely with REGIS-AG to accelerate the execution of the business cluster beneficiary support plans and eliminate any management and financial bottlenecks to its execution as quickly as possible and continue this support up to and during the activity closeout to ensure an effective exit strategy. • 2.2. <i>Loan Guarantees:</i> Find an alternative to the USAID-funded Development Credit Authority (DCA) that has ended in Niger. • 2.3. <i>SVPP/RSAP:</i> Since neither REGIS-AG nor REGIS-ER were able to purchase the equipment needed to operationalize all of the AEs trained by the project, USAID/SRO needs to facilitate the REGIS-AG lead for animal health getting the equipment that the AEs need.⁸

⁸ One option for achieving this is to allow REGIS-AG to have a grant component during the last year that is funded from the project or a separate source to ensure the full operationalization of the SVPP/RSAP systems before the end of FY 2018. A second, more challenging option would be to work with each lead veterinarian that is supervising a network to obtain a loan to buy equipment for the AEs in the network. The AEs could reimburse the loans they receive in installments out of the fees they collect. REGIS-AG is currently planning to work with all of the SVPP/RSAP veterinarians it supports to develop workplans that will help them better access loans.

Evaluation Questions	Summary of Major Findings and Conclusions	Summary Recommendations for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-ons ⁷
	<p>innovative and appreciated by the REGIS-AG staff, RISE partner staff, commercial actors and POs, the business cluster strategy is at an early stage of development and certain elements (like the Strategic Services Sub-Award Fund [3S Fund], the Réseau de Santé Animale de Proximité [RSAP]/Service Vétérinaire Privé de Proximité [SVPP] services and the creation of appropriate areas for marketing and slaughtering poultry on or near the 25 REGIS-AG-supported livestock markets) are not fully rolled out or functional.</p> <ul style="list-style-type: none"> • <i>Full-Package Direct Beneficiaries:</i> The stakeholder interviews confirmed information presented in reports to USAID/SRO: Even without full implementation of the new VC development strategy-based business clusters, the REGIS-AG activities have contributed to every aspect of the two theories of change that they were expected to address for the majority of the full-package direct beneficiary POs. Although REGIS-AG did not execute activities related directly to health and nutrition (aspect 5 in the first theory of change and aspect 4 in the second theory of change), evidence suggests that some activities are resulting in increased beneficiary investment in child health, education and nutrition. • <i>Light-Package/Light-Touch Direct Beneficiaries:</i> Substantial qualitative evidence from the evaluation interviews and documentation shows that some REGIS-AG activities, like vaccination 	<ul style="list-style-type: none"> • 2.4. <i>Collaborating, Learning and Adapting (CLA) Materials and Special Studies:</i> Since the project staff are already stretched thin, USAID/SRO needs to consider ways it can work through other projects to hire and supervise the consultants needed: <ul style="list-style-type: none"> ○ 2.4.A. <i>CLA:</i> To help REGIS-AG capture lessons learned, develop CLA materials needed to help the new RISE follow-on activities integrate the most critical crosscutting lessons learned from REGIS-AG into their programs; and ○ 2.4.B. <i>Special Studies:</i> To conduct three special studies to inform the REGIS-AG's exit plans as well as the next generation of RISE planning: (i) one on the REGIS-AG livestock markets, (ii) one on the profitability of the <i>Foire Internationale de l'Agriculture et des Ressources Animales</i> (FIARA, or International Agriculture and Animal Resources Fair) market activity in Dakar; and (iii) one on the impact and sustainability of different approaches to literacy training in all the RISE initiatives. <p>RISE Follow-on:</p> <ul style="list-style-type: none"> • Lesson A. <i>Start-up Meeting:</i> Anticipate the need for intensive team-building exercises during project start-up that train staff on the RISE follow-on activities' theories of change as well as their own project's theory of change and develop the strong coordination channels needed to mold the staff from different partners into a cohesive project/activity (Section 4.1.3). • Lesson B. <i>Design:</i> Cover the entire value chains, i.e., support production as well as marketing issues (Section 4.1.3). • Lesson C. <i>Poultry and Small Ruminant VC:</i> Address the number of special production and marketing issues related to livestock production and marketing that were not considered in the design of

Evaluation Questions	Summary of Major Findings and Conclusions	Summary Recommendations for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-ons ⁷
	<p>campaigns, fairs and reformed livestock markets, contributed to aspects of the theory of change for the second group of direct beneficiaries who were outside the direct beneficiary POs, including many from other RISE partners (DFAPs and REGIS-ER).</p>	<p>the previous generation of DFAPs funded by Food for Peace (FFP) under RISE (Section 4.1.3).⁹</p>
<p>I-A. How has resilience been defined/understood by REGIS-AG staff and to what extent and in what ways has the project enhanced household resilience through value chain interventions?</p>	<p><i>Staff Understanding:</i> Based on interviews with REGIS-AG staff and partners in both countries, the REGIS-AG staff understands resilience and believes activities that increase the direct beneficiaries' income are building resilience. They also realize that many of their activities (like the market governance activities and activities facilitating direct sales to buyers, such as fairs) are strengthening important systems that build commune-level resilience.</p> <p><i>Household Resilience:</i> The other RISE partners, REGIS-AG staff and local partners reported that REGIS-AG is building household resilience by implementing activities that increase people's income, income diversification and access to the relationships (e.g., social capital) that enable them to access more profitable markets and critical inputs like the right variety of cowpea seeds. The project has collaborated with the decentralized offices of the countries' ministries of agriculture and a limited number of POs and commune-level trainings on disaster risk reduction (DRR) training and early warning systems. To date, however, the impact of</p>	<p>Next 18 Months—REGIS-AG:</p> <ul style="list-style-type: none"> 1.5. (above) <i>Final Survey and Evaluation—Resilience:</i> Collaborate with TANGO International on the development of an appropriate set of questions that will examine the impact of the REGIS-AG VC activities on household income and resilience that can be included in the TOR for the final survey so that this information can feed into the final evaluation of REGIS-AG and inform the next generation of RISE programming. Although REGIS-AG has M&E data on the beneficiary households they do not have comparable data on non-beneficiary households.

⁹ These issues include: (1) Helping to support the progressive scale up of the private sector veterinarian services (SVPP-RSAP) as a complement to the decentralized government animal health services; (2) Training and equipping the livestock auxiliaries and female poultry vaccinators; (3) Supporting community-level activities to increase vulnerable households' access to day old chicks for chickens and guinea hens that are adapted to the local conditions; (4) Selective breeding activities to promote high-quality young goat and sheep for fattening and breeding purposes that are from locally selected breeds; (5) The REGIS-AG market readiness training is a good model for helping POs understand how to prepare for regional and international livestock markets; (6) Market management reforms such as those launched by REGIS-AG attract outside merchants and raise farmer prices for small ruminants; and (7) Since most livestock markets in Burkina Faso and Niger do not include appropriate display and slaughtering facilities for poultry, future VC initiatives need to facilitate some of the commercial actors in the poultry business clusters developing these facilities through loan guarantees.

Evaluation Questions	Summary of Major Findings and Conclusions	Summary Recommendations for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-ons ⁷
	<p>this training at either the household or commune levels has been less clear.</p> <p><i>Monitoring and Evaluation (M&E) Data:</i> Despite extensive evidence that REGIS-AG activities have enhanced household resilience through VC interventions, this has not been tracked by REGIS-AG or any other RISE activities (like the SAREL Project and Technical Assistance to NGOs [TANGO] International) that are involved in M&E or resilience tracking. The M&E staff suggested four indicators in their tracking table that they find useful to track their impact on resilience.¹⁰ Although the project was supposed to target vulnerable households, there is currently no information that compares the economic status of the direct beneficiary households to others in the community.</p>	
<p>2. To what extent has REGIS-AG engaged and benefited women and youth in its programs?</p>	<p>The evaluation interviews confirmed REGIS-AG's M&E data, which shows that it has actively engaged and benefited women in activities that are starting to scale up. Even though the REGIS-AG proposal and contract did not anticipate any special activities that would benefit youth as a special sub-category, the PO FGDs revealed that some component activities are engaging and benefiting young males who had previously relied on short-term migrant labor abroad to supplement their livelihoods. The same interviews suggest that a large percentage of women associated with the direct-beneficiary POs and light-touch activities are under 30, but this is</p>	<p>Next 18 Months—REGIS-AG:</p> <ul style="list-style-type: none"> 1.5. (above) <i>Final Survey and Evaluation—Youth Issues:</i> Ensure that the SOW for the final survey has a solid methodology for assessing youth participation in and benefits from the full-package and light-touch activities. 1.7. <i>M&E:</i> Collect information on beneficiary age (in addition to sex, which is already being tracked) and continue to strengthen the newly decentralized M&E system, including the intent to develop a database and manual for new and existing staff. <p>RISE Follow-on:</p> <ul style="list-style-type: none"> Lesson D. <i>Women and Youth:</i> Be conscious of how certain policies and procedures (like the initial criteria for selecting POs and TOR

¹⁰ Indicator 2.3: Percentage of households in which a woman has benefited directly from ownership of personal fields, new ownership of small ruminants or poultry, or involvement in a savings/loan program; Indicator 2.4: Percentage of households engaged in a new income-generating micro-enterprise as a result of USG interventions; Indicator 2.6: Number of people using climate information or implementing risk-reducing actions to improve resilience to climate change supported by USG assistance; and Indicator 3.2: Number of farmers and others who have applied new technologies or management practices with USG assistance.

Evaluation Questions	Summary of Major Findings and Conclusions	Summary Recommendations for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-ons ⁷
	hard to track with the current M&E data that does not record direct beneficiaries' ages.	review) can promote or influence the engagement and participation of women and youth in the producer organizations working on VC activities (Section 4.3.3).
2-A. How well have functional literacy programs increased women's capital and contributed to enhanced livelihoods?	The REGIS-AG functional literacy activities have increased beneficiaries' social capital and livelihoods by strengthening willingness and ability to engage in VC activities (e.g., made it possible for them to read telephone numbers, write their names, make basic calculations, and feel more confident speaking on issues in a public forum and take notes during meetings). Unfortunately, only a fraction of the direct beneficiary POs (45 percent in Burkina Faso and 25 percent in Niger) and members of the POs had access to these programs, which limited the training's impact on women's capital and enhanced livelihoods. There is also no clear path to sustaining the REGIS-AG literacy centers, which may threaten the sustainability of these positive impacts.	<p>Next 18 months—REGIS-AG:</p> <ul style="list-style-type: none"> 1.5. (above) <i>Final Survey and Evaluation—Literacy</i>: Assess the impact of REGIS-AG's literacy training on the direct beneficiary POs' engagement with and benefits from the REGIS-AG component activities. 1.6. <i>Literacy</i>: Continue efforts to find a model for sustaining the functional literacy training in its POs, since the initial results of the REGIS-AG literacy training are promising but the current model will be difficult to sustain after project close-out, threatening long-term maintenance of those skills. <p>Next 18 months—USAID/SRO:</p> <ul style="list-style-type: none"> 2.4.B. (above) <i>Special Studies—Literacy</i>: Since literacy training is critical to VC activities and there is no clear basis for making a recommendation for how to sustain these activities, USAID needs to support an in-depth independent study of the impact and sustainability of different approaches to literacy training in all the RISE initiatives (including REGIS-AG) by a qualified research team. <p>RISE Follow-on:</p> <ul style="list-style-type: none"> Lesson E. <i>Literacy Training</i>: Future projects need to pilot test new low-cost ways of building literacy through functional literacy training of VC POs to maximize the number of PO members trained (Section 4.4.3).
3. To what extent has REGIS-AG been able to optimize project management including internal and external communication and	USAID decided to execute the activity as a contract. This contract included some language about the processes for budget and staff changes that made it difficult for REGIS-AG to adapt to new opportunities and constraints during the first three years. The same contract language and budget structure made it	<p>Next 18 months—REGIS-AG:</p> <ul style="list-style-type: none"> 1.8. <i>Finance and Management</i>: Continue to accelerate TOR approvals to implement activities and to build the capacity of the national NGOs to submit their budget reconciliation papers on time.

Evaluation Questions	Summary of Major Findings and Conclusions	Summary Recommendations for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-ons ⁷
<p>coordination to accomplish its objectives?</p>	<p>difficult to develop the strong systems for internal and external communication that REGIS-AG needed to harmonize the intervention approaches and develop a cohesive program until the third year of the project. To address these issues, the project implemented new management and communication systems that have improved most of the standard management systems. Internal communication has improved overall, but current systems for coordination and communication with the eight IPs do not work as they should.</p>	<ul style="list-style-type: none"> • <i>1.9. Staff Salaries:</i> Explore if and how the base salary of certain staff in national NGOs could be increased. • <i>1.10. Internal and External Communication:</i> Give implementation partners a more active role in preparing the agendas and minutes of future quarterly implementation partner coordination meetings. Organize quarterly report writing workshops and prepare a standard template that can help implementing partners produce better reports. Intensify the rollout of the <i>Relais Communautaire</i> (RECOM or Community Relay) system (including good governance training and procurement of smart phones). <p>Next 18 months—USAID/SRO:</p> <ul style="list-style-type: none"> • <i>2.5. Recruitment:</i> Continue accelerating approvals for key positions to confirm within 1.5 months. <p>RISE Follow-on:</p> <ul style="list-style-type: none"> • <i>Lesson F. Contracts, Finance and Management:</i> Use award language that does not limit the flexibility that VC activities need to respond to field realities (which includes the ability to adjust to new management or financial needs during implementation) and anticipate the need to build harmonized financial systems and consortium partner capacity to use these systems (Section 4.5.3). • <i>Lesson G. M&E and Reporting Strategies:</i> Agree on a model for joint monitoring reporting on activities (including common indicators) that can be co-executed with other RISE partners to foster joint work plans and inter-partner collaboration during the preparation of the first M&E plan during the first year (Section 4.5.3). • <i>Lesson H. Internal and External Communication:</i> Have a clear and effective approach for developing strong, sustainable linkages between key commercial actors, some type of self-learning system—like the REGIS-AG RECOMs—from the start. This will help project execution and set the stage for sustainability, as well as provide a strategy for communication with communes and regional government administrations (Section 4.5.3).

Evaluation Questions	Summary of Major Findings and Conclusions	Summary Recommendations for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-ons ⁷
		<ul style="list-style-type: none"> Lesson I. Design: Given the amount of energy and expense required to harmonize interventions between countries, future VC initiatives should anticipate the need for greater autonomy and customization between VC activities in each country (Section 4.5.3).
<p>4. To what extent has REGIS-AG been able to facilitate toward sustainability (as opposed to performing work and being relied upon) in accomplishing its objective?</p>	<p>REGIS-AG's strategic linking of commercial actors in its VC activities has strengthened the likelihood that these commercial linkages will be maintained after the REGIS-AG funding ends. Four key activities that have helped with this are REGIS-AG's strategic: (1) facilitation of PO linkages to the most important commercial actors in their communes and regions; (2) support for the market governance activities; (3) transformation of 25 market management committees into GIEs and pilot initiative to transform 30 POs into 12 economic enterprises (GIEs); and (4) use of a TOT model and support for the creation of a pool of BDS trainers to build the capacity of the POs for VC activities. Although the regional and commune-level governments have a strong interest in sustaining the REGIS-AG models for VC-specific trade fairs, they will need assistance developing a sustainable model for covering costs once project funding ends. Only four of the nine (66 percent) of the SVPPs/ RSAPs that the project supported are fully functional and only 20 percent of the 415 AEs trained by the project are fully equipped. It is unlikely that the remaining groups will become functional unless REGIS-AG and USAID/SRO identify an appropriate outside source of funding for the required equipment. While there is clear evidence that many of the POs and producer members benefited from the REGIS-AG literacy training, the conditions for sustaining the REGIS-AG literacy programs in Niger and Burkina Faso are not yet assured. The feasibility of continued PO and</p>	<p>Next 18 months—REGIS-AG:</p> <ul style="list-style-type: none"> 1.11. GIEs: Accelerate the pace of existing REGIS-AG pilot initiatives to transform 30 POs and 25 livestock market <i>Comité de Gestion</i> (COGES, or management committees), into GIEs to ensure their success and an effective exit strategy, as well as to fully test this model and how to apply it to the next generation of RISE initiatives. 1.12. Fairs: Continue supporting regional and commune-level fairs but shift the focus from leading the process to building the capacity of one of the leading local partners to develop a more sustainable financial basis for the fairs. <p>Next 18 months—USAID/SRO:</p> <ul style="list-style-type: none"> 2.4.B.(above) <i>Special Studies—Market Impacts</i>: Consider supporting the costs of two independent studies that will examine the broader impact of the REGIS-AG market reforms and the cost-benefits of the FIARA market support. Although existing staff are qualified to conduct such studies, the project is understaffed already. An external objective assessment of these activities would be good. <p>RISE Follow-on:</p> <ul style="list-style-type: none"> Lesson J. Sustainability (Section 4.6.3): <ul style="list-style-type: none"> Consider using a TOT model for the baseline training of the POs and commercial actors in marketing, as well as good governance, that folds into a system of BDS trainers that can sustain some of the most critical technical and good governance trainings that the POs will need after project funding ends. Consider using the REGIS-AG model for livestock market reform as a mechanism for building the commune governments' ownership of the RISE investments in their activities. Encourage the progressive scaling-up of the private community-based

Evaluation Questions	Summary of Major Findings and Conclusions	Summary Recommendations for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-ons ⁷
	commercial-sector participation in the FIARA market in Dakar is unlikely, even with reduced subsidies.	<p>animal health services as a complement to the government's decentralized animal health services.</p> <ul style="list-style-type: none"> Lesson E. <i>Literacy</i>: Pilot-test new, low-cost ways of building literacy through functional literacy training of VC POs to maximize the number of PO members trained (Section 4.43 and 4.6.3).

Source: Annex I.

I. EVALUATION OVERVIEW

I.1. EVALUATION PURPOSE

The purpose of the midterm performance evaluation is to assess whether the Resilience and Economic Growth in the Sahel – Accelerated Growth (REGIS-AG) activity is on track to achieve its intended results, and what, if any, adjustments would improve implementation and better achieve the REGIS-AG outcomes at the intermediate result (IR) and sub-intermediate result (sub-IR) levels (Annex II.B, Figure 2).¹¹ The outcomes and progress toward the five strategic results in the REGIS-AG results framework and theory of change were the primary focus of the evaluation. As part of the evaluation findings and recommendations, as well as the report, the evaluation team highlighted areas where:

- REGIS-AG should focus in its remaining years on achieving sustainable improvements in livelihoods and household income; and
- Overall lessons learned (challenges and any adaptation[s] that attenuated such challenges) that can be applied to future value chain (VC) activities in West Africa and the next generation of resilience programming in the Sahel (a.k.a. the Resilience in the Sahel Enhanced [RISE] follow-on activities) that will be funded by the United States Agency for International Development (USAID).

I.2. AUDIENCE

The primary audience for the evaluation is the USAID/Sahel Regional Office (SRO), the USAID country missions in Niger and Burkina Faso, the REGIS-AG staff and the next generation of Food for Peace (FFP) and Feed the Future (FTF) partners that will execute USAID’s RISE follow-on initiatives.

I.3. EVALUATION QUESTIONS

The USAID/SRO asked the evaluation team to focus on four evaluation questions (EQs) and two sub-questions:

Cluster #1: Technical Focus

1. To what extent has REGIS-AG, through its five implementation components, addressed each of the five aspects of its theory of change?

Sub-Question 1-A: How has resilience been defined/understood by REGIS-AG staff, and to what extent and in what ways has the project enhanced household resilience through value chain interventions?

2. To what extent has REGIS-AG engaged and benefited women and youth in its programs?

Sub-Question 2-A: How well have functional literacy programs increased human capital and contributed to enhanced livelihoods?

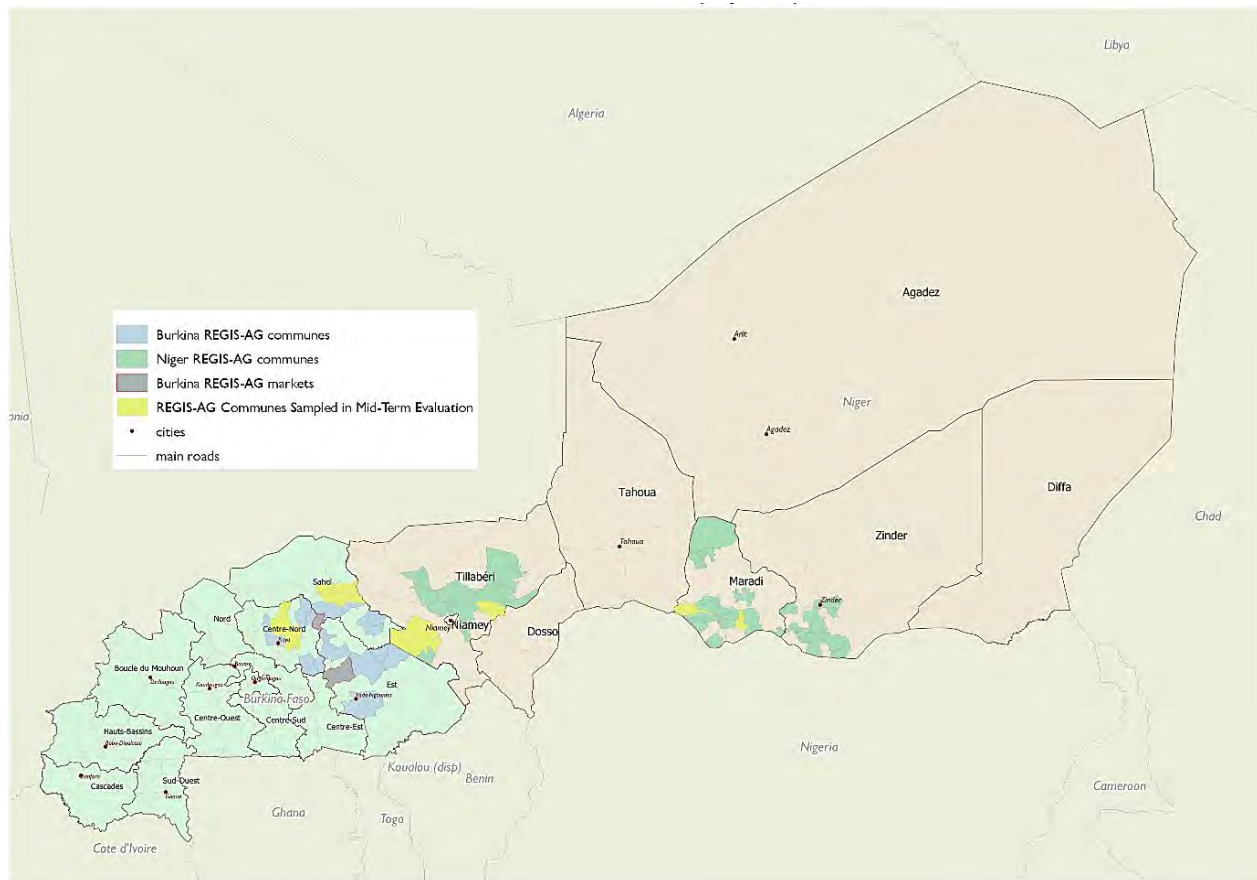
¹¹ USAID Senegal Monitoring and Evaluation Project (MEP). REGIS-AG Midterm Performance Evaluation. Statement of Work. Dakar: MEP for USAID Section 5 (Annex III).

Cluster #2: Management Focus

3. To what extent has REGIS-AG been able to optimize project management, including internal and external communication and coordination, to accomplish its objectives?
4. To what extent has REGIS-AG been able to facilitate toward sustainability (as opposed to performing work and being relied upon) in accomplishing its objectives?

2. ACTIVITY BACKGROUND

FIGURE 1. COMMUNES COVERED BY REGIS-AG ACTIVITIES AND AREAS WHERE THE REGIS-AG MIDTERM EVALUATION TEAM INTERVIEWED (MAY-JUNE 2018)



Source: N. Welch 2018, based on information provided by REGIS-AG Chief of Party (COP), Georges Dimithe, July 2018 and USAID. 2013.RFP No. SOL-685-13-000005. Washington, DC: USAID. Pg. 26.

2.1. MECHANISM DESCRIPTION

2.1.1. CONTEXT

Given the chronic vulnerability of the Sahel, USAID tasked its Sahel Joint Planning Cell (JPC) with developing a regional strategy in 2012. This regional strategy identified a results framework for the Agency’s resilience programming (Annex II.B, Figure 1). This regional initiative later expanded to include

other activities and became the RISE initiative.¹² The target area for the first phase of RISE is a contiguous band of agro-pastoral and marginal agriculture livelihood zones in Niger and Burkina Faso that constitute USAID’s principal zone of influence (ZOI) (Figure 1; and Annex II.B, Figure 3).

2.1.2. GOALS AND OBJECTIVES

REGIS-AG was conceptualized as one of four USAID-funded activities that would attempt to execute the JPC’s regional strategy, which later became RISE.¹³ The overall goal of REGIS-AG was: “*To increase the incomes of vulnerable households including men and women, through the transformation of selected, high-potential value chains.*” The targeted value chains were poultry, small ruminants and cowpeas.

The activities designed to achieve this goal were executed by five component teams, each of which was designed to achieve one of the sub-sub-results in the REGIS-AG work plans. Details of these components follow (Annex II.B, Figures 4 and 5).

- **Components 1 and 2, VCs:**
 - Result 2.2.1: Identify opportunities through VC and end-market analysis;
 - Result 2.2.2: Strengthen vertical and horizontal VC linkages and relationships in selected VCs;
- **Component 3, Input and Services Market** (Result 2.2.3): Strengthen input supply and other supporting services, and improve smallholder and agro-pastoralist access to these interconnected markets;
- **Component 4, Access to Finance** (Result 2.2.4): Increase access to finance, innovation and private-sector investment; and
- **Component 5, Enabling Environment** (Result 2.2.5): Improve the enabling environment for local and regional private-sector investment.

These five component teams were expected to work in close collaboration with three other USAID-funded activities to achieve the other IRs and objectives in the wider JPC/RISE results framework (Annex II.B, Figure 1). REGIS-AG was expected to develop “*innovative ‘pull’ strategies linking [the] smallholders [supported by these pre-existing and ongoing projects] to cash markets, in close collaboration with the Resilience and Economic Growth in the Sahel–Enhanced Resilience (REGIS-ER) and FFP development food assistance programs (DFAPs), projects which focus on production-level ‘push’ strategies, in order to propel vulnerable households from subsistence to food security and surplus.*”¹⁴

¹² The RISE initiative officially launched after the Resilience and Economic Growth in the Sahel–Enhanced Resilience (REGIS-ER) award in November 2013 and placed increased emphasis on collaboration with other resilience partners, including the FFP development programs. USAID awarded REGIS-ER’s sister activity, REGIS-AG, in January 2015 to strengthen VCs related to cowpea, small ruminants and poultry.

¹³ This programming included: (1) the ongoing FFP projects known as development food assistance programs (DFAPs), as well as any new ones; (2) a regional activity known as REGIS-ER; and (3) a learning agenda procurement known as Sahel Resilience Learning (SAREL).

¹⁴ REGIS-AG. 2015. REGIS-AG Monitoring and Evaluation Plan. Arlington, VA: Cultivating New Frontiers in Agriculture (CNFA) for USAID Feed the Future and USAID/SRO. pg. 10.

The original target outcome of REGIS-AG was to increase income from sheep, goats, poultry and cowpeas by 50 percent among targeted vulnerable households, which will then contribute to reducing the depth of poverty among the poor by 20 percent.

2.1.3. TARGET AREAS AND TARGET POPULATIONS

Target Area: By the end of fiscal year (FY) 2017, REGIS-AG was intervening in 18 percent of the communes in the targeted regions of Niger (Maradi, Zinder, Tillaberi) and 25 percent of the communes in the targeted regions of Burkina Faso (Sahel, East, Central) —all in the ZOI (Annex II.A, Table 3).¹⁵

Target Population: The original target was for REGIS-AG to work with 600 producer organizations (POs) and reach 50,525 beneficiary households. Since its start, REGIS-AG has worked with two categories of direct beneficiaries: full-package and light-package.

Full-Package: The full-package direct beneficiaries are the POs that REGIS-AG chose for an integrated set of component activities designed to facilitate the PO members' access to the types of inputs, financial services and training needed to increase their willingness and ability to engage in their focus VC. At the time of its design, REGIS-AG was expecting to serve primarily the more market-oriented POs that were working with the other RISE initiatives like the DFAPs and REGIS-ER. Since the vast majority of the beneficiary households of the REGIS-ER and DFAPs (which targeted the most vulnerable households in their areas of intervention) were not considered market-ready in FY 2015, REGIS-AG was forced to expand its target audience to include a relatively large number of market-ready POs (51 percent in FY 2017) that various non-RISE projects and government services identified, as well as those working with the RISE partners (Annex II.A, Table 1).

By the end of FY 2017, REGIS-AG was working with 689 direct beneficiary POs (30,052 households) in 65 communes and 352 villages (Annex II.A, Tables 1 and 2.B). With the addition of 59 POs in FY 2018, that number has increased to 748 POs (Annex II.A, Table 1).¹⁶ Of note are the following statistics (Annex II.A, Table 2.A):

- 12 percent of the 748 direct beneficiary POs are also working with REGIS-ER; 37 percent were working with DFAPs; and 51 percent were supported during most of the project by non-RISE partners.
- 34 percent of the 748 direct beneficiary POs focus on small ruminants; 21 percent focus on poultry; and 45 percent focus on cowpeas.¹⁷

¹⁵ In FY 2018, REGIS-AG expanded its activities to 71 communes—20 percent (49/246) of the communes in Niger and 27 percent (22/81) of the communes in Burkina Faso (Source: personal communication, REGIS-AG June 29, 2018).

¹⁶ Since the process of establishing these new REGIS-AG PO activities is not complete, it is not possible to estimate the number of households. This extension, however, is not expected to significantly increase the number of target communes or villages.

¹⁷ The disproportionately high percentage of POs focusing on cowpeas first happened in FY 2016 when the project started as the team was identifying POs to work with from the ones that the DFAP and REGIS-ER proposed. No quota was set. Later on, it was exacerbated when the project had to increase the number of target POs in order to comply with the two-third/one-third division of activities between the countries (Burkina had 359 POs and Niger had 330 in FY 2017). To address this issue, REGIS-AG needed to increase the number of POs it was working with in Niger. At the same time REGIS-AG needed to increase the number of POs supported by its principle partner REGIS-ER (previously REGIS-ER only had 82 POs working with REGIS-AG vs 253 from the

Light-Package: The light-touch direct beneficiary households have benefited from only one or two activities, such as the vaccination campaigns and fairs. In FY 2017, the number of REGIS-AG light-package direct beneficiaries in the USAID RISE ZOI was estimated at 21,532 individuals. In March 2018, this number was estimated at 31,532 individuals.¹⁸

2.1.4. PROGRAM IMPLEMENTATION PLAN

REGIS-AG was expected to address each of the five aspects of its original theory of change and the four aspects of the revised theory of change included in its contract through four component teams that backstopped component activities in six administrative regions in two countries (Annex II.B, Figures 4 and 5).¹⁹

The component teams consist of employees from the project's eight implementing partners (IPs) (Annex II.C, Text Box 1):²⁰

- Four international—Cultivating New Frontiers in Agriculture (CNFA), the prime; Catholic Relief Services (CRS); Netherlands Development Organization (SNV); and *Vétérinaire Sans Frontières—Belgique* (VSF); and
- Four local—*Association pour la Redynamisation de l'Élevage au Niger* (AREN) and Karkara in Niger; *Association Nodde Nooto* (A2N) and *Association pour la Gestion de l'Environnement et le Développement* (AGED) in Burkina Faso.

The total estimated cost for the REGIS-AG award is \$34.4 million over the life of the contract. From the start, the original request for proposal (RFP) laid out the expectation that two-thirds of the budget would be devoted to Niger and one-third to Burkina Faso.

3. EVALUATION METHODS AND LIMITATIONS

3.1. EVALUATION METHODOLOGY

3.1.1. DOCUMENT REVIEW

Prior to going to the field, the team reviewed a limited number of activity documents provided to the USAID/Senegal Monitoring and Evaluation Project (MEP) through the USAID/SRO. In conjunction with the interviews with the REGIS-AG staff, the team developed a more comprehensive package of documents that described the regional-level activities of each component.

DFAPs and 354 from other projects). For this reason, most of the new POs that were added were REGIS-ERs and the most active POs who were ready to collaborate with REGIS-AG happened to be those working on cowpeas.

¹⁸ REGIS-AG. Quarterly Report. Quarter (Q)2, Fund Year 2018. January-March 2018. Niamey: REGIS-AG. Pg. 68.

¹⁹ The Component 1 and Component 2 teams merged during the first year into one component team.

²⁰ For an illustration of how the consortium staff merged into REGIS-AG, see the summary table in (Annex II.A, Table 6) that describes the positions and institutional home of all staff at the REGIS-AG base in Dori, Burkina Faso.

3.1.2. QUALITATIVE DATA COLLECTION

Given the scale of REGIS-AG (component activities in six dispersed regions in two countries and the 65 communes, as well as six new additional communes in FY 2018 due to 59 newly added POs²¹ and the REGIS-AG's broad mandate), the midterm evaluation's methodology focused on gathering data from a representative sample of the principal stakeholders for the six evaluation questions.

*Focus Group Discussions (FGDs)*²² and *Key Informant Interviews (KIIs)*: The evaluation team used a slightly revised version of the eight standard FGD and KII guides and questionnaire matrix proposed in the original work plan that USAID/SRO approved. These were used to collect the qualitative data to answer the six EQs and sub-EQs from 10 categories of stakeholders and beneficiaries in the headquarters office for REGIS-AG in Niger and Burkina Faso, as well as four of the six regions where REGIS-AG intervenes (Annex II.A, Table 3). To the extent possible, the team tried to stay faithful to the original guides, with two exceptions:

- **Mayors and Market Management Committees:** Since the team did not anticipate the huge importance of the REGIS-AG market management reform activities, its VC specialist improvised a separate set of interview questions for the mayors and the *Comité de Gestion* (COGES, also known as Livestock Market Management Committees [LMMCs]) and interviewed six mayors in communes that benefited from the livestock market reforms and 50 members of six market management committees.
- **Regional VC Specialists:** The team also underestimated the difficulty of getting accurate information from the regional-level teams about their cumulative activities, since most reports focused only on annual activities. To address this, the team organized three one-day mini-workshops in each REGIS-AG regional office in Dori, Maradi and Tillaberi for all of the regional VC specialists and any other regional staff.²³ These participatory workshops had two purposes:
 - They provided a forum for the staff to complete a summary table that described the regional-level activities for their VC chronologically; and
 - They provided a user-friendly environment for the evaluation team to complete the standard interview form that was in the work plan.

Because of the security situation, neither REGIS-AG nor the USAID country offices wanted the team to interview in the villages originally outlined in the work plan. To address this constraint, the team adopted a strategy of inviting the POs to a central meeting point. In Niger, this was the commune mayors' meeting room in the four communes; in Burkina Faso, it was the two communes in the central north region and

²¹ Annex II.A, Table I, updated by REGIS-AG June 29, 2018.

²² The term "focus group" refers to small groups (five to 10 people) that a moderator leads through an open discussion. It is a semi-structured, qualitative data-collection method in which a selected set of participants gather to discuss issues and concerns based on a list of key themes that moderators develop. Usually participants answer no more than 10 questions, and the discussion is free-flowing. Focus groups are economical to conduct and can yield detailed qualitative information about a project or program from a relatively large number of respondents (Adapted from Feed the Future. 2015. Volume 12A. Supplemental Guidance on the Feed the Future Evaluation Design Template. Washington, DC: FTF, USAID. Pg. 9).

²³ In Maradi, the COP requested that all of the crosscutting (e.g., disaster risk reduction [DRR], monitoring and evaluation [M&E], literacy and input specialists) and VC specialists who were based in Zinder come for one day. Although the team did not collect detailed information on Zinder, these specialists were integrated into the one-day workshop.

the REGIS-AG meeting room of the activity office in Dori.²⁴ This decision to conduct group interviews with six representatives of the POs rather than each entire PO had a disadvantage: The team was unable to see the entire group or the village context. But it also had the advantage of enabling the team to interview a much larger number of POs from different VCs, since only a few of the larger villages had REGIS-AG POs working in all three VCs.

One team member was tasked with taking the master notes for each interview. After cleaning up each interview form, a team member saved it to a master file. The Management Systems International (MSI) MEP monitoring and evaluation (M&E) associate kept track of all interviews, maintaining a master list of all people and groups being interviewed and downloading and overseeing the transcription of taped interviews. Once USAID approved the final report, the MEP M&E associate made sure to remove all identifiers on the taped interviews, as well as in the transcribed interviews, to protect the interviewees' identities. The team completed 157 interviews involving 556 people (Table I; and Annex II.A, Table 5). The team's ability to conduct this large number of interviews was facilitated by the grouping of the interviews at a central location (the mayor's office) and the division of the team into three interview groups.

TABLE I. NUMBER OF FGD, KII AND PEOPLE INTERVIEWED DURING THE REGIS-AG MIDTERM PERFORMANCE EVALUATION, MAY–JUNE 2018

Country	FGD and KII Interviews	Number of People
Burkina Faso	79	276
Niger	75	276
Senegal (Dakar)	3	4
Total	157	556

Source: Annex II.A, Table 5.

Data-Collection Triangulation: Since the KII guides and FGDs followed the same format, the team was able to triangulate the qualitative data from the KIIs and FGDs.

Rankings: The original work plan anticipated the use of a series of Likert rankings to facilitate comparison across stakeholder groups.²⁵ Although the team used the concept of the standardized rankings as prompts to get people talking, this approach was abandoned after the pilot tests in Dakar.²⁶ The decision was based

²⁴ Once the evaluation team chose each group, the team asked a member of the REGIS-AG team to contact them to extend the invitation and to explain that they would be compensated for their travel and per diem costs. It is indicative of the level of interest that the POs had in REGIS-AG—and their familiarity with coming into town for the REGIS-AG trainings, business-to-business (B2B) events and fairs—that no groups refused the invitation.

²⁵ The team anticipated asking individuals or groups of individuals to rank whether they agreed or disagreed with a statement related to one of the major EQs. This core group of questions was formulated into statements that the relevant beneficiary groups ranked using a Likert scale ranking of 1-7 (7 = strongly agree; 4 = no opinion; 1 = strongly disagree).

²⁶ This shift in methodology was explained in the first progress report that MEP submitted to USAID/SRO. Although some USAID staff stated that they liked the rankings, the evaluators concluded that the methodology was better adapted to an online survey than to FGDs or KIIs.

on the initial interviews with USAID officials in Dakar showing that the rankings were useful, but they required over an hour to administer and left little time for more in-depth discussions of the EQs.

3.1.3. OTHER DATA SOURCES

The information from the KIIs and FGDs was complemented by:

- Review of the REGIS-AG literature; and
- Re-analysis or new analysis of some existing M&E datasets, as well as new datasets that the evaluators felt were important.

3.1.4. SAMPLING

Regions: The evaluation team was not able to visit all six regions where REGIS-AG intervenes. Therefore, the team co-leaders selected two activity regions in each country—four total—based on their personal knowledge of the regions and the level of REGIS-AG activity in each zone.

Criteria for Selecting Communes: The evaluation team used a purposive sample of two communes per region as a basis for determining which communes to interview. This sample represented 11 percent of the communes where REGIS-AG was working in Maradi at the end of FY 2017—17 percent of the communes in Tillaberi, 33 percent in Dori and 25 percent in Kaya (Annex II.A, Table 3). The two communes were chosen from a matrix that classified all of the communes in terms of: (1) their level of engagement with the activity; (2) the VCs covered in those communes; and (3) their accessibility and security (Annex II.A, Table 4). This classification was based on communication with the REGIS-AG M&E officers and administrators during the first week in Niamey.

Criteria for Selecting POs: After commune selection, the evaluators identified a cluster of leaders from the POs that REGIS-AG staff identified as “active” and “less active” in the two regions. Due to the security situation in both countries, the team started with a list of accessible communes that were also considered safe for field visits. The final choice for interviews included 48 POs that the MEP M&E associate randomly selected for the eight communes where the interviews took place (Figure 1).

Criteria for Selecting Commune-Level Merchants, Processors and Transporters: A total of 57 commercial actors (agro-dealers, agro-processors, transporters and merchants) participated in interviews in 26 FGDs and KIIs in Niger and Burkina Faso (Annex II.A, Table 5). The regional-level REGIS-AG staff selected these commercial actor participants in the REGIS-AG business-to-business (B2B) workshops, training workshops and fairs.

3.1.5. FORMULATION OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS (FCR) TABLE AND RECOMMENDATIONS

To increase the chance that the recommendations would be practical, the team developed a “rolling” FCR table that they reviewed with the REGIS-AG staff in each country through a full-day debriefing FCR

workshop.²⁷ The same country-specific FCR tables provided the basis for the team’s discussions with the USAID contact officers in each country. The team presented a combined FCR (based on the two country-specific FCRs) to USAID/SRO in Dakar and the REGIS-AG chief of party (COP) reviewed it in its entirety while other REGIS-AG staff reviewed various parts. This revised FCR provides the basis for this report, since it distills both the views of the evaluation team and the initial feedback from USAID and REGIS-AG staff (Annex I).

3.2. LIMITATIONS

The principal methodological limitation was the relatively small number of POs that the team was able to interview—only 48 of the 689 POs (7 percent) that REGIS-AG had worked with by the end of FY 2017. Without using enumerators, this was the maximum number of FGDs that the four-person country evaluation teams could interview in the evaluation’s allocated time, given travel between regions. To manage this risk, the evaluators adopted a rigorous process for ensuring a representative sample for the selection of the communes in the four of the six regions where REGIS-AG intervenes and the POs working with the project in these four regions. This sample is higher than 7 percent. Specifically, the sample represents 23 percent of the direct beneficiary POs working with REGIS-AG in the regions of Niger visited by the evaluation team and 14 percent of the direct beneficiary POs working with REGIS-AG in the two regions of Burkina Faso visited (Annex II.A, Tables 2.A and 3).

Another limitation was that most of the research in Burkina Faso took place during Ramadan, when many POs and REGIS-AG and partner staff were fasting. To manage this limitation, the evaluators attempted to conduct interviews early in the day. A third limitation was the decision to conduct all of the PO FGDs at the local mayor’s office. Initially the team was concerned that this decision would bias the results. In fact, it seems to have had the opposite effect. The team was surprised by the feedback they received from many of the French-speaking PO members and REGIS-AG staff that this regrouping of the POs may have instead made them feel freer to talk and more willing to show how they were collaborating as individuals and as a group.²⁸ A fourth limitation was the short time for interviewing the project’s leading national partners like the ministries of livestock and the relevant experts in the national agricultural research institutes. To mitigate this, the team included two national consultants from the top ministries that oversees research and extension on one or more of the priority VCs—one in Niger and one in Burkina Faso.

For POs that did not have at least one participant who was fluent in French, the team relied on translators that the mayor’s office identified. This ended up being an advantage, since the POs knew many of the translators as members of commercial groups they had met through REGIS-AG B2B events and trainings.

²⁷ The term “rolling” highlights the fact that certain elements of the Niger FCR “rolled into” the Burkina Faso FCR. The combined FCR that is attached to this document, which was presented to USAID/SRO in Dakar, is a synthesis of the two country-specific FCR tables.

²⁸ This was because most of the groups were familiar with the meeting space in the mayor’s office. Since each of the communes where the team interviewed was also the site of one of the REGIS-AG livestock market management reform activities, the mayors were familiar with REGIS-AG and the project’s regional, national and even international staff members, as well as many of the PO leaders. The same configuration made it possible for the team to interview a much wider variety of VCs.

4. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

4.1. EVALUATION QUESTION I

To what extent has REGIS-AG, through its five implementation components, addressed each of the five aspects of its theory of change?

4.1.1. FINDINGS

THEORIES OF CHANGE

Two Theories of Change: REGIS-AG had two theories of change. The first was in the 2013 proposal and in the 2015 M&E plan.²⁹ The final contract for REGIS-AG, signed in early 2015, had a slightly different theory of change that made an effort to focus on the REGIS-AG deliverables.³⁰ Nevertheless, the team observed in the evaluation meetings with REGIS-AG staff in both countries and during the document review that neither theory of change was explicitly used for program planning.

Link Between the Activities and the Two Theories of Change: When REGIS-AG started, it adopted an activity work plan organized into four component teams to achieve five sub-sub-IRs deemed critical to the achievement of some, but not all, aspects identified in the original and revised theories of change (Annex II.C, Figures 4 and 5). An implicit assumption from the start was that the RISE partners would support the activities needed to achieve certain aspects, like increased productivity and quality and improved health and nutrition. All interviewed PO, government and RISE stakeholder partners confirmed the information in the REGIS-AG quarterly and semi-annual reports, showing that REGIS-AG organized activities that:

- Supported training to help the producers in their direct beneficiary POs to get better prices for their products and collaborate on group sales; and
- Helped the vulnerable producers in the targeted POs increase their sustainable well-being and become more self-reliant. They did this by:
 - Facilitating their participation in commercial events and trainings that linked the POs to processors, merchants and transporters, microfinance institutions and input suppliers (Annex II.C, Text Boxes 2-7);³¹
 - Pilot-testing new models for *Service Vétérinaire Privé de Proximité* (SVPP, or Private Veterinary Proximity Service)/ *Réseau de Santé Animale de Proximité* (RSAP, or Proximity

²⁹ The first theory of change for REGIS-AG identifies five aspects that REGIS-AG will affect: (1) increased producer prices and income; (2) increased sales volumes and values; (3) increased productivity and quality; (4) increased sustainability of gain; and (5) improved nutrition and health.

³⁰ The second revised theory of change identifies four aspects that REGIS-AG would affect: (1) increased sustainable well-being; (2) stronger institutions and governance; (3) an enabling environment that facilitates inclusive economic growth and increased and sustainable economic well-being; and (4) improved health and nutrition.

³¹ Some of the best evidence for this increased participation is the evidence that more transactions—including demands from suppliers—were formulated on the telephone and that more purchases and sales (with specific suppliers) were happening today than before REGIS-AG's support. This information was verified by the evaluation VC expert for the poultry chain in both countries.

Animal Health Networks) that linked them to the community-based private veterinary services needed to build the small ruminant and poultry VC (Annex II.A, Table 8);

- Building a stronger commune-level enabling environment for inclusive market participation by pilot-testing a new model of sustainable market management in the principal livestock markets in the targeted regions (Annex II.C, Text Box 7); and
- Building the core institutional capacity of the POs and commune governments to support VC activities by pilot-testing new models for good governance training, conversion of POs to *Groupements d'Intérêt Economique* (GIEs) and market management committees (Annex II.C, Text Box 7).

To strengthen the critical synergies between its five components, REGIS-AG adopted a new VC development strategy based on business clusters in late FY 2017. The REGIS-AG quarterly reports and work plans describe how this new strategy, which is being operationalized in FY 2018, is expected to intensify the coaching of 428 of the 748 direct beneficiary POs (57 percent that were most market-oriented). Although innovative and much appreciated by most interviewed stakeholders, the new strategy is just starting.³² This means only about half of the beneficiary support plans will get full support³³ in Year 4 of REGIS-AG (FY 2018) and the other half in Year 5 (FY 2019).³⁴ Another complication is that the loan guarantees by the USAID-funded Development Credit Authority (DCA) have ended in Niger, which might limit the willingness of banks and microfinance institutions (MFIs) to provide loans for business cluster implementation.

DIRECT AND INDIRECT BENEFICIARIES

Full-Package Direct Beneficiary POs: The stakeholder interviews confirmed the information in the reports to USAID/SRO, which show that even without the full implementation of the new VC development strategy-based business clusters, the REGIS-AG activities have contributed to every aspect of the two theories of change that they were expected to address for the majority of the full-package direct beneficiary POs. Although REGIS-AG did not execute activities related directly to health and nutrition (aspect 5 in the first theory of change and aspect 4 in the second theory of change), a great deal of qualitative evidence emerged

³² In **Burkina Faso**, as of June 19, 2018: (1) Small Ruminants: 49 *plans d'accompagnement* (PAs), or beneficiary support plans, are planned; 30 (61 percent) had been completed and submitted to a microfinance institution (MFI) or bank for funding, but none had yet been approved; (2) Poultry: 51 PAs are planned; 41 (80 percent) have been completed and 37 (73 percent) have been submitted to the bank; two of the 37 completed PAs that were submitted to the bank (5 percent) have been notified that they are funded; and (3) Cowpeas: 132 PAs are planned; 51 (39 percent) have been funded and 47 (36 percent) have been submitted to the bank, but none have been funded (Source: REGIS-AG Burkina Faso, June 19, 2018). In **Niger**, as of June 24, 2018: (1) Small Ruminants: 99 PAs are planned; 73 (74 percent) have been completed; 72 (73 percent) have been submitted to an MFI or bank for funding, but none have yet been approved for funding; (2) Poultry: 132 PAs are planned; 95 (72 percent) have been completed; 24 (18 percent) have been submitted to banks or MFI; and two of the 24 (8 percent) submitted to financial institutions have been notified that they are funded; and (3) Cowpeas: 65 PAs are planned; 65 (100 percent) PAs have been completed; 64 (98 percent) have been submitted to financial institutions; and 14 of the 64 (22 percent) have been notified that they are funded (Source: REGIS-AG Niger, June 24, 2018).

³³ From the REGIS-AG specialists, the business development specialists and (if they are awarded loans) banks and MFIs.

³⁴ From the REGIS-AG specialists, the business development specialists and banks and MFIs.

from the FGDs with the 48 POs to suggest that most women use the extra income they are earning to invest in their children's health and education and additional income diversification.³⁵

Light-Package/Light-Touch Direct Beneficiaries: A great deal of qualitative evidence from the evaluation interviews and documentation shows that some REGIS-AG activities, like vaccination campaigns, fairs and reformed livestock markets, contributed to certain aspects of the theory of change for the second group of direct beneficiaries that were outside the direct beneficiary POs, including many of the direct beneficiaries of the other RISE partners (DFAPs and REGIS-ER).

Wider Zonal and National Impact: The activity documents show that REGIS-AG has also supported policy initiatives at the highest level for the three targeted VCs. Although USAID greatly appreciated these policy initiatives, such as the Seed Forum in Niger, they were less known to the RISE and government actors that the team interviewed.

Constraints: The vast majority of the POs, commercial actors and REGIS-AG staff interviewed confirmed that the chief constraint to the component activities having a more broad-based impact on the different aspects of the two theories of change were the low production levels, which made it difficult for the POs to satisfy the rapidly developing national and regional-level demand for the targeted VCs. Four of the most critical short-term production constraints identified were: (1) the absence of the promotion of selective breeding for fattening and herd reproduction for small ruminants; (2) a source of day-old chickens and guinea fowl; (3) the producers' limited understanding of animal nutrition and hygiene; and (4) the low productivity per hectare (ha) of cowpeas.

REGIS-AG documents and staff made it clear that production issues were not included in the REGIS-AG mandate since the original request for assistance (RFA) for REGIS-AG indicated that other RISE partners would cover the productivity issues. It was also clear from interviews with other RISE partners that many marketing and production issues constraining the targeted VCs were not a top priority for any DFAPs or for REGIS-ER, since their designs and performance management plans (PMPs) always focused principally on increasing food security and reducing malnutrition.

One of the principal marketing constraints that almost all POs, commercial actors and staff working on poultry identified was the lack of appropriate slaughtering and display areas for poultry in the markets where REGIS-AG supported livestock management reform activities, which discouraged participation by large-volume institutional consumers. This resulted in lower prices.

REGIS-AG's proposed solution to the livestock display and slaughtering areas was to facilitate private-sector entrepreneurs developing these areas through bank loans as part of their business cluster model in FY 2018. Unfortunately, REGIS-AG received notice on July 9, 2018, that banks are refusing to fund the livestock display and marketing areas without a guarantee, since the DCAs ended in Niger. However, there are still active DCAs in Burkina Faso.

³⁵ Asked what they were doing with the income they earned from their *private* activities (not group activities for the PO they belonged to), participants generally responded that the money was being spent on: (1) additional income diversification (through purchase of small ruminants and investments in more cowpeas on the market for warrantage); (2) food for their children; and (3) their children's education (both secondary and primary for girls and boys).

4.1.2. CONCLUSIONS

REGIS-AG has executed activities that contributed directly to all aspects of the theories of change it was designed to address, both for the full-package direct beneficiary POs as well as the wider group of light-package direct beneficiaries. Although REGIS-AG did not execute activities related to health and nutrition, evidence shows that some activities are resulting in increased beneficiary investment in both.

The chief constraint to having a more broad-based impact on the theory of change were the low production levels, which were outside the REGIS-AG mandate and not a top priority of the partner RISE and non-RISE food security projects.

While qualitative evidence shows that the REGIS-AG project has had many of the wider ZOI-level impacts and synergies envisioned in its two theories of change, these zonal-level impacts are hard to document with the existing M&E systems and studies, which tend to focus on documenting a single figure for direct light-touch beneficiaries that complies with the USAID rules against double-counting.

Although innovative and promising, the REGIS-AG business cluster strategy is at an early stage of development and is likely to face many challenges in ensuring its timely execution and the harmonization of activities between the two countries over the next 18 months. Some subtle differences also exist between the two countries that REGIS-AG must consider in executing this next phase (Annex II.A, Table 12).

Not explicitly using the theory of change in the activity planning was a missed opportunity; it would have improved internal and external communication between the consortium partners and USAID about REGIS-AG's focus and performance and the need to adjust the original strategy outlined in the proposal.

4.1.3. RECOMMENDATIONS

THE NEXT 18 MONTHS

The fact that the execution of the REGIS-AG beneficiary support plans is just starting makes it critical to avoid delays in funding or work plan approvals during the final 18 months of the REGIS-AG.

REGIS-AG

Recommendations for REGIS-AG during the next 18 months follow.

- *Recommendation 1.1. Business Cluster Strategy Support:*
 - 1.1.A Facilitate the close monitoring of the execution of the business cluster plans in the six REGIS-AG activity regions and develop a chronogram that tracks: (1) the current status of the plans by VC, region and country that will complement the detailed progress reports noted in the quarterly reports; and (2) what types of assistance the clusters might need for one to two years after REGIS-AG closes to ensure a smooth exit strategy and the handover of certain support functions to other USAID and non-USAID projects starting in FY 2020; and

- 1.1.B Continue the effective rollout of the Strategic Services Sub-Award Fund (3S Fund) and Business Development Services (BDS) system that are critical to the business clusters' development (Annex II.A, Table 9).
- *Recommendation 1.2. Poultry and Small Ruminant Value Chains:*
 - 1.2.A Continue to work with USAID/SRO to find a short-term solution to purchasing the equipment needed by the livestock auxiliaries attached to the nine SVPP/RSAPs that REGIS-AG has supported until they are fully functional;
 - 1.2.B Continue to work with USAID/SRO to facilitate commercial actors in the REGIS-AG business clusters developing special poultry display and slaughtering facilities in areas that are adjacent to the livestock markets that REGIS-AG has supported; and
 - 1.2.C Continue to pilot-test a new approach for community-based production of day-old chicks for guinea fowl.
- *Recommendation 1.3. Senior Staffing:* Strengthen REGIS-AG's technical oversight and management of the Component 2 activities to ensure the effective rollout and harmonization of the new business cluster model in both countries.
- *Recommendation 1.4. Reporting:* Complement the existing system of reporting on the aggregate number of direct light-touch/light-package beneficiaries with reporting on a range of light-touch beneficiaries for specific component activities.
- *Recommendation 1.5. Final Survey and Evaluation:*
 - *Final Survey:* Since REGIS-AG is an innovative project, it is important to have a thorough final survey of REGIS-AG that will inform the final evaluation of the project and future RISE follow-on planning. Since the full impact of many REGIS-AG activities will not be known until the end of the fifth year (FY 2019), the evaluators are recommending that REGIS-AG consider developing the terms of reference (TOR) for a final assessment survey of the project in FY 2019 and conducting the actual survey at the start of FY 2020 (October and November 2019) so the final evaluation can take place in January and February 2020. This final survey needs a tight, well-conceived TOR to set appropriate limits for its scope and sampling frame, including the consideration of key issues identified as important for RISE follow-on projects such as:
 - 1.5.A The wider zonal-level impact of REGIS-AG on the light-touch direct beneficiaries and communes;
 - 1.5.B The forward and backward linkages between nutrition and health impacts and VC activities;
 - 1.5.C The impact of the REGIS-AG's activities on household-level resilience and income for the two categories of direct beneficiaries;
 - 1.5.D The impact of REGIS-AG's literacy training on the direct beneficiary POs' engagement with and benefits from the REGIS-AG component activities;

- 1.5.E How REGIS-AG’s activities have engaged and benefited youth; and
- 1.5.F The perspective of direct beneficiaries’ (full-package and light-touch) on the REGIS-AG training of trainers (TOT) and BDS training; and
- o *Final Evaluation:*
 - 1.5.G Given the importance of multi-country, multiple partner programs that link international and national non-governmental organization (NGO) partners, it is important for the statement of work (SOW) for the final evaluation to include questions that will examine some of the lessons learned from this dynamic partnership for future programs. In terms of using multiple international organizations, where did the multiple-partner model work well in REGIS-AG and where did it not add much value? The same evaluation should examine the role played by each implementation partner and which factors contributed to (and detracted from) their being a productive consortium member.

USAID/SRO

Recommendations for USAID/SRO to support these activities follow.

- *Recommendation 2.1. Supervision and Oversight:*
 - o 2.1.A Work closely with REGIS-AG to accelerate the execution of the business cluster beneficiary support plans and eliminate any management and financial bottlenecks to its execution as quickly as possible. This strategy is critical to the development of an effective exit strategy for the REGIS-AG VC activities. This includes rendering the 3S Fund operational as quickly as possible; and
 - o 2.1.B Projects designed to build VCs are likely to require high levels of flexible USAID management, since it is impossible to identify all emerging challenges and opportunities before such projects start.
- *Recommendation 2.2. Loan Guarantees:*
 - o 2.2.A Explore what, if any, guarantees may be needed to support the REGIS-AG business clusters in Niger in light of the ending of the USAID DCAs there; and
 - o 2.2.B Since the lack of an appropriate display and slaughtering locations is considered a major marketing constraint for the poultry VC in Niger, give priority loan guarantees to private investors in the REGIS-AG business clusters that want to build these facilities near or adjacent to the livestock markets that REGIS-AG has supported.
- *Recommendation 2.3. SVPP/RSAP:* Since neither REGIS-AG nor REGIS-ER was able to purchase the equipment needed to operationalize all³⁶ of the *Auxiliaires d’Elevage* (AEs, or community animal health officers) trained by the project, USAID/SRO needs to facilitate the REGIS-AG lead

³⁶ REGIS-ER was able to fund the equipment for some of the SVPP/RSAP AEs but not all.

for animal health getting the equipment that³⁷ 80 percent of the livestock auxiliaries trained by the REGIS-AG need to become functional. This will render 60 percent of the SVPPs/RSAPs that the project supports fully functional by the end of FY 2018.

- *Recommendation 2.4. Collaborating, Learning and Adapting (CLA) Materials and Special Studies:*
 - 2.4.A *CLA*: The new RISE initiatives scheduled to start in FY 2019 will need CLA events and materials to help the next generation of RISE follow-on projects better understand the REGIS-AG business cluster model, as well as some other innovative VC activities that it pilot-tested and the major crosscutting lessons learned. Given existing staff's workload, USAID/SRO-funded contractors should execute these CLA events and materials with input from REGIS-AG staff in the final implementation year (FY 2019); and
 - 2.4.B *Special Studies*: USAID/SRO should consider hiring consultants to conduct three special studies needed to inform the REGIS-AG's exit plans as well as the next generation of RISE planning:
 - 2.4.B.i A quantitative assessment of the social and economic impact of the more established REGIS-AG market management activities;
 - 2.4.B.ii A study to determine the profitability of the project supporting the POs' participation in the international *Foire Internationale de l'Agriculture et des Ressources Animales* (FIARA or International Agriculture and Animal Resources Fair) market in Dakar; and
 - 2.4.B.iii An in-depth study of the impact and sustainability of different approaches to literacy training in all the RISE initiatives (DFAPs, REGIS-ER and REGIS AG) by a qualified research team.³⁸

CROSSCUTTING LESSONS LEARNED FOR THE RISE FOLLOW-ON

- Lesson A. *Start-Up Meetings*: Hold a start-up/ team-building workshop during which all implementation partners are trained on the theory of change methodology, using existing modules that USAID has created for this purpose. Include the intensive team-building exercises that are necessary to develop strong coordination channels needed to mold the staff from consortium partners into a cohesive project/activity and to set in motion a harmonized set of salary, per diem and M&E processes that will ensure its smooth functioning.
- Lesson B. *Design*: Future VC projects/activity need to cover the entire VC—i.e., support production as well as marketing issues.

³⁷ One option for achieving this is to allow REGIS-AG to have a grant component during the last year that is funded from the project or a separate source to ensure the full operationalization of the SVPP/RSAP systems before the end of FY 2018. A second, more challenging option would be to work with each lead veterinarian that is supervising a network to obtain a loan to buy equipment for the AEs in the network. The AEs could reimburse the loans they receive in installments out of the fees they collect.

³⁸ Although some DFAPs and REGIS-ER did not include budget lines for literacy, they benefited from earlier literacy training that their POs participated in and were beneficiaries of a sizable portion of REGIS-AG literacy investment in certain regions.

- Lesson C. *Poultry and Small Ruminant VCs*:
 - C.1 *Special Production Constraints*: Future VC activities need to address issues that were not considered in the design of the previous generation of DFAPs funded by FFP in RISE I. These include:
 - C.1.i Supporting the progressive scale-up of the private-sector veterinarian services (SVPPs-RSAPs) as a complement to the decentralized government animal health services;
 - C.1.ii Training and equipping the livestock auxiliaries and female poultry vaccinators;
 - C.1.iii Supporting community-level activities that are executed in close coordination with national research centers³⁹ to increase vulnerable households' access to day-old chicks for chickens and guinea fowl that are adapted to the local conditions; and
 - C.1.iv Community-based selective breeding activities to promote high-quality young goat and sheep for fattening and breeding purposes that are from locally selected breeds.⁴⁰
 - C.2 *Special Marketing Constraints*: If the RISE follow-on projects address the marketing side of small ruminants and poultry, they need to profit from some of the crosscutting lessons learned from REGIS-AG:
 - C.2.i The REGIS-AG market-readiness training is a good model to help POs understand how to prepare for the market;
 - C.2.ii Market management reforms such as those launched by REGIS-AG attract outside merchants and raise farmer prices for small ruminants; and
 - C.2.iii Since most livestock markets in Burkina Faso and Niger do not include appropriate display and slaughtering facilities for poultry, future VC initiatives need to

³⁹ *Guinea Fowl*: The evaluation team's livestock consultant recommended promoting an improved variety of guinea fowl that produces heavy meat with a mean of 100 eggs production per year, introduced by the Ministry of Agriculture and Livestock 15 years ago with Food and Agriculture Organization (FAO) support. This recommendation is based on observations during REGIS-AG midterm performance evaluation field visits to a village 3 km from Guidan Roumdji (Maradi Region) that specialized in the production and sale of heavy guinea fowl breeders and production of fertilized eggs needed to produce day-old chickens. As promising as the new guinea fowl is, the midterm evaluation FGD in this village identified many issues in feeding, housing, and reproduction (e.g., it took 180 eggs to get 50 day-old chicks) and in the market for the poultry products (breeder chickens and fertilized eggs). **Chickens**: The livestock specialist identified two options for improving the supply of day-old chickens. Option 1 involves promoting village egg production, collection and incubation to enable production of more available day-old chicks out of the local chicken stock. Option 2 involves facilitating development of a commercial cluster that would link the RISE-partner poultry POs to a commercial hatchery in an arrangement similar to the business clusters of REGIS-AG (Source: Salissou Issa. 2018. Notes contributed to Cost-Benefits Analysis Mission of REGIS-AG, June 2018, Niamey, Niger).

⁴⁰ To avoid anarchic spread and progressive loss of local breeds that are best suited to the local context: (1) These breeding programs need to be designed in close collaboration with the relevant livestock research and animal health institutions; and (2) The POs executing them need to focus on specific breeds of local stock (such the "*chèvre rouse de Maradi*" [red goats of Maradi] and "Balami sheep") to avoid losing the purity of the breed. This type of community-based breeding program was successfully piloted by a Belgium-funded project 15 years ago for the Zebu Azawak cattle in Niger and then scaled to a larger regional program in Burkina Faso, Mali and Niger. When the project funding ended, the POs associated with this project formed the *Association Regionale de Selectionneurs de Zebu Azawak* (Regional Association of Zebu Azawak Breeders) to sustain the activities.

facilitate some of the commercial actors in the poultry business clusters developing these facilities through loan guarantees.

4.2. EVALUATION SUB-QUESTION I-A

How has resilience been defined/understood by REGIS-AG staff and to what extent and in what ways has the project enhanced household resilience through value chain interventions?

4.2.1. FINDINGS

Staff Understanding: Based on interviews with REGIS-AG staff and partners in both countries and a review of the quarterly reports, the REGIS-AG staff are using and understand the standard USAID definition of resilience⁴¹ and believe that the ways that REGIS-AG is increasing households' income from VC activities is making the households more resilient.

Household Resilience: The RISE partners, REGIS-AG staff and local partners who were interviewed during the evaluation reported that REGIS-AG is building household resilience by implementing activities that increase people's income through upgrading, diversification of income sources and business linkages development that enable them to access more profitable markets and critical inputs (like the correct variety of cowpea seed) while strengthening social capital for sustaining their business operations (see Annex II.C for illustrative case studies). The resulting increases in income strengthen the households' resilience as they increasingly become more economically secure and strive for additional livelihood improvements. The RISE partners also stated that many of the REGIS-AG activities (like the market governance activities and activities facilitating direct sales to buyers, such as fairs) are strengthening important systems that build commune-level resilience (Annex II.C).

The project has also collaborated with the decentralized offices of the countries' ministries of agriculture and a limited number of POs and commune-level trainings on disaster risk reduction (DRR) training and early warning systems.⁴²

M&E Data on Resilience: Indicator 2.6 in the project indicators table tracks the “# of stakeholders implementing risk-reduction practices/action to improve resilience to climate change as a result of US interventions.” The project's annual survey shows that the main risk mitigation measures adopted by producers are “the use of improved seed and the routine vaccination of animals.”⁴³ The percentage of PO members that reported implementing climate change risk mitigation was over 70 percent in Burkina Faso and 45 percent in Niger.⁴⁴ In addition to this, the REGIS-AG Monitoring, Evaluation and Learning (MEL) advisor identified seven indicators related to income from the activity's tracking table that he feels provide good “proxy” indicators

⁴¹ “The ability of people, households, communities, countries and systems to mitigate, adapt to and recover from shocks and stresses in a manner that reduces chronic vulnerability and facilitates inclusive growth.” (Source: USAID. 2018. RFP. RFP No. SOL-685-13-000005. Washington, DC: USAID. Pg. 14).

⁴² To date, however, the impact of this training at either the household or commune level has not been monitored.

⁴³ REGIS-AG. 2018. REGIS-AG. Annual Monitoring and Evaluation Field Survey Report for FY3 (2017). Niamey: CNFA for REGIS-AG. (January 2018). Section 4.9.

⁴⁴ REGIS-AG. 2018. REGIS-AG. Annual Monitoring and Evaluation Field Survey Report for FY3 (2017). Niamey: CNFA for REGIS-AG. (January 2018). Section 4.9.

of activity's impact on household-level resilience based on data collected in the REGIS-AG FY 2017 annual survey of 1,090 households.⁴⁵

To date, neither Sahel Resilience Learning (SAREL) Project nor Technical Assistance to NGOs ([TANGO] International) has helped REGIS-AG introduce any of the other standard indicators that are being used to track resilience in the ZOI. There are also no M&E data that allow the evaluators to quantitatively assess the beneficiaries' level of poverty or resilience compared to others in the community either before or after the REGIS-AG interventions.

4.2.2. CONCLUSIONS

The fact that no one has examined the specific impact of the REGIS-AG VC activities on resilience reveals a missed opportunity to inform the next generation of RISE follow-on programming and the theories of change that will help orient the design of these projects.

4.2.3. RECOMMENDATIONS

THE NEXT 18 MONTHS

- *Recommendation 1.5.C Final Survey and Evaluation—Resilience:* Given the short amount of time left in the activity, the evaluators think it is unrealistic to recommend any additional special studies—such as a more in-depth examination of REGIS-AG's impact on resilience—unless necessary. Thus, the principal recommendation for the next 18 months is for REGIS-AG to collaborate with TANGO International on developing an appropriate set of questions to examine the impact of the REGIS-AG VC activities on resilience and household-level income. These questions can be included in the TOR for the final survey and feed into the final evaluation of REGIS-AG while informing the next generation of RISE follow-on programming.

4.3 EVALUATION QUESTION 2

To what extent has REGIS-AG engaged and benefited women and youth in its programs?

4.3.1. FINDINGS

Women: The FGDs and KIs confirmed the M&E data, which shows a variety of ways that REGIS-AG has actively engaged and benefited women in activities at the start of scale-up to increase women's economic and social self-reliance.

⁴⁵ See Annex II.A.14. Table 14. (1) Value (US \$) of incremental sales (collected at farm level) attributed to program implementation; (2) Gross margins (US \$) per hectare for the principle value chains; (3) Percentage (%) of households in which a woman has benefited directly from ownership of personal fields, new ownership of small ruminants or poultry or involvement in a savings/loan program; (4) Percentage (%) of households engaged in a new income-generating micro-enterprise as a result of United States Government (USG) interventions; (5) Number of stakeholders implementing risk-reducing practices/actions to improve resilience to climate change as a result of USG assistance; (6) Number of farmers who have adopted new technologies or management practices as a result of USG assistance; and (7) Number of private enterprises, producer organizations, water user associations, trade and business associations and community-based organizations (CBOs) that applied new technologies or management practices as a result of USG assistance.

- The M&E data show that 65 percent of the direct beneficiaries among the members of the targeted POs are women (Table 2, see below).
- Most of the staff attributed the REGIS-AG's strong record for gender inclusion to the project's strict adherence to a core group of policies, which included: (1) REGIS-AG's requirement that each activity TOR pass a gender review to determine what, if any, barriers might limit women's willingness and ability to benefit from the activity; (2) the initial criteria that were used to select the 748 focus beneficiary POs (favoring those with a high percentage of women); (3) REGIS-AG's recruitment and retention of two experienced gender experts; and (4) the REGIS-AG literacy training.
- The FGDs revealed that many women are scaling up the examples of best practice from the collective VC activities to their personal income-generating activities (IGAs), and this income pays for their children's school fees, and food for their families (cereals, meat, condiments) as well as additional income diversification through investments in small ruminants and the expansion of higher yielding crop activities like cowpeas. Although the women interviewed in the small ruminant POs emphasized various ways that the REGIS-AG cascade trainings had helped them get better prices for their livestock, this was not necessarily reflected in a major increase in their attendance at the REGIS-AG livestock markets.⁴⁶
- Data from FGDs with the REGIS-AG PO and other RISE partners show that many women outside the direct beneficiary POs and communes also benefit from REGIS-AG's activities like the fairs and the livestock markets. A special study conducted in FY 2017 showed that women were benefitting from the REGIS-AG efforts to promote livestock marketing at levels that are equal to or greater than men.⁴⁷
- To encourage women to apply for regional positions, REGIS-AG has made it possible for many of them to commute to work from home bases in the capital cities (Niamey and Ouagadougou) rather than the regional offices. This has allowed REGIS-AG to recruit and retain a relatively high number of women staff persons at the regional level despite difficult field conditions (18.5 percent in Niger and 17.6 percent in Burkina Faso). Currently 17 of the 82 staff persons are women—21 percent in Niger and 21 percent in Burkina Faso (Annex II.A, Table 13).

⁴⁶ Currently the project does not track women's participation in livestock markets. When staff were queried about this in response to questions posed by the USAID/SRO office, most staff said that it appeared that most women were either marketing their animals in the smaller rural markets or to wholesalers since there was a strong cultural tendency for women to not attend the larger livestock markets. One staff person noted that even one of the top livestock traders in the Dori Region who served on the livestock COGES did not sell her own animals at the market (Source: Dieudonné Ouedraogo, October 12, 2018). This confirms the observations of the evaluation team during the FGD with the members of the small ruminant POs.

⁴⁷ The REGIS-AG annual M&E field survey report for FY3 (2017) found that 19.7 percent of the women (and 12.8 percent of the men) surveyed had attended one of the REGIS-AG-sponsored sensitization activities to promote women's access to small ruminant markets; 39.5 percent of the women (vs. 36.7 percent of the men) reported having listened to a radio message promoting women's access to livestock markets. (Source: REGIS-AG. 2017. Annual Monitoring and Evaluation Field Survey Report for FY3 (2017). Niamey: CNFA for REGIS-AG. Summary tables generated by Arsene Kientega, REGIS-AG MEL Advisor. October 8, 2018.)

- REGIS-AG’s efforts to encourage women to apply for leadership positions in areas where there were no women leaders when the activity started is making headway.
 - Ten percent of all village vaccinators in Burkina were women and seven percent in Niger and some of the new RSAPs/SVPPs have an even higher percentage of women; ⁴⁸
 - Five of the 12 LMMCs in Burkina Faso (41 percent) have at least one woman on them; ⁴⁹ and
 - There has been a steady increase in the involvement of women in the joint committees that REGIS-AG has supported to organize agricultural fairs.⁵⁰

TABLE 2. NUMBER OF REGIS-AG DIRECT BENEFICIARY POS, TOTAL MEMBERS AND PERCENTAGE OF MEMBERS WHO ARE WOMEN (THROUGH FY 2017)

	Number of POs (FY 2017)	Number of Members	Number of Women	Percentage of Women
Cowpea Niger	138	5,432	3,847	71%
Cowpea Burkina Faso	170	5,346	4,060	76%
Cowpea REGIS-AG	308	10,778	7,907	73%
Poultry Niger	68	2,675	2,138	80%
Poultry Burkina Faso	57	1,117	541	48%
Poultry REGIS-AG	128	3,792	2,679	71%
Small Ruminants Niger	124	6,295	3,974	63%
Small Ruminants Burkina Faso	129	3,804	1,506	40%
Small Ruminants REGIS-AG	253	10,099	5,480	54%
All REGIS-AG VC	689	24,669	16,066	65%

Source: REGIS-AG COP, April 2018, based on FY 2017 M&E data. These numbers do not take into account the 59 POs being added in FY 2018.

⁴⁸ 22 percent of the village vaccinators in the Eastern Region in Burkina Faso, 13 percent of the village vaccinators in Zinder Region (Niger) and 14 percent of the village facilitators in Maradi Region (Niger) were women. (Source: Arsene Kientega, REGIS-AG MEL Advisor. October 8, 2018.)

⁴⁹ This information has been requested for the Niger markets as well. Six of the 111 COGES committee members (5 percent) in Burkina Faso are women. (Source: Georges Dimithe REGIS-AG COP and Arsene Kientega, REGIS-AG MEL Advisor, October 9, 2018.)

⁵⁰ The number of women on the livestock committees was 18 percent (12/67 members) in 2017 and 17 percent (12/70 members) in 2018. Since no women had been involved in these committees before REGIS-AG, this is a major achievement. (Source: Arsene Kientega, REGIS-AG MEL Advisor. October 10, 2018.)

Youth (Males): Even though the REGIS-AG proposal and contract did not anticipate any special activities that would benefit youth as a special sub-category, some of the REGIS-AG activities are engaging and benefiting young males who belong to the POs. These males previously relied on short-term migrant labor abroad to supplement their income (Text Box 1).

Youth (Females): Using records in the literacy centers and verbal interchanges with interviewed POs, the evaluation team observed that many of the beneficiaries were women under 35 (Text Box 1) This information is at odds with a popular misconception by many senior REGIS-AG staff and implementation partner staff and even USAID bilateral and regional audience that REGIS-AG's chief beneficiaries have been older women in post-childbearing years.

TEXT BOX 1. CASE STUDIES: REGIS-AG's ENGAGEMENT OF YOUTH

Cowpea Production: One of the cowpea POs included a sub-group of four young men aged 23-24 who had returned to their home village in Maradi after a difficult year working on construction sites in Abuja, Nigeria. Based on training and contacts established in the group, each of these young men has developed about two hectares (ha) of cowpea fields they acquired through a combination of rent and inheritance. All four are planning to use the income earned from the activities to support the costs of their marriages, and say that they no longer need to work abroad, which is much less lucrative. The young man in the FGD reported that other youth were eager to join the group since this was clearly very profitable.

Agro-Processing Activities: The evaluators spoke with several groups in which young women aged 18-25 had emerged as the leaders of some of the Livelihoods, Agriculture, and Health Interventions in Action (LAHIA)-supported groups that participated in the REGIS-AG market training and B2B linkage activities. About 44 percent (16 of 36) of a large group of poultry processors that were interviewed at Tillaberi were youth—12 young men and four young women.

Basic Literacy: Thirty-five of the 36 women in the current class at the REGIS-AG literacy center that the evaluators visited were younger than 32 years.

Source: REGIS-AG Midterm Performance Evaluation FGD. May-June 2018.

4.3.2. CONCLUSIONS

REGIS-AG has actively engaged and benefited women in activities, and they are starting to scale up to increase their economic and social self-reliance. The REGIS-AG gender integration is a good role model for future VC programs.

Even though the REGIS-AG proposal and contract did not anticipate any special activities that would benefit youth as a special sub-category, some project activities are engaging and benefiting young males who belong to POs and had relied on performing short-term migrant labor abroad to supplement their income.

A high percentage of the direct beneficiaries of the PO activities appear to be women under age 35, but this is hard to document. Project M&E data tracks gender but not age.

4.3.3. RECOMMENDATIONS

THE NEXT 18 MONTHS

Since REGIS-AG is already widely regarded as an example of a best practice for gender integration, the chief recommendation for the next 18 months is to continue to support the activities outlined in the joint work plans and encourage women’s adoption of the best practices they are learning for their private IGAs.

Given the critical importance that USAID attaches to targeting youth and vulnerable groups and women and “enhancing youth agency,”⁵¹ it would be very useful for REGIS-AG to:

- *Recommendation 1.5.E Final Survey and Evaluation—Youth:* Include certain questions in the final survey’s statement of work that would examine if and how the direct beneficiary POs and the wider community have engaged youth in VC activities; and
- *Recommendation 1.7.A M&E:* Collect information on the direct beneficiary PO members’ ages as well as their sex (already collected) for all of the activity’s routine tracking indicators.

CROSSCUTTING LESSONS LEARNED FOR THE RISE FOLLOW-ON

- *Lesson D. Women and Youth:*
 - D.1 Be conscious of how certain policies and procedures (like the initial criteria for selecting POs and TOR review) can promote or influence the engagement of women and youth in VC activities; and
 - D.2 Anticipate the need for a line budget to support special gender and youth activities, as well as regional-level coordinators to ensure appropriate integration of the VC activities with other commune- and region-level activities aimed at promoting women and youth.

4.4. EVALUATION SUB-QUESTION 2-A

How well have functional literacy programs increased women’s capital and contributed to enhanced livelihoods?

4.4.1. FINDINGS

Ample qualitative evidence from the FGDs with PO members, REGIS-AG staff working with POs and the decentralized government offices that are co-executing these programs shows that the REGIS-AG literacy programs are increasing women’s social capital for enhanced livelihoods by helping them develop the skills and confidence to develop their VC activities; and stronger, more cohesive POs (Text Box 2). These

⁵¹ USAID. 2018. RISE II Technical Approach Working Paper. Dakar: USAID/SRO (February 16, 2018). Pgs. 15, 21 22 33 34-37. RISE II suggests that future programs explore the following criteria to disaggregate for targeting purposes: (1) age; (2) gender; (3) life stage (unmarried married, parenting); (4) disabilities; (5) health status; (6) education level; and (7) employment status (unemployed and underemployed).

positive impacts have occurred despite fund-transfer issues between REGIS-AG and the national NGOs that have created substantial delays in the execution of the trainings.⁵²

TEXT BOX 2. AREAS WHERE WOMEN SAID REGIS-AG LITERACY ACTIVITIES CONTRIBUTED TO THEIR CAPITAL AND INCREASED THEIR LIVELIHOODS

Group and Bank Account Management: One of the most frequently cited impacts of the REGIS-AG literacy training was members' increased ability to manage the joint activities of their PO bank accounts and the collection of monthly dues. Many women stated that the literacy training improved group management, trust and cohesion by increasing the percentage of members who could read the bank records.

Poultry Activities: Based on training they received through the literacy centers and *Relais Communautaires* (RECOMs), women recognized the need to vaccinate their animals, provide timely treatments when the animals were sick and follow the recommended proportions of ingredients when processing animal feed. Even women who are not fully literate reported that the literacy training helped them better understand the recommended dosages and proportions.

Processing and Fattening IGA: Several women in the FGD said being literate enabled them to know how much they spend on IGA inputs and what price they need to charge to make a profit.

Telephones: Only one woman interviewed in the literacy center the evaluators visited knew how to use a telephone prior to their training; now all of them do.

Source: REGIS-AG Midterm Performance Evaluation FGD with 48 POs. May-June 2018.

Although the POs appreciated this literacy sub-component of REGIS-AG—and it was clearly an important complement to the VC activities—it was not without its challenges. The challenges include:

- The limited scale-up of the literacy centers and the relatively small percentage of the REGIS-AG POs that actually benefited (45 percent in Burkina Faso and 25 percent in Niger) and even smaller percentage of those PO members that benefited (Annex II.A, Tables 10 and 11);
- Most of the training—especially in Burkina Faso—tended to focus on basic literacy rather than functional literacy linked to the POs' VC activities, as was originally intended; and
- There is not a clear model or path for sustaining the REGIS-AG literacy centers.

To date, there is no in-depth analysis of the comparative cost-benefits of the literacy training models used by the REGIS-AG in Burkina Faso and Niger and the other RISE I partners.

4.4.2. CONCLUSIONS

Although evidence shows that the REGIS-AG literacy programs facilitated the engagement of and benefits to women of the REGIS-AG activities, only a fraction of the direct beneficiary POs and members of the POs had access to these programs, which limited their impact.

⁵² The delayed submission of accounting and receipts to REGIS-AG by some of its local NGO partners, combined with delays in REGIS-AG work plan approvals, has created four-month delays in literacy training that negatively affected REGIS-AG coordination with local government and RISE partners on literacy programs.

The conditions for sustaining the REGIS-AG literacy programs in Niger and Burkina Faso and/or for making blanket recommendations about the best methodologies for linking VC activities to literacy for RISE follow-on projects are not yet assured.

4.4.3. RECOMMENDATIONS

THE NEXT 18 MONTHS

REGIS-AG

The chief recommendations for REGIS-AG for the next 18 months are to:

- *Recommendation 1.5.D. (see above) Final Survey and Evaluation—Literacy:* Assess the impact of REGIS-AG’s literacy training on the direct beneficiary POs’ engagement with and benefits from the REGIS-AG component activities during the final survey; and
- *Recommendation 1.6. Literacy:*
 - *1.6.A. Sustainability:* Continue to support REGIS-AG’s existing efforts to find a model for sustaining the functional literacy training in its POs since the literacy center results are promising but the current model will be difficult to sustain after project close-out, threatening long-term maintenance of these skills; and
 - *1.6.B. Planning:* Improve REGIS-AG’s annual planning for literacy training well in advance of the recommended start-up date, which is usually just after the harvests, in order to complete the training before the rainy season starts.

USAID/SRO

It is clear from the KII with the REGIS-AG regional-level literacy specialists and government literacy partners that the REGIS-AG literacy training model was useful, but too expensive for the type of large-scale, functional literacy scale-up needed to support the waves of vulnerable households that will be moving toward the market in conjunction with the RISE follow-on activities. To expand the scale and breadth of this training, USAID needs to support the RISE follow-on activities pilot-testing of new, low-cost ways to build literacy through functional literacy training of VC POs in order to maximize the number of PO members trained. The concept of functional literacy training means focusing the training on activities that the PO members need to conduct like keeping record on VC activities, developing and maintaining a phone bank of numbers for key distributors and market contacts and reading manuals that are directly related to their PO activities.

- *Recommendation 2.4.B.iii. (see above) Special Studies—Literacy:* Given the critical importance of literacy in future RISE programs in general, and those focused on VC activities in particular, the most important short-term recommendation for USAID/SRO is to fund an in-depth study of the impact of literacy levels and donor-sponsored literacy training on the performance of all RISE I projects by a qualified research team. This study needs to clarify differences in approach and delivery used by these USAID-funded projects to ensure optimal impact and linkages to VC activities. The study should include a rigorous review of the literature for both RISE I and non-RISE programs in the Sahel. It should also examine the most efficient way of delivering the basic foundational literacy/numeracy as a precursor to functional literacy.

CROSSCUTTING LESSONS LEARNED FOR THE RISE FOLLOW-ON

- Lesson E. *Literacy Training*: Future projects need to pilot-test new low-cost ways of building literacy through functional literacy training of VC POs to maximize the number of PO members trained.

4.5. EVALUATION QUESTION 3

To what extent has REGIS-AG been able to optimize project management including internal and external communication and coordination to accomplish its objectives?

At the time of REGIS-AG's design, it was highly innovative. Unlike the conventional VC programs USAID supported in the past, REGIS-AG was working with a population that any donor or NGO regarded as high-risk: vulnerable households. Because REGIS-AG was working under a never-tested mandate in West Africa, its design and management were different from other programs. This has created unique management, financial, communication and coordination challenges.

Impact of the Difficult Start-up (FY 2015-FY 2016): The effective management of these challenges became more difficult in light of a one-year delay in start-up due to contracting issues. Concern about the delays prompted REGIS-AG to make hasty hiring decisions that led to high rates of staff turnover during the first and second years (Annex II.A, Table 7). Despite this instability, REGIS-AG operated as a classic VC activity that focused on initiating innovative activities such as warrantage, livestock market reforms, building private-sector veterinary support, B2B events and fairs. After two years of implementation, the discussions with USAID concluded that REGIS-AG's strategic focus needed to be sharper. In particular, they cited a "need for activities to fit into a clear overall strategy that shows how they contribute to higher-level outcomes."⁵³

Shift to New Strategy and Management Systems (FY 2017-present): To address this, CNFA and its consortium partners embarked on a comprehensive review of the REGIS-AG VC activities in mid-FY 2016 that became a basis of a REGIS-AG strategy refresher document that USAID/SRO approved in January 2017 (Annex II.A, Table 7). After this document's approval, REGIS-AG developed its new business cluster model that linked the more market-oriented POs to a group of commercial actors at B2B workshops, during which the producers and buyers (pre-identified by REGIS-AG) decided to enter into a transaction. To deal with problems they identified during the comprehensive review, they also implemented a number of new methods for project management. These new methods included: (1) development of a new system to create and review the TOR to clarify the role of each IP in the execution, supervision, monitoring and funding of joint activities; (2) a new system for internal communication designed to strengthen communication between the levels of the REGIS-AG VC teams and between REGIS-AG activities in the same and other countries; and (3) the creation of community-based *Relais Communautaires* (Community Relays, or RECOMs), unpaid volunteers whose role is to facilitate communication between the regional-based coordinators and the field.

Summary Answer to the Evaluation Question: Clear evidence from the REGIS-AG literature and FGDs and KIIs with the REGIS-AG administrators and staff shows that REGIS-AG has been completely open about the management and internal and external communication challenges it has faced in accomplishing

⁵³ REGIS-AG. 2017. Value Chain Development Strategy. Arlington, VA: REGIS-AG (CNFA) for USAID/SRO. Pg. 8.

its objectives, as well as some difficult steps it had to take to overcome these challenges. It is equally clear to the evaluators (from interviews and documentation) that:

- REGIS-AG has followed an upward trajectory in the direction of accomplishing its objectives since the middle of FY 2017; and
- Many valuable management, financial, communication and collaboration lessons learned from this experience can inform the next generation of USAID-funded resilience programming in the Sahel.

For this reason, this analysis focuses on some of the summary findings and conclusions about the principal challenges that REGIS-AG has faced in achieving its objectives, some of the priority issues that need to be addressed over the next 18 months and lessons learned for USAID's RISE follow-on programming.

4.5.1. FINDINGS

CONTRACTING, MANAGEMENT AND FINANCE

Contract Issues that Affected Management: USAID decided to execute the activity as a contract, not a cooperative agreement. One unintended consequence of the rigid language in the contract was that it required REGIS-AG to request USAID/SRO approval for any expense over USD \$500 and for any new staff hires. This long approbation process created numerous activity delays.

Many staff and implementation focal persons felt strongly that the combination of long approval delays and the REGIS-AG contract's imposition of a 5 to 10 percent cap on new staff's previous salaries made it hard to recruit and retain high-quality staff during the first three years. Upon closer examination, it appears that this salary cap primarily affected new staff who were moving into regional-level positions managed by local NGO partners. A recent CNFA salary review (conducted in FY 2017) shows that the average REGIS-AG salaries were comparable to industry level for the affected regions.⁵⁴ The problem appeared to apply primarily to individuals recruited directly from government jobs with lower salaries. Although the situation appears to have improved for certain individuals, a great deal of dissatisfaction remains about salary issues, especially for staff attached to the national NGO implementation partners.

Financial Systems and Staffing Policies that Affected Management: Because REGIS-AG's geographical and technical mandate was ambitious, its design includes eight implementation partners—four international and four national NGOs—that were all leading experts in particular VC activities. This consortium model produced a highly innovative personnel structure and created major challenges for internal communication and collaboration, as well as for budget management.

NGO Budget Transfers: Although each of the four national NGOs is a regional leader in at least one priority VC, they often did not have much experience in processing paperwork on time with adequate justification documents. These delays impeded activity implementation despite the REGIS-AG administration's attempts to address them. Although the budget transfers are now working better, the local NGO administrators report that it still takes one to two months to process most of these claims.

⁵⁴ The results of this salary review were shared with the evaluators on June 26, 2018.

Activity TOR: Since most REGIS-AG activities are co-executed from the budgets of multiple implementation partners, the project developed a participatory process of TOR development and approval in FY 2017 that included each TOR going through a comprehensive review to ensure that it complied with the REGIS-AG standards for good governance, gender and M&E. Although the global process was appreciated, it created serious delays upon its introduction. Recent changes in the TOR approval process have reduced the negative impact of these delays on management in FY 2018.

Staff Policies: One unintended consequence of the REGIS-AG budget structure and contracts signed by implementation partners was that each IP was allowed to manage its staff using its own internal rules and per diem and vacation policies. Unfortunately, the eight IPs' contracts with USAID did not anticipate the need to create a separate, autonomous set of REGIS-AG human resource management policies during the initial start-up meeting, as has occurred in many earlier and ongoing USAID consortia. Staff reported that despite repeated REGIS-AG attempts to harmonize each IP's administrative and per diem policies, it has created challenges in co-funded activities. This often means that staff at the same level cannot stay at the same quality of hotels or receive the same per diem on joint missions with colleagues. Although the sums of money involved are typically small, this has been a persistent source of irritation for local staff and managers contending with disgruntled staff.

Under-budgeting: Since Year 1, REGIS-AG has been understaffed, underequipped and underhoused due to the assumption that the project would execute most of its activities in close collaboration with other RISE partners, sharing office space, vehicles and staff. This collaboration has not been as effective as expected. As a result, the staff's workload has been heavy, and the senior technical leadership has not been strong enough to compensate for this limitation. This affected REGIS-AG's effectiveness and productivity.

To address the limited staff challenge, the project hired six MEL assistants (three in each country) and intensified the use of short-term technical assistance (STTA) and partnership with RISE partners (with limited success). At the end of FY 2016, the project only had six vehicles and eight motorcycles. To address the vehicle shortage challenge, the project resorted to renting private vehicles whenever needed to ensure effective staff mobility. In addition, REGIS-AG purchased an additional vehicle for Burkina Faso and six motorcycles for Niger. This increased the number of vehicles to seven (three in Burkina Faso and four in Niger) and motorcycles to 14 (two in Burkina Faso and 12 in Niger). However, staff mobility using motorcycles remained limited by long distances to cover, road condition (quality, especially during the raining season) and the growing insecurity. This is still not enough, and REGIS-AG's effectiveness and productivity has suffered as a consequence.⁵⁵

INTERNAL AND EXTERNAL COMMUNICATION

The same innovative consortium model that unites four international and four national NGOs into the REGIS-AG consortium created a special set of internal and external communication and coordination challenges.

New Internal Communication System: FY 2017, REGIS-AG invested in the development of five channels of internal communication that have helped better harmonize the intervention approaches and develop a

⁵⁵ Source: Georges Dimithe, email communication, October 5, 2018.

cohesive program (Text Box 3). This new strategy, however, requires staff to deploy tremendous energy to harmonize the activities between six regions over two countries and to sustain the momentum generated. A legitimate concern exists among REGIS-AG staff and the evaluators that the amount of energy needed to keep these complex communication channels open and functioning could ultimately negatively affect performance toward the end of the activity.

TEXT BOX 3. CURRENT SYSTEMS FOR INTERNAL REGIS-AG COMMUNICATION AND M&E (JUNE 2018)

A. VC Leads and Coordinators (one for each component and each activity in a component for both countries): The first channel for communication is at the level of VC leads through quarterly visits and frequent Skype/ phone calls.

B. National Administrators in Burkina Faso and Niger: The second channel is between the two program managers, the deputy chief of party (DCOP) in Burkina Faso and the program manager in Niger. The two program managers need to be in constant contact. They alternate visits to each country and have regular Skype calls to discuss activity implementation and consistency in approaches. REGIS-AG requires full documentation of this coordination.

C. COP Communication with the National Administrators: The third channel is between the COP, DCOP and program manager. The COP, based in Niger, goes to Burkina Faso monthly to conduct regular oversight and discussion/coordination with the DCOP. Quarterly, the COP and program manager go to Burkina Faso, or the DCOP (also a program manager) comes to Niger for similar exchanges.

D. Annual Planning Meetings: The fourth channel is annual planning meetings, first at the country level (in-country staff only) and then with staff from both countries. The activity’s two-country planning meetings aim to develop consensus on activities between the countries and facilitate team-building. They alternate between Burkina Faso and Niger.

E. TORs: Since most activity funding comes from the budgets of two to three partners, all activities in the work plan require the development of a TOR that outlines the roles, responsibilities and financial obligations of each partner.⁵⁶ TORs also identify a set of indicators to track each of these. There is a TOR template, and the COP organized three seminars on TOR development. For each activity, the TOR is initiated in either Burkina Faso or Niger, then shared with the other country.

The DCOP reviews all TORs for Burkina Faso, and the program manager reviews those for Niger. Until Quarter (Q)2 FY 2018, all TORs reviewed by the DCOP and program manager were also reviewed by the COP to ensure quality and a harmonized approach. Now, the COP reviews only TORs related to activities organized by the gender, disaster-risk reduction, communication and M&E specialists.

Source: REGIS-AG senior staff interviews, REGIS-AG Midterm Performance Evaluation. May-June 2018.

Implementation Partners: To facilitate communication and joint planning with members of the implementing consortium, REGIS-AG implemented quarterly planning meetings to focus on the review of activities

⁵⁶ The following, drawn from an actual TOR, illustrates this principle of co-funding. For this particular VSF activity, the total budget was 23,029,575 FCFA, which was paid from the budget of three of the seven REGIS-AG IPs that are involved in the activity. VSF paid for the main activity costs (per diem and transport for participants, logistics and material, food and VSF staff per diem and transport) and the other partners only cover transport cost and per diem for their staff.

Location	VSF/B	Karkara	CNFA	Total
Maradi	7 560 350	-		7 560 350
Tillabéri	5 013 250		433 000	5 446 250
Zinder	5 201 775	632 000	948 000	6 781 775
Ballayara	2 826 200	197 500	217 500	3 241 200

implemented during the previous quarter and detailed planning for the new quarter, building on lessons learned. The current system of quarterly meetings does not appear to be fulfilling the communication function for which it was designed. The last two senior management coordination meetings for all REGIS-AG partners have had poor attendance. IPs said that some meetings were not planned well in advance, tended to be information-sharing instead of oriented toward active coordination and did not involve partners directly in either information exchange about the activities or planning. Due to staff workloads, no quarterly meetings have taken place in FY 2018.

Another source of frustration affecting communication with IPs is the REGIS-AG’s reporting to USAID. Although all of the senior managers interviewed during the evaluation FGDs and KIIs noted that the IP staff appreciate receiving the REGIS-AG reports and being consulted during the preparation of these reports, they said the process includes a certain amount of duplicated effort.

M&E System: While REGIS-AG was initially inadequately staffed for M&E work, the current system is becoming a more effective tool for internal and external communication and strategic planning and reporting. The new M&E database and operations manual that REGIS-AG is developing should increase the speed and accuracy of the M&E data analysis and reduce the impact of staff turnover by making it easier to train new staff and the regional coordinators to use the basic M&E tools and new integrated database.

RECOMs: REGIS-AG’s decision to create the RECOMs at the end of FY 2017 was designed to intensify activities within the POs because the small number of regional coordinators and the geographical spread of the POs limited the frequency of field visits. Based on the 48 FGDs, it is clear that the RECOMs constitute the principal vehicle through which the self-learning activities are being implemented and feedback is being provided to the REGIS-AG regional coordinators. Many PO members underscored the critical role of the RECOMs as the principal conduit of communication between POs and REGIS-AG. Two of seven interviewed mayors made a point to express appreciation for the RECOMs and anticipated using them to pass messages to the village about relevant future VC and non-VC activities.

Because the RECOMs are first of all PO members and they are unpaid volunteers representing the PO, the project has limited their responsibilities to communication, collection of some key data requiring monitoring over a period of time, and replication of light-touch interventions that require regular interactive exchanges between PO members and includes a learning-by-doing dimension (ex.: PO governance aspects). RECOMS are trained by REGIS-AG staff for each of the services the project would

Total	20 601 575	829 500	1 598 500	23 029 575
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Note: Each REGIS-AG activity is led by the consortium member that is the lead for that specific technical area and has the main budget for it. The staff for the lead IP leads the activity. But, because there are limited staff and only the national sub-contractors have field staff (regional coordinators), employees of other consortium members are often involved. In such cases, their respective organizations pay for their transport and per diem. In addition, an aspect primarily under the responsibility of another consortium member can be included in the activity. This is often the case of cross-cutting interventions like gender, governance or MEL. In such cases as well, the member adding the issue pays for the additional cost associated with the issue of using his/her organization budget. Recognizing all these considerations, the responsibilities and budget are discussed by the various sub teams during the TOR development. Based on their agreement, each focal point of the consortium members involved signs off on the TOR (which includes the detailed budget) before the final approval by the COP (now by the DCOP for activities in Burkina Faso and program manager for those in Niger). (**Source Table:** REGIS-AG. 2018. *Termes de Reference. Ateliers d’évaluation du fonctionnement des grappes issues des mises en relation de FY17 et FY18.* Niamey: REGIS-AG. Note. Georges Dimithe, REGIS-AG COP. October 9, 2018.)

like them to provide. Each of the REGIS-AG regional coordinators works with a set of POs the project supports and therefore has a set of RECOMS to work with. Each of them visits a number of his/her RECOMs that are selected randomly to monitor their work and has a total of 12 one-day meetings to bring all his/her set of RECOMs together for training on planned assignments, experience sharing and submission of data forms they would have completed. This means that in most cases the RECOMs are doing the job because they want to and they benefit from it which increases the chances that they will stay members of the PO once the project funding ends rather than seek other “jobs” as paid rural communicators or focal points. Once a good practice is adopted by members of a PO, the RECOM’s role is no longer needed. The RECOM will continue to be a member of the PO and could be used by other development partners. In other words, RECOMs are tools available in POs to facilitate interaction with PO members. The evaluation team observed several regional level technical experts (known as regional coordinators) who monitored the activities of the RECOMs and the POs in the villages very closely. In an effort to verify this, we requested, received and even tried to analyze some of the forms that these staff members used to gather information from the POs through the RECOMs. One of the chief constraints was the inadequate literacy levels and connectivity of some of the RECOMs.

This field observation from the team was confirmed by the reports of the RECOM training workshops that REGIS-AG organized in September 2018, which showed that only 50 percent of the RECOMs in Burkina Faso were able to complete the new M&E forms correctly (Annex II.C, Text Box 8).⁵⁷ In follow-up discussions with MEL staff in October 2018, they also noted that the monthly RECOM supervision meetings were too short (when they were organized) for adequate training.

Commercial Actors: REGIS-AG has helped strengthen the circuits of communication that support the REGIS-AG business clusters through a series of mutually supporting mechanisms of communication, including fairs, warrantage events, B2B events and BDS providers’ support for the design and implementation of the POs’ beneficiary support plans and technical trainings. Based on FGDs with 570 commercial actors in the business clusters, they are responding to the communication channels that REGIS-AG has developed because it adds value to their core business.

Commune Mayors and Regional Governors: The evaluators observed strong, consistent communication between REGIS-AG and the mayors in the communes where REGIS-AG supports livestock market management activities. Since REGIS-AG had implemented livestock market activities in all of these communes, it was a biased sample. However, the interviews highlighted many ways this communication helped facilitate the commune-level government’s buy-in, support and resolution of a number of problems related to the VC activities, which could have constrained the REGIS-AG’s achievement of some of its principal objectives. Although the two interviewed governors’ representatives reported that their offices (and the governors) were involved in the fairs, they were less informed about the role of REGIS-AG or other RISE partners in their regions than the commune-level officials were.

⁵⁷ Other sources: REGIS-AG. 2018. Rapport de Formation des RECOMs pour l’Utilisation des Outils de Collecte de Données de Suivi-Evaluation. Région du Sahel. 3-7 Septembre 2018 (Q4FY18). Ouagadougou: REGIS-AG. REGIS-AG. 2018. Rapport mensuel d’activités. Equipe de Suivi-évaluation. Septembre 2018. Ouagadougou: REGIS-AG. REGIS-AG. 2018. Rapport de la formation des RECOMs dans la région du Centre Nord. 2-9 Septembre 2018. REGIS-AG. Rapport de formation des RECOMs des trois chaînes de valeur à la collecte des données sur les indicateurs de performance. Région de l’est. 3-4 Septembre 2018. Ouagadougou: REGIS-AG.

RISE Partners: Many DFAP administrators and REGIS-AG staff reported that the informal and formal communication between REGIS-AG and the other RISE partners enabled them to adopt new practices that have strengthened their programs. To facilitate this collaboration, REGIS-AG adopted a more formal model of joint work plans with its RISE partners in FY 2018 that includes joint monitoring at the specialist and COP levels.

This bringing to scale of innovative VC activities is the type of value-added impact that REGIS-AG was designed to catalyze. To date, however, neither REGIS-AG nor its principal RISE partners have adopted an effective system for tracking the wider impact of their collaborations. This is happening because it is still unclear how joint activities should be co-reported by REGIS-AG and its RISE partners to USAID so that they comply with USAID rules and regulations that are designed to prevent “double-counting” but also give credit to the partners who collaborated.

USAID/SRO and the USAID Country Missions: The strong communication between REGIS-AG and USAID/SRO and the field missions has helped REGIS-AG adapt to emerging challenges and opportunities. This communication was especially important in identifying the need for and then facilitating the adoption of the new REGIS-AG business cluster model in the middle of FY 2018.

RISE CLA: During the first two years, REGIS-AG’s external communication was limited due to the lack of a communications budget in the original contract, insufficient staff and the fact that REGIS-AG’s contract does not allow it to have a website. This has limited the number of CLA materials that REGIS-AG has been able to produce during the first three years of the activity. It has also meant that many key national and international partners are insufficiently informed about REGIS-AG’s highly innovative VC activities, which will likely limit future scaling-up. The addition of a second experienced communications officer in late FY 2017 is strengthening the communications unit and facilitating the production of briefing papers on REGIS-AG’s activities in English and in French.

4.5.2. CONCLUSIONS

CONTRACTING, MANAGEMENT AND FINANCE

- The contract mechanism for REGIS-AG posed two problems for activity implementation that affected REGIS-AG’s effectiveness, efficiency and results during its first three years. First, certain contract language was rigid in terms of service provision requirements; and second, the IPs lacked familiarity with the special requirements of the contract and even the project concept due to its weak leadership and high turnover during the first two years (Annex II.A, Table 7). Almost all of the identified problems have abated since the project leadership stabilized in FY 2017.
- The set-up of the consortium budget created challenges for financial and human resource management that were difficult to overcome during the first three years, but they are improving.

INTERNAL AND EXTERNAL COMMUNICATION

- The same consortium structure made it difficult to develop the strong systems for internal and external communication that it needed to harmonize the intervention approaches and develop a cohesive program while working in two countries until the third year of the project.

- Although internal staff communication has improved, the current systems for joint planning, communication and coordination with the implementing partners do not work like they should.

4.5.3. RECOMMENDATIONS

THE NEXT 18 MONTHS

REGIS-AG

- *Recommendation 1.5.G. (see above) Final Survey and Evaluation:* Given the importance of multi-country, multiple partner programs that link international and national NGO partners, it is important for the SOW for the final evaluation to include questions that will examine some of the lessons learned from this dynamic partnership for future programs. In terms of using multiple international organizations, where did the multiple partner model work well in REGIS-AG and where did it not add much value? The same evaluation should examine the role played by each implementation partner and which factors contributed to (and detracted from) their being a productive consortium member.
- *Recommendation 1.7. M&E:*
 - 1.7.A Collect information on the direct beneficiaries' ages (in addition to the already collected sex data) during the remaining performance period;
 - 1.7.B Continue to strengthen REGIS-AG's newly decentralized M&E systems, including its intent to set up a M&E database that can be accessed at the regional level and managed at the national level; and
 - 1.7.C Strengthen efforts to develop a manual that explains and standardizes the basic M&E operating systems for new and existing M&E staff at the regional level.
- *Recommendation 1.8. Finance and Management:*
 - 1.8.A Continue to accelerate the TOR approvals needed to implement activities;
 - 1.8.B Continue to build the capacity that the national NGOs need to submit their budget reconciliation papers on time; and
 - 1.8.C Ensure that REGIS-AG processes the invoices from the national NGOs and transfers funds to them as promptly as possible.
- *Recommendation 1.9. Staff Salaries:* Explore ways to increase the base salary of certain staff in the national NGOs.
- *Recommendation 1.10. Internal and External Communication:*
 - 1.10.A Give the IPs a more active role in conducting and preparing the agenda and minutes of the quarterly partner meetings;
 - 1.10.B Organize quarterly report-writing workshops and prepare a standard template that can help the IPs have a more efficient report-writing process;

- I.10.C Intensify the rollout of the RECOM system (including good governance training and procurement of smartphones); and
- I.10.D Continue to learn from other Sahel experiences with community volunteers' use of smartphones for data collection, training and access to information.

USAID/SRO

- *Recommendation 2.5. Approvals:* USAID/SRO needs to support these processes by continuing to accelerate the approval process for key staff positions under recruitment. This process should take one to one and a half months, maximum.

CROSSCUTTING LESSONS LEARNED FOR THE RISE FOLLOW-ON

There are many positive features of a multi-country activity like REGIS-AG.

- A multi-country activity includes major opportunities for cross-country learning such as the REGIS-AG seed conference, which was first organized in Niger then repeated in Burkina Faso. Also, Niger's greater experience with the development of private veterinary proximity services (known as SVPPs in Niger) system which Burkina Faso is trying to scale up as RSAPs. While there are many advantages, there are also major challenges to harmonizing the program and staff across-country borders that have very different institutional architecture as well as agro-ecological systems. When the challenges of working across borders are compounded with the challenges of working with eight international and national execution partners—each of which is one of the West African region's leading experts in their fields—the geographical challenges of a regional project get compounded.
- There is also some evidence from interviews with the USAID and REGIS-AG staff of cases where the energy to harmonize interventions led to much greater rigor in approaches—not only shared learning but mutual critiques since staff in each country had different and complementary strengths, and this may be responsible for some of the successful activities.
- Another strength of a multi-country approach is the ability to hire full-time experts that can provide services to both countries but would not have been affordable to a smaller one-country program and possibly not available to both given the challenge of finding qualified VC experts who are also bilingual (French, English), and willing to work under difficult and insecure circumstances.
- A consortium model like REGIS-AG can also provide opportunities to link international NGOs (like the four international partners) with national NGOs (like the two national NGOs in Niger and two in Burkina Faso). This linking creates an opportunity for the international NGO to build on the staff and experience of the national NGO and for the national NGO to gain new technical and contract management expertise from the international NGO.

Although there are strengths to this type of program there are also enormous management challenges associated with this type of innovative consortium model—both for USAID and for the implementing partners.

- Lesson A. *Start-Up Meetings (see above)*: Start-up meetings should include intensive team-building exercises necessary to develop strong communication and coordination channels that mold staff from different consortium partners into a cohesive team; and to set in motion a harmonized set of salary, per diem and M&E processes that will ensure smooth functioning.

- Lesson F. *Contracts, Management and Financial Structure*:
 - F.1 USAID needs to have award mechanisms that allow responsiveness to field reality;
 - F.2 USAID and the IPs need to be clear and in agreement about requirements, especially when an award includes novel, innovative or broad scopes;
 - F.3 For both of the above reasons, future VC awards need to include language that does not limit the flexibility needed to quickly adjust to management or financial needs during implementation. This flexible language might include:
 - F.3.i Allowing certain salary levels and hiring based on qualifications for that position rather than earning history;
 - F.3.ii Allowing the activity budget to be managed by the prime and salaries and benefits managed by subcontractors, which reduces the frustration among staff and makes it easier for each member of a consortium to manage its own staff salaries and benefits using its own internal systems;⁵⁸
 - F.3.iii Stating explicitly that all IPs in a consortium must agree to developing and respecting harmonized travel and personnel benefits and policies; and
 - F.3.iv Requiring joint work plans with any other RISE follow-on partners from the start that clarify payment and implementation responsibilities, the value added of the collaboration and how the results of this collaboration will be co-reported;
 - F.4 RISE follow-on activities need to anticipate the need for financial capacity building for all consortium partners with a special focus on the local NGO partners; and
 - F.5 Projects that are designed to build VCs are likely to require high levels of flexible USAID management since it is impossible to identify all of the emerging challenges and opportunities before project start.

- Lesson G. *M&E and Reporting Strategies*:
 - G.1 Include an adequate budget line for M&E staff and activities from the first year;
 - G.2 Agree on a model for joint monitoring and reporting on activities that can be co-executed with other RISE follow-on partners to foster joint work plans and inter-partner collaboration; and

⁵⁸ This recommendation would automatically harmonize per diem and takes away staff frustrations associated with different fund disbursement processes that often exist when each partner manages its activity budget. Example of frustration in REGIS-AG: for a CRS activity to be implemented, the CRS staff must be physically present because any other staff is not accountable to CRS, and therefore CRS cannot give them the responsibility to manage the funds. In an activity with limited numbers of staff, the immediate consequence is that it slows down activity implementation speed.

- G.3 Identify common indicators that track their joint collaboration on VC activities and the scope of results accountability of each party.
- Lesson H. *Internal and External Communication:*
 - H.1 Have a clear and effective approach for developing strong sustainable linkages between key commercial actors and the POs to ensure the sustainability of these linkages for their POs;
 - **(H.2.1)** Establish some type of self-learning system (like the REGIS-AG RECOMs) from the start to help project execution and set the stage for sustainability; **(H.2.2)** Develop clear criteria for the selection of the RECOMs (or their equivalent) that includes basic literacy in French and a certain level of physical capacity as well as a cap on age (younger than 45 years of age) to encourage youth to get appointed to these roles; **(H.2.3)** Develop a clear strategy for communication with the RECOMs (or their equivalent) from the start that includes smartphones with applications that will allow the RECOMs to enter data for the project and a regular system of two-day quarterly meetings during which the RECOMs get trained in the data collection instruments and use of the phones; and **(H.2.4)** Encourage technical staff to attend all of the quarterly functions so that these are not just the responsibility of the MEL staff;⁵⁹
 - H.3 Maintain strong consistent communication with commune and regional government administrations and backstop this communication with regular written updates on the project activities; and
 - H.4 Require a realistic communication budget and staffing structure for communication activities from the start.
- Lesson I. *Design:* Given the amount of energy and expense required to harmonize interventions between countries, future VC initiatives need to anticipate the need for greater autonomy and customization between VC activities in each country. In the opinion of the evaluators and the REGIS-AG staff that they interviewed, this greater autonomy can be achieved two ways. (1) The first option would be to create two separate country projects and have strong collaboration between them. (2) If USAID decides to work in two countries, then USAID needs to ensure that the COP has sufficient staff and funds to ensure a flexible delegation process. Future projects should also limit the number of implementing partners to a more manageable number whichever option is selected.

4.6. EVALUATION QUESTION 4

To what extent has REGIS-AG been able to facilitate toward sustainability (as opposed to performing work and being relied upon) in accomplishing its objective?

⁵⁹ These recommendations are based on the new information the evaluators received in October 2018 and a series of follow-up interviews with senior MEL and administrative staff in October 2018.

4.6.1. FINDINGS

ACTIVITIES LIKELY TO BE SUSTAINED

Commercial Clusters: A recurrent theme in the FGDs with the POs and commercial actors was that the mentoring they received under REGIS-AG has enabled them to develop critical linkages to commercial actors that they plan to maintain long after REGIS-AG's end (see Annex II.C for case studies). Many of the same PO members noted that these linkages and their ability to use them to get better prices in the market did not occur overnight. In most cases, the POs required a steep learning curve over at least two agricultural years to improve and become more organized in year three.

Most of the same stakeholders were optimistic that a large percentage of these commercial linkages are likely to be maintained because different levels of the priority VC and the commune and regional governments now have a vested economic interest in sustaining these new linkages. It is easy to predict that some commercial clusters will be more successful than others and some will morph into the area of federations and professional associations, which are well developed in both countries. A chief threat to the sustainability of these linkages is that the commercial actors driving the clusters will lose their interest in working with the REGIS-AG direct beneficiary POs after REGIS-AG funding ends.⁶⁰ However, no commercial actors or POs broached this topic in the interviews.

Livestock Markets: REGIS-AG's support for the market governance activities has contributed to the development of the commune-level governments' investment in their communities in ways that have strengthened social capital and the prospects that these market management gains will be sustained after the REGIS-AG funding ends. The growing interest of the World Bank and Millennium Challenge Corporation (MCC) in these pilot initiatives further enhances the chances the new model will be sustained and potentially scaled up.

GIEs: In Niger, 15 of the market COGES (also known as LMMCs) have been transformed into GIEs; in Burkina Faso, 10 of the market COGES are being transformed into GIEs. REGIS-AG is also in the midst of a pilot initiative to transform 40 POs (currently 30) into GIEs.⁶¹ The activities needed to complete these transformations are scheduled in the REGIS-AG FY 2018 and FY 2019 workplans. As registered businesses, GIEs have better access to credit, which increases the chance that they can continue to sustain and scale up their activities after REGIS-AG ends. However, as a GIE, the members are more financially interdependent which can also lead to internal conflict and group failure.

Training: When asked to assess the relative impact of REGIS-AG trainings fairs and B2B events, most PO members, merchants and processors ranked the trainings highest. When asked to rank priorities for the next 18 months, most of them responded, "additional training." This demand was both for technical and good governance trainings. Several merchants and producers identified other VC trainings that they enrolled in based on recommendations from the REGIS-AG trainers and staff.⁶²

⁶⁰ Source: USAID/SRO feedback from the final debriefing for the REGIS-AG Midterm Performance Evaluation, Dakar, Senegal. June 7, 2018.

⁶¹ Since many POs often elect to merge to create a GIE, it is impossible to know how many GIEs will in fact be created.

⁶² Some merchants who participated in non-RISE trainings shared syllabi and workbooks with the team during interviews.

One strength of the REGIS-AG commercial cluster model is that it anticipates the use of the REGIS-AG's 3S Fund to support the cost of BDS trainers that the POs and commercial actors can rely on for additional training once the 3S Fund gets fully mobilized in the second half of FY 2018 and FY 2019.

Thus, it is fair to predict that even though no plan exists for developing an institutional home to continue the REGIS-AG VC trainings in their current form, REGIS-AG has increased the POs' and commercial actors' demand for training from other sources and is planning to strengthen the local, regional and national pre-existing base of BDS' capacity to offer this training in the future.

In reality, the REGIS-AG BDS will just be starting when REGIS-AG ends and the vulnerable farmers in the targeted POs need a much longer period of association with the BDS than REGIS-AG can provide them under the current activity. Thus, it is critical for REGIS-AG to plan a smooth hand over to the other agencies involved in working with these groups once the project ends.

ACTIVITIES THAT NEED ADDITIONAL SUPPORT TO BE SUSTAINED

Fairs: Although the regional and commune-level governments have a strong interest in sustaining the REGIS-AG models for VC-specific trade fairs, they are going to need assistance with developing a sustainable model for supporting the cost of the fairs after the REGIS-AG funding ends. The profitability of the REGIS-AG efforts to support participation by POs and the commercial sector in the FIARA in Dakar is probably debatable, even with reduced subsidies.

Animal Health Activities: Unless REGIS-AG and USAID/SRO identify an appropriate outside source of funding for the equipment that livestock auxiliaries need to be functional, four of the nine SVPPs/RSAPs (44 percent) that REGIS supported, and 80 percent of the 415 AEs that REGIS-AG trained, will not be equipped (Annex II.A, Table 8). Lack of a resolution of this issue in the next 18 months will limit the prospects that these critical crosscutting services for the poultry and small ruminant VCs will be sustained.

ACTIVITIES WHOSE SUSTAINABILITY IS NOT ASSURED

Functional Literacy: Although clear evidence shows that many POs and the producers attached to them benefited from the REGIS-AG literacy training, the conditions for sustaining the REGIS-AG literacy programs in Niger and Burkina Faso and for making blanket recommendations about the best methodologies for linking VC activities to literacy for the RISE follow-on activities are not yet assured.

4.6.2. CONCLUSIONS

REGIS-AG's strategic linking of commercial actors with the vulnerable households that are graduating from a variety of RISE and non-RISE partner programs in the ZOI has strengthened the likelihood that these commercial linkages and many of the crosscutting activities that help support these commercial linkages will be maintained once the REGIS-AG funding ends.

Two vital sets of crosscutting activities (the national and regional VC fairs and animal health services subcomponents) will need additional assistance in the next 18 months to sustain them.

Two sets of activities—REGIS-AG’s support for international fairs and community-based literacy centers—need a complete review before investing any additional resources in their exit plans or planning to scale them up in the RISE follow-on activities.

4.6.3. RECOMMENDATIONS

THE NEXT 18 MONTHS

REGIS-AG

Since many activities needed to strengthen the livestock marketing committees, the BDS-sponsored training (through the mobilization of the 3S Funds) and the transformation of the POs and COGES into GIEs are already scheduled, the principal recommendations for REGIS-AG in the last 18 months focus on ensuring a speedy execution of these already planned complementary activities. Other recommendations include:

- *Recommendation 1.2. Poultry and Small Ruminant VCs:*
 - 1.2.A Continue to work with USAID/SRO to find a short-term solution to purchasing the equipment needed by the livestock auxiliaries attached to the nine SVPPs/RSAPs that REGIS-AG has supported until they are fully functional;
 - 1.2.B Continue to work with USAID/SRO to facilitate commercial actors in the REGIS-AG business clusters developing special poultry display and slaughtering facilities adjacent to the livestock markets that REGIS-AG has supported; and
 - 1.2.C Continue to pilot-test a new approach for community-based production of day-old chicks for guinea fowl.
- *Recommendation 1.11. GIEs:* Pay close attention to the full execution of the pilot initiatives to transform 40 POs and the livestock market COGES into GIEs to ensure their success and input and report on the lessons learned from this experience so that it can inform the design of the RISE follow-on activities.
- *Recommendation 1.12. Fairs:*
 - 1.12.A Continue supporting regional and commune-level fairs, but shift the focus of this support from the regional and commune-level trade fairs for the priority VCs from leading the process to building the capacity of one of the leading local partners to developing a more sustainable model;
 - 1.12.B Continue REGIS-AG’s policy of progressively reducing and eliminating subsidies for organizing the fairs and facilitating the POs’ participation;
 - 1.12.C Encourage large commercial enterprises to rent display areas to get the fair model on more solid financial footing; and
 - 1.12.D Collaborate with other donor-funded projects to facilitate the POs’ preparation for and participation in the fairs.

USAID/SRO

- *Recommendation 2.2.B Loan Guarantees (see above):* Since the lack of appropriate display and slaughtering locations is considered a major marketing constraint for the poultry VC in Niger, give priority to loan guarantees to private investors in the REGIS-AG business clusters who want to build these facilities near or adjacent to the livestock markets that REGIS-AG has supported.
- *Recommendation 2.3. SVPP/RSAP:* Since neither REGIS-AG nor REGIS-ER can purchase the equipment needed to render all of the AEs that were trained by the activity to be operational, USAID/SRO needs to facilitate the REGIS-AG lead for animal health in getting the equipment that the AEs need.
 - One option for achieving this is to allow REGIS-AG to have a grant component during the last year that is funded from the project or a separate source to ensure the full operationalization of the SVPP/RSAP systems before the end of FY 2018; and
 - A more challenging option⁶³ would be to work with each lead veterinarian that is supervising a network to obtain a loan to buy equipment for the AEs in the network. The AEs could reimburse the loans they receive in installments out of the fees they collect.⁶⁴
- *Recommendation 2.4.B Special Studies—FIARA Market:* USAID/SRO should consider hiring a consultant to study the profitability of REGIS-AG supporting the POs' participation in the FIARA market in Dakar in order to extrapolate lesson learned for future USAID programing in the ZOI. The team is recommending that USAID/SRO contract an independent consulting firm to execute the study because the REGIS-AG MEL staff is already over extended. Having an external team would also strengthen the rigor and objectivity of the study.

CROSSCUTTING LESSONS LEARNED FOR THE RISE FOLLOW-ON

Some of the most critical crosscutting lessons learned for future USAID RISE planning in the ZOI that are related to this evaluation question include:

- *Lesson J. Sustainability:*
 - J.1 Have a clear and effective approach for developing strong, sustainable linkages between key commercial actors and the vulnerable POs being targeted by these projects/activities to ensure the sustainability of these linkages;
 - J.2 Use a TOT model for the baseline training of the POs and commercial actors in marketing as well as good governance that includes: (a) anticipating the need for and developing internal monitoring systems for close monitoring of the cascade training in terms of numbers and themes through the M&E systems and staff supervision missions;⁶⁵

⁶³ This option is challenging because very few banks are willing to loan money to the SVPPs/RSAPs for equipment.

⁶⁴ REGIS-AG is planning to work with the SVPP/RSAP veterinarians in FY 2019 to develop their business plans, which can be used to apply for credit (Source: Georges Dimithe, REGIS-AG COP. October 11, 2018).

⁶⁵ One strength of the REGIS-AG has been its internal systems for monitoring the quality of the cascade training. These systems are specified in the TORs for the activity and they are monitored by the regional technical experts' supervisors as well as the M&E officers. Some of the forms used to supervise these cascade trainings were reviewed by the evaluation team during the fieldwork.

that folds into (b) a system of BDS trainers that can sustain some of the most critical technical and good governance trainings that the POs will need once REGIS-AG funding ends;

- J.3 Consider market governance programs using the REGIS-AG model as a mechanism for building the commune governments' ownership of the RISE follow-on investments;
- J.4 Encourage the progressive scaling-up of the private community-based animal health services offered by the SVPP/RSAP services as a complement to the government's decentralized animal health services; and
- Lesson E. *Literacy*: Future projects need to pilot-test new, low-cost ways to build literacy through functional training of VC POs to maximize the number of PO members trained.

Since literacy training is critical to VC activities, and the REGIS-AG model for literacy training is clearly not one that should be scaled up to the RISE follow-on activities (due to costs and the lack of a viable model for sustaining the centers after project funding ends), USAID needs to support an in-depth study of the approaches and impact of literacy training in all the RISE I initiatives (including REGIS-AG) by a qualified research team (see USAID/SRO Recommendation 2.4.B). The team is recommending that USAID conduct this study in order to insure a degree of independence from all of the RISE initiatives and because the REGIS-AG MEL staff are already overextended to complete their required tasks in the last year of programming.

ANNEX I. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
<p>I. To what extent has REGIS-AG through its five implementation components addressed each of the five aspects of its theory of change?</p>	<p>Two Theories of Change:</p> <p>Finding I.1. The project had two theories of change: one in the 2013 proposal and in the 2015 M&E plan. For some reason, the final contract for REGIS-AG (2015) had a slightly different theory of change that made an effort to focus on REGIS-AG deliverables. Nevertheless, we observed in the evaluation meetings with REGIS-AG staff in both countries and document review that neither theory of change was explicitly used for program planning.</p>	<p>The fact that the theory of change was not explicitly used in the activity planning was a missed opportunity that would have improved the internal and external communication between the consortium partners and USAID about the project’s focus and performance and the need for adjusting the original strategy outlined in the proposal in FY 2017 (I.1).</p>	<p>RISE Follow-on:</p> <p>Lesson A. <i>Start-Up Meetings:</i> Future VC activities need to hold a start-up/up team-building workshop during which all implementation partners are trained in the theory of change methodology using some of the existing modules that USAID has created for this purpose.</p>
	<p>Extent to Which Activities Have Addressed Aspects i-iv in the Theory of Change for the 748 Direct Beneficiary POs (full package):</p> <p>Finding I.2. All PO, government and RISE stakeholder partners interviewed concluded that REGIS-AG:</p> <p>(I) Supported training to help the producers in their direct beneficiary POs (i.e. POs that benefited from the full package of REGIS-AG component activities) to get better prices for</p>	<p>REGIS-AG has executed activities that contributed directly to:</p> <p>-Four (aspects i-iv) of the five aspects of this original theory of change for the 748 direct beneficiary households in terms of: (i) Increased producer prices and income, (ii) Increased sales volumes and values; and (iii) Increased productivity and quality; (iv) increased sustainability of gain; and (v) improved nutrition and health; and</p> <p>-Three of the four (aspects i-iii) aspects in the revised theory of</p>	<p>RISE Follow-on:</p> <p>Lesson B. <i>Design.</i> Future value chain projects need to cover the entire value chain—i.e. support production as well as marketing issues.</p> <p>Lesson C.1. <i>Poultry and Small Ruminant VCs—Special Production Constraints:</i> Future VC activities need to address a number of the livestock production and marketing issues related to the small ruminant and poultry VC that were not considered in the design of the previous generation of FFP-funded DFAPs in RISE I. These issues include: (C.I.i) Helping to support the</p>

⁶⁶ All recommendations are numbered to facilitate cross references to the master list of recommendations in the executive summary.

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>their products and collaborate on group sales; and</p> <p>(2) Helped the vulnerable producers in the targeted POs as well as a wide range of commune level commercial actors build the social networks needed to access the new market opportunities. They needed to increase their sustainable well-being and become more self-reliant and develop their social capital by:</p> <p>(a) Facilitating their participation in other commercial events (B2B, cowpea warrantage and fairs) and trainings that linked the POs to processors, merchants, and transporters, microfinance institutions and input suppliers;</p> <p>(b) Pilot-testing new models for community-based veterinary services that linked them to the community-based private veterinary services they need to build the small ruminant and poultry VC;</p> <p>(c) Building a stronger commune-level enabling environment for inclusive market participation by pilot testing a new model of sustainable market</p>	<p>change: (i) increased sustainable wellbeing; (ii) stronger institutions and governance; (iii) an enabling environment that facilitates inclusive economic growth and increased and sustainable economic well-being; and (iv) improved health and nutrition (1.2).</p> <p>These same activities have benefited many of the direct beneficiary POs and households that were targeted by the other RISE partners including the DFAPs and REGIS-ER as anticipated in the original RISE design and result framework (1.3).</p> <p>The chief constraint to having a more broad-based impact on these different aspects of the theory of change were the low production levels which make it difficult for the producers to satisfy the rapidly developing national and market demand for the targeted value chains (1.4-1.5).</p> <p>Production issues were not included in the REGIS-AG mandate and were often not a top priority of the partner RISE and non-RISE food security projects that have a mandate to stimulate production since their</p>	<p>progressive scale up of the private-sector veterinarian services (SVPPs-RSAPs) as a complement to the decentralized government animal health services; (C.1.ii) Training and equipping the livestock auxiliaries and female poultry vaccinators; (C.1.iii) Supporting community-level activities to increase vulnerable households' access to day-old chicks for chickens and guinea hens that are adapted to the local conditions; and (C.1.iv) Selective breeding activities (that will be co-executed with national research institutes) to promote high-quality young goat and sheep for fattening and breeding purposes that are from locally selected breeds.⁶⁷</p> <p>Next 18 Months—REGIS-AG:</p> <p><i>Recommendation 1.5. Final Survey and Evaluation:</i> Since the full impact of many of the REGIS-AG activities will not be known until the end of the fifth year, develop the TOR for a final assessment survey of REGIS-AG in FY 2019 but conduct the actual survey at the start of FY 2020 in order for the final evaluation to take place in January-February 2020. Some of the special issues that this final survey needs to examine include: (1.5.A) The wider zonal-level impact of REGIS-AG on the light-touch direct beneficiaries and</p>

⁶⁷ To avoid anarchic spread and progressive loss of local breeds that are best suited to the local context: (a) these breeding programs need to be designed in close collaboration with the relevant livestock research and animal health institutions; and (b) the POs executing them need to focus on specific breeds of local stock (such the “*chèvre rouse de Maradi*” [red goats of Maradi] and “Balami sheep”) in order to not lose the purity of the breed .

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>management in the principal livestock markets in the targeted regions; and</p> <p>(d) Building the core institutional capacity of the POs and commune governments to support VC activities by pilot testing new models for good governance training, conversion of POs to GIEs, and market management.</p> <p>Finding 1.3. The same interviews confirmed that the REGIS-AG activities are helping to capitalize on the some of the initial investments in development made by the other RISE partners (e.g. the DFAPs and REGIS-ER) as anticipated in the initial RISE design and results framework and the original REGIS-AG theory of change.</p> <p>Finding 1.4. In general, however, the average productivity (aspect iii of the original theory of change) remained low according to the project data and the information gathered during the FGDs.</p> <p>Finding 1.5. Three of the most critical short-term production constraints that are not currently being addressed are: (a) the absence of the promotion of selective breeding for fattening and herd reproduction; (b) a source of day-old chicks for chickens and guinea fowl; (c) the low productivity (per ha) of cowpeas.</p>	<p>principal focus was to increase food access and availability not production for the market (1.6-1.7).</p> <p>Many of REGIS-AG's impacts on different aspects of the theory of change on different categories of direct beneficiaries are hard to document with the existing M&E data and studies (1.2-1.7).</p>	<p>communes; (1.5.B) The forward and backward linkages between nutrition and health impacts and VC activities; (1.5.C) The impact of REGIS-AG's activities on household-level resilience and income for the two categories of direct beneficiaries; (1.5.D) The impact of REGIS-AG's literacy training on the direct beneficiary PO's engagement with and benefits from the REGIS-AG component activities; (1.5.E) How REGIS-AG's activities have engaged and benefited youth; and (1.5.F) The direct beneficiaries' (full package and light touch) perspective on the TOT and BDS training.</p> <p>(1.5.G) Given the importance of multi-country multiple partner programs that link international and national NGO partners, it is important for the SOW for the final evaluation to include questions that will examine some of the lessons learned from this dynamic partnership for future programs. In terms of using multiple international organizations, where did the multiple partner model work well in REGIS-AG and where did it not add much value? The same evaluation should examine the role played by each implementation partner and which factors contributed to (and detracted from) their being a productive consortium member.</p>

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>Finding 1.6. The project documents and staff made it clear that production investments were not included in the REGIS-AG mandate since it was expected the productivity issues would be covered by the other RISE partners in the original RFA for REGIS-AG.</p> <p>Finding 1.7. Based on interviews with the RISE partners it was clear that many of these productivity issues were also not the top priority of REGIS-AG's partner projects in RISE (the DFAPs and REGIS-ER) since their principal focus was and continues to be increasing food access and availability (as mandated by the FFP program) not production for the market.</p>		
	<p><i>Extent to Which Aspect v in the Theory of Change for the 748 Direct Beneficiary POs (full package):</i></p> <p>Finding 1.8. The FGDs with 48 cowpea, small ruminant and poultry VC POs in Burkina Faso and Niger revealed that a high percentage of the revenues earned from the beneficiaries' collective and private activities are being invested in activities that promote additional</p>	<p>Although REGIS-AG did not execute activities related directly to health and nutrition (which is the fifth aspect of the original and the fourth aspect of the revised theory of change), there is evidence that some of the activities are resulting in increased beneficiary investment in child health, education and nutrition (1.8).</p>	<p>Next 18 months—REGIS-AG:</p> <p><i>Recommendation 1.5.B. Final Survey and Evaluation—Health and Nutrition:</i> In conjunction with the final survey, study the forward and backward linkages between nutrition and health impacts and VC activities.</p>

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	income earning opportunities as well as education and children’s health. ⁶⁸		
	<p>Crosscutting Impact of the New REGIS-AG Strategy for Commercial Clusters for the 748 Direct Beneficiary POs:</p> <p>Finding 1.9. In an effort to strengthen the critical synergies between the different project components, REGIS-AG adopted a new VC development strategy in late FY 2017. Project documents and staff describe how this new strategy which is being operationalized in FY 2018 supports the same component activities but intensifies the project’s coaching of 428 POs (of the 748) (57 percent) that were most market oriented into business clusters for each value chain in each region where the project intervenes in FY 2018 and FY 2019.⁶⁹ This percentage is slated to increase in FY 2019 as more POs express an interest in being added to the business clusters.</p>	<p>Although innovative and promising, the REGIS-AG business cluster strategy is at an early stage of development and is likely to face many challenges in ensuring its timely execution and the harmonization of activities between the two countries over the next 18 months (1.9-1.12).</p> <p>The fact that the execution of the REGIS-AG beneficiary support plans is starting late FY 2018 makes it critical to avoid any delays in funding or work plan approval during the last 18 months of the project (1.12).</p> <p>Unless the total funding level of the REGIS-AG 3S fund is increased, REGIS-AG will not be able to fund all of the beneficiary support plans being developed (1.13).</p> <p>Unless USAID/SRO identify some means of backstopping loan guarantees to construct the poultry display and slaughtering areas, the</p>	<p>Next 18 months—USAID/SRO:</p> <p><i>Recommendation 2.1.A. Supervision and Oversight:</i> Work closely with REGIS-AG to accelerate the execution of the business cluster beneficiary support plans and eliminate any management and financial bottle necks to its execution as quickly as possible.</p> <p><i>Recommendation 2.2. Loan Guarantees:</i> (2.2.A) Explore what if any guarantees may be needed to support the REGIS-AG business clusters in Niger since the USAID DC has ended in Niger. (2.2.B) Give priority to loan guarantees to private investors in the REGIS-AG business clusters who want to build these facilities near or adjacent to the livestock markets that REGIS-AG, has supported.</p> <p><i>Recommendation 2.3. SVPP/RSAP:</i> Since neither REGIS-AG nor REGIS-ER were able to purchase the equipment needed to operationalize all of the AEs trained by the project, USAID/SRO needs to facilitate</p>

⁶⁸ When asked what they were doing with the income they earned from their private activities (i.e. activities that were not group activities for the PO they belonged to) they generally responded that the money was being spent on: (1) additional income diversification (through purchase of small ruminants and investments in more cowpeas on the market for warrantage); as well as for (2) food for their children and children’s education (both secondary and primary for girls and boys).

⁶⁹ Current figures at the time of the evaluation (June 2018). Each cluster links one or two commercial operators with the project’s direct beneficiary POs by (1) ensuring access to financial institutions; (2) building the links between sellers and buyers; (3) setting up the mid and long-term supply chain channels that producers need to intensify production; and (iv) selecting and training a small number of BDS (Business Development Service) operators in each region to backstop the Beneficiary Support Plans (BSPs). The target is to eventually link all 748 of the current POs—including the 59 new POs that are being added in FY 2018—into business clusters if they are interested in participating because this participation is completely voluntary.

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>To operationalize the strategy, REGIS-AG is in the process of: (a) producing detailed BSPs for each business cluster (or <i>grappes</i>) as well as the individual POs and commercial actors; (b) selecting and training a small number of BDS to strengthen the execution of the BSPs as well as the submission and funding the BSPs by local MFIs and banks.</p> <p>Another innovative feature is the use of project funds (the REGIS-AG 3S Fund) to support the cost of the BDS and the project and the use of USAID-funded DCA loan guarantees to facilitate the loans from MFIs and banks.</p> <p>Finding 1.10. The FY 2018 REGIS-AG work plan for each of the value chains focuses on the execution of PAs or beneficiary support plans [BSPs]) and there are plans for joint monitoring of these activities with the other RISE partners.</p> <p>Finding 1.11. All of the REGIS-AG staff and RISE partner staff and commercial actors and POs interviewed who had completed their BSP were enthusiastic about the new business cluster strategy.</p> <p>Finding 1.12. The FY 2018 Q2 report and project data highlights the fact that the new strategy is just</p>	<p>sustainability of many of the poultry VC activities is not guaranteed (1.14-1.15).</p>	<p>the REGIS-AH lead for animal health getting the equipment that the AEs need. One option for achieving this is to allow REGIS-AG to have a grant component during the last year that is funded from the project or a separate source to ensure the full operationalization of the SVPP/RSAP systems before the end of FY 2018. A second more challenging option would be to work with each lead veterinarian that is supervising a network to obtain a loan to buy equipment for the AEs in the network. The AEs could reimburse the loans they receive in installments out of the fees they collect</p> <p><i>Recommendation 2.4. CLA Materials and Special Studies:</i></p> <p>2.4.A. CLA: The new FFP initiatives that are scheduled to start in FY 2019 will need CLA events and materials to help the next generation of follow-on projects better understand the REGIS-AG business cluster model, as well as some of the other innovative VC activities that it pilot-tested and the major crosscutting lessons learned. Given the workload of existing staff, these CLA events and materials should be executed by USAID/SRO-funded contractors with input from the REGIS-AG staff during the last year of implementation (FY 2019).</p> <p>2.4.B <i>Special Studies:</i> USAID/SRO should consider hiring consultants to conduct</p>

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>starting⁷⁰ and that there are important differences between the VCs and between the two countries in terms of the way that the clusters are being launched that the REGIS-AG is working to address.⁷¹</p> <p>This means that only about half of the business cluster will get their full support (from the project coordinators, the 3S Fund and, if they are funded, from the banks) in year four of the project (FY 2018) and the other half in year five (FY 2019).</p> <p>The process of executing the BSPs has been taking slightly longer than expected due to several factors which include: (a) the fact that the business cluster model is demand driven by the beneficiaries, which involves a long period of up-front capacity building by the project; (b) delays in getting the</p>		<p>three special studies needed to inform the REGIS-AG's exit plans as well as the next generation of follow-on planning: (2.4.B.i) A quantitative assessment of the social and economic impact of the more established REGIS-AG market management activities; (2.4.B.ii) A study to determine the profitability of the project supporting the POs' participation in the international FIARA market in Dakar; and (2.4.B.iii) An in-depth study of the approaches and impact and sustainability of different approaches to literacy training in all the RISE initiatives by a qualified research team.⁷⁵</p> <p>Next 18 months—REGIS-AG:</p> <p><i>Recommendation 1.1. Business Cluster Strategy Support: (1.1.A)</i> REGIS-AG needs to facilitate the close monitoring of the execution of the business cluster plans in the six REGIS-AG activity regions, and</p>

⁷⁰ In **Burkina Faso** for example, as of June 19, 2018: (1) Small Ruminants: 49 PAs are currently planned; 30 (61 percent of the ones planned) had been completed and submitted to a MFI or bank for funding; but none of them had yet been approved for funding; (2) Poultry: 51 PAs are planned; 41 (80 percent) have been completed and 37 (73 percent) have been submitted to the bank; two of the 37 completed PAs that were submitted to the bank (5 percent) have been notified that they are funded; (3) Cowpea: 132 PAs are planned; 51 (39 percent) have been funded; 47 (36 percent) have been submitted to the bank; but none have been funded (**Source:** REGIS-AG Burkina Faso, June 19, 2018). In **Niger**, for example, as of June 24, 2018: (1) Small Ruminants: 99 PAs are currently planned; 73 (74 percent of the ones planned) had been completed; 72 (73 percent) of the PAs planned have been submitted to a MFI or bank for funding, but none of them had yet been approved for funding; (2) Poultry: 132 PAs are planned; 95 (72 percent) have been completed; 24 of the planned PAs (18 percent) have been submitted to banks or MFI; and 2 of the 24 (8 percent) submitted to financial institutions have been notified that they are funded; (3) Cowpea: 65 PAs are planned; 65 (100 percent) PAs have been completed; 64 (98 percent) have been submitted to financial institutions; and 14 of the 64 submitted to financial institutions (22 percent) have been notified that they are funded (**Source:** REGIS-AG Niger, June 24, 2018).

⁷¹ The FY 2018 Q2 report shows that during the first quarter of FY 2018, the REGIS-AG Burkina Faso team in Niger focused on identifying and consolidating the PO and commercial actor needs identified by the baseline diagnostic analyses with these groups in order to better prepare the next phase of support, which will be through the 3S-Fund BDS. In Burkina Faso, the teams focused on submitting the PAs to financial institutions and are just starting to consolidate the capacity building needs for the BDS in Q3.

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>approvals needed to mobilize the 3S Fund for the business development services;⁷² and (c) the long period of approval by the MFIs of the commercial cluster business plan loan applications, which was complicated by the fact that USAID has not yet begun new DCA loan guarantees in Niger.⁷³</p> <p>Once the 3S Fund is rolled out in FY 2018 Q3, this is expected to accelerate the implementation rates in both countries and to increase the percentage of beneficiary support plans that get funding to between 60-70 percent.⁷⁴</p> <p>Finding 1.13. The first step of operationalizing the 3S Fund is to “group beneficiaries in reasonable bundles for service provision based on their location, nature of service, and magnitude of effort required.” This process was done in Niger in June 2018 and is in process in Burkina Faso, where it will be completed before the end of July 2018. The initial</p>		<p>develop a chronogram that tracks: (1) the current status of the plans by VC, region and country that will complement the detailed progress reports noted in the quarterly reports; and (2) what types of assistance the clusters might need for one to two years after REGIS-AG closes to ensure a smooth handover of certain support functions to other RISE follow-on and non-USAID funded projects in the ZOI starting in FY 2020. (1.1.B). Continue the effective roll out of the 3S Fund and BDS system that are critical to the business clusters development.</p> <p><i>Recommendation 1.2 Poultry and Small Ruminant Value Chains: (1.2.A)</i> Continue to work with USAID/SRO to find a short-term solution to purchasing the equipment needed by the livestock auxiliaries attached to the nine SVPPs/RSAPs that REGIS-AG has supported fully functional; (1.2.B) Continue to work with USAID/SRO to facilitate commercial actors in the REGIS-AG business clusters developing special poultry display and slaughtering facilities in or adjacent to the livestock markets that</p>

⁷² During the first three years of the project, the 3S Fund was blocked because there was no strategy for using it because of the confusion surrounding its utilization. This blockage hindered the use of the funds to support the business cluster PAs (work plans) in both Niger and Burkina Faso. To address this issue, the project developed the 3s Fund operational manual in May 2018 to make it clear that the role of the 3S Fund (\$500,000 US dollars) is to support business development providers needed to execute the PAs in both Niger and Burkina Faso.

⁷³ The loan guarantee by the DCA/USAID through the Ecobank and the MFI *Réseau de Caisse Populaire Burkina* (RCPB) is likely to facilitate the funding of the REGIS-AG business clusters in Burkina Faso. Unfortunately, the DCAs have ended in Niger, which will limit the banks’ willingness and ability to provide loans for business cluster implementation.

⁷⁴ The project reports cite a target of 70 percent; many project staff told us that unofficially they think the rate will be between 60-70 percent.

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>consolidation from Niger showed was for approximately 166,000 FCFA (approximately \$US 332,000) which represents about 66 percent of the current 3S Fund amount.⁷⁵</p> <p>Finding 1.14. One of the principal marketing constraints that was identified by almost all of the POs, commercial actors and staff working on poultry was the lack of appropriate slaughtering and display areas for poultry in the livestock markets where REGIS-AG supported livestock management reform activities discouraged large-volume institutional consumers from coming to the markets, which lowered prices.</p> <p>Finding 1.15. REGIS-AG's proposed solution to the livestock display and slaughtering areas was to facilitate private-sector entrepreneurs developing these areas through bank loans as part of their business cluster model in FY 2018. Unfortunately, REGIS-AG just received notice (July 9, 2018) that the banks are refusing to fund the livestock display and marketing areas without some sort of guarantee since the USAID/DCAs have ended in Niger.</p>		<p>REGIS-AG has supported; and (1.2.C) Continue to pilot-test a new approach for community-based production of day-old guinea chicks for guinea fowl.</p> <p><i>Recommendation 1.3. Senior Staffing:</i> Strengthen REGIS-AG's technical oversight and management of the Component 2 activities in order to ensure the effective rollout and harmonization of the new business cluster model in both countries.</p> <p><i>Recommendation 1.4. Reporting:</i> Complement the existing system of reporting on the aggregate number of direct light-touch beneficiaries with reporting on a range of direct light-touch beneficiaries for specific categories of component activities (like livestock markets fairs TOT trainings of POs and commercial actors, national stakeholder meetings, community-based veterinarian services supported by the project, and literacy centers).</p> <p>Next 18 Months—USAID/SRO:</p> <p><i>Recommendation 2.2.A. Loan Guarantees:</i> USAID/SRO needs to explore what if any guarantees may be needed to support the REGIS-AG business clusters in Niger since the DCAs have ended.</p> <p>RISE Follow-on:</p>

⁷⁵ Source: Telephone and email communication with Louali Salifou. BDS/Innovation Advisor, REGIS-AG. July 10, 2018.

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
			<p>Lesson C.1. <i>Special Production Constraints–Poultry and Small Ruminant VCs</i>: Future VC activities need to address a number of issues that were not considered in the design of the previous generation of FFP-funded DFAPs in RISE I. These issues include: (C.1.i) Supporting the progressive scale up of the private-sector veterinarian services (SVPPs-RSAPs) as a complement to the decentralized government animal health services; (C.1.ii) training and equipping the livestock auxiliaries and female poultry vaccinators; (C.1.iii) Supporting community-level activities to increase vulnerable households’ access to day-old chicks for chickens and guinea fowl that are adapted to the local conditions;⁷⁶ and (C.1.iv) Community-based selective breeding activities (co-executed with local research institutions) to promote high-quality young goat and sheep for fattening</p>

⁷⁶ **Guinea Fowl:** The livestock consultant on the evaluation team recommended the promotion of an improved variety of guinea fowl that produces heavy guinea fowl meat with a mean of 100 eggs production per year that was introduced by the Ministry of Agriculture and Livestock 15 years ago with FAO support. This recommendation is based on observations made during the REGIS-AG midterm performance evaluation field visits to a village three kilometers from Guidan Roudji (Maradi Region) which is specialized in the production and sale of heavy guinea fowl breeders and the production of the fertilized eggs needed to produce day-old chickens. As promising as the new guinea fowl is, the midterm evaluation FGD in this village identified many issues in feeding, housing, and reproduction (for example, it was taking 180 eggs to get 50-day-old chicks), and in the market for the poultry products (the breeder chickens and fertilized eggs) is strong. **Chickens:** The livestock specialist on the midterm evaluation team identified two options for improving the supply of day-old chickens. Option 1 involves promote village egg production, collection and incubation so that we can produce more available day-old chicks out of the local chicken stock. Option two involves facilitating development of a commercial cluster that would link the RISE partner poultry POs to a commercial hatchery in an arrangement similar to the business clusters that REGIS-AGs (Source: Salissou Issa. 2018. Notes contributed to Cost-Benefits Analysis Mission of REGIS-AG, June 2018, Niamey, Niger).

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
			<p>and breeding purposes that are from locally selected breeds.⁷⁷</p> <p>Lesson C.2.iii. <i>Special Marketing Constraints-Poultry and Ruminant VCs</i>: Since most livestock markets in Burkina Faso and Niger do not include appropriate display and slaughtering facilities for poultry, future VC initiatives need to facilitate some of the commercial actors in the poultry business clusters developing these facilities through loan guarantees.</p>
	<p>Crosscutting Impact of the REGIS-AG Activities on Beneficiaries Who Are Not Included in the Targeted POs:</p> <p>Finding 1.16. The project records and FGD with producers, the mayors, commercial actors and government staff suggest that many REGIS-AG activities are affecting different aspects of both theories of change for a much larger number of direct beneficiary producers in the USAID ZOI that the direct beneficiary POs.⁷⁸ The reports</p>	<p>There is qualitative evidence that the REGIS-AG project has had many of the wider ZOI-level impacts and synergies that were envisioned in both theories of change, but these are hard to document with the existing M&E systems and studies (1.16-1.21).</p>	<p>Next 18 months—REGIS-AG:</p> <p><i>Recommendation 1.4. Reporting:</i> Complement the existing system of reporting on the aggregate number of direct light-touch beneficiaries with reporting on a range of direct light-touch beneficiaries for specific categories of component activities (like livestock markets fairs, TOT trainings of POs and commercial actors, national stakeholder meetings, community-based veterinarian</p>

⁷⁷ To avoid anarchic spread and progressive loss of local breeds that are best suited to the local context: (a) these breeding programs need to be designed in close collaboration with the relevant livestock research and animal health institutions; and (b) the POs executing them need to focus on specific breeds of local stock (such as the “chèvre rouse de Maradi” [red goats of Maradi] and “Balami sheep”) in order to not lose the purity of the breed. This type of community-based breeding program was successfully piloted by a Belgian-funded project 15 years ago for the Zebu Azawak cattle in Niger and then scaled to a larger regional program in Burkina Faso, Mali and Niger. Once the project funding ended, the producer organizations associated with this project organized themselves into the “Association Regional de Selectionneurs de Zebu Azawak” (Regional Association of Zebu Azawak Breeders) in order to sustain the activities.

⁷⁸ In FY 2017 the total number of direct beneficiaries of the light-touch REGIS-AG package in the USAID ZOI was estimated at 21,532 individuals. In March 2018, this number was estimated at 31,532 individuals (Source: REGIS-AG. Quarterly Report. Q2, Fund Year 2018. January-March 2018. Niamey: REGIS-AG. Pg. 68.

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>refer to these as light-touch direct beneficiaries.⁷⁹</p> <p>Finding I.17. To date, the project’s efforts to monitor its light-touch direct beneficiaries in official reports have focused on measuring the number of individuals affected by the vaccination campaigns, fairs and market management activities. One unintended consequence of the staff attempts to respect USAID’s rules against double counting has been to deflate the full extent of this impact by not reporting on the scale of individual events that would give USAID (and the RISE partners) a better idea of the ZOI level of influence of specific activities.</p> <p>Finding I.18. The DFAP and REGIS-AG staff and government partner interviews revealed that some of these same activities have helped the producers, POs and staff involved in other RISE and non-RISE projects learn from and adapt to some of the REGIS-AG activities.</p> <p>Finding I.29. The project has also supported (through component 5) a number of activities that affect public policy at the highest level (national) of</p>		<p>services supported by the project, and literacy centers).</p> <p><i>Recommendation 1.5.A. Final Survey and Evaluation –Wider Zonal Impacts: Assess the wider ZOI impact of REGIS-AG’s light-touch innovations, as well as its policy support and impact on direct beneficiaries.</i></p>

⁷⁹ Some of the key activities that the FGDs, government officials and project staff identified as affecting this wider group of stakeholders were: (1) the TOT trainings, which typically debrief all of the POs in a village not just the REGIS-AG POs; (2) the regional fairs; (3) the REGIS-AG-supported vaccination campaigns and community-based veterinary services; (4) the livestock market management activities; and (5) merchant and processor training.

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>the value chain that the USAID staff feel are potentially quite important, although they were not well known to the RISE partner staff who were interviewed.⁸⁰ One of the best examples of this is the National Seed Forum in Niger that REGIS-AG has supported.⁸¹</p> <p>Finding 1.20. Unfortunately, these wider impacts of the REGIS-AG activities and policy support have not been shared to a wider RISE and non-RISE audience.</p>		
	<p>Crosscutting Impact of the REGIS-AG Livestock Market Management Activities on the Two Theories of Change:</p> <p>Finding 1.21. There was widespread agreement among the different REGIS-AG implementation partners and RISE partners as well as among local government staff and POs and commercial stakeholders interviewed</p>	<p>The REGIS-AG market activities have contributed to every aspect of the theory of change in the 15 commune and regional-level markets in Niger and 10 markets in Burkina Faso where they were pilot tested and are likely to be scaled up and sustained in the ZOI and nation-wide in both countries (1.21-1.24).</p>	<p>RISE Follow-on:</p> <p>Lesson C.2. <i>Poultry and Ruminant VCs—Special Marketing Constraints:</i> If the RISE follow-on projects address the marketing side of small ruminants and poultry they need to profit from some of the crosscutting lessons learned from REGIS-AG. (C.2.i) The REGIS-AG market readiness training is a good model for helping POs understand how to prepare</p>

⁸⁰ These interventions include: (1) conducting a study on laws governing private investment in land and agriculture; (2) capacity building for VC actors on policy and advocacy; (3) organizing various national-level multi-stakeholder workshops to educate VC actors on the importance of inter-profession organizations; (4) supporting the establishment of colleges and platforms at different structural levels (regional and national), taking into account the configuration of the VCs; (5) carrying out a study of the official and unofficial road taxes in Niger carrying agricultural commodities; (6) working with mayors to support local women’s access to land for private fields; (7) supporting advocacy outreach to help poultry sellers to access a designated space in area markets for sustainable marketing and killing sites; and (8) strengthening the quality control mechanisms for pesticide and fertilizer use in the ZOI.

⁸¹ Initially the focus of the Seed Forum was to try to bring together all of the USAID projects to try to reach agreement on the role of subsidies in distorting the market incentives for all input supplies, mainly fertilizer and seeds. After six months, the forum decided to focus on the seeds sector and became a platform for the government, private sector, donors, international and local civil society, and international organizations to identify policy reform and implementation priorities for the seed sector that they would jointly pursue. The expectation was that all relevant USAID projects would support or advocate for those actions to occur.

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>that the Component 5 livestock market management activities contributed to every aspect of the two theories of change.</p> <p>Finding I.22. The interviews with six mayors, two governors, and the project staff in both countries show how the same livestock market governance activities—which have tripled and, in some cases, quadrupled government revenues from the market taxes—helped build the commune-level governments’ willingness and capacity to support VC activities.</p> <p>Finding I.23. Many of the producers interviewed in the small ruminant VC FGD described how the new market management plans made it easier and safer for them to sell their goats and sheep and how the increased number of merchants in the market enabled them to get better prices for small ruminants.</p> <p>Finding I.24. The REGIS-AG market management support is a well-known success story in Niger, where the World Bank and MCC have accepted to support a national scale-up of the model to other regions.⁸² It is also</p>	<p>The same market activities have strengthened the small ruminant VC (I.23).</p> <p>The lack of appropriate display and slaughtering areas in the markets is still a major constrain on the VC in all 25 markets that REGIS-AG supports. (see I.14-I.15 above)</p>	<p>for the market. (C.2.ii) Market management reforms such as those launched by REGIS-AG attract outside merchants and raise farmer prices for small ruminants. (C.2.iii) Since most livestock markets in Burkina Faso and Niger do not include appropriate display and slaughtering facilities for poultry, future VC initiatives need to facilitate some of the commercial actors in the poultry business clusters developing these facilities through loan guarantees.</p> <p><i>Lesson J.3.Sustainability —Market Governance:</i> Consider market governance programs based on the REGIS-AG model as a mechanism for building the commune government’s ownership of the RISE follow-on investments.</p>

⁸² Source: USAID/Niger.

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>well known in Burkina Faso but not yet scaled up.⁸³</p> <p>Finding 1.14 (from above). One of the principal marketing constraints that was identified by almost all of the POs, commercial actors, and staff working on poultry was the lack of appropriate slaughtering and display areas for poultry in the livestock markets where REGIS-AG supported livestock management reform activities discouraged large volume institutional consumers from coming to the markets which lowered prices.</p> <p>Finding 1.15 (from above). REGIS-AG's proposed solution to the livestock display and slaughtering areas was to facilitate private-sector entrepreneurs developing these areas through bank loans as part of their business cluster model in FY 2018. Unfortunately, REGIS-AG just received notice (July 9, 2018) that the banks are refusing to fund the livestock display and marketing areas without some sort of guarantee since the USAID-funded DCAs have ended in Niger.</p>		
	<p><i>Crosscutting Impact of REGIS-AG Fairs on All Aspects Identified in the Theory of Change:</i></p>	<p>The REGIS-AG model for co-sponsoring (with local partners) regional and commune-level trade</p>	<p>RISE Follow-on: <i>Recommendation 1.12. Fairs: (1.12.A)</i> Continue supporting regional and</p>

⁸³ Source: FGD with mayors, market management committees and REGIS-AG staff.

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>Finding 1.25. There was widespread agreement among the different REGIS-AG implementation partners and RISE partners—as well as among the commune- and region-level government representatives, POs and commercial stakeholders interviewed—that the regional and national fairs made a crosscutting contribution to every aspect of the theory of change.</p> <p>Finding 1.26. Although the prospects for sustaining the regional and commune-level fairs are good, the conditions for market sustainability are not yet assured based on interviews with mayors, staff associated with Chambers of Agriculture and REGIS-AG staff.</p> <p>Finding 1.27. REGIS-AG’s phased support for a limited number of producers and commercial actors’ participation in the FIARA Market in Dakar was a media event that helped build local governments and PO support for the concept of VC development in FY 2016, FY 2017 and FY 2018. ⁸⁴ The project records and FGD show that the same phased support has helped launch a number</p>	<p>fairs has strengthened PO connections to traders and processors in way that have contributed to every aspect of the theory of change and promoted social cohesion, social capital development and collaborative learning (1.25).</p> <p>The financial sustainability of the regional and commune-level fairs is promising but not yet assured (1.26).</p> <p>The profitability of the REGIS-AG efforts to support PO and commercial-sector participation in international fairs (in Dakar) is probably debatable even with the reduced subsidies (1.27).</p>	<p>commune-level fairs but shift the focus of this support from leading the process to building the capacity of one of the leading local partners to develop a more sustainable financial basis for the fairs. (1.12.B) Continue REGIS-AG’s current policy of progressively reducing and eliminating subsidies for organizing the fairs and facilitating POs’ participation; (1.12.C) Encourage large commercial enterprises to rent display areas. (1.12.D) Collaborate with other donor-funded projects to facilitate the PO preparation for and participation in the fairs.</p>

⁸⁴ Project records show that in FY 2016 REGIS-AG supported most of the costs of the producers and commercial actors’ participation. By the second year a number of merchants were paying their own costs but benefiting from the group transport convoy, which facilitated the paperwork associated with the “douane.” By year three (FY 2018), REGIS-AG’s support was reduced primarily to “coaching” with most of the direct costs (lodging, food, display space, and even travel) being borne by the participants who were by and large merchants in the commercial clusters (*grappes*) that REGIS-AG supports.

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>of commune-level merchants into new contracts and commercial relationships that they are maintaining on their own. Most of the REGIS-AG staff noted that although REGIS-AG has reduced its subsidies in FY 2018 and introduced the highly innovative concept of “mini-fairs” to help the producers better prepare in FY 2018,⁸⁵ it is still too early to tell if this revised model is cost-effective.</p>		
	<p>Crosscutting Impact of REGIS-AG’s Good Governance Activities on the Theory of Change:</p> <p>Finding 1.28. The project records show that most of the 748 direct beneficiary POs have had at least some basic training in good governance through their RECOMs, 311 RECOMs (42 percent of the 748 direct beneficiary POs) have received the basic 8-module training in good governance and 260 RECOMs (35 percent of the 748 direct beneficiary POs) have been trained in developing and monitoring work plans (<i>feuilles de route</i>) as a self-learning platform that monitors their progress toward the</p>	<p>The REGIS-AG good governance activities have helped build the cohesion of the direct beneficiary POs that are most directly involved in the REGIS-AG commercial clusters (1.28-1.29).</p> <p>To date, however, a relatively high percentage of the POs have not yet benefited from the TOT training (1.28).</p> <p>Additional training in good governance is scheduled as part of the BDS support that is being funded by the 3S Fund (1.28).</p>	<p>RISE Follow-on:</p> <p>Lesson J.2. <i>Sustainability—TOT Training Model for Good Governance:</i> Use a TOT model for the baseline training of the POs and commercial actors in marketing as well as good governance that includes: (a) anticipating the need for and developing internal monitoring systems for close monitoring of the cascade training in terms of numbers and themes through the M&E systems and staff supervision missions; that folds into (b) a system of BDS trainers that can sustain some of the most critical technical and good governance trainings that the POs will need once the project funding ends.</p>

⁸⁵ “Previous fairs clearly showed that most members of the project beneficiary POs are not market -ready enough to do business abroad. As a result, in Niger, the project used a new strategy of organizing mini-fairs in communes where traders who are market-ready can purchase the animals from POs. Project staff monitored the transactions are increasing steadily. In contrast, in Burkina Faso, no mini-fair was organized because this was the first time Burkina Faso actors were planning to take animals to the FIARA. As a result, traders purchased their animals directly from the POs in their villages” (Source: REGIS-AG. 2018. Quarterly Report. Q2, Fund Year 2018. January-March 2018. Niamey: REGIS-AG. Pg. 32). Note: several of the farmers and merchants who were interviewed commented on the mini-fairs as a success story.

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>specific goals that the group has identified. Future trainings will be conducted by the BDS with oversight from the REGIS-AG good governance specialist.</p> <p>Finding 1.29. Every one of the POs who were interviewed that had had the basic training in the 8 modules and workplans ranked the training as a highly effective project activity that helped build social cohesion in ways that impacted every other PO activity that REGIS-AG supported.</p> <p>Finding 1.30. Staff noted that the chief weakness of the project’s crosscutting good governance activities was that there was only one staff person (for both countries) and the activity was under-funded initially.</p>		
	<p>Crosscutting Impact of the REGIS-AG Animal Health Activities on All Aspects of the Theory of Change:</p> <p>Finding 1.31. One of the principal findings of the FGD with poultry and small ruminant POs was that the impact of REGIS-AG trainings and support was strongly influenced by whether or not the group had easy access to vaccination and animal medicines. After animal health, the</p>	<p>The fact that REGIS-AG’s contract would not allow it to purchase the small stock of equipment needed for rendering the AEs operational has hindered the effectiveness of its efforts to pilot test and scale up the RSAP/SVPP (1.31-1.32).⁸⁶</p>	<p>Next 18 months--USAID/SRO:</p> <p><i>Recommendation 2.3. SVPP/RSAP: 2.3.</i> Since neither REGIS-AG nor REGIS-ER were able to purchase the equipment needed to operationalize all of the AEs trained by the project, USAID/SRO needs to facilitate the REGIS-AG lead for animal health getting the equipment that the AEs need.</p> <p>RISE Follow-on:</p>

⁸⁶ The total amount of money needed to equip one AE is only 220,500 FCFA (France de la Communauté Financières d’Afrique) per kit (\$US 397.00 at 1\$=555 FCFA) (Source: Dominique Bassole, Component 3 Lead, REGIS-AG, June 20, 2018).

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>most critical constraint was animal feed.</p> <p>The project records highlight the fact that REGIS-AG has strengthened vulnerable households' access to vaccination and animal medications by its support for national vaccination campaigns, and the creation of five RSAPs in Burkina Faso and four SVPPs in Niger, which has substantially increased PO access to animal services. REGIS-AG is planning to create a fifth SVPP in Niger in FY 2018 and FY 2019. In addition to this, REGIS-AG has helped train the staff of four additional SVPP that other projects helped create.</p> <p>Finding I.32. Staff report that currently only two of the RSAPs in Burkina Faso and two of the SVPPs are fully functional due to REGIS-AG's inability to equip the AEs under the terms of its contracts. (Component 3 lead. June 19, 2018. Personal communication.) As of March 31, 2018, only 82 of the 415 (20 percent) of the livestock auxiliaries that REGIS-AG has trained (that are the foundation of the SVPPs/RSAPs) have been fully equipped; another 44 (11 percent) are partially equipped.</p>		<p>Lesson C.1. <i>Poultry and Small Ruminant VCs—Special Production Constraints:</i> Future VC activities need to address a number of issues that were not considered in the design of the previous generation of FFP-funded DFAPs in RISE I. including: (C.1.i) Helping to support the progressive scale up of the private-sector veterinarian services (SVPPs-RSAPs) as a complement to the decentralized government animal health services by training and equipping the livestock auxiliaries and female poultry vaccinators.</p>
I.1. Sub-question I-A. How has resilience been	Finding I.1.1. Staff Understanding: Based on interviews with REGIS-AG	REGIS-AG is helping build resilience through its support for activities that	Next 18 months—REGIS-AG:

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
<p>defined/understood by REGIS-AG staff and to what extent and in what ways has the project enhanced household resilience through value chain interventions?</p>	<p>staff and partners in countries, the REGIS-AG staff understands resilience and feels that the activities that increase the direct beneficiaries' income are building resilience. They also realize that many of their activities (like the market governance activities, and activities facilitating direct sales to buyers like fairs) are strengthening important systems that build commune-level resilience. The project has collaborated with the decentralized offices of the ministries of agriculture and a limited number of PO and commune-level trainings on early warning systems.</p> <p>Finding 1.1.2. Household resilience: RISE partners, REGIS-AG staff and local partners reported that REGIS-AG is building household resilience by implementing activities that increase peoples' income,⁸⁷ income diversification, and access to the relationships (e.g. social capital) that enable them to access more profitable markets.</p>	<p>strengthen the IGAs and social capital of the vulnerable households that are the principal direct and indirect beneficiaries of the project (1.1.1-1.1.2).</p>	<p><i>Recommendation 1.5.C. Final Survey and Evaluation—Resilience:</i> Given the short amount of time left in the project, the evaluators feel that it is unrealistic to recommend any additional special studies unless they are absolutely necessary. Thus, the principal recommendation for the next 18 months is for REGIS-AG to collaborate with TANGO International on the development of an appropriate set of questions to that will examine the impact of the REGIS-AG VC activities on resilience that can be included in the TOR for the final survey so that this information can feed into the final evaluation of REGIS-AG and inform the next generation of RISE follow-on programming.</p>
	<p>Women</p>		

⁸⁷ In the Sahel and Centre Nord regions in Burkina Faso, most of the poultry producers double or multiply the flocks by 3, 4, 5, even 10. With the profits some of them bought small ruminants. The most successful of them even bought cattle.

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
<p>2. To what extent has REGIS-AG engaged and benefited women and youth in its programs?</p>	<p>Evidence of Project Engagement with Women as Direct Beneficiaries from Project Data.</p> <p>Finding 2.1. Most of the REGIS-AG M&E data is disaggregated by gender and by country. All of the DFAP, SAREL and REGIS-ER staff who were interviewed felt that the REGIS-AG activities are an example of best practice for engaging and benefiting women and promoting women’s empowerment.</p> <p>Finding 2.2. Project data show that 65 percent of the direct beneficiaries in the members of the targeted POs are women.</p> <p>Finding 2.3. In FY 2017 REGIS-AG made a commitment to USAID/SRO that any new POs that were added to the project would be predominantly women (the 59 POs being added in FY 2018 are predominantly women).</p> <p>Finding 2.4. Most of the REGIS-AG staff (including the two gender experts) attributed the project’s strong record for gender inclusion to the project’s strict adherence to a core group of policies which included:⁸⁸ (a) a gender integration</p>	<p>REGIS-AG has actively engaged and benefited women in activities they are starting to scale-up to increase their economic and social self-reliance (2.1-2.4, 2.6-2.8).</p>	<p>Next 18 Months—REGIS-AG:</p> <p><i>Recommendation (un-numbered since it is already being done):</i> Since REGIS-AG is already widely regarded as an example of best practice for gender integration, the chief recommendation for the next 18 months is to continue to support the activities outlined in the joint work plans and encourage women’s adoption of the best practices they are learning for their private IGAs.</p> <p><i>Recommendation 1.7.A. M&E:</i> Collect information on the direct-beneficiary PO members’ ages and sex.</p> <p><i>Recommendation 1.5.E. Final Survey and Evaluation—Youth:</i> Include certain questions in the final survey’s SOW that would examine if and how the direct beneficiary POs and wider community have engaged youth in VC activities.</p> <p>RISE Follow-on:</p> <p>Lesson D. <i>Women and Youth:</i> (D.1) Be conscious of how certain policies and procedures (like the initial criteria for selecting POs and TOR review) can promote or influence the engagement of women and youth in VC activities. (D.2) Have a line budget to support special</p>

⁸⁸ The starting point for the REGIS-AG gender activities was a gender assessment that was completed during the development of the VC and end market analyses in 2015. This analysis identified gender-based differences in access and control of resources and revenues in communities and families.

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>plan; (b) the initial criteria that were used to select the 748 focus beneficiary POs; ⁸⁹ (c) the project’s recruitment and retention of two experienced gender experts; (d) the project’s requirement that each activity TOR pass a gender review to determine what if any barriers might limit women’s willingness and ability to benefit from the activity; combined with (d) a strong emphasis on promoting women’s literacy.</p> <p>Finding 2.5. The most widely cited criticism of the project’s gender activities was the fact that the original project design did not include a line budget for gender nor for regional-level gender experts.</p> <p>Evidence from the 48 Evaluation FGDs:</p> <p>Finding 2.6. The FGDs revealed that many women are scaling up the examples of « best practice » from the collective VC activities to their personal income-earning activities and that this income is being used to pay school fees for their children, higher</p>		<p>gender and youth activities as well as regional-level gender and youth specialists to include appropriate integration of the VC activities with other commune and regional-level activities aimed at promoting women and youth.</p>

To address gender challenges identified in the gender assessment, a Gender Integration Plan was developed at the start of the project which complied with the USAID gender guidance. The interviews with the REGIS-AG regional staff confirmed that the gender activities reported on in the quarterly reports are being executed in close collaboration with the regional level VC expert and M&E specialists. These are grouped into two categories: (1) those related to the inclusion of gender in the TOR developed for activities carried out under the different project components; and (2) the implementation of complementary gender-specific activities which are derived from the findings and lessons from these component-specific activities.

⁸⁹ These criteria favored groups that had already worked with other projects, that were registered POs and included mostly women.

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>quality food for their families as well as for income diversification.</p> <p>Finding 2.7. The FGDs showed that the same training is being used by some women’s groups to scale up the cowpea processing and soap-making that they learned from the DFAPs—as an IGA—is a women’s activity that REGIS-AG is helping to scale to wider markets.</p> <p>Evidence of Project Engagement with Women who are not in the Direct-Beneficiary POs:</p> <p>Finding 2.8. The interviews conducted with literacy facilitators and the 48 FGDs have highlighted that a large number of women outside the direct beneficiary POs and communes are also benefiting from REGIS-AG in the ZOI.</p>		
	<p>Youth</p>		
	<p>Finding 2.9. The proposal and contract for REGIS-AG did not anticipate any special activities that would benefit youth. Consequently, M&E specialists could not track youth benefits and activities.</p> <p>Finding 2.10. Males: The evaluators identified various examples of activities that have created long-term employment for male youth through</p>	<p>Even though the REGIS-AG proposal and contract did not anticipate any special activities that would benefit youth as a special sub-category, some of the project activities are engaging and benefiting young males who belong to the POs who had previously relied on short-term migrant labor abroad to supplement their income but this is difficult to</p>	<p>Same as Above</p>

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>agro-processing, commercial cowpea production, poultry and small ruminant production as well as short-term employment as agricultural workers on collective and private cowpea fields.</p> <p>Finding 2.1.1. Females: The evaluation team was able to document through the records kept in the literacy centers and through verbal interchanges with the POs who were interviewed that a large percentage of women associated with the direct beneficiary POs and functional literacy centers are under 35 years old. This information is at odds with a popular mis-conception by many senior REGIS-AG staff and implementation partner staff that REGIS-AG's principal target audience is older women post-childbearing years.</p>	<p>document with the REGIS-AG M&E studies and data (2.9-2.10).</p> <p>A large percentage of the direct beneficiaries of the PO activities appear to be young women under 35 but this is difficult to document with the REGIS-AG M&E data and studies (2.11).</p>	
<p>2.1. Sub-question 2-A. How well have functional literacy programs increased women's capital and contributed to enhanced livelihoods?</p>	<p>Finding 2.1.1. The participants in the two FGDs that the evaluators conducted with women trainees in two REGIS-AG literacy centers (one in Niger and one Burkina Faso) and 48 PO FGDs in Niger and Burkina Faso, highlight a number of ways that the literacy training the PO members were receiving had strengthened their VC activities (e.g. ability to read the numbers on a telephone; ability to write their name; ability to conduct</p>	<p>There is evidence that the REGIS-AG literacy programs are: (a) increasing women's social capital and contributing to enhanced livelihoods; by (b) helping them develop skills that they need to develop their VC activities (2.1.1-2.1.2).</p> <p>Although positive, only 45 percent of the targeted POs in Burkina Faso and 25 percent of the targeted POs in</p>	<p>Next 18 months—USAID/SRO:</p> <p><i>Recommendation 2.4.B.iii. Special Studies—Literacy:</i> Since literacy training is critical to VC activities and there is no clear basis for making a recommendation for how to sustain these activities, USAID needs to support an in-depth study of the impact of and approaches to literacy training in all the RISE I initiatives (including REGIS-AG) by a qualified research team. Although some of the DFAPs and REGIS-ER did not include budget lines or literacy, they</p>

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>calculations; more confidence in speaking publicly; ability to take notes during meetings).</p> <p>Finding 2.1.2. Many of the POs interviewed in the 48 FGDs noted that the literacy training had strengthened the social cohesion and global functioning of their groups by creating a wider circle of members who understood the POs' accounting records.</p> <p>Finding 2.1.3. Unfortunately, however, the project data shows that only 163 of the 359 (45 percent) targeted beneficiary POs in Burkina Faso and 83 of the 330 (25 percent) targeted beneficiary POs in Niger have had some of their members trained in the REGIS-AG literacy centers. This is due to the limited scale-up of the centers and the fact that some centers were created in REGIS-ER and DFAP villages that are not supported by REGIS-AG.⁹⁰</p> <p>Finding 2.1.4. The annual evaluation reports by the literacy ministry inspectors who co-executed these</p>	<p>Niger benefited from the literacy training (2.1.3).</p> <p>The conditions for sustaining the REGIS-AG literacy programs in Niger and Burkina Faso and/or for making blanket recommendations about the best methodologies for linking VC activities to literacy for the RISE follow-on programming are not yet assured (2.1.3- 2.1.5).</p>	<p>benefited from earlier literacy training that their POs participated in and were beneficiaries of a sizable portion of REGIS-AG literacy investment in certain regions.</p> <p>Next 18 months—REGIS-AG:</p> <p><i>Recommendation 1.5.D. Final Survey and Evaluation—Literacy: Assess the impact of REGIS-AG's literacy training on the direct beneficiary POs' engagement with and benefits from the REGIS-AG component activities.</i></p>

⁹⁰ **Burkina Faso:** REGIS-AG had **359** direct-beneficiary POs in Burkina Faso at the end of FY 2017. Since the start of REGIS-AG, 163 of the 359 REGIS-AG POs (**45 percent**) have had some of their members trained at one of the REGIS-AG literacy centers and another **53** non-REGIS-AG POs (from REGIS-ER, the DFAPs and other non-RISE projects in the ZOI) were also trained. **Niger:** REGIS-AG had **330** direct-beneficiary POs in Niger at the end of FY 2017. Since the start of REGIS-AG, 83 of the 330 REGIS-AG POs (**25 percent**) have had some of their members trained at one of the REGIS-AG literacy centers and another **161** non-REGIS-AG POs (from REGIS-ER, the DFAPs and other non-RISE projects in the ZOI).

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>activities with the project in both countries included testimonials about how literacy training had helped the individual women build the social capital that they needed to be more resilient that confirmed the feedback the evaluators' interviews.⁹¹</p> <p>Finding 2.1.5. Although the literacy training was appreciated, in many cases (especially in Burkina Faso) the training focused on basic literacy rather than functional literacy (i.e. literacy training to promote the women's VC activities) as was intended. To date, there is no in-depth analysis of the comparative cost-benefits of the different literacy training models used by the REGIS-AG in Burkina Faso and Niger and the</p>		

⁹¹ The REGIS-AG literacy activities follow the national policies for basic literacy training in both Niger and Burkina. These literacy activities are being executed by national NGOs that work in close collaboration with regional and department-level government structures that oversee basic literacy in both countries. The local government officers oversee the selection and training of the literacy teachers. They also supervise the trainings and evaluation of the students' results. REGIS-AG paid the teachers and the costs of the intensive supervision and testing of the students as well as most of the costs of the centers' equipment. All of the regional-level literacy coordinators, government literacy officers and literacy teachers felt that the relatively high costs of this intense supervision of the literacy program was justified in terms of its impact on program quality and students' learning. Some of the higher-level senior REGIS-AG staff and international partners felt that future programs needed to look at other RISE partner and non-RISE partner models for literacy training that might be easier to sustain without project funding. REGIS-AG is in the process of pilot -testing a new model for sustainable funding for all its functional literacy centers at three centers in FY 2018. The internal project data shows wide variation between the centers in terms of the number of POs that are benefiting from the centers. Some centers include members from two or three groups such as the center the team visited in Niger. Other centers like the one visited in Burkina Faso do not include a single REGIS-AG PO member due to the fact that REGIS-AG created the center for one of its RISE partners (in this case, REGIS-ER). Some regions, like Maradi, include a large number of centers that focus on the POs from other projects. Some partners co-supervise the training and provide some limited material support; others do not. The evaluators observed that the RISE DFAP partners who participated in the joint-supervision missions had a much better understanding of the link between the literacy training and the exit strategies they are developing for the POs they support.

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	other RISE partners, including REGIS-AG. ⁹²		
	Finding 2.1.6. REGIS-AG is in the process of pilot-testing a new model for sustainable funding in three of its functional literacy centers in FY 2018.	Although these activities are promising, there is no clear plan for sustaining them (2.1.6).	<p>Next 18 months—REGIS-AG:</p> <p><i>Recommendation 1.6.A. Literacy-Sustainability:</i> Continue to support REGIS-AG’s existing efforts to find a model for sustaining the functional literacy training in its POs since the literacy center results are promising but the current model will be difficult to sustain after project close-out threatening long-term maintenance of those skills.</p> <p>RISE Follow-on:</p> <p><i>Lesson E. Sustainability–Literacy Training:</i> Future projects need to pilot-test new low-cost ways of building literacy through functional literacy training of VC POs in</p>

⁹² **M&E data:** The REGIS-AG M&E system tracks only one indicator on literacy (number of people trained). **Department-Level Literacy Office Annual Evaluations and Supervision Missions:** The department-level literacy inspectors conduct regular supervision missions and annual evaluations of the literacy training. The annual evaluations track the quality of the training and test each of the participants at the end of the training cycle. Three of the most recent external evaluations of the 10 REGIS-AG-established literacy centers in Tillaberi Region included testimonials from trainees about the impact of the training on their livelihoods and families. **FGD Discussions with 24 Groups and the Trainees in one Literacy Center:** In the course of the 24 FGDs, the women identified several concrete areas where they felt that the REGIS-AG programs had “contributed to their capital” and “increased their livelihoods.”

(1) *Group and bank account management:* One of the most frequently cited impacts of the REGIS-AG literacy training was their increased ability to manage the joint activities of their PO bank accounts and the collection of monthly dues. Many women who were interviewed stated that the literacy training improved group management, trust and cohesion by increasing the percentage of members who could read the bank records.

(2) *Poultry activities:* Based on training they receive through the literacy centers and RECOMs, women recognize that they need to vaccinate their animals, provide them with timely treatments when the animals are sick and make sure they follow the recommended proportions of ingredients when processing animal feed. The women reported that the literacy training has helped them better understand the recommended dosages and proportions even though they are not fully literate.

(3) *Processing and fattening IGA:* For several women in the FGDs, being literate made it possible for them to know how much they are spending on IGA inputs and what price they needed to charge in order to make a profit.

(4) *Telephones:* Only one woman who was interviewed in the literacy center that the evaluators visited knew how to use a telephone prior to their training; now they all do.

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
			order to maximize the number of PO members trained.
	<p>Finding 2.1.7. The implementation of the REGIS-AG literacy training programs was delayed by four months in FY 2017 and FY 2018. The consequence of this delay was that the literacy training overlapped with the rainy season activities. Even with this delay, the official reports of the regional department of literacy officials showed that the drop-out rate was extremely low for all the centers in Tillaberi (did not ask for the data from Maradi). The government officials and project staff attributed this extremely low drop-out rate (in comparison with other commune level initiatives) to the high level of interest of the women in the training.</p>	<p>The delayed submission of accounting and receipts to REGIS-AG by some of its local NGO partners combined with delays in REGIS-AG workplan approvals have created four-month delays in literacy training that negatively affected REGIS-AG coordination with local government and RISE partners on literacy programs (2.1.7).</p>	<p>Next 18 months—REGIS-AG:</p> <p><i>Recommendation 1.6.B. Literacy—Planning:</i> Improve REGIS-AG’s annual planning for literacy training well in advance of the recommended start-up date, which is usually just after the harvests in order to complete the training before the rainy season starts.</p>
<p>3.To what extent has REGIS-AG been able to optimize project management including internal and external communication and coordination to accomplish its objectives?</p>	<p>Project Management (Administration and Finance)</p>		
	<p>Contract:</p> <p>Finding 3.1. All of the REGIS-AG staff, as well as the senior management of REGIS-AG’s IPs, noted that one unintended consequence of the rigid language in the REGIS-AG contract was that it required the project to request USAID/SRO approval for any expense over US \$500. This long</p>	<p>The rigid language in the REGIS-AG contract agreement and the IPs’ lack of familiarity with the special requirements of the contract due to the project’s weak leadership during the first two years had a negative impact on REGIS-AG’s efficiency, effectiveness and results during the first two years (3.1-3.2).</p>	<p>Next 18 months--USAID/SRO:</p> <p><i>Recommendation 2.5. Approvals:</i> Continue to accelerate the approval process for key positions under recruitment to 1-1.5 months maximum.</p> <p>RISE Follow-on:</p>

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>approbation process created numerous activity delays and made it difficult for REGIS-AG and its IPs to recruit staff in the early phase of the project (things are much faster now).</p> <p>Finding 3.2. When asked to assess the « strengths, weaknesses, opportunities and risks » of the project, every single REGIS-AG staff person as well as every manager associated with one of the REGIS-AG implementation partners cited the rigid language in the contract as one of the project’s chief « weaknesses ».</p>		<p>Lesson F. <i>Contracts, Finance and Management—Contracts:</i> (F.1) USAID needs to have award mechanisms that allow responsiveness to field realities. (F.2) USAID and the implementing partners need to be very clear and in agreement about award requirements, especially when an award includes novel, innovative or broad scopes. (F.3) For both of these reasons (F1 and F2), future VC awards need to include language that does not limit flexibility needed to quickly adjust to management or financial needs during implementation. This flexible language might include: (F.3.i.) allowing certain salary levels and hiring based on qualifications for that position rather than earning history; (F.3.ii) allowing the activity budget to be managed by the prime and salaries and benefits managed by subcontractors; (F.3.iii) stating explicitly that all IPs in a consortium must agree to developing and respecting harmonized travel and personnel benefits and policies; and (F3.iv) requiring joint work plans with any other RISE follow-on partners from the start that clarify payment and implementation responsibilities, the value added of the collaboration and how the results of this collaboration will be co-reported. (F.4)</p>

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
			Future projects should also anticipate the need for financial capacity building for all consortium partners with a special focus on the local NGO partners.
	<p>NGO Budget Transfers and Activity Implementation with the National NGOs:</p> <p>Finding 3.3. Since the project started; there have been a number of attempts to improve the mechanisms for transferring funds to the national IPs.⁹³</p> <p>Finding 3.5. Although the NGO and REGIS-AG staff report that the current system works better than the previous systems, it still takes 1-2 months to process these claims.⁹⁴</p> <p>Finding 3.6. Part of the problem is that the national NGOs do not always submit their paperwork on time with adequate justification documents.</p>	The length of time needed to process transfers to the national NGOs is causing delays in REGIS-AG activity implementation despite REGIS-AG's attempts to address these issues (3.3-3.7).	<p>Next 18 months- REGIS-AG:</p> <p><i>Recommendation 1.8. Finance and Management—Financial Capacity Building: (1.8.B)</i> Continue to build the capacity of the national NGOs to submit their budget reconciliation papers on time; and <i>(1.8.C)</i> Ensure that REGIS-AG processes the invoices from the national NGOs and transfers funds to them as promptly as possible.</p> <p>RISE Follow-on:</p> <p><i>Lesson F.4. Contracts, Finance, and Management—Financial Capacity Building:</i> Anticipate the need for financial capacity building for all the implementing partners with a special focus on the local NGO partners.</p>

⁹³ Source: Interviews with national NGO coordinator and financial officers and with REGIS-AG financial officers.

⁹⁴ One strength of the REGIS-AG design was its commitment to routing all of its field activities through four national NGOs that have extensive experience and staff in the regions where the project intervenes. When the project was originally set up, it was expected that the four national NGOs would pre-finance these activities and then submit to the consortium lead (CNFA) for reimbursement. By the end of the first year, all four national NGOs realized that they could no longer afford to do this for two reasons. The first reason was the long delays in reimbursement. The second reason was that they could not “mix” funds from other donor-funded projects. This required the national NGOs to shift to a system of “monthly funding.” This system was soon abandoned since it created many delays and they shifted to a system of “quarterly wire transfers” which are made once all of the receipts for the previous quarter are completed.

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>Finding 3.7. Delays in funding have created activity delays and even cancellations.⁹⁵</p>		
	<p>Activity TORs (Scopes of Work):</p> <p>Finding 3.8. Globally, the REGIS-AG staff and IPs that were interviewed appreciate the project process of TOR development because it facilitates inter-partner coordination by clearly identifying the role that each IP will play in the execution of the activity, the financial contribution of each partner and the indicators that will be used by the REGIS-AG IPs to assess the progress and results of the joint activity.</p> <p><i>FY 2017:</i> The chief problem was the amount of time these SOWs were taking to get approvals in FY 2017. This long approval process made it difficult to follow the work plan time line. Staff reported that in a few cases the timing was so late that they canceled the activity.</p> <p><i>FY 2018:</i> The REGIS-AG staff report that the approval process has become much faster in FY 2018.</p>	<p>The long TOR approval process has created delays and communication challenges for the project (3.8).</p> <p>Recent changes in the process of TOR approvals have reduced the negative impact of these delays on project management (3.8).</p>	<p>Next 18 months--REGIS-AG:</p> <p><i>Recommendation 1.8.A. Contracts, Finance and Management—Activity TORs:</i> Continue to accelerate the TOR approvals needed to implement activities.</p>

⁹⁵ The NGO budget transfer issue is the source of the four-month delays in the start-up of literacy activities in both countries. The same issue has resulted in delays in warrantage programs which need to mobilize in October, which is the start of the harvest. The DFAP staff who were interviewed noted that the same delay made it difficult for them to plan and execute joint activities with the project.

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>Personnel Recruitment:</p> <p>Finding 3.9. The REGIS-AG and implementation partner staff noted that the process of recruiting staff was too long (2-3 months) during the first three years of the project due to the long approval process at USAID/SRO.</p> <p>Finding 3.10. Many of the staff and administrators from the REGIS-AG IPs reported that the salaries proposed to new staff are often insufficient to motivate them to join REGIS-AG. Many staff—especially those working for the national NGOs IPs—attributed this to the fact that, USAID/SRO has imposed a 5-10 percent increase cap on their previous salary. The team was able to identify a few cases where this salary cap actually influenced a hiring decision when an individual was weighing the cost-benefits of joining a low-paying government job.</p> <p>Finding 3.11. A recent CNFA salary review (conducted in FY 2017) shows that the average salaries are comparable to the industry level for the affected regions.⁹⁶</p>	<p>The recruitment and hiring processes outlined in the current REGIS-AG contract have negatively affecting project management’s ability to accomplish certain objectives in the work plan in a timely manner during the first two years (3.9-3.10).</p> <p>Although the situation appears to have improved, there is still a great deal of dissatisfaction about salary issues especially for staff attached to the national NGO IPs (3.11).</p>	<p>Next 18 months--REGIS-AG:</p> <p><i>Recommendation 1.9. Staff Salaries:</i> Explore if and how the base salary of certain staff in the national NGOs might be increased.</p> <p>RISE Follow-on:</p> <p>Lesson F.3.i. <i>Contracts, Finance and Management—Contract Language:</i> Allow certain salary levels and hiring based on qualifications for that position rather than earning history.</p>
	<p>Budget Structure:</p>	<p>The current budget structure has increased the difficulty of</p>	<p>RISE Follow-on:</p>

⁹⁶ The results of this salary review were shared with the evaluators on June 26, 2018.

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>Finding 3.12. The current funding structure of REGIS-AG is such that each IP receives the budget for activities under its leadership.</p> <p>Finding 3.13. All the REGIS-AG staff and IPs noted that each IP follows its own rules about funding disbursement during activity implementation and applies its own per diem, travel and benefit policies to its own staff despite multiple efforts by REGIS-AG to harmonize these policies.</p> <p>Finding 3.14. Staff reported that despite repeated REGIS-AG attempts to harmonize each IP’s administrative and per diem policies, it has created challenges in co-funded activities.</p>	<p>implementing some activities that are co-funded by the budgets of multiple partners (3.12).</p> <p>The lack of harmonization between the IPs’ administrative and per diem policies affects the project’s ability to conduct joint-funded activities and is a source of frustration to staff (3.13-3.14).</p>	<p>Lesson F.3. <i>Contracts, Finance and Management—Contract Language: (F.3.ii)</i> Consider allowing the activity budget to be managed by the prime and salaries and benefits managed by the sub-contractors; and (F.3.iii) Stating explicitly in award agreements that all IPs in a consortium must agree to developing and respecting harmonized travel and personnel benefits and policies.</p>
	<p><i>Under-budgeting for Staff and Equipment:</i></p> <p>Finding 3.15. Since the beginning of the project, REGIS-AG has been under-staffed and under-equipped (especially for vehicles) by design. This was due to the implicit assumption that they would execute all the activities in close collaboration with other RISE partners. For example, it was expected that SAREL would handle the M&E issues.</p> <p>Finding 3.16. The collaboration with other RISE partners has not been as effective as expected. As a result, the</p>	<p>In certain cases, the inadequate staffing and equipment (of vehicles) have hindered the ability of the project to optimize project management and coordination (3.15-3.16).</p>	<p>RISE Follow-on:</p> <p>Lessons F.3.iv. <i>Contracts, Finance and Management—Contract Language:</i> Require joint work plans between RISE follow-on partners from the start that clarify who pays for what and who implements what; the value added of the collaboration and how the results of this collaboration will be reported.</p>

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>workload on staff has been very heavy and the senior technical leadership has not been strong enough to adequately compensate for this limitation; this affected the project’s effectiveness and productivity.</p>		
	<p>Donor Supervision:</p> <p>Finding 3.17. REGIS-AG has had strong consistent communication with the USAID/SRO and national missions in Niamey and Ouagadougou. The evaluation team was impressed by the extent to which all of the partners and USAID staff appreciated this communication and its role in helping the project adapt to new opportunities and challenges (see USAID/SRO management discussions above).⁹⁷</p> <p>Finding 3.18. USAID/SRO and the Missions have encouraged REGIS-AG to pilot test new initiatives in response to emerging opportunities and constraints. Through the document review, FGDs and KIIs, the evaluators were able to document several instances where this flexibility has enabled the project to sharpen its focus and strategies over time.</p>	<p>The strong communication between REGIS-AG and USAID/SRO and the field missions has helped the project to adapt to emerging challenges and opportunities (3.17-3.18).</p>	<p>RISE Follow-on:</p> <p>Lesson F.5. <i>Contracts, Finance and Management—Donor Supervision and Communication</i> (see above): Projects that are designed to build VCs are likely to require high levels of flexible USAID management since it is impossible to identify all of the emerging challenges and opportunities before a project starts.</p>

⁹⁷ This communication helped REGIS-AG and USAID get on the same page regarding the need for a new strategy to guide project implementation. The new strategy was formally adopted in January 2017 and focused on identifying the key leverage points. This was then broadened to the concept of business cluster development with “*plan d’accompagnement*.”

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>Internal and External Communication</p>		
	<p>Impact of the Project’s Internal Communication Systems on Project Management:</p> <p>Finding 3.19. FY 2015 and FY 2016: For 1.5 years the project did not develop a consistent system for communication between the staff and IPs. Project staff and the senior management of the REGIS-AG IPs reported that this weak communication negatively affected project management and coordination.</p> <p>Finding 3.20. 2017 and FY 2018: Since FY 2017, the project has worked hard to develop better systems for internal communication and team building through the development of five priority communication channels. Staff in the regional-level offices that are the frontline execution staff stated that they appreciated the high levels of communication that these new communication channels offered them with the program leads. Their principal recommendation was that the project needed to reactivate its earlier commitment to annual planning meetings that would unite all the staff from both countries.</p>	<p>The extensive investment of REGIS-AG in five channels of communication between its two countries has helped harmonize the intervention approaches and develop a cohesive program. This, however, requires staff to deploy tremendous energy to sustain the momentum generated and could ultimately affect performance negatively toward the end of the project due to fatigue (3.19-3.20).</p>	<p>Next 18 Months—REGIS-AG:</p> <p><i>1.5.G. Final Survey and Evaluation—Partnership Management:</i> Given the importance of multi-country, multiple-partner programs that link international and national NGO partners, it is important for the SOW for the final evaluation to include questions that will examine some of the lessons learned from this dynamic partnership for future programs. In terms of using multiple international organizations, where did the multiple partner model work well in REGIS-AG and where did it not add much value? The same evaluation should examine the role played by each IP and which factors contributed to (and detracted from) their being a productive consortium member.</p> <p>RISE Follow-on:</p> <p>Lesson A. <i>Start-Up Meetings (see above):</i> Start-up meetings should include the intensive team-building exercises to develop the strong communication and coordination channels that are needed to mold the staff from different consortium partners into a cohesive project/activity; and to set in motion a harmonized set of salary, per diem and M&E processes that will ensure its smooth functioning.</p>

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
			Lesson I. <i>Design</i> : Given the amount of energy and expense required to harmonize interventions between countries, future VC initiatives need to anticipate the need for greater autonomy and customization between VC activities in each country. (Section 4.5.3) ⁹⁸
	<p><i>Impact of the Project’s Internal Communication with Its Implementing Partners (Sub-Contractors) on Project Management:</i></p> <p>Finding 3.21. Quarterly Meetings: Because REGIS-AG project is co-implemented by four international NGOs (CNFA, CRS, VSF, SNV) and four national NGOs (A2N, AGED, AREN and Karkara) communication and coordination is a challenge. REGIS-AG implemented quarterly planning meetings to focus on the review of activities implemented during the previous quarter and a detailed planning for the new quarter building on lessons learned.⁹⁹</p>	<p>The current system of quarterly planning meetings as a conduit for joint planning and communication with REGIS-AG’s IPs is not working like it is supposed to (3.21).</p>	<p>Next 18 months—REGIS-AG:</p> <p><i>Recommendation 1.10. Internal and External Communication: (1.10.A)</i> Give the IPs a more active role in conducting and preparing the agenda and minutes of the quarterly partner meetings; and (1.10.B) Organize quarterly report writing workshops and prepare a standard template that can help the IPs have a more efficient report-writing process.</p>

⁹⁸ In the opinion of the evaluators and the REGIS-AG staff that they interviewed on this topic, this greater autonomy can be achieved two ways. (1) The first option would be to create two separate country projects and have strong coordination between them. (2) If USAID decides to work in two countries, then USAID needs to ensure that the COP has sufficient staff and funds to insure a flexible delegation process. Future projects should also limit the number of IPs to a more manageable number whichever option is selected.

⁹⁹ Since FY 2017, REGIS-AG has organized six out of the eight quarterly meetings that were scheduled for senior management of all subcontractors. These meetings last an average of 2-3 hours each and focus on policy-related implementation challenges. Minutes are kept of each meeting.

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>The last two senior management coordination meetings for all REGIS-AG partners have been poorly attended. Partners gave two primary reasons why they do not attend the meetings. They said that some of the meetings were not planned well in advance and tended to be information sharing as opposed to active coordination oriented and do not involve them directly in either information exchange (about the activities) or planning. Due to staff workloads, no quarterly meetings have been held in FY 2018.</p>		
	<p>Finding 3.22. IP Reporting:</p> <p>Finding 3.22.i. The current contracts require all of the IPs to produce monthly, quarterly and annual reports. To address this, the project has established a three-step reporting process that starts with the component leads preparing a draft, which is sent to their home offices before being approved and sent to the project.</p> <p>Finding 3.22.ii. The quality of the initial drafts is resulting in extensive time-consuming revision by the sub-contractors and by the REGIS-AG COP and two DCOPs.</p>	<p>The current system of reporting includes a certain amount of duplicated effort that is frustrating to the IPs and the REGIS-AG administration (3.22.i-3.22.ii).</p>	<p>Same as above</p>

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>Impact of Project’s M&E System on Project Management:</p> <p>Finding 3.23. The M&E system was inadequately staffed (one M&E officer in Burkina Faso and one in Niger) and there was high turnover in M&E assistants during the first two years. In November 2016, REGIS-AG added three regional-level M&E officers in each country to improve M&E field presence, data quality and analysis, bringing the current total of experienced M&E staff on the project in each country to four.</p> <p>Finding 3.24. The most recent data quality assessment (DQA) of the Feed the Future Monitoring System (FTFMS) indicators that REGIS-AG reports on (30 October to 20 November 2017) was more positive than the previous one (12 October to 9 November 2016).¹⁰⁰</p> <p>Finding 3.25. Each activity TOR identifies a set of indicators, indicator definitions and tools that will be used to monitor each of the activities being implemented. Since the project does not have paid enumerators, they are relying heavily on the community-based RECOM volunteers to collect some of the data needed to track</p>	<p>While REGIS-AG was initially inadequately staffed for M&E work, the current REGIS-AG system is in the process of becoming a more effective tool for internal and external communication and strategic planning and reporting (3.23-3.27).</p> <p>The new M&E database and manual that REGIS-AG is in the process of developing should increase the speed and accuracy of the project’s data analysis and reduce the impact of staff turnover by making it easier to train new staff and the regional coordinators in how to use the basic M&E tools and new integrated database (3.27 and 3.28).</p>	<p>Next 18 months—REGIS-AG:</p> <p><i>Recommendation 1.7 M&E: (1.7.A)</i> Given the importance that the USAID/SRO RISE Follow-on Technical Approach Working Paper gives to targeting youth, collect information on the direct beneficiaries ages (as well as their sex which is already being collected) during the last year of REGIS-AG; (1.7.B) Continue to strengthen the newly decentralized M&E system by moving forward with the current plans for setting up an M&E database that can be accessed at the regional level and managed at the national level; and (1.7.C) Strengthen current efforts to develop a manual that explains and standardizes the basic M&E operating systems for new and existing M&E staff at the regional level.</p> <p>RISE Follow-on:</p> <p><i>Lesson G. M&E and Reporting Strategies:</i></p> <p>(G.1) Include an adequate budget line for M&E staff and activities from the first year; (G.2) Agree on a model for joint monitoring reporting on activities that they can co-execute with other RISE partners in order to foster joint work plans and inter-partner collaboration; and (G.3) Identify common indicators that track their joint collaboration on VC</p>

¹⁰⁰ The results of both DQAs were shared with the evaluators on June 26, 2018.

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>these activities. Staff reported that the quality of this monitoring is uneven since many of the RECOMs are only partially literate.¹⁰¹ The impact of the illiteracy on the ability of the RECOMs to conduct the tasks they were being asked to perform as part of the M&E system was highlighted by a series of REGIS-AG trainings in September 2018 (See Annex II.C, Text Box 8).</p> <p>Finding 3.26. One major weakness in the REGIS-AG M&E system is that it does not yet have an integrated database. This weakness in the system has increased the “transaction costs” of getting basic information and conducting inter-regional and international comparisons.</p> <p>Finding 3.27. A new database and manual explaining the different M&E systems for new and existing M&E staff is planned for development in FY 2018.</p> <p>Finding 3.28. Based on interviews with the senior REGIS-AG implementation partners and other RISE partner managers, there is a high demand for trained M&E staff with FTF and FFP experience in the ZOI, which</p>		<p>activities and the scope of results accountability of each party.</p>

¹⁰¹ To double-check this knowledge claim, one of the evaluators checked the data that the RECOMs had provided on poultry activities in the Sahel Region and Central North Region in Burkina. This review confirmed the uneven quality of the RECOM feedback and that a high percentage of the RECOMs were not able to complete the forms without extensive support from the regional coordinators who supervised their POs.

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>increases the risk of staff turnover during the last 18 months of REGIS-AG since a whole new generation of RISE partners will be recruiting.</p> <p>Finding 3.22. <i>Implementation partner reporting (above)</i></p>		
	<p>Impact of the Project’s Systems for Communicating With the Direct-Beneficiary POs on Project Management:</p> <p>Finding 3.29. Based on the 48 FGDs, it is clear that the RECOMs¹⁰² constitute the principal vehicle through which the self-learning activities are implemented and feedback provided to the REGIS-AG regional coordinators on a monthly basis.¹⁰³</p>	<p>The RECOMs are strengthening REGIS-AG’s communication with and training of the POs (3.29-3.30.a.).</p>	<p>Next 18 months—REGIS-AG:</p> <p><i>Recommendation 1.10. Internal and External Communication: (1.10.C) Intensify the roll-out of the RECOM system; (including good governance training and procurement of smart phones); and (1.10.D) Continue to learn from other Sahel experiences with community volunteers’ use of smart phones for data collection and training and information.</i></p>

¹⁰² REGIS-AG’s decision to create the RECOMs at the end of 2017 (beginning of FY 2018) was designed to intensify REGIS-AG’s activities within the POs because the small number of regional coordinators (1 per region and 1 per VC) and the geographical spread of the POs limited the frequency of field visits.

¹⁰³ **Principal Communication Channels with the RECOMs:**

(1) *Monthly Meetings:* The principal vehicle of communication with the RECOMs in Niger is supposed to be a regular, one-day monthly meeting that each of the regional coordinators organizes for the POs they are working with (i.e. the RECOMs for the poultry POs work with the poultry coordinator). At the monthly meetings, the RECOMs are supposed to: (a) give feedback on the activities they were facilitating in the POs and the data they collected when monitoring these activities, as well as any cascade trainings that they conducted; (b) get new assignments for the next month; and (c) be trained to complete any new forms that they need to have to monitor their activities. They are paid a 10,000 FCFA per diem to cover the transport and costs of their participation in these one-day workshops. Since the RECOMs are farmers and not field staff, the project limits their activities to the execution of light PO-related activities. The system of monthly meetings is just starting in both countries.

(2) *Cascade Training for Good Governance:* All of the RECOMs were supposed to be trained on 8 modules that REGIS-AG developed to promote good governance in their POs. Most of the RECOMs who received this good governance training were enthusiastic about its impact. Initially, the project focused on training the 200+ RECOMs in POs that were involved in the business clusters the project supported. Once they have the training, the RECOMs are expected to: (a) identify with the PO members the areas that they want to prioritize in their group from the 8 modules, and then (b) develop a road map (*feuille de route*) to achieve the priorities selected by the group. The workplan describes the steps needed to achieve each priority and the dates by which the group expects to achieve specific steps.

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>Finding 3.30.a. Many of the POs in the 48 FGDs underscored the critical role of the RECOMs as the principal conduit of communication between the POs and the project. The RECOMs are also being used to track some of the internal M&E indicators for the TORs. To facilitate more regular communication between the RECOMs and between the project and the RECOMs, some of the regional VC coordinators have set up “phone trees” in which the coordinator calls one RECOM who then calls five-10 RECOMs in his or her network. Two of the eight mayors interviewed stated that they appreciated the RECOMs and said that they anticipated using them to pass messages to the village about relevant VC and non-VC activities in the future. To strengthen this communication role, REGIS-AG is planning to equip the RECOMs with smart phones and to learn from other regional experiences about the best</p>		<p>RISE Follow-on:</p> <p>Lesson H.2. <i>Internal and External Communication—Communication with the POs.</i> (H.2.1) Establish some type of self-learning system (like the REGIS-AG RECOMs) from the start to help project execution and set the stage for sustainability; (H.2.2) Develop clear criteria for the selection of the RECOMs (or their equivalent) that includes basic literacy in French and a certain level of physical capacity as well as a cap on age (younger than 45 years of age) to encourage youth to get appointed to these roles; (H.2.3) Develop a clear strategy for communication with the RECOMs (or their equivalent) from the start that includes smartphones with applications that will allow the RECOMs to enter data for the project and a regular system of two-day quarterly meetings during which the RECOMs get trained in the data collection instruments and use of the phones; and (H.2.4) Encourage technical staff to attend all of the quarterly</p>

The REGIS-AG Governance Specialist and regional coordinators monitor and when necessary coach some of the POs. The RECOMs are expected to give both verbal and written (on a form) feedback to the project coordinators for the VC on how each PO is progressing in the execution of its workplan (*feuille de route*). The plan is that all the RECOMs that are in clusters will have the good governance training by the end of FY 2018 and that all of them will be trained by the end of FY 2019.

(3) *M&E:* The REGIS-AG M&E team uses the RECOMs to collect data needed to calculate some the REGIS-AG indicators such as the investments made by PO members throughout the year.

(4) *DRR Activity:* The RECOMs are also involved in collecting and disseminating information in the early warning system.

(5) *Animal Health:* The project is using the RECOMs to sensitize PO members on animal health issues (e.g., vaccination time) and to report on poultry mortality, which is data that will allow the project to assess the effectiveness of the vaccination campaign.

(6) *Telephones:* To further strengthen their activities, REGIS-AG is planning to equip all the RECOMs of the POs in business clusters with android smart phones that will facilitate data collection and transfer as well as information-sharing.

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	way to train the RECOMs how to use these in the second half of FY 2018.		functions so that these are not just the responsibility of the MEL staff; .
	<p>3.30.b. In September 2018, the project organized a series of trainings for the RECOMs that were designed to strengthen their skills. The reports on these training underscore the critical importance of literacy in how effective the RECOMs were in conducting their work. Based on the data collected during these workshops, it was concluded that only 50 percent of the RECOMs were able to complete the M&E forms correctly (See Annex II.C, Text Box 8).¹⁰⁴</p> <p>3.30.c. Both the MEL and non-MEL staff who were interviewed about the RECOMs' role in the REGIS-AG M&E system reported that it was sometimes difficult to decipher the records kept by RECOMs who completed the forms in local languages. This observation was confirmed by the evaluation team leader in June 2018 when she reviewed the RECOM data collection sheets in Dori.¹⁰⁵</p>	<p>There is wide variation between the RECOMs in terms of their capacity to complete the M&E forms, which is largely based on their literacy levels (3.30.b-3.30.d).</p> <p>The current system of monthly one-day meetings is inadequate to train the RECOMs to complete the forms correctly (3.30.e)</p>	<p>RISE Follow-on:</p> <p>Lesson H.2. <i>Internal and External Communication—Communication with the POs:</i> Same as above.</p>

¹⁰⁴ This study showed that 50 percent of the RECOMs in the Sahel Region, 66 percent in the Eastern Region, 44 percent in the Central Northern Region were incapable of completing the forms correctly (Annex II.C, Text Box 8).

¹⁰⁵ Part of the difficulty stems from the fact that some local languages—like More in Burkina Faso—use a different system for recording numbers that is not the same as the French system that is used in conventional book keeping in Burkina Faso. Other problems stem from the fact that some of the staff are not fluent in local languages.

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>30.d. In follow-up interviews about the RECOMs in October 2018, both the REGIS-AG MEL manager and the REGIS-AG MEL advisor for Niger observed that one unintended consequence of promising to give the RECOMs the smartphones for their work, was to encourage the PO presidents to self-appoint themselves to be the PO RECOM even though many of them could neither read nor write in either French nor a local language. They observed that with a few notable exceptions, these older RECOMs had difficulty following the training and were not able to complete the forms without assistance from some of the younger members of their POs who were literate. The MEL staff reported that unfortunately it is too late to change this system on REGIS-AG so they will have to work with the RECOMs that they have.</p> <p>30.e. The MEL staff report that the current system of having a full day monthly provides insufficient time for adequate training. It is also difficult for the technical staff to attend the monthly meetings due to other obligations.</p>		
	<p><i>Impact of the Project's Systems for Communicating With the Commercial Actors in the REGIS-</i></p>	<p>REGIS-AG is on the right track to achieving its management goal of linking members of the business</p>	<p>RISE Follow-on:</p>

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>AG Clusters on Project Management:</p> <p>Finding 3.31. REGIS-AG has helped strengthen the circuits of communication that support the REGIS-AG business clusters (<i>grappes</i>) through a series of mutually supporting mechanisms of communication that include fairs, warrantage events, B2B events, BDS providers' support for the execution of the beneficiary support plans (PAs), implementation and technical trainings. Based on FGDs with 57+ commercial actors in the business clusters, it is clear that these commercial actors are responding to the communication channels that REGIS-AG has developed because it provides value added to their core business.</p>	<p>clusters by building informed communication with the POs, the coordinators and all of the key commercial actors that support the clusters (3.31).</p>	<p>Lesson J.I. <i>Sustainability—Commercial Actors:</i> Future RISE follow-on VC initiatives need to have a clear and effective approach (for example support plans or coaching over a reasonable period of time) for developing strong sustainable linkages between key commercial actors and the POs in order to ensure the sustainability of these linkages.</p>
	<p>Impact of the Project Systems for Communicating With the Commune and Regional-Level Governments on Project Management:¹⁰⁶</p> <p>Finding 3.32. Based on interviews with eight mayors during the evaluation, these communication channels are providing the types of consistent</p>	<p>REGIS-AG's strong communication with the mayors has contributed to the project's principal objective of linking vulnerable households to more profitable and organized markets (3.32-3.33).</p>	<p>Next 18 months—REGIS-AG:</p> <p><i>Recommendation 1.11. GIEs:</i> REGIS-AG needs to pay more attention to its pilot initiatives to transform 30 POs and the livestock market COGES into GIEs in order to ensure its success.</p> <p>RISE Follow-on:</p>

¹⁰⁶ One Niamey-based REGIS-AG staff person (Component 5 Lead—Enabling Environment) oversees the market governance activities in all three regions in Niger and works in close collaboration with the coordinators and governance specialist to design and execute livestock market governance program that are increasing commune revenues and improving the market environment (e.g. security, hygiene, infrastructure).

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>communication and harmonization of procedures, training and policy that is needed to ensure that all of the market government activities follow the same basic model and include the appropriate legal texts and procedures.</p> <p>Finding 3.33. The two governors who were interviewed reported being actively involved in the design and execution of the regional and commune-level fairs. Both governors reported that this involvement has helped them backstop the project on many issues and to facilitate its coordination with other regional and commune-level actors. Both governors reported that they did not have a clear idea about the role of the different USAID-funded RISE projects in their zones.</p>		<p>Lesson J.3: <i>Sustainability—Market Governance</i>: Consider market governance programs using the REGIS-AG model as a mechanism for building the commune governments' ownership of the RISE follow-on investments.</p> <p>Lesson H.3. <i>Internal and External Communication—Commune and Regional Governments</i>: (H3) Maintain strong consistent communication with the commune and regional government administrations and backstop this communication with regular written updates on the RISE follow-on activities in the commune or region; and (H4) Require a realistic communication budget and staffing structure for communication activities from the start.</p>
	<p>Impact of the Informal Communication and Joint Trainings With the DFAPs on REGIS-AG Project Management, Reporting and Scale-up.</p> <p>Finding 3.34. In the original RISE design, it was expected that the SAREL project would be the principal vehicle for CLA between the partners.</p> <p>Finding 3.35. In the course of attending the different SAREL events</p>	<p>There is qualitative evidence that the informal and formal communication between the DFAPs and REGIS-AG has enabled the DFAPs to adopt new practices that have strengthened their programs, but this has not been well documented (3.34-3.36).</p> <p>To facilitate collaboration, the project adopted a more formal model of joint work plans in FY 2018 with joint monitoring at the specialist and COP levels (3.37).</p>	<p>RISE Follow-on:</p> <p>Lesson F.3.iv. <i>Contracts, Finance, and Management—Joint Work Plans</i>: Require joint work plans with any other RISE partners from the start that clarify who pays for what and who implements what; the value added of the collaboration and how the results of this collaboration will be reported.</p> <p>Lesson G. <i>M&E and Reporting Strategies</i>: (G.2) Agree on a model for joint monitoring and reporting on activities that</p>

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>and co-executing at the regional level, many of the DFAP staff interviewed identified staff and activities that benefited from collaboration and training from REGIS-AG that improved the execution and impact of their programs.¹⁰⁷</p> <p>This type of “taking to scale” of innovative VC activities is the type of value-added impact that REGIS-AG was designed to catalyze.</p> <p>Finding 3.36. To date, however, there has been no system for tracking the wider impact of the TOTs conducted on the DFAPs or REGIS-ER so that REGIS-AG can report these wider indirect benefits as well. It is unclear how joint activities should be co-reported by the partners to USAID so that they comply with USAID rules and regulations but also give credit to the different partners who collaborated.</p> <p>Finding 3.37. To strengthen this collaboration, REGIS-AG collaborated with the DFAPs and REGIS-ER on the development of four project-specific joint work plans that they started</p>		<p>they can co-execute with other RISE partners in order to foster joint work plans and inter-partner collaboration; and (G.3) Identify common indicators that track their joint collaboration on VC activities and the scope of results accountability of each party.</p>

¹⁰⁷ During the same interviews, some staff repeated the observation made earlier that many of the trainings were scheduled at the last minute due to the delayed TOR approval and budget issues discussed earlier in this table.

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	implementing in FY 2018 (see management discussion above). ¹⁰⁸		
	<p>Impact of the REGIS-AG Communication Unit on the REGIS-AG Communication With External Partners:</p> <p>Finding 3.38. For the first two years of REGIS-AG, the project’s external communication was limited due to the lack of a communication budget in the original contract and insufficient staff (only one locally hired staff person in each country with limited proficiency in English). Because of this, REGIS-AG has produced very few briefing papers on its innovative VC activities in either French or English. This team is also likely to increase the efficiency of the quarterly and annual report writing process (described above).</p> <p>Finding 3.39. Since the REGIS-AG contract does not allow the project to have a website, its only recourse is to post briefing papers on partner and USAID/Niger and USAID/Burkina Faso windows on the larger USAID website and the distribution of hard copies.</p> <p>Finding 3.40. The addition of a second experienced communication officer in</p>	<p>REGIS-AG has strengthened its communication unit (3.38, 3.40).</p> <p>Many national and international partners are insufficiently informed about REGIS-AG’s highly innovative VC activities (3.39).</p>	<p>RISE Follow-on:</p> <p>Lesson H.4. <i>Internal and External Communication—Budget and Staffing:</i> Require a realistic communication budget and staffing structure for communication activities from the start.</p>

¹⁰⁸ The execution of these joint work plans is being monitored through quarterly meetings. Although staff appreciates the joint workplans, they regret that these did not come until the last year of the DFAPs, which will no longer have field-level staff after June 30 and which will completely suspend activities September 30.

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>FY 2017 is strengthening the communication unit and facilitating the production of briefing papers on REGIS-AG's activities in English and in French.</p>		
<p>4. To what extent has REGIS-AG been able to facilitate toward sustainability (as opposed to performing work and being relied upon) in accomplishing its objective?</p>	<p>Finding 4.1. VC Cowpea: Based on the FGDs with the POs, the agro-dealers and the REGIS-AG staff, the evaluators feel that the successful implementation of the support plans in the business cluster model in FY 2018 and FY 2019 (that links the agro-dealers with the POs and supports warrantage) are likely to ensure the sustainability of the linkages (and social capital) that REGIS-AG helped develop in the cowpea VC because different levels of the VC have a vested economic interest in sustaining these new linkages.</p>	<p>REGIS-AG's strategic linking and support of commercial actors in its VC activities has strengthened the likelihood that these commercial linkages will be maintained once the REGIS-AG funding ends (4.1).</p>	<p>RISE Follow-on:</p> <p>Lesson J.1. <i>Sustainability—Commercial Actors:</i> Future RISE follow-on VC initiatives need to have a clear and effective approach (for example support plans or coaching over a reasonable period of time) for developing strong sustainable linkages between key commercial actors and the POs in order to ensure the sustainability of these linkages.</p>
	<p>Finding 4.2. VC Poultry: Based on the interview with FGDs, the POs, a large number of poultry processors and merchants, two private-sector veterinarians, two veterinarian auxiliaries, one village vaccination specialist and the REGIS-AG staff, the evaluators feel that the successful implementation of the support plans in the business cluster model in FY</p>		

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>2018 and FY 2019¹⁰⁹ are likely to ensure the sustainability of the linkages (and social capital) that REGIS-AG helped develop in the poultry VC because different levels of the VC have a vested economic interest in sustaining these new linkages.</p>		
	<p>Finding 4.3.VC Small Ruminant: Based on the FGDs with the POs, the merchants and processors that that are linked to the small ruminant POs, the implementation of the support plans in the business cluster model in FY 2018 and FY 2019¹¹⁰ are likely to ensure the sustainability of the linkages (and social capital) that REGIS-AG helped develop in the small ruminant VC because different levels of the VC have a vested economic interest in sustaining these new linkages.</p>		
	<p>Finding 4.4. Pilot GIE Initiatives: In FY 2018 REGIS-AG started a pilot initiative to transform 30 POs into 12 GIEs. The project hopes to transform these groups into GIEs, which will enable them to operate as registered businesses within specific VCs. As registered business, the POs would</p>	<p>The REGIS-AG pilot project to promote 30 POs into 12 GIEs is a promising initiative that is likely to increase the chances the POs will be able to continue to scale up and sustain their activities once the project funding ends (4.4).</p>	<p>Next 18 months—REGIS-AG: <i>Recommendation 1.1.1. GIEs:</i> REGIS-AG needs to pay more attention to its pilot initiatives to transform 30 POs and the livestock market COGES into GIEs in order to ensure its success.</p>

¹⁰⁹ That links specific POs with processors, merchants and SVPP [veterinarians] vaccinators and the use of the BDS to provide technical assistance to the POs and the processors and merchants through the execution of the business cluster PA.

¹¹⁰ That links specific POs with butchers and merchants as the nucleus of the system and the implication of the BDS to provide technical assistance to the POs and the butchers and merchants through the execution of the business cluster PAs.

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>have better access to credit, which will increase the chances that they can continue to sustain and scale-up their activities after the project ends.</p>		
	<p>Finding 4.5. TOT Model:</p> <p>Finding 4.5.i. When asked to assess the relative impact of the REGIS-AG trainings, fairs and B2B events, most of the PO members, merchants and processors who were interviewed in the FGDs ranked the trainings in first place. When asked to rank their priorities for the next 18 months, most POs, merchants and processors who were interviewed responded “additional training.” They were quite specific in enumerating the types of training that they needed and why. The merchants typically asked for more training in improved food-processing techniques. The POs typically asked for trainings that would help them increase their production now that they were aware of how to access the market at higher prices.</p> <p>Finding 4.5.ii. When asked to describe specific trainings that they and their PO and association members had received, the FGD participants were able to describe how the initial trainees trained other people and what impact this had on their individual and group activities. Some</p>	<p>REGIS-AG’s use of a TOT approach appears to have provided a certain level of basic training to a critical mass of PO members and merchants that increases the chances that the PO members will train and retrain other members and ask for additional trainings from REGIS-AG and other partners (4.5.i-4.5.ii).</p>	<p>RISE Follow-on:</p> <p><i>Lesson J.2. Sustainability—TOT and BDS Training:</i> Use a TOT model for the baseline training of the POs and commercial actors in marketing as well as good governance that includes: (a) close monitoring of the cascade training in terms of numbers and themes through the M&E systems and staff supervision missions; that folds into (b) a system of BDS trainers that can sustain some of the most critical technical and good governance trainings that the POs will need once the project funding ends.</p>

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>were able to even describe the month and year that the cascade trainings had occurred based on the records they brought with them to the FGD interviews.</p> <p>Finding 4.5.iii. To date, no one has studied the actual impact or level of TOT at the community-level, although this information is part of their monthly reports that the RECOMs submit to their regional coordinators.</p>		
	<p>Finding 4.6. Market Governance Activities:</p> <p>Finding 4.6.i. The commune governments are financially benefiting from the REGIS-AG livestock market reform. This makes it likely that the principal results of the activities (i.e. the increased capacity of the LMMCs [or COGES] for market management, better and safer access to regional livestock markets for the vulnerable POs, increased access to the more profitable regional and international livestock markets and increased tax revenues for communes) will be sustained once the REGIS-AG funding ends.</p> <p>Finding 4.6.ii. In Niger, 15 market committees were transformed in GIEs and in Burkina Faso 10 markets</p>	<p>REGIS-AG's support for the market governance activities has contributed to the development of the commune-level governments' investments in their communities in ways that have strengthened social capital and the prospects that these market management gains will be sustained after the project ends (4.6.i-4.6.iii).</p>	<p>Next 18 months—USAID/SRO:</p> <p><i>Recommendation 2.2.B. Loan Guarantees:</i> Since the lack of an appropriate display and slaughtering locations is considered a major marketing constraint for the poultry VC in Niger, give priority to loan guarantees to private investors in the REGIS-AG business clusters who want to build these facilities near or adjacent to the livestock markets that REGIS-AG has supported.</p> <p>Next 18 months—REGIS-AG:</p> <p><i>Recommendation 1.1.1. GIEs:</i> REGIS-AG needs to pay more attention to its pilot initiatives to transform 30 POs and the livestock market COGES into GIEs to ensure its success.</p> <p>RISE Follow-on:</p> <p><i>Lesson C.2. Special Marketing Constraints—Poultry and Ruminant VC: (C.2.i)</i> The</p>

Evaluation Questions	Findings	Conclusions (from Findings)	Recommendations ⁶⁶ for the Next 18 Months and Crosscutting Lessons Learned for the RISE Follow-on
	<p>committees (COGES or LMMCs) are in process to be transformed in GIEs.</p> <p>Finding 4.6.iii. The growing interest of international donors like the World Bank and MCC in these pilot initiatives further enhances the chances that the new model will be sustained and potentially scaled up in both Niger and Burkina Faso.</p>		<p>REGIS-AG market readiness training is a good model for helping POs understand how to prepare for the market. (C.2.ii) Market management reforms such as those launched by REGIS-AG attract outside merchants and raise farmer prices for small ruminants. (C.2.iii) Since most livestock markets in Burkina Faso and Niger do not include appropriate display and slaughtering facilities for poultry, future VC initiatives need to facilitate some of the commercial actors in the poultry business clusters developing these facilities through loan guarantees.</p>
	<p>Finding 4.7. Fairs: Based on interviews with the REGIS-AG staff and government partners, it is clear that there is strong political support at every level for continuing the REGIS-AG model of commune and regional-level trade fairs. To date, however, neither REGIS-AG nor the governments have developed a clear model for sustaining the costs of operating the fairs once the project funding ends.</p>	<p>Although the regional and commune-level governments have a strong interest in sustaining the REGIS-AG models, they need assistance in developing a sustainable model for supporting the cost of the fairs (4.7).</p>	<p>Next 18 months—REGIS-AG:</p> <p><i>Recommendation 1.12. Fairs: (1.12.A)</i> Continue supporting regional and commune-level fairs but shift the focus of this support from leading the process to building the capacity of one of the leading local partners to develop a more sustainable financial basis for the fairs. (1.12.B) Continue REGIS-AG’s current policy of progressively reducing and eliminating subsidies for organizing the fairs and facilitating POs’ participation; (1.12.C) Encourage large commercial enterprises to rent display areas. (1.12.D) Collaborate with other donor-funded projects to facilitate the PO preparation for and participation in the fairs.</p>

ANNEX II. ADDITIONAL TABLES, FIGURES, AND TEXT BOXES

ANNEX II. A. TABLES

ANNEX II.A. TABLE I. NUMBER OF DIRECT BENEFICIARY POS BY VC, FY 2016 - PRESENT

	POs by Partner Projects				POs by VC			
	REGIS-ER	DFAPs	Non-USAID	Total	Small Ruminants	Poultry	Cowpeas	Total
Niger	73	112	145	330	124	68	138	330
Maradi	27	87	50		63	25	76	164
Tillaberi	35	0	55		26	31	33	90
Zinder	11	25	40		35	12	29	76
Burkina Faso	9	141	209	359	129	60	170	359
Sahel/Dori	2	0	104		45	22	39	106
Est/Fada	5	16	39		19	16	25	60
C/Kaya	2	125	66		65	22	106	193
Total	82	253	354	689	253	128	308	689
% Total	12%	37%	51%		37%	19%	45%	
<i>Added in FY 2018</i>		(#PO)						
Niger	35	14	0	49	0	26	23	49
Burkina Faso	10			10			10	10
Total	45	14	0	59	0	26	33	59
Total FY 2018	127	267	354	748	253	154	341	748
% Total	17%	36%	47%		34%	21%	45%	

Source: REGIS-AG Chief of Party (COP), Georges Dimithe, June 23, 2018.

ANNEX II.A. TABLE 2.A. REGIS-AG POS REPARTITION PER VALUE CHAIN AND PER IMPLEMENTATION PARTNERS THROUGH JUNE FY 2018

Poultry Niger				
Regions	REGIS-ER	DFAPs	Other Projects	Total
All	34	8	26	68
Maradi	13	0	12	25
Tillaberi	19	0	12	31
Zinder	2	8	2	12

Poultry Burkina Faso				
Regions	REGIS-ER	DFAPs	Other Projects	Total
All	6	22	32	60
Sahel/Dori	2	0	20	22
Est/Fada	4	0	12	16
C/Kaya	0	22	0	22

Poultry REGIS-AG				
Regions	REGIS-ER	DFAPs	Other Projects	Total
All	40	30	58	128

Small Ruminants Niger				
Regions	REGIS-ER	DFAPs	Other Projects	Total
All	24	44	56	124
Maradi	6	37	20	63
Tillaberi	9	0	17	26
Zinder	9	7	19	35

Small Ruminants Burkina Faso				
Regions	REGIS-ER	DFAPs	Other Projects	Total
All	0	15	114	129
Sahel/Dori	0	0	45	45
Est/Fada	0	0	19	19
C/Kaya	0	15	50	65

Small Ruminants REGIS-AG				
Regions	REGIS-ER	DFAPs	Other Projects	Total
All	24	59	170	253

Cowpea Niger				
Regions	REGIS-ER	DFAPs	Other projects	Total
All	15	60	63	138

Cowpea Burkina Faso				
Regions	REGIS-ER	DFAPs	Other projects	Total
All	3	104	63	170

Cowpea REGIS-AG				
Regions	REGIS-ER	DFAPs	Other projects	Total
All	18	164	126	308

Maradi	8	50	18	76
Tillaberi	7	0	26	33
Zinder	0	10	19	29

Sahel/Dori	0	0	39	39
Est/Fada	1	16	8	25
C/Kaya	2	88	16	106

Source: REGIS-AG Chief of Party (COP), Georges Dimithe, June 23, 2018.

ANNEX II. A. TABLE 2.B. DISTRIBUTION OF REGIS-AG POS BY REGION, BY COMMUNE, BY PARTNER PROJECT CATEGORY, AND BY VALUE CHAIN THROUGH FY2017

	# Communes		# REGIS-AG Villages and POs		# POs Related to Partner Projects				# POs by VC			
	National	REGIS-AG	# Villages	# POs	REGIS-ER	DFAPs	Non-USAID	All	Small Ruminants	Poultry	Cowpea	All
Niger:	246	45	157	330	73	112	145	330	124	68	138	330
Maradi	122	18	69	164	27	87	50		63	25	76	164
Tillaberi	62	12	42	90	35	0	55		26	31	33	90
Zinder	62	15	46	76	11	25	40		35	12	29	76
Burkina Faso:	81	20	195	359	9	141	209	359	129	60	170	359
Sahel/Dori	26	6	54	106	2	0	104		45	22	39	106
Est/Fada	27	6	37	60	5	16	39		16	16	25	60
C/Kaya	28	8	104	193	2	125	66		65	22	106	193
Total	327	65	352	689	84	250	354	689	253	128	308	689
					12%	37%	51%		37%	19%	45%	

Source: REGIS-AG COP Georges Dimithe, July 14, 2018. Revised October 17, 2018.

Annex II. A. Table 3. Percentage of the Communes Where REGIS-AG Intervenes Included in the Sample for the REGIS-AG Midterm Performance Evaluation (FY 2018)

Country and Region	Total # of Communes in Region	REGIS-AG		Proposed Frame for Sampling	
		# of Communes Where REGIS-AG Intervenes	% of Communes in the Region Covered by REGIS-AG	# of Communes Where the Evaluation Team Will Interview	% of Communes Where REGIS-AG Intervenes Included in the Evaluation
Niger	246	45			
Maradi	122	18	14%	2	11%
Tillaberi	62	12	19%	2	17%
Zinder	62	15	24%		
Burkina Faso	81	20			
Sahel/Dori	26	6	23%	2	33%
East/Fada	27	6	22%		
Central/Kaya	28	8	29%	2	25%

Source: Della McMillan and Kokou Zotoglo, 2018 REGIS-AG DRAFT Midterm Performance Evaluation Work Plan based on rankings to be developed by the consultants based on ranking to be provided by REGIS-AG on April 25, 2018.

ANNEX II. A. TABLE 4. PROPOSED SYSTEM FOR CLASSIFYING COMMUNES BY LEVEL OF ENGAGEMENT FOR THE REGIS-AG MIDTERM PERFORMANCE EVALUATION (FY 2018)

Sort by	Commune	Commune	Commune
Level of Engagement	High (>3 POs + more than one VC represented)	Moderate (1-3 POs + at least one VC represented)	Minimal (only one or two interventions, such as paravet services)
Value Chain	Adequate coverage of all three VCs	Adequate coverage of all three VCs, or two most common	None
Accessibility	Time + geography + security	Time + geography + security	Time + geography + security

Source: Della McMillan and Kokou Zotoglo, 2018. REGIS-AG Draft Midterm Performance Evaluation Work Plan based on rankings to be developed by the consultants based on ranking to be provided by REGIS-AG on April 25, 2018.

ANNEX II. A. TABLE 5. NUMBER OF INTERVIEWS AND PEOPLE INTERVIEWED DURING THE REGIS-AG MIDTERM PERFORMANCE EVALUATION, APRIL-MAY 2018 ¹¹¹

Stakeholder Category	Niger		Burkina Faso		Senegal		All	
	# int	# p	# int	# p	# int	# p	# int	# p
1. REGIS-AG Management	8	11	8	14				
2. REGIS-AG VC Staff	3	16	2	12				
3. REGIS-AG Crosscutting (Literacy, Finance, M&E, Good Governance, etc.)	11	21	5	7				
4. REGIS-AG Pos	24	145	24	135				
5. Government Partners	4	7	11	26				
5.a. Decentralized Government Services	(0)	(0)	(8)	(22)				
5.b. Commune Mayors	(4)	(7)	(3)	(4)				
6. Others RISE Projects (REGIS-ER, DFAP, SAREL)	6	25	4	7				
7. Commercials Partners (Inputs Suppliers, Traders, and Processors)	11	26	15	31				
8. Others	4	4	7	12				
8.a. Veterinarians, Auxiliaires d'Elevage (AEs), and Village Vaccinators	(3)	(3)	(2)	(3)				
8.b. Microfinance Institutions	(0)	(0)	(3)	(5)				
8.c. Literacy Center Instructor	(1)	(1)	(2)	(4)				
9. The Market Management Committee /Groupement d'Intérêt Economique (GIE)	4	21	2	29				

Stakeholder Category	Niger		Burkina Faso		Senegal		All	
	# int	# p	# int	# p	# int	# p	# int	# p
I0.a. USAID/SRO					2	3		
I0.b. USAID (Niger)					1	1		
I0.c. USAID (Burkina Faso)			1	3				
Sub-Total /Total	75	276	79	276	3	4	157	556

Methodology: Some individuals participated in more than one interview. Duplication was eliminated on the following Burkina Faso categories, for example: Category 1 (13-1= 12; Category 6 (8-1= 7); and Category 9 (30-1= 29). This list of total numbers eliminates them (19-11 = 8). Eight people (**six** in Category 1 and **two** in Category 6) participated in the interviews in Category 1.

Source: REGIS-AG Midterm Evaluation. May-June 2018.

ANNEX II.A. TABLE 6. EVOLUTION OF THE REGIS-AG STAFF AT THE DORI REGIONAL OFFICE BY REGION, WHERE THEY INTERVENE, AND OFFICE BASE (FY 2015-FY 2018) ¹¹¹

Description of the REGIS-AG Staffing Model in Burkina Faso (June 2018)

This table provides a brief overview of the REGIS-AG regional level staffing in Burkina Faso.

A. Regional Staff: The table shows the 10 component and sub-component teams that administer these programs (small ruminants, cowpea, poultry, animal health, literacy, enabling environment, access to finance, access to inputs, and MEL).

A.1. To encourage inter-regional synergies, the decision was made to have most of the regional staff based in the main project office which is in the Northern Region (N) in Dori (orange color). One reason for doing this was to help build a unified consortium staff since the staff were hired and funded by the different implementing partners (see column one, CNFA AED, SNV, A2N, VSF and CNFA).

A.2. Although staff are based in Dori (orange color) the individual staff work in other regions: the Eastern Region (E) and Central North (CN) as well as the Sahel Region (S).

A.3. A small number of staff are based in the eastern region Fada (green color) and in Ouagadougou.

B. Administration: The Regional Office Lead is based in the Sahel office (orange color) All the other administrators including the Deputy Chief of Party who oversees the Burkina Faso program are based in Ouagadougou (blue color).

C. Transversal: The staff that backstop communication and gender in all three regions are based in Ouagadougou (blue color).

Lessons Learned:

A. Strengths: Most of the regional staff—i.e. the technical staff working in the Eastern, Central North, and Sahel regions—who were interviewed during the evaluation felt that this unconventional way of housing all the staff from the eight implementation partners into one building helped build staff cohesion and cross-training. Staff cited several reasons for this:

- Being all together in one building helped everyone keep informed. It meant that every one of the implementing partners had the same level of information.
- The same co-housing of the different consortium members in one building helped everyone exchange their experiences and appreciate the experience and capacity of the other partners and staff.
- The staffing model helped create an “*esprit d’équipe*” with a cohesive “*feuille de route*” (road map).
- Having the staff based out of the national capital (Ouagadougou) helped build their linkages with the regional and district level authorities.
- Staff noted that having an office in Dori also helped to reduce the travel and administrative costs of the project since Dori was nearer to the area where REGIS-AG worked in the Eastern Region as well as the Central North.
- The same co-housing arrangement helped facilitate good working relationships with their two local partners—A2N and AGED—since both of them had offices in Dori.

¹¹¹ **Color Codes for Area where the Person in the position works:** E= Eastern Region, CN=Central North Region, S=Sahel. Color Codes for the Office Base of the Person in the position: Orange =Based in Dori; Green=Based in Fada n’Gourma in the Eastern Region; Blue=Based in Ouagadougou at the main REGIS-AG office.

B. Weaknesses: The chief weaknesses of the model were: (1) the difficulty that the project had in harmonizing the staff policies for per diem (see section 4.5.1 of this report); and (2) the chronic under-equipment of the staff in terms of project vehicles which made it difficult to plan joint supervision missions with any degree of reliability (see section 4.5.1 of this report).

C. Opportunity: Most of the staff who were interviewed felt that RISE initiatives might consider this type of co-housing for consortium members.

D. Threats: For the model to work properly, however, it needs to be strengthened and supported by a cohesive model of per diems and adequate logistical support (see Sections 4.5.3 of this report).

Source: FGD and KII with REGIS-AG staff in Burkina Faso (June 2018) and a separate FGD with Bruno Ouedraogo and Edmond Sedogo, October 18, 2018.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Small Ruminants					
CNFA	Acting Lead (E,CN,S)	Acting Lead (E,CN,S)	Lead (E,CN,S)	Lead (E,CN,S)	Lead (E,CN,S)
AGED	Coordinator (E&CN)	0 (Acting Specialist Literacy)	0 (Acting Specialist Literacy)	0 (Acting Specialist Literacy)	Coordinator (E&CN)
SNV	Specialist Transformation (E,CN,S)	Specialist Transformation (E,CN,S)	Specialist Transformation (E,CN,S)	Specialist Transformation (E,CN,S)	Specialist Transformation (E,CN,S)
A2N	Coordinator (S)	Coordinator (S)	Coordinator (S)*	Coordinator (S)	Coordinator (S)
Cowpea					
CRS	Lead (E,CN,S)	Lead (E,CN,S)	Lead (E,CN,S)	Lead (E,CN,S)	Lead (E,CN,S)
SNV	Specialist Marketing (E,CN,S)	Specialist Marketing (E,CN,S)	Specialist Marketing (E,CN,S)	Specialist Marketing (E,CN,S)	Specialist Marketing (E,CN,S)
AGED	Coordinator (CN,E)	Coordinator (CN,E)	Coordinator (CN,E)	Coordinator (CN,E)	Coordinator (CN,E)
A2N	Coordinator (S)	Coordinator (S)	Coordinator (S)	Coordinator (S)	Coordinator (S)
Poultry					

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
VSF	Lead (E,CN,S)	Lead (E,CN,S)	Lead (E,CN,S)	Lead (E,CN,S)	Lead (E,CN,S)
CNFA	Specialist (E)	0	Specialist (E)	Specialist (E)	Specialist (E)
Animal Health					
VSF	Specialist (E,CN,S)	Specialist (E,CN,S)	Specialist (E,CN,S)	Specialist (E,CN,S)	Specialist (E,CN,S)
Literacy					
AGED	Specialist (CN,E)	Specialist (CN,E)	Specialist (CN,E)	Specialist (CN,E)	Specialist (CN,E)
A2N	Coordinator (S)	Coordinator (S)**	Coordinator (S)	Coordinator (S)	Coordinator (S)
Enabling Environment					
SNV	Acting (Specialist Transformation Small Ruminants)	Acting (Specialist Transformation Small Ruminants)	Specialist (E,CN,S)	Specialist (E,CN,S)	Specialist (E,CN,S)
Access to Finance					
CNFA		Specialist (S, CN, E)	Specialist (S, CN, E)	Specialist (S, CN, E)	Specialist (S, CN, E)
BDS					
SNV	Specialist (CN,S,E)	Specialist (CN,S,E)—6 months	Specialist (CN,S,E)—6 months	Specialist (CN,S,E)—6 months (pas claire)	Specialist (CN,S,E)—
Access to Agricultural Inputs					
CNFA	Specialist Inputs (CN,S,E)	Specialist Inputs(CN,S,E)	Specialist Inputs (CN,S,E)	Specialist Inputs (CN,S,E) and lead for 2 countries	Specialist Inputs (CN,S,E) and lead for 2 countries
Monitoring, Evaluation, Learning (MEL)					
CNFA	Specialist MEL (CN,S,E)	Specialist MEL (CN,S,E)	Specialist MEL (CN,S,E)	Specialist MEL (CN,S,E)	Specialist MEL (CN,S,E)

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
CNFA	Assistant	0	0	Assistant (S)	Assistant (S)
CNFA	Assistant	0	0	Assistant (CN)	Assistant (CN)
CNFA	Assistant	0	0	Assistant (E)	Assistant (E)
Administration					
CNFA	Regional Manager (CN,S,E)	Regional Manager (CN,S,E)	Regional Manager (CN,S)	Regional Manager (CN,S)	Regional Manager (CN,S)
CNFA	DCOP	DCOP	DCOP	DCOP	DCOP
CNFA	Administration and accounting (4)	Administration and accounting (4)	Administration and accounting (4)	Administration and accounting (4)	Administration and accounting (4)
Cross-cutting					
CNFA	Specialist Gender (CN,S,E)	Specialist Gender (CN,S,E)	Specialist Gender (CN,S,E)	Specialist Gender (CN,S,E)	Specialist Gender (CN,S,E)
CNFA		Specialist Communication (CN,S,E)	Specialist Communication (CN,S,E)	0	

* Replaced in 2017 ** Replaced in 2016

Source: REGIS-AG Dori Program Manager Edouard Sedogo. July 10, 2018 update of table developed with the REGIS-AG Midterm Evaluation Team, June 2018.

Acronyms: A2N (Association Nodde Nooto); AGED (Association pour la Gestion de l'Environnement et le Développement); BDS (Business Development Specialist); CN (Centre-Nord, Central North Region of Burkina Faso); CNFA (Cultivating New Frontiers in Agriculture); CRS (Catholic Relief Services); E (Est or Eastern Region of Burkina Faso); FY (Fiscal Year); MEL (Monitoring, Evaluation and Learning); S (Sahel Region of Burkina Faso); SNV (Netherlands Development Organization [Stichting Nederlandse Vrijwilligers]); VSF (Veterinaires Sans Frontieres).

ANNEX II.A. TABLE 7. REGIS-AG MAJOR EVENTS (FY 2015-FY 2018)

Date	Events
15 March 2013	RFP solicitation issued
28 January 2015	Contract awarded ¹¹²
3 March 2015	Arrival CNFA team for startup & installation of Niamey Office & Ouagadougou Office
10 March 2015	Starting recruitment process (advertisement of all positions)
18 – 30 March 2015	Arrival Value Chain Advisor, Chief of Party, Director of Finance and Operations (DFO)
4 April 2015	QuickBooks Implementation: Pilot Project: REGIS-AG
15- 27 June 2015	Setting up office REGIS-AG Zinder
1 st July 2015	Setting up office REGIS-AG Dori
July 2015	Setting up office REGIS-AG Maradi
October 2015	Setting up office REGIS-AG Tillabéri
December 2015	Approval by USAID of the PMP
December 2015	44 Staff mobilized
January 2016	Dismissal COP, appointment of an Interim COP
1 st August 2016	Appointment of 2 nd COP
18-21 September 2016	Visit of CNFA Chief Executive Officer (CEO) to REGIS-AG in Niger and Burkina Faso ¹¹³
19 October 2016	Appoint of a new Contracting Officer's Representative (COR) (Patrick Smith replaced Jenna Diallo)
December 2016	16 new staff mobilized: total: 60 staff
January 2017	Approval by USAID of new VC strategy
March 2017	Dismissal Value Chain Advisor Approval by USAID of the revised budget (9 March 2017)
April 2017	Approval by USAID of the VC study (inception studies)

¹¹² The award was delayed due to a protest.

¹¹³ Followed by a visit to USAID Sahel office in Dakar on the 22 September.

Date	Events
1 st May 2017	Setting up office REGIS-AG Fada (new)
June 2017	Replacement of the value chain Advisor Appoint of the alternate COR (Abdourahmane Ndiaye)
December 2017	Total staff in place: 74: in replacement recruitment process: DFO NE (1), Senior accountant NE (1), BDS/innovation Advisor NE & BF (2), Communication specialist BF (1); Small Ruminants VC Coordinator BF (1) 80 staff in Total Currently: 78 (47 in Niger and 31 in Burkina Faso) + 4 vacant
January 2018	DFO resignation
14 February 2018	Arrival of Field Support Program Officer
18 February 2018	Arrival of the new DFO

Source: REGIS-AG COP Georges Dimithe, June 27, 2018.

ANNEX II.A. TABLE 8. NUMBER OF LIVESTOCK AUXILIARIES TRAINED BY REGIS-AG THAT WERE EQUIPPED AT THE END OF FY 2017 AS PART OF THE SVPP/RSAP SUPPORT IN BURKINA FASO AND NIGER*

Country	Number of AEs			Equipment Provider
	Existing	Fully Equipped	Partially Equipped	
Burkina Faso	105	46	44	REGIS-ER (SVPPs from Sahel- <i>Assistance Vétérinaire de Proximité au Sahel</i> (VETOPROX), East-SIRBAVETO and Centre Nord); <i>Victoire sur la Malnutrition</i> (ViM) (SVPP from Centre Nord); REGIS-AG (<i>Services Vétérinaires [VETO]</i> Consult and VETO Assistance) with teaching materials.
Niger	310	36	0	SAWKI for 27 AE belonging to 30 SVPP in Mirriah, LAHIA for 15 AE belonging to 31 SVPP in Aguié
Total	415	82	44	

*In these systems, a private veterinarian is responsible for the technical supervision of and supply of veterinary products to AEs, thus ensuring the quality of products used and the efficiency and sustainability of animal health services rendered. The SVPP also contributes to the popularization of certain livestock management techniques in order to optimize livestock production by improving agro-pastoralists' access to veterinary care and technical advice in the field for livestock which benefits livestock producers in the project intervention areas. The capacity building processes for these SVPPs/ RSAPs are still underway in terms of equipment support through the partnership with VSF/B and RISE partner projects. At the end of FY 2017, only 82 of the 415 AEs were fully equipped in Burkina Faso and Niger.

Source: REGIS-AG. Project FY 2018 Joint Work plans (1 October 2017-30 September 2018). Parts 3.a. REGIS-AG AND REGIS-ER. Niamey: REGIS-AG. Pp. 32-33.

ANNEX II.A. TABLE 9. CURRENT STATUS OF CRITICAL TASKS ASSOCIATED WITH THE ROLE OUT OF THE 3S FUND AND BDS SERVICE ACTIVITIES OF THE REGIS-AG VC DEVELOPMENT BUSINESS CLUSTER MODEL (JULY 2018)

Tasks	Sub Tasks	Next Steps
1. Select service providers through the 3S Fund funding process	Group beneficiaries in reasonable bundles for service provision based on their location, nature of service, magnitude of effort required ¹¹⁴ .	Done in Niger since June. In progress in Burkina Faso, will be finalized before end of July 2018
	– Prepare and issue calls for service provision proposals	In progress: the calls are sent to the Headquarters (HQ) for feedback
	– Select service providers by following the process outlined in the 3S fund funding process	The selection will be conducted before end of August
	– Conduct induction workshop / training for selected providers	The activity will be done before 15 September 2018
2. Select service providers through the 3S Fund funding process) and volunteers	<ul style="list-style-type: none"> – Identify services that can benefit from volunteer services – Identify and mobilize volunteers as consultants – Conduction induction training for selected volunteers 	–
3. Train beneficiaries (processors, grillers and butchers) in entrepreneurship to facilitate access to credit	<ul style="list-style-type: none"> – Produce standardized training modules – Mobilize targeted beneficiaries – Conduct the training using service providers or volunteers 	– Will start from 15 October 2018
4. Develop relationships between MFIs and beneficiaries	<ul style="list-style-type: none"> – Develop an agreement with MFI on the funding mechanism – Support beneficiaries in preparing the necessary documentation – Assist / coach POs in submitting their applications, during processing, and during implementation 	– Facilitation started
5. Monitor the execution of the service providers' contracts	<ul style="list-style-type: none"> – Organize the monitoring missions – Organize quarterly meetings with service providers – Organize joint progress assessment with all parties involved – Review reports produced by service providers or volunteers 	

Source: Telephone and email communication with BDS/Innovation Advisor Louali Salifou, REGIS-AG. July 10, 2018.

¹¹⁴ In other words, a service provider can support more than one beneficiary as long as they are all getting the same service, are not too far from each other, and they are not too many in a bundle to handle by one service provider. Beneficiaries will therefore be grouped as such in calls for service provision the project will launch as detailed in the 3S Fund manual.

ANNEX II.A. TABLE 10. PROJECT DATA ON NUMBER OF REGIS-AG POS TRAINED IN REGIS-AG LITERACY CENTERS IN BURKINA FASO (FY 2015-PRESENT)

Region	# Centers	# People Trained		# of POs From Different Projects Whose Members Benefited from the Training Who Are Not REGIS-AG POs			# REGIS-AG POs Who Participated in Training	Total # of POs Trained
		Men	Women	ViM Project	REGIS-ER	Other Projects		
Est (East)	8			0	8	0	8	16
Centre-Nord (Central North)	26	111	963	14	5	0	97	116
Sahel	29	185	701	0	5	21	58	84
Burkina Faso	63	296	1664	14	18	21	163	216

Source: REGIS-AG M&E specialist for the Sahel Region, Burkina Faso June 22, 2018.

ANNEX II.A. TABLE 11. PROJECT DATA ON NUMBER OF POS TRAINED IN REGIS-AG LITERACY CENTERS IN NIGER (FY 2015-PRESENT)

Region	# Centers	# People Trained		# of POs From Different Projects Whose Members Benefited from the Training Who Are Not REGIS-AG POs								# REGIS-AG POs Who Participated in Training	Total # of POs Trained
		Men	Women	LAHIA	SAWKI	PASEM-TAI	AREN	Karakara	SNV	REGIS-ER	Total		
Tillaberi	15	74	419	0	0	0	0	0	0	0	0	27	27
Zinder	15	161	327	0	2	0	0	0	0	0	2	25	27
Maradi	50	178	1391	24	17	0	3	9	0	28	81	83	164
Niger Total	80	413	2137	24	22	0	3	9	0	28	83	135	218

Source: REGIS-AG Lead Component 4 based on data provided by the Niger MEL Advisor, August 31, 2018.

Annex II.A, Table 12. Key Differences Between Burkina Faso and Niger on Some of the Critical Findings and Recommendations Identified in the REGIS-AG Midterm Performance Evaluation

Key Differences	Possible Actions to Bridge These Acts
<p>1. Loan Guarantees: REGIS-AG is depending on the activity’s Strategic Services Sub-award (3S Fund) plus loans from micro-finance institutions (MFIs) and banks to support the <i>plans d’accompagnement</i> (PAs) and Business Development Services (BDS) needed by the producer organizations (POs) and commercial actors in the business clusters.</p> <p>Burkina Faso (BF): The USAID-funded Development Credit Authority (DCA) loan guarantees make it easier for the business cluster stakeholders to get loans.</p> <p>Niger: USAID funded DCA in Niger have ended, which makes it more difficult for the stakeholders to get MFI or bank finance.</p>	<p>-Alternative loan guarantee mechanism for Niger: To ensure the success of BDS in Niger, it is crucial to renew the DCA or to initiate an alternative guarantee mechanism to facilitate PO and commercial stakeholders’ loans from MFIs and banks. (This is recommended by the REGIS-AG evaluation.)</p> <p>-BDS Training and Supervision for Niger and BF: Just having a loan guarantee is not enough. For the banks and MFIs to support the activity, the BDSs and the REGIS-AG staff working with the BDSs and clusters must build the confidence of these lending institutions in the proposed activities. Specifically, they must be able to clearly articulate how the activities outlined in the loan requests will build the capacity of the business clusters, and they must find ways to involve the funding structures in their oversight. (This is planned under REGIS-AG.)</p>
<p>2. Literacy Training Difference: The 48 focus group discussions (FGDs) with REGIS-AG POs showed numerous ways that literacy training had strengthened the social cohesion and global functioning of direct beneficiary POs by creating a wider circle of members who understood the POs’ accounting records. To date, however, there is no clear plan for sustaining these activities, which follow the national government models for literacy training, in either country.</p> <p>REGIS-AG is in the process of developing a study that is intended to identify the best options for funding the literacy centers. Whatever model is developed will be heavily influenced by the national government policy for basic literacy.</p> <p>Niger: In Niger, most of the literacy centers that REGIS-AG supports were built and run by projects. Once the projects terminated, the centers shut down unless REGIS-AG supported them. In Niger, REGIS-AG was allowed to develop its own curriculum that focused on building community-level value chains (VCs).</p> <p>BF: In Burkina Faso, the REGIS-AG literacy centers were built and managed by the government, which sub-contracted the management of the centers to private operators. In Burkina Faso, the literacy trainers were required to use the state-mandated training modules</p>	<p>-Given the high cost of both government models and the critical importance of literacy training for VC activities, the midterm performance evaluation is recommending that USAID/SRO fund a complete review of all the literacy initiatives supported by RISE.</p> <p>-Especially important is a need to look at alternative non-traditional models (like the one Catholic Relief Services uses in its Development Food Assistance Program [DFAP] project in Niger) that make it easier to train PO members on the job using telephones and other non-traditional training tools. (This is recommended by the REGIS-AG evaluation.)</p>

Key Differences	Possible Actions to Bridge These Acts
that did not focus on VC activities or the specific skills needed to manage them.	
<p>3. The REGIS-AG Business Cluster Model for the Priority VCs: The successful implementation of the support plans in the business cluster model in FY 2018 and FY 2019 (that links the agro-dealers, processors, and transporters with the POs and supports warrantage) is likely to ensure the sustainability of the linkages and social capital that REGIS-AG helped develop in the three priority VCs because different levels of the VC have a vested economic interest in sustaining these new linkages.</p>	
<p>3.A. POs: In Burkina Faso, the cowpea POs are more structured and operational than in Niger. Consequently, the REGIS-AG warrantage activities seem to be more successful in Burkina Faso than in Niger.</p>	<p>In Niger, REGIS-AG needs to strengthen the capacity building to POs and emphasized governance best practices. (This is planned under REGIS-AG.)</p>
<p>3.B. Agro-Dealer Networks: It is the same for the network of agricultural input distributors with the Association of Wholesalers and Agricultural Input Dealers (AGRODIA) in Burkina Faso, which works better compared to Association of Distributors of Inputs (ADI) of Niger. This could potentially affect the long-term sustainability of the gains made in certain VCs—especially cowpeas.</p>	<p>In Niger, it is important to activate ADI's operational plan to make it more effective and efficient. (This is planned under REGIS-AG.)</p>
<p>3.C. SVPP/RSAP: The project records highlight the fact that REGIS-AG has strengthened vulnerable households' access to vaccination and animal medications by its support for national vaccination campaigns, and the creation of five Réseau de Santé Animale de Proximité (or Proximity Animal Health Networks [RSAPs]) in Burkina Faso and four Service Vétérinaire Privé de Proximité (or Private Veterinary Proximity Service [SVPPs]) in Niger, which has substantially increased PO access to animal services. For FY 2018 REGIS-AG will have the support from REGIS-ER to equip four SVPPs in Niger and one RSAP in Burkina Faso.</p> <p>Niger: The SVPP started earlier in Niger and is being scaled up nationally.</p> <p>BF: The RSAP started later in Burkina Faso and has had less scale-up and legal recognition.</p>	<p>REGIS-AG must continue to support efforts to gain legal recognition for the RSAP system in Burkina Faso. (This is already planned under REGIS-AG.)</p>
<p>3.D. Poultry VC:</p> <p>BF: There is much greater availability of day-old chicks in Burkina Faso than in Niger. The Poulets Bicyclette industry is scaling up with regular fairs of grilled chicken in Ouagadougou and other towns. The projected establishment of a large, well-managed chick breeding facility run by the Cote d'Ivoire company</p>	<p>It is essential to support the community-level activities to increase vulnerable households' access to day-old chicks for chickens and guinea fowl that are adapted to the local conditions in Niger. This year, REGIS-AG is pilot-testing a new methodology for producing day-old chicken and guinea fowl chicks. If this pilot test is successful, it needs to be scaled up to other parts of the country. It may be useful to</p>

Key Differences	Possible Actions to Bridge These Acts
<p>SIPRA/IVOGRAIN in Loumbila (a village next to Ouagadougou) will provide a sustainable supply of day-old chicks and feeds for the entire country. In Burkina Faso, the government organized vaccine campaigns against Newcastle disease that decimates nearly 80% of poultry.</p> <p>Niger: In Niger, the poultry VC is at a very early stage in its development and there is a critical shortage of day-old chicks.</p>	<p>advocate for the inclusion of the poultry vaccination campaign in Niger's policies. (This is an ongoing initiative of REGIS-AG.)</p>
<p>4. Livestock Market Reforms</p> <p>Niger: The REGIS-AG livestock market management support is a well-known success story in Niger where the World Bank and Millennium Challenge Corporation (MCC) are supporting a national scale-up of the model to other regions.</p> <p>Burkina Faso: The REGIS-AG livestock market management support models are also well known in Burkina Faso but not yet scaled up. Advocacy and lobbying should be done to quickly mobilize partners willing to scale up this promising initiative.</p>	<p>The REGIS-AG midterm performance evaluation is recommending that USAID/SRO fund an independent assessment of the REGIS-AG model in order to provide lessons learned for the types of lobbying that will be needed to scale up and refine the model in Burkina Faso. (This is recommended by the evaluation.)</p>
<p>5. Groupements d'Intérêt Economique (GIEs): In FY 2018 REGIS-AG started a pilot initiative to transform 30 POs into 12 GIEs, which will enable them to operate as registered businesses within specific VCs. As registered businesses, the POs would have better access to credit, which will increase the chances that they can continue to sustain and scale-up their activities after the project ends.</p> <p>Niger: In Niger, due to the fact that POs are at the beginning of their restructuration, more emphasis should be put on their training and capacity building to allow them to be successful.</p>	<p>REGIS-AG needs to adapt its capacity building efforts to the status of the POs. (This is already being done under REGIS-AG.)</p>

Source: REGIS-AG Midterm Performance Evaluation Analysis. May-August 2018.

Annex II.A. Table 13. REGIS-AG Employees Grouped by Category and Gender

Staff Category	Niger			Burkina Faso		
	Male	Female	Total	Male	Female	Total
Senior Management	3	2	5	1	0	1
National Management	7	1	8	4	1	5
Technical field staff	22	5	27	17	3	20
Support staff	6	2	8	5	3	8
Total	38	10	48	27	7	34

Source: Georges Dimithe, October 10, 2018.

Annex II.A. Table 14. List of Performance Indicators for Measuring Community and Household-level Resilience

Indicator	Unit/ Disaggregation	Life of Project (LOP) Target	Target achieved FY 2015- 17	Target FY 2018	Target achieved FY 2018 (30/06/2018)		Target achieved to date (FY 2015-18)	
					Unit	Rate (%)	Unit	Rate (%)
0.1 - Value (US \$) of Incremental sales (collected at farm level) attributed to program implementation	US \$ by country:							
	- Total	\$4.21mil	\$0	\$ 900,000	\$-215,098		\$-215,098	
	- Niger				\$-331,311		\$-331,311	
	- Burkina Faso				\$190,386		\$190,386	
	US \$ by VC							
	- Cowpea				\$-7,375		\$-7,375	
	- S. ruminants				\$-219,350		\$-219,350	
	- Poultry				\$11,627		\$11,627	
	US \$ by Sex:							
	- Men				\$-275,454		\$-275,454	
	- Women				\$ 238,350		\$ 238,350	
0.2a - Gross margins (US \$) per hectare for cowpeas	US \$ by country:							
	- Total	\$1,024	\$0	\$717	\$120.00		\$120.00	
	- Niger		\$0		\$99.00		\$99.00	17%
	- Burkina Faso		\$0		\$143.00		\$143.00	

Indicator	Unit/ Disaggregation	Life of Project (LOP) Target	Target achieved FY 2015- 17	Target FY 2018	Target achieved FY 2018 (30/06/2018)		Target achieved to date (FY 2015-18)	
					Unit	Rate (%)	Unit	Rate (%)
	US \$ by Sex:							
	- Men		\$0		\$126.00		\$126.00	
	- Women		\$0		\$113.00		\$113.00	
0.2b - Gross margins (US \$ per adult animal) for small ruminants:	US \$ by country:							
a) Goat	- Total	\$17.00	\$0	\$14	\$21.74	155%	\$21.74	128%
	- Niger		\$0		\$18.92		\$18.92	
	- Burkina Faso		\$0		\$29.26		\$29.26	
	US \$ by Sex:							
	- Men		\$0		\$21.09		\$21.09	
	- Women		\$0		\$22.15		\$22.15	
b) Sheep	US \$ by country:							
	- Total	\$17.00	\$0	\$14	\$56.23	402%	\$56.23	331%
	- Niger		\$0		\$54.24		\$54.24	

Indicator	Unit/ Disaggregation	Life of Project (LOP) Target	Target achieved FY 2015- 17	Target FY 2018	Target achieved FY 2018 (30/06/2018)		Target achieved to date (FY 2015-18)	
					Unit	Rate (%)	Unit	Rate (%)
	- Burkina Faso		\$0		\$59.94		\$59.94	
	US \$ by Sex:							
	- Men		\$0		\$53.42		\$53.42	
	- Women		\$0		\$58.13		\$58.13	
0.2c - Gross margins (US \$) for poultry:	US \$ by country:							
a) Chicken	- Total	\$3.40	\$0	\$2.50	\$2.87	115%	\$2.87	84%
	- Niger		\$0		\$2.90		\$2.90	
	- Burkina Faso		\$0		\$2.79		\$2.79	
	US \$ by Sex:							
	- Male		\$0		\$2.85		\$2.85	
	- Female		\$0		\$2.95		\$2.95	
b) Guinea fowl	US \$ by country:							
	- Total	\$3.40	\$0	\$2.50	\$4.93	197%	\$4.93	145%
	- Niger		\$0		\$5.06		\$5.06	

Indicator	Unit/ Disaggregation	Life of Project (LOP) Target	Target achieved FY 2015- 17	Target FY 2018	Target achieved FY 2018 (30/06/2018)		Target achieved to date (FY 2015-18)	
					Unit	Rate (%)	Unit	Rate (%)
	- <i>Burkina Faso</i>		\$0		\$4.24		\$4.24	
	US \$ by Sex:		\$0		\$3.79		\$3.79	
	- <i>Male</i>							
	- <i>Female</i>		\$0		\$6.41		\$6.41	
2.3 – Percentage (%) of households in which a woman has benefited directly from ownership of personal fields, new ownership of small ruminants or poultry, or involvement in a savings/loan program	% by country:	25%		20%				
	- <i>Total</i>							
	- <i>Niger</i>							
	- <i>Burkina Faso</i>							
	% by VC:							
	- <i>Cowpea</i>							
	- <i>S. ruminants</i>							
	- <i>Poultry</i>							
2.4 – Percentage (%) of households engaged in a new income-generating micro-enterprise as a result of USG interventions	% by country:	40%	7.0%	30%	0%	0%	7.0%	18%
	- <i>Total</i>							
	- <i>Niger</i>		6.5%				6.5%	
	- <i>Burkina Faso</i>		7.4%				7.4%	

Indicator	Unit/ Disaggregation	Life of Project (LOP) Target	Target achieved FY 2015- 17	Target FY 2018	Target achieved FY 2018 (30/06/2018)		Target achieved to date (FY 2015-18)	
					Unit	Rate (%)	Unit	Rate (%)
2.6 - Number of stakeholders implementing risk-reducing practices/actions to improve resilience to climate change as a result of USG assistance	# by country:	19,84	7,514	5,76	0	0%	7,514	38%
	- Total	19355	7514	7266			7514	
	- Niger	12743	4947	4784	0		4947	
	- Burkina Faso	6612	2567	2482	0		2567	
	# by Sex:	19355	7514	7266	0	0	7514	39%
	- Male	6185	2118	2495	0		2118	34%
	- Female	11823	4049	4771	0		4049	34%
	- Disaggregates not available	1347	1347				1347	
3.2 - Number of Farmers who have adopted new technologies or management practices as a result of USG assistance	# by country:							
	- Total	21152	14424	3806	0		14424	68%
	- Niger	13170	8981	2181	0		8981	68%
	- Burkina Faso	7982	5443	1625	0		5443	68%
	# by Sex:	21152	14424	4305	0		14424	68%
	- Male	6800	4490	1478	0		4490	66%
	- Female	13005	8587	2827	0		8587	66%

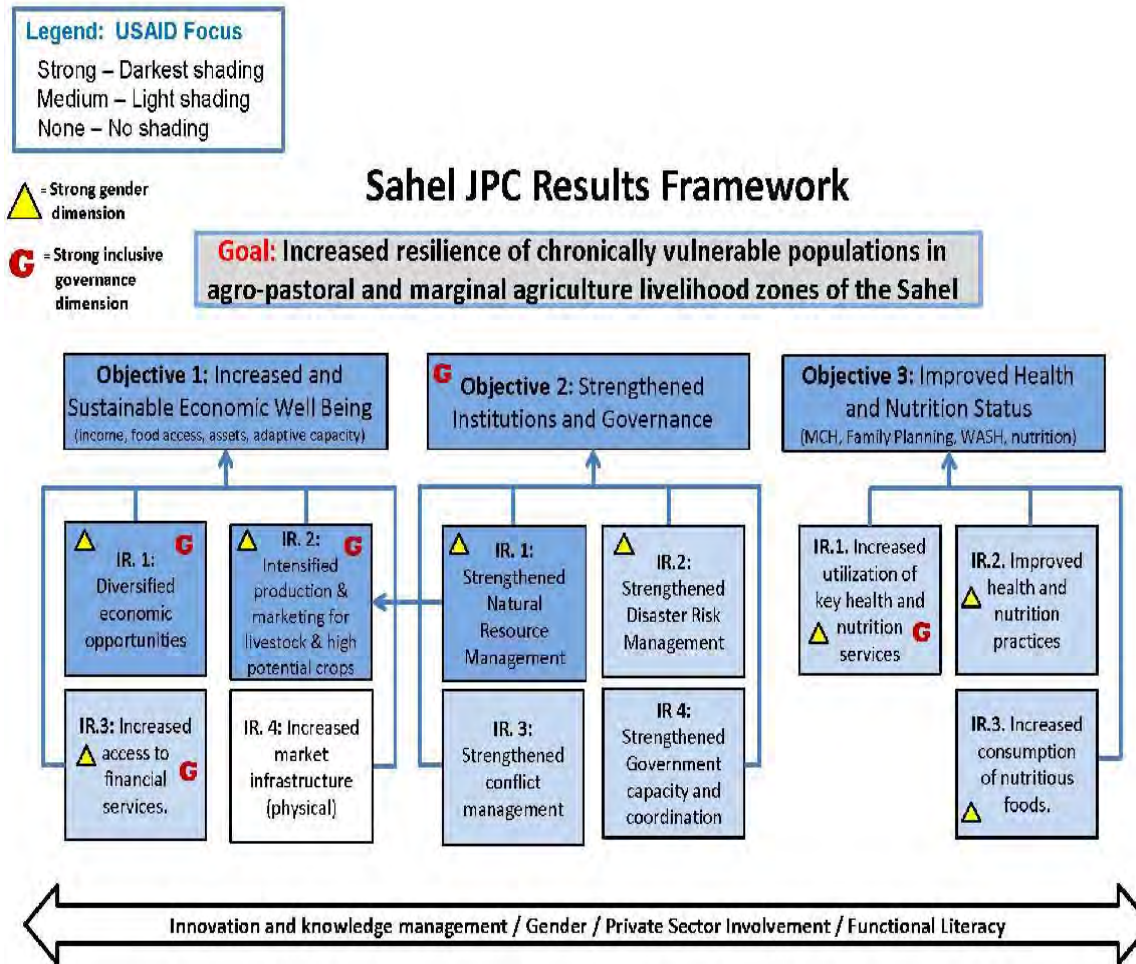
Indicator	Unit/ Disaggregation	Life of Project (LOP) Target	Target achieved FY 2015- 17	Target FY 2018	Target achieved FY 2018 (30/06/2018)		Target achieved to date (FY 2015-18)	
					Unit	Rate (%)	Unit	Rate (%)
	Disaggregates not available	1347	1347				1347	
3.5 - Number of private enterprises, producer organizations, water user associations, trade and business associations, and community-based organizations (CBOs) that applied new technologies or management practices as a result of USG assistance	# by country:							
	- Total	546	456	60	0		456	84%
	- Niger	263	220	29	0		220	84%
	- Burkina Faso	283	236	31	0		236	84%
	# by organization type:	545	456	60	0		456	84%
	- Women groups	269	225	4	0		225	84%
	- Men groups	34	28	27	0		28	84%
	- Mixed groups	242	203	29	0		203	84%
	- Disaggregates not available							
	# by VC:	546	456	60	0		456	84%
	- Cowpea	283	236	31	0		236	84%
	- Small ruminants	169	141	19	0		141	84%
	- Poultry	95	79	10	0		79	84%

Indicator	Unit/ Disaggregation	Life of Project (LOP) Target	Target achieved FY 2015- 17	Target FY 2018	Target achieved FY 2018 (30/06/2018)		Target achieved to date (FY 2015-18)	
					Unit	Rate (%)	Unit	Rate (%)
	- Disaggregates not available							

Source: Arsene Kientega, REGIS-AG MEL Advisor. October 9, 2018 based on the project's indicator tracking data.

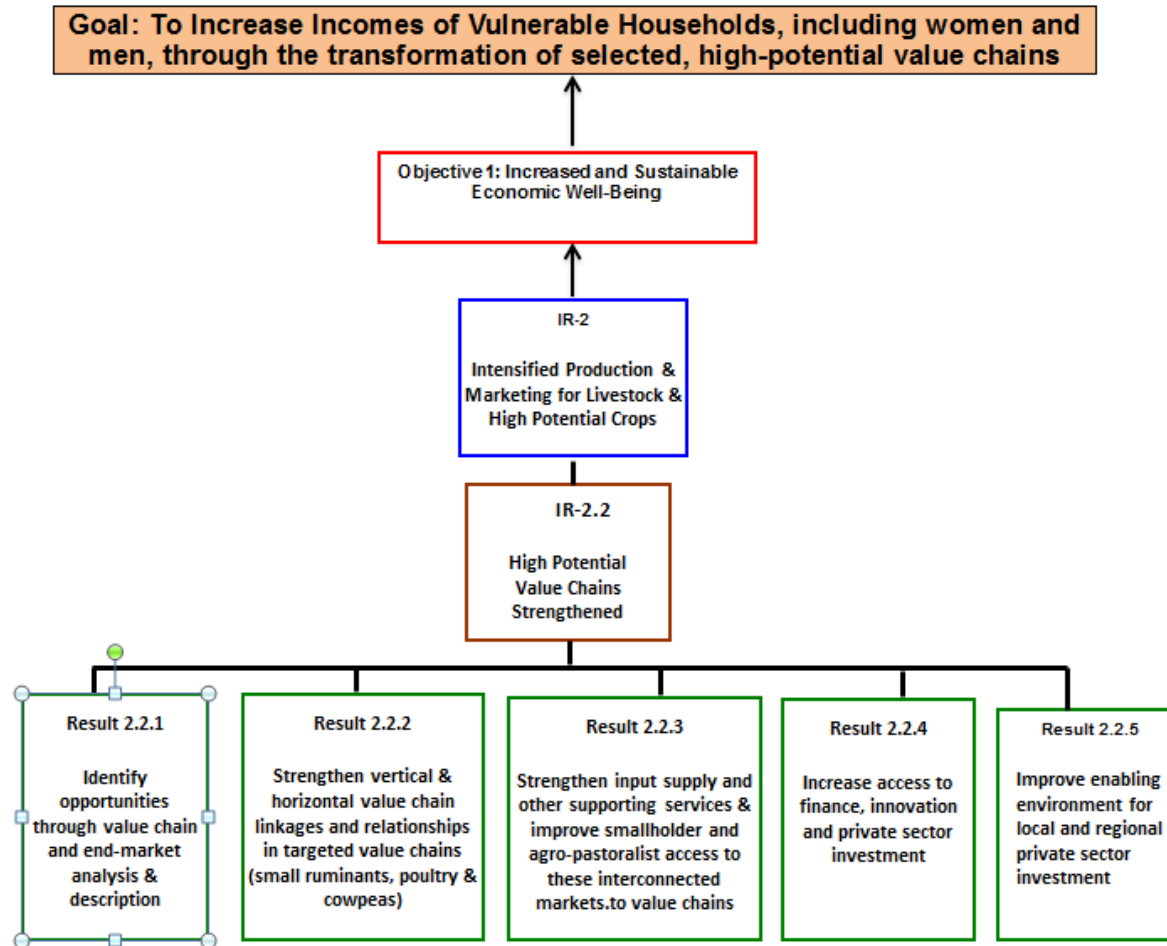
ANNEX II. B. FIGURES

ANNEX II.B, FIGURE I. THE RISE/JPC RESULTS FRAMEWORK



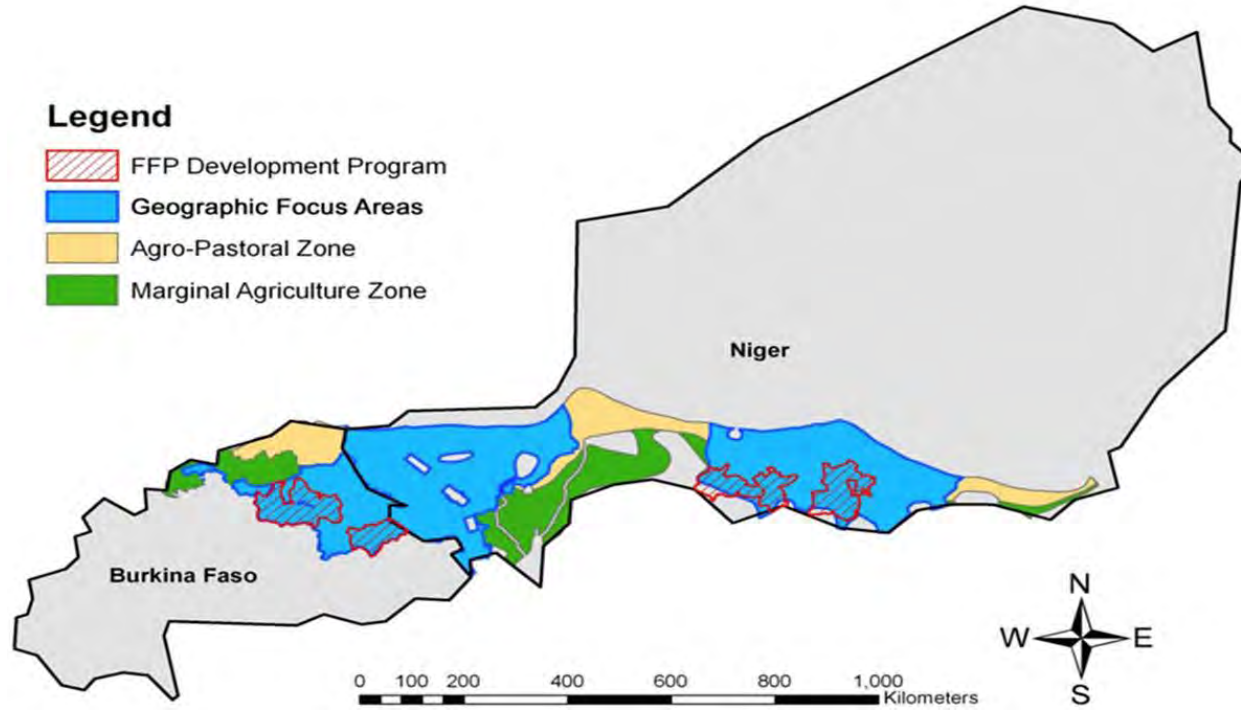
Source: REGIS-AG. 2015. M&E Plan. Pg. 6.

ANNEX II.B, FIGURE 2. THE REGIS-AG RESULTS FRAMEWORK



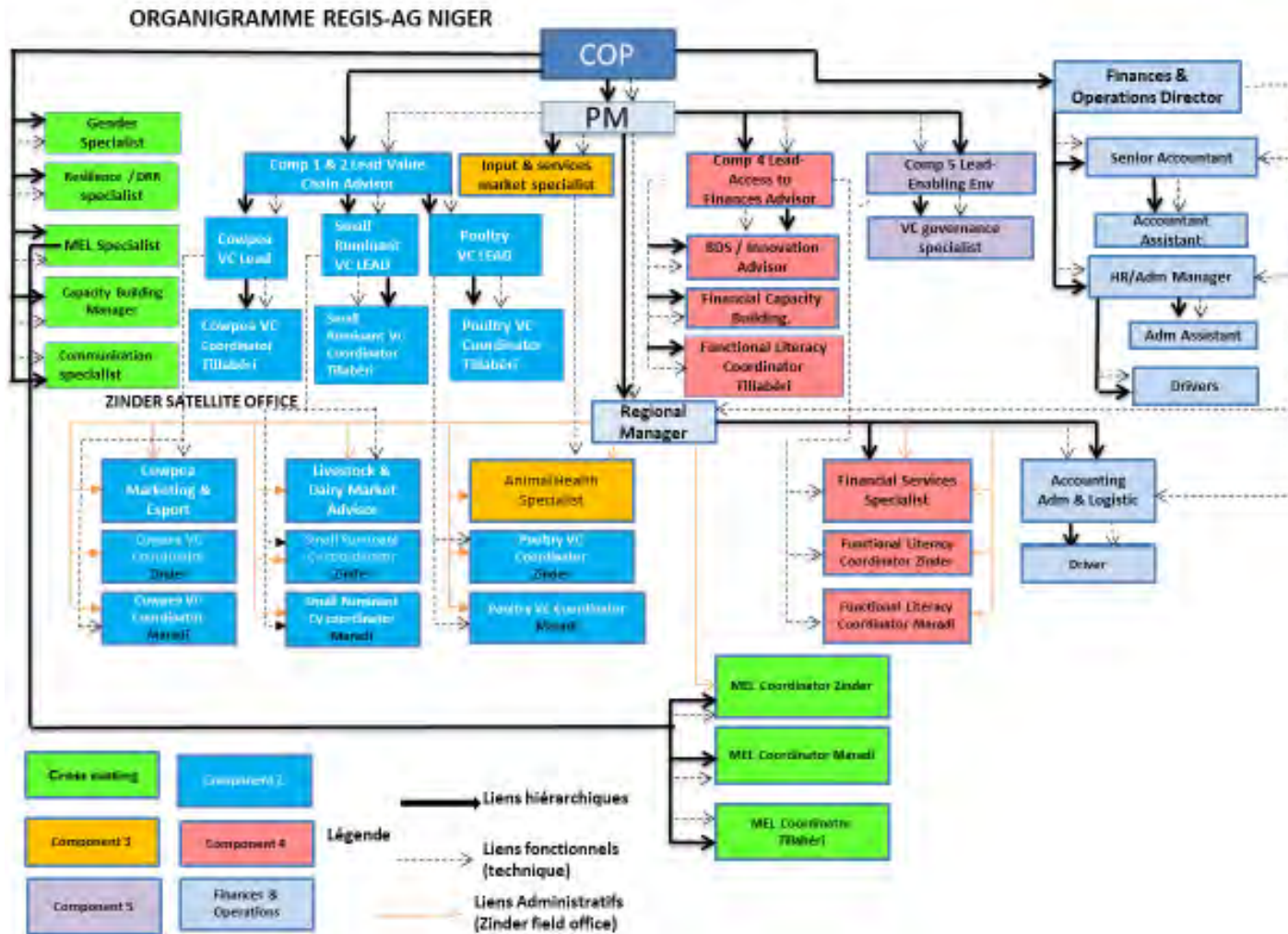
Source: REGIS-AG. 2015. Monitoring and Evaluation Plan. Niamey: CNFA for REGIS-AG. Pg. 9.

ANNEX II.B, FIGURE 3. ZONE OF INFLUENCE (ZOI) TARGETED BY REGIS-AG



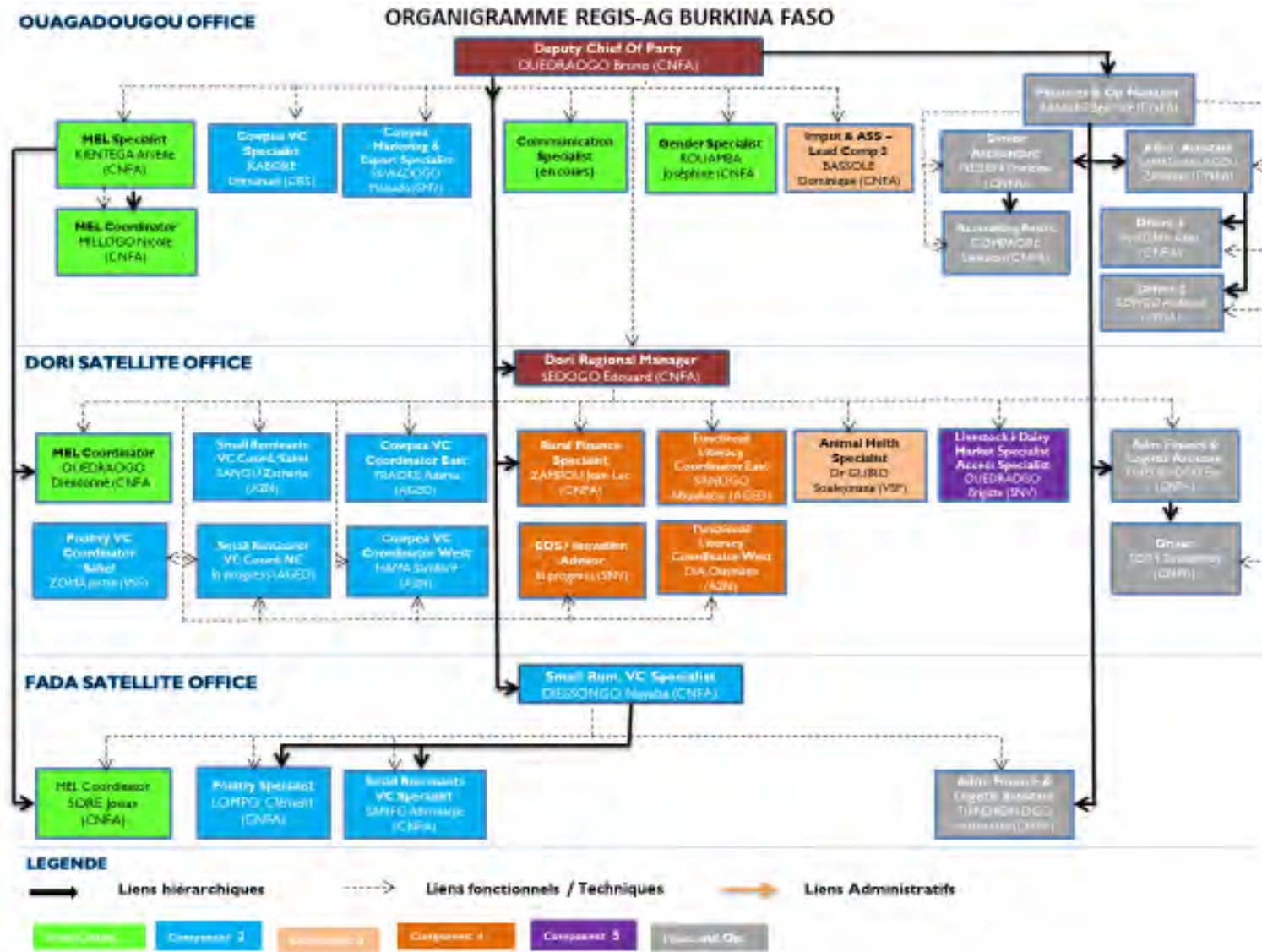
Source: USAID. 2013.RFP No. SOL-685-13-000005. Washington, DC: USAID. Pg. 26.

ANNEX II.B, FIGURE 4. REGIS-AG ORGANIGRAMS—NIGER



(Source: REGIS-AG COP, Georges Dimithe June 27, 2018)

ANNEX II. B. FIGURE 5. REGIS-AG ORGANIGRAMS—BURKINA FASO



(SOURCE: REGIS-AG COP, GEORGES DIMITHE, JUNE 27, 2018)

ANNEX II. C. TEXT BOXES

Annex II.C. Text Box I. The REGIS-AG Partner Coordination Plan

Administratively:

- Staff from the different partners are all blended in the same office in both countries—in Burkina Faso (BF): Ouagadougou and two satellite offices in Dori and Fada N’Gourma; in Niger: Niamey and three satellite offices in Tillabéri, Maradi, and Zinder.
- Each partner manages the salaries and benefits of its staff and follows its procedures for leaves and business travels, each staff is required to get an approval from the activity coordination using the activity forms. He/she will then submit the approved form to their organization to initiate the internal process at the organization level.
- The Chief of Party (COP) organizes a coordination meeting involving all partners to discuss implementation challenges and develop a consensus for addressing them. These meetings are supposed to be held once a quarter. During these meetings, efforts are also made to harmonize what can be harmonized (ex. per diem rates applicable to staff and to activity beneficiaries).

Technically:

- CRS – Leads the cowpea value chain (VC) work, governance, and disaster risk reduction (DRR)
- SNV – Leads policy reform/advocacy work and access to finance (used to be CNFA) and are also involved in cowpea work and Business Development Service (BDS) provision (now CNFA)
- VSF – Leads animal health and poultry VC development work
- AREN – Has three regional coordinators (frontline field staff of REGIS-AG) for small ruminant VC work (one coordinator in each region)
- Karkara – Has nine regional coordinators for the cowpea VC work, poultry, and functional literacy (three coordinators in each region; one per field)
- A2N – Has three regional coordinators for the cowpea and small ruminant work and functional literacy in the Sahel region
- AGED – Has three regional coordinators for the cowpea and small ruminant work and functional literacy the East and Center North regions
- CNFA – Leads small ruminant VC work and gender, communication and monitoring, evaluation, and learning (MEL) activities as well as overall activity administration/finance and coordination
- All REGIS-AG technical staff develop the work plan together as a team, but each partner leads the development of the plan for the areas he/she has primary responsibility for. Each staff is expected to contribute in the finalization of the plan during the planning meeting.
- All activities are implemented based on approved terms of reference (TORs). Each partner leads the development of the ToR of activities under his/her responsibility. These are reviewed by colleagues,

including gender, communication, and MEL specialists. Until a couple of months ago, there were three levels of review: among specialists, by the Program Manager for Niger and Deputy Chief of Party (DCOP) for Burkina Faso, and then by the COP. The last level is now limited to TORs related to gender, MEL, DRR, and communication activities. At the end of this process, the partner focal point for the activity signs off first on the ToR before the COP does.

- Contractually, each partner submits monthly, quarterly, and annual progress reports to the COP, and the activity coordination is responsible for their consolidation and submission to USAID. The REGIS-AG program manager and DCOP are charged with consolidating this information into the reports that the REGIS-AG consortium is required to submit to USAID.¹¹⁵

Source: Email from REGIS-AG Coordinator, Georges Dimithe, April 20, 2018.

¹¹⁵ Given the need for quick turnaround in reporting, many of the partners submit the information to the REGIS-AG administration without preparing a formal report.

Annex II. C. Text Box 2. Examples of How REGIS-AG Activities affected Household Resilience and Different Aspects of the Theory of Change (EQ I and EQ I-A)

Cowpeas: The extensive investment of REGIS-AG in training the agro-dealers who supply the POs with the seed and Purdue Improved Cowpea Storage (PICS) bags is building resilience by strengthening access to these inputs both now and in the future. The same agro-dealers have a vested interest in making sure that the PO's get appropriate training in production, cleaning, packaging and storage techniques that they need to save at a high price and invest in additional inputs at the agro-dealer's business.

Poultry: REGIS-AG's has helped strengthen the resilience of the POs involved in poultry production by helping to retrain and stock the community-based vaccinators who work under the direct supervision of the department level veterinarians (SVPP). The association of these vaccinators with SVPP makes it easy to train and track their PO-level activities and to continue to update and expand their training. These same vaccinators—like the agro-dealers (for cowpea) are helping to continue to train the POs in the techniques they need to produce in order to have profitable benefits.

Small Ruminants: Based on the 24 FGDs in Tillaberi and Maradi, it appears that a high percentage of the revenue earned from poultry and cowpea VC activities is being invested in small ruminant production. The PO members stated that they were doing this because small ruminants provide them with a relatively secure investment opportunity that can be liquidated at any time for a good price if there is a family emergency or drought. They are also starting to buy land and hire additional labor for cowpea production.

Source: REGIS-AG Midterm Evaluation FGDs. May-June 2018.

Annex II. C. Text Box 3. Examples of How REGIS-AG Activities Engaged Women (EQ2)

Cowpea Agro-Processing: The evaluators interviewed a number of POs who benefited from REGIS-AG market training, fairs, B2B, and training on marketing and presentation (i.e. branding and plastic wrapping), which have strengthened the cowpea transformation activities that were supported by various RISE partners (like LAHIA in Maradi region). Two of the “engaged” cowpea groups that were interviewed had won prizes for their displays at the cowpea fairs. These awards have built their confidence and pride in these activities.

Functional Literacy: The fact that the modules to train women in the REGIS-AG literacy programs focus on value chain activities appears to be increasing their understanding of key technical issues they need to understand in order to implement value chain activities related to cowpea, poultry and small ruminants, as well as savings. The women who were interviewed in the one FGD that focused on literacy programs in Maradi reported that these were useful and helped them understand critical issues like the need for improved animal nutrition and the need for the POs to have bank accounts. All four of the POs who had members enrolled in the literacy program had banking accounts ranging from 250,000-400,000 FCFA.

Source: REGIS-AG Midterm Evaluation FGDs. May-June 2018.

Annex II. C. Text Box 4. Example of How REGIS-AG Activities Build Social Capital and Resilience: Cowpea Trader in Kodoro Market (Maradi, Niger) (EQ I and EQ I-A)

The REGIS-AG evaluation team met Mr. Alhadji Issa (fictive name) who is cereals trader in his shop to discuss his experience with REGIS-AG.

He sells millet, sorghum, cowpea, and sesame. He markets grains as well as seeds. He works with six cowpea POs in Maradi zone. During the focus group discussion, he reported on how he initiated commercial relationships with two seeds enterprises: the firms AMATE S.A. and HALAL enterprise and how he continues to communicate with the seed companies about seed-related matters. He notes that these discussions have helped build his relationships to the seed producers and they are very happy to supply him.

He provides seeds to some of the REGIS-AG farmers and buys their production after harvest. He sells in the local and national market and trades with Nigeria (Dawano market in Kano), Burkina Faso, and Ghana. He said: *“Going to the Dawano market is like going home.”* Mr. Kadri didn’t go to school; he cannot speak French or English. His mother tongue is Hausa which is spoken widely in Nigeria and in northern Ghana which is why he can move freely in Nigeria and Ghana. Although Mr. Kadri is not literate, he is very skilled at doing business. He is a young man (41 years old), well-known, and very respected in the market. Everybody calls him Alhadji, even the older merchants who have the same religious title called him Alhadji.

He has a bank account but never takes out any loans. He says: *“Banks came to offer me loans, but I have never received a bank loan. I said banks not <<just>> one bank. Many banks come to see me for the same purpose. Alhamdulillah! Je tiens bon”* (Meaning: *“thank God. I stand firm”*).

The value chain expert on the evaluation team asked him: *“Alhadji, you are in Sahel where recurrent droughts occur every three or four years. How do you proceed the year where there is drought, you provide inputs to farmers but they can’t harvest anything from their land?”* His response was: *“You are right. This is a good question. The kind of situation gives me more strength. It is one of my strengths. When there is drought and the harvest is poor, people fall down (meaning when farmers didn’t have good production); I do not leave them on ground. I help them to stand up by providing them again input on credit for the next farming season. Per God help grace they do good harvest and they pay me back all the credits. Exactly, that is how I build their confidence.”* This part of the interview illustrates some of the local cultural traditions that can help build household resilience.

Source: REGIS-AG Midterm Evaluation interview. May-June 2018.

Annex II.C. Text Box 5. Example of How Income from REGIS-AG VC Activities Was Reinvested and Used to Build Resilience (EQ I and EQ I-A): A Poultry Producer and RECOM in Burkina Faso

Mr. Ahmed Moussa (fictive name) is member of poultry farmers association called *Association des Eleveurs in Seytinga* in the Sahel Region of Burkina Faso. He is the RECOM of the association and he is also the literacy instructor of the group. He is 26 years old, enterprising, and a dynamic poultry farmer with strong willingness to scale-up small ruminant production and extend activities to cattle breeding. He was trained by the REGIS-AG value chain experts in poultry (on poultry farming, poultry habitat, poultry feed, and poultry health) and by the REGIS-AG good governance and gender experts on how to be a RECOM, how to govern a group and how to better integrate women into the producer group he facilitates.

Unmarried, he devoted all his time to his business: poultry farming. Before REGIS-AG he owned a dozen chickens. He reported: “*After the REGIS-AG training my activities got much better.*” Now he has more than 100 chickens. He reported that he continues to sell chickens. With some of the money he saved he also bought two sheep. The sheep bore two rams that he fattened and sold for 180 000 FCFA. With 160 000 FCFA from that revenue, he bought a cow. At the time of the interview (on May 25, 2018), he said the cow was pregnant and he was expecting a calf very soon. He said: “*the results are promising, and I am committed to developing and diversifying my poultry business with other livestock activities.*” The same poultry activities have enabled him to purchase land and construct a house. The president of his poultry association (who was participating in the interview), confirmed: “*Ahmed is a really hard worker. He devoted all his time to his work and he is doing it well.*”

From this testimonial, we can conclude that REGIS-AG is improving peoples’ lives and insuring their well-being. Although it is not yet common in the value chain, improvements are being made.

When asked about the future, he responded: “*I am planning to buy more cattle and entrust the herd to an agro-pastoralist shepherd to raise. Once I do this, I will be well placed to survive any kind of disaster and can prepare a sure future.*”

Source: REGIS-AG Midterm Evaluation interview. May-June 2018.

Annex II.C. Text Box 6. Example of How REGIS-AG Trained the Agro-Dealers and How That Training Is Helping the POs Develop More Sustainable Commercial Relationships (EQ 1 and EQ 4)

Mr. Al-Hassana Daouda (fictive name) is an agro-dealer in Tillaberi, Niger. He is the chairman of the agro-dealers association of his region in Niger.

Mr. Daouda is an agro-dealer; he is also a big cowpea producer. He owns a more than 10 ha cowpea farm and has a tractor. He produces consumption cowpea as well as cowpea seeds. He has dairy cows at home for household milk consumption. Moreover, he has a herd of transhumant cattle entrusted to an agro-pastoral herder near his town.

He is one of 25 agro-dealers in the region that REGIS-AG invited to attend five REGIS-AG workshops where he was trained on the use and promotion of Purdue Improved Crop Storage (PICS) bags and other inputs for cowpea production and livestock feed. He also attended the REGIS-AG PO member training on the organization and management of the REGIS-AG “Warrantage Inventory Stores Management Committees.” He was also invited to attend two buyer-to-buyer (B2B) workshops that were attended by a smaller group of agro-dealers and a pre-selected group of REGIS-AG cowpea POs that were market oriented. When asked how this training affected him he responded:

“REGIS-AG trained us on the conservation of cowpea PICS bags after cleaning the grains very well.” At each sale of PICS bags, I remind the customer about some the core insights that I learned from that training. Before the training, I would lose 20 bags out of every 100 bags¹¹⁶ of cowpea that I produced [to insect damage]. After the training, and applying the PICS bags method, not one bag gets lost. You can imagine that if 20 (out of 100) bags are saved, I gain a lot.” In other words, he gains 20 percent by applying the PICS bags method.

Mr. Daouda stated that:

“REGIS-AG introduced me to the importance of using PICS bags. Through the B2B workshops I met a trader from Dosso who manufactures the PICS bags. This created a new niche of business for me: trade of PICS bags. This business makes me closer to the REGIS-AG cowpea POs and I become their main buyer of cowpea.”

In conjunction with his job as an agro-dealer, Mr. Daouda dispenses information on cowpea cleaning and conservation in PICS for all individuals who come to buy bags in his store. He also sells PICS bags, seeds, and fertilizers. Today he is the sole PICS bag supplier in the capital city of his administrative region. Mr. Daouda continues to buy the PICS bags from the wholesale distributor based in Dosso (216 km from his town) that he met through the REGIS-AG B2B event. He also sells bulk quantities of “*tourteau et son de coton*,”¹¹⁷ which is one of the basic ingredients of the livestock feeds that are critical to the local livestock breeders in his region.

Mr. Daouda noted that the REGIS-AG B2B workshops and training have helped him develop his supply channel as well as his distribution network in his region:

“Now a lot of people and producer organizations (POs) know me. They produce the kind of cowpea seeds I provide them [which is the variety of cowpea for which there is a strong national and international demand] so they sell back to me [through my trading business] what the market needs. By offering what the market needs, farmers have better prices.”

¹¹⁶ One bag of cowpea is 100 Kg.

¹¹⁷The « *tourteaux et son du coton* » are agro-industrial sub-products from the mills that produce cotton seed oil. The residues are the « *tourteaux* » which are consumed by animals.

Mr. Daouda has aggregators (e.g. collectors) who circulate in all the local villages of his region. He gives them money and asks the farmers (associated with the REGIS-AG cowpea POs) to sell their production to his trusted aggregators (7 other aggregators). To transport the cowpea bags to his warehouses, he asked the farmers (associated with the REGIS-AG cowpea POs) to use only a small list of trusted drivers who have been trained in the appropriate ways of transporting the PICS bags (i.e. how not to throw the bags and why it is important to not transport the bags with wood or animals).

Mr. Daouda indicated that he has mastered his cowpea business (because of the REGIS-AG trainings and support), and he is willing and able to go to the international cowpea market. Even if REGIS-AG ends, he says he is “*launched*” and he assured the evaluation value chain specialist that he will be going forward.

He made two recommendations for REGIS-AG.

- First, he recommended that REGIS-AG could put more emphasis on facilitating the POs’ access to credit for warrantage.
- Second, he recommended that it would be helpful if the project could facilitate the development of a stronger regional warrantage system in his region building or rehabilitating a big storage warehouses in the regional city and rehabilitating some of the empty warehouses that exist in the villages.

Source: REGIS-AG Midterm Evaluation interview. May-June 2018.

Annex II. C. Text Box 7. Case Study of the Crosscutting Impact of the REGIS-AG Livestock Market Reforms on the Commune Governments and Other Aspects of the REGIS-AG Theory of Change¹¹⁸

Context: The REGIS-AG market management activities focused on improving the management of some of the most important livestock markets in the communes targeted by the project. Many of these markets are markets whose physical infrastructure had recently been rehabilitated by other projects. Although the infrastructure was improved, there were no plans for managing the rehabilitated markets' security, cleanliness and physical infrastructure in ways that would attract regional, national and international buyers. In addition to this, there was no plan in place for ensuring the systematic collection of the market taxes that the mayors needed to provide proper oversight and management of the markets as well as the other activities that were funded by the commune budget.

Since FY 2015, the staff associated with REGIS-AG enabling environment and governance component have focused on building the capacity of the 15 markets' committees in Niger and 10 Livestock Market Management Committees (LMMCs) which are usually locally known as COGES (*Comité de Gestion*).

The initial preparation of this activity focused on building the different commune-level actors' (local governments, merchants associations) awareness of the need for developing a sustainable market management plan. This capacity building included formal trainings, awareness building and organizational support.

To make the market reform process more transparent, REGIS-AG helped each of the communes develop a collaborative agreement between the commune governments (i.e. the mayor's office) and the LMMCs, which allowed the LMMCs to retain a portion of the tax receipts to help them manage the market.

To increase the prospects that the LMMC's could sustain their activities without the project, REGIS-AG has also helped each committee to evolve toward being a fiscally autonomous *Groupement d'Intérêt Economique* (GIE) in order to strengthen the prospects that the market management reforms can be sustained without the project's support. To date all 15 market committees in Niger have been transformed into GIEs. In Burkina Faso the process of transforming the 10 markets that REGIS-AG supports into GIEs is ongoing and expected to conclude in FY 2018.¹¹⁹

Early Evidence of Impact on the Communes and Vulnerable Households: In every case collected by the evaluators where REGIS-AG facilitated the development of the market management committee, the market receipts/taxes (for animal sales) have steadily increased from almost nothing (before the market management plans) to a sizable sum that funds an important portion of the commune budget (Text Box 7.A).

¹¹⁸ The evaluation team interviewed six mayors and well as 52 people associated with eight livestock market committees. The standard form used for interview included the generality on the commune, activities performed with REGIS-AG assistance, different step for the market committees' establishment, the advantages procured by the committees, lessons learned on the good governance, sustainability of the market and perspectives of market contribution to the commune budget. In addition to this, some of the evaluators posed questions about the impact that the market reforms had on vulnerable households during the course of their other interviews with the POs and REGIS-AG staff (note: there was not a standard question on this so the question was not posed in a consistent fashion).

¹¹⁹ As registered GIE (businesses) the COGES or LMMC will have better access to credit, which increases the chances that they can continue to sustain and scale up their activities after REGIS-AG ends.

ANNEX II. C.TEXT BOX 7. A. AVERAGE DATA COLLECTED FROM MARKET TAXES AFTER THE CREATION OF THE MARKET MANAGEMENT COMMITTEES IN FIVE OF THE SIX MARKETS VISITED DURING THE REGIS-AG MIDTERM PERFORMANCE EVALUATION, MAY-JUNE 2018¹²⁰

	Niger			Burkina Faso	
Marché	Guidan Roudji	Tchadoua	Torodi	Dori	Pissila
Before committee	100 000- 110 000 F	300 000-500 000 F	100 000 F	150 000 F	2 500 000 F
After committee	300 000-400 000	500 000-1000 000F	1 119 500F	250 000 F	4 300 000 F

Source: Data gathered during interviews with eight mayors' offices and eight COGES committees during the REGIS-AG midterm performance evaluation. Kokou Zotoglo, June 20, 2018.

All eight of the mayors interviewed during the evaluation were very satisfied with the associated increase in market receipts after the installation of the market management system and the transparent manner in which the committees are managing these receipts. Most of mayors met said that the same activities are helping to build the local people's confidence in the new decentralized commune governments.

The same market improvements have attracted a wider range of buyers and made it safer for vulnerable people as well as merchants to buy and sellers (Text Box 7.B).

Annex II.C. Text Box 7.B. Personal Testimonials from Mayors and Market Management Committee Members about the Impact of the REGIS-AG Market Management Activities

1. President COGES Dori (Burkina Faso): "Our market committee serves as pattern to other localities. They are requesting to help them organize their livestock markets too. So, this has strengthened the relationship between our town and those villages that want to imitate or market management committees. We feel more useful!"
2. Mayor of Dori (Burkina Faso): "We are proud of what the market guys are doing--collecting more taxes in our livestock market. They have also reinforced the security in the market. We are also providing more public security services (police, gendarmes) to support them every market day."
3. Mayor of Balleyera (Niger): "I am personally committed to market management restructuring, because I know that the human resources it builds are going to develop our commune. REGIS-AG showed us our potential and we caught on. This project has put its finger on a key lever of commune development."
4. Mayor of Barsalagho (Burkina Faso): "The REGIS-AG training has enabled us to « regularize » the market. Before people just did what they wanted. The government has always required certain taxes to be paid per head of animal entering the market. The new organization has attracted lots of buyers that have come from other markets. Before the market reforms the revenues were very low. I estimate that they were a maximum of 400,000 FCFA. Since the market committees got their training, these revenues have increased to 800,000 FCFA. We estimate that once the new market is in place these revenues will rise to as much as 1,500,000 FCFA per market."

Source: Data gathered during interviews with six mayors and eight COGES during the REGIS-AG midterm performance evaluation. Kokou Zotoglo, June 20, 2018.

Source: REGIS-AG Midterm Evaluation interviews. May-June 2018.

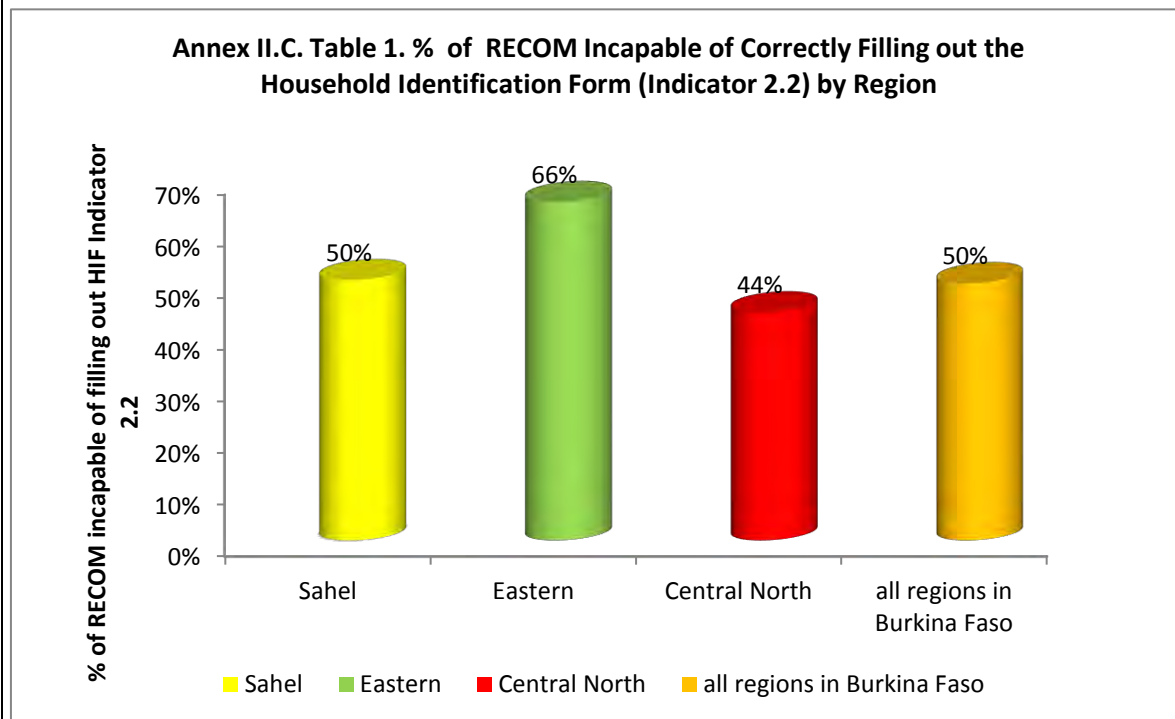
¹²⁰ F=FCFA earned per market day.

ANNEX II.C. TEXT BOX 8. Internal Assessment of the Capacity of the RECOMs to complete Data Collection Forms

In September 2018, REGIS-AG organized a workshop that focused on building the capacity of the RECOMs in the different POs to complete the forms that are being used to collect the data needed to complete the activity's performance output indicators.

Out of 369 RECOMs in Burkina Faso, 335 (91%) took part in the training sessions that were held in the three target regions.

Despite this very encouraging turnout for the training the training results were disappointing. Only 50 percent of the RECOMs managed to complete the basic household identification form that was submitted to them to complete during a simulation exercise.



This can in large part be attributed to the low literacy rates and the fact that many of the RECOMs who attended the training were over 60 years of age with limited experience in using any sort electronic communications equipment.

To address this issue, REGIS-AG should identify the OPs where the RECOMs are incapable of fulfilling their responsibilities and to recommend that they be replaced by younger, better educated members of their organization who have at least a primary education.

Source: Arsene Kientega, October 18, 2018 updated November 15, 2018.¹²¹

¹²¹ The USAID/SRO COR for REGIS-AG requested additional information on the RECOMs during the final edits of this document in October 2018. The information in this Annex was not available during the field period of the evaluation.

**ANNEX III. REGIS-AG MIDTERM PERFORMANCE EVALUATION
STATEMENT OF WORK**



USAID
FROM THE AMERICAN PEOPLE

**REGIS-AG MIDTERM PERFORMANCE
EVALUATION
STATEMENT OF WORK**

MARCH 2018

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REGIS-AG Midterm Performance Evaluation

Statement of Work

Contracted under AID-685-C-15-00003

USAID Senegal Monitoring and Evaluation Project

DISCLAIMER

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

ACRONYMS

CNFA	Cultivating New Frontiers in Africa
LOE	Level of Effort
MEP	Senegal Monitoring and Evaluation Project
REGIS-AG	Resilience and Economic Growth in the Sahel-Accelerated Growth Project (REGIS-AG)
RISE	Resilience in the Sahel Enhanced
USAID	United States Agency for International Development
USAID/SRO	USAID Sahel Regional Office (based in Dakar, Senegal)

I. STATEMENT OF WORK DETAIL

USAID SOW Manager	Patrick Smith
Activity COR/AOR	Patrick Smith
MEP SOW Manager	Nicholas Welch
Activity Title	Resilience and Economic Growth in the Sahel-Accelerated Growth (REGIS-AG)
Activity Period	01/01/2015 – 12/31/2020
Award/Contract #	AID-625-C-14-00000
Funding	\$34,390,909
Implementing Organization	Cultivating New Frontiers in Africa (CNFA)
Geographic Coverage	Niger and Burkina Faso
Task	Midterm performance evaluation of REGIS-AG
Task Start and End Dates	April 01, 2018 – July 15, 2018

2. ACTIVITY DESCRIPTION^{122,123}

Resilience and Economic Growth in the Sahel-Accelerated Growth Project (REGIS-AG) is one of a group of USAID-supported Resilience in the Sahel Enhanced (RISE) Initiatives¹²⁴ that address the issues of resilience and economic growth among chronically vulnerable populations, particularly in agro-pastoral and marginal agriculture livelihood zones of Niger and Burkina Faso.

On January 28, 2015, USAID signed a \$34.4 million contract with Washington-based Non-Governmental Organization (NGO) CNFA for the implementation of a new project: Resilience and Economic Growth in the Sahel – Accelerated Growth (REGIS-AG). REGIS-AG is a five-year project focusing on strengthening the cowpea, small ruminant, and poultry value chains in agro-pastoralist and marginal agricultural zones of Niger and Burkina Faso. By increasing the inclusiveness and competitiveness of these value chains, REGIS-AG will increase the incomes of vulnerable households (including men and women), enhancing the resilience of families and communities to shocks such as drought, conflict, and economic crises.

The three value chains were selected because they have a high potential for commercially oriented activities and either are or have the potential to be critically important sources of income for both men and women in households across livelihood status groups.

The target outcome of REGIS-AG is to increase income from sheep, goats, poultry and cowpeas by 50% among target households (vulnerable households), which will, in turn, contribute to reducing the depth of poverty (among the poor) by 20%. REGIS-AG will reach 270,000 direct beneficiaries.

¹²² Text for this section was taken directly from the REGIS-AG Monitoring and Evaluation Plan, revised version submitted December 05, 2018 to Jenna Diallo.

¹²³ Text for this section was taken directly from the FY18 Quarter I report submitted to Patrick Smith, February 2018

¹²⁴ RISE includes projects managed out of the regional offices in USAID/Senegal, regional projects managed out of USAID/West Africa, and regional projects managed out of USAID/Washington. These include: REGIS-AG, REGIS ER, SAREL, FFP Humanitarian Assistance, SPRING, MSI Family Planning, USGS PAPA, Dakar-managed DCAs, and others. – text taken from footnote 1

3. DEVELOPMENT HYPOTHESIS AND IMPLEMENTATION¹²⁵

The REGIS-AG team's theory of change is; “If women and men smallholder agro-pastoralists have:

1. increased producer prices (as a result of aggregated production resulting in increased access to profitable end markets) and income;
2. increased sales volumes and values (as a result of improved inter-firm relationships and horizontal and vertical linkages);
3. increased productivity and quality (as a result of improved post-harvest handling, aggregated production, and improved capacity within the farmer group or association for upgrading, and strengthened supporting markets); and,
4. increased sustainability of gains (as a result of improved farmer group governance, increased efficiencies within the value chain, and improved enabling environment); and,
5. links to behavioral change messages with respect to improved nutrition and health;

then their resilience will be increased and the value chains in which they participate will be transformed”. Without each of these conditions for change being satisfied, it is not likely that vulnerable households will experience the level of positive changes necessary to increase their resilience to the different kinds of shocks possible in the Sahel. REGIS-AG must not be a one-dimensional value-chain profit activity – its direct beneficiaries must be linked to other RISE program efforts which include health/nutrition themes if their resilience is to be significantly increased. On the positive side, should these conditions be met, we will expect to see the positive outcomes stated, and the REGIS-AG M&E system will focus on tracking such changes on our direct and indirect beneficiary target populations.

As a learning project, REGIS-AG will seek to assess which value-chain strategies have the greatest impact on strengthening the resilience of vulnerable households. For example, we might find that women-owned strategies involving small ruminants, cash crops, participation in producer groups, participation in savings/loan groups, etc. will result in more positive benefits for household children than male-owned strategies. Certainly, experience elsewhere in Africa has tended to validate this. This is also true of household benefits from women’s savings and loan programs that permit women to work within groups or associations to initiate small-scale enterprises generating income for the household needs of members. REGIS-AG will be very focused on identifying what kind of household resilience is impacted by its value-chain market approach.

The RISE initiative was officially launched after the REGIS-ER award, launched in November 2013, which placed an increased emphasis on collaboration with other resilience partners, including the Food for Peace development programs. USAID awarded REGIS-ER's sister-project, REGIS-AG (Accelerated Growth), in January 2015 to strengthen value chains related to cowpea, small ruminants and poultry. Public [Sahel Regional Office Documents](#) are at the hyperlink.

4. EXISTING PERFORMANCE INFORMATION SOURCES

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

- Contract and modifications.
- Activity quarterly reports, work plans, Activity Monitoring and Evaluation Plans (AMEPs) and field visit reports;

¹²⁵ Text for this section was taken directly from the REGIS-AG Monitoring and Evaluation Plan, revised version submitted December 05, 2018 to Jenna Diallo.

- RISE baseline and midline data and reports;
- Baseline data collected to date; and
- Any relevant studies or background reports used to support the activity.

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

Within one week of receiving the materials, the MEP Team would like to arrange a joint phone call with the COP and M&E director to discuss the development of an activity matrix that could provide the basis for the team's choice of focus groups and key informants for the evaluation.

5. TASK PURPOSE, AUDIENCE, AND INTENDED USES

This evaluation will be used to guide any modifications that may need to be made to the REGIS-AG approach to improve its ability to achieve its stated outcomes. It will also inform USAID's approach to markets, livelihoods, and value chain work in general. The primary audience is USAID/SRO and the REGIS-AG activity. The evaluation will also work closely with the Government of Niger and Burkina Faso to assess how this project interfaces and supports their economic development interests. It is expected that the evaluation process and the report recommendations will be of interest to both governments for forward planning.

6. TASK REQUIREMENT

This evaluation proposes the following questions:

Technical Focus:

5. To what extent has REGIS-AG, through its 5 implementation components, addressed each of the 5 aspects of its theory of change?
 - a. Additional sub-question: How has "resilience" been defined/understood by REGIS-AG staff and to what extent and in what ways has the project enhanced household resilience through value chain interventions?
6. To what extent has REGIS-AG engaged and benefited women and youth in its programs?
 - b. Additional sub-question: How well have functional literacy programs increased human capital and contributed to enhanced livelihoods?

Management Focus:

7. To what extent has REGIS-AG been able to optimize project management, including internal and external communication and coordination to accomplish its objectives?
8. To what extent has REGIS-AG been able to facilitate toward sustainability (as opposed to performing work and being relied upon) in accomplishing its objectives?

Findings and Recommendations:

As part of the evaluation findings and recommendations as well as the report, the evaluation team will highlight areas where:

a) REGIS-AG should focus in the remaining years to achieve sustainable improvements in livelihoods and household income, and,

b) overall lessons learned (challenges and any adaptation(s) that attenuated such challenges) that can apply to other USAID markets and livelihoods activities.

7. GENDER DISAGGREGATION AND GENDER DIFFERENTIAL EFFECTS

All evaluation questions will cover the issue of gender and will examine how REGIS-AG activities have affected both men and women. Question 2 will focus specifically on the extent to which the activity has effectively engaged both vulnerable populations of women and youth.

8. APPROACH

I. Design

The MEP Team is required to conduct a **Midterm Performance Evaluation** of the Activity entitled “Resilience and Economic Growth in the Sahel Accelerated Growth (REGIS-AG)”. The main source of data for this evaluation will be derived from the main stakeholders in the Activity -- mainly project staff, partners, government officials and direct beneficiaries, their families, and members of their communities, including traditional leaders, and local authorities.

The contractor will measure the Activity’s outcomes through a review of program documentation and interviews with USAID, CNFA staff, and the beneficiaries.

This statement of work requires that the Evaluation Team develop and submit for approval a work plan with proposed methodology within the first seven days of the evaluation schedule. A central part of the work plan will be the getting to answers matrix, which will support the creation of the evaluation methodology based on the evaluation questions. The following is a sample of the matrix:

EVALUATION QUESTIONS	TYPE OF ANSWER NEEDED	DATA COLLECTION METHODS	DATA SOURCE(S)	SAMPLING OR SELECTION CRITERIA	DATA ANALYSIS METHODS
	<input type="checkbox"/> Descriptive <input type="checkbox"/> Comparative (normative) <input type="checkbox"/> Cause and Effect				

The following should be included in the team’s methodology:

- Completion of a document review prior to the arrival of expat team members in Senegal;
- The Evaluation Team is strongly encouraged to use at least three data collection methods to address each of the identified evaluation questions in order to triangulate data. Suggested data collection tools are: survey, key informant interviews, and focus groups discussions.
- Key informant and/or focus group interviews will be the primary forms of data collection for this evaluation.

- Gender, geographic location, and role (beneficiary, implementer, service provider) disaggregation must be included in the data analysis where applicable.

2. Data Collection Methods

The data collection methodology to be used by the team will consist of two phases:

Phase 1: Document review

The team will review a wide range of documentation including the Activity contract, modifications, Activity Monitoring and Evaluation Plans (AMEPs), project databases, and reports as means of understanding and comparing both expected and actual performance.

Phase 2: Quantitative and qualitative field research

As part of its quantitative and qualitative research, the team will find the best fit for purpose, including the following research instruments:

- Key informant interviews: Open questions for interviewing program stakeholders: (implementing partner) project staff, participating national and local authorities, and USAID representatives.
- Focus or discussion groups: Focus or discussion groups with municipal leaders, stakeholders, and beneficiaries to discuss program effects on individuals and institutions.
- Other methodologies may be considered.

Other data sources, such as secondary data available from the project itself, research studies, or from the Governments of Niger and Burkina Faso will also be considered. A wide variety of data sources should be considered as part of the data collection process.

10. STRENGTHS AND LIMITATIONS

USAID’s evaluation policy states that any methodological strengths and limitations are to be communicated explicitly. The work plan developed by the evaluation team is required to include limitations in the methodology and approach, as well as limitations in the data to be used, either primary or secondary data, as part of the evaluation. The table below is a suggested tool to outline the strengths and limitations of the methodology used for each evaluation/research questions.

Research Questions	Data Collection Method(S)	Data Source(S)	Strengths	Limitations

11. DELIVERABLES

The deliverables for this evaluation include:

- Work Plan: Detailed work plan, which will indicate methodology, data analysis, detailed calendar, and data collection tools for the elaboration of the evaluation. The work plan will be submitted to the MEP contracting officer’s representative and technical point of contact (POC) for approval prior to fieldwork.

- Progress Report: A brief written report of the data collection progress made in the field covering key scheduled activities, status of completion, and constraints encountered during the data collection process.
- Data Walk/Initial Findings Presentation: A discussion with at least USAID/SRO, which may include a PowerPoint presentation, that reviews the initial findings of the evaluation team and the supporting evidence and data collected. The goal here is to start the conversation about the findings and begin to develop subsequent presentations for a wider range of stakeholders.
- Initial presentation (s): A PowerPoint presentation on findings and conclusions of the evaluation (based on the initial findings and now including a broader audience). The presentation should not be more than 15 slides. Additional presentations can be held in order to involve larger level stakeholders within the selected government agencies, implementing partners, or relevant technical and financial partners.
- Recommendations Workshop(s): A workshop (or multiple workshops) with the key stakeholders to develop, discuss, and validate the recommendations. The exact number and audience will be determined through conversations with the technical team.
- Submission of Draft Evaluation Report: The team will submit a draft report to the MEP COR and Technical POC who will provide comments for revision and finalization of the report ten working days following the draft submission.
- Final Report: A written and electronic document that includes a table of contents, methodology, findings, conclusions, lessons learned, and recommendations. The final report will be submitted in English and should be comprised of the following parts:
 - A report of up to 20 pages with a clear discussion of the data and evidence, the subsequent findings prompted by analysis of the data and evidence, conclusions driven by the findings, and recommendations (if applicable) generated from the conclusions. The other report details should be attached as an annex. The final report should include a database with all collected information and statistical analyses as an annex.
 - A three-page executive summary that provides a brief discussion of basic methodology, findings, conclusions, and recommendations.
 - Other learning products and events may be developed during the course of the evaluation, based on availability of funds and interest.
 - NOTE: Use of color, strategic layout, and data visualization increase evaluation use.
- Abstract: A two-page evaluation document including purpose, questions, methodology and outcome of the evaluation/research; i.e. findings, conclusions and recommendations highlighting target findings for decision-making.

12. TEAM COMPOSITION

CVs of team members are not required to be included in the SOW but proposed members of the team will be sent to MEP COR and Technical POC for approval. All finalized team members are required to provide a signed statement attesting that they have no conflict of interest or describing any existing conflict of interest.

Considering the geographic and programmatic complexity of REGIS-AG, the team will be led by Dr. Della McMillan. Dr. McMillan has extensive experience in research and evaluation of complex multi-country studies and in West Africa. Dr. McMillan also brings strong technical experience with economic growth programs in the West African region and in the countries of focus for REGIS-AG, Burkina Faso and Niger. Dr. McMillan also has worked with multiple development partners including United Nations agencies, United States Government agencies and partners, U.S. universities, as well as host-country governments. Dr. McMillan also speaks French and will be responsible for developing the final evaluation report in English.

Dr. McMillan will also be supported by a value chain expert, whose technical experience will provide needed insight into REGIS-AG work on improving market opportunities for vulnerable populations.

Dr. McMillan and the value-chain expert will be assisted by two local specialists, one each in Burkina Faso and Niger, ideally with technical backgrounds in livestock. The local specialists will have strong field research experience as well as knowledge of the key government and implementing partners and contextual knowledge on vulnerable populations and markets.

Overall, the team composition of two international consultants and two in-country consultants (one each in Niger and Burkina Faso) will offer high-level experience and technical knowledge as well as coordination skills coupled with language and local contextual knowledge to allow the team overall to provide a rich technical evaluation. A MEP associate will also travel with the evaluation team to provide logistic support.

The MEP team will be actively involved throughout the planning process and will provide support to the evaluation team as needed.

Color coding below is: peach means no LOE, gray means travel days.

TASKS/DELIVERABLES AND LOE (WITHOUT WORKSHOP)

Start Dates	End Dates	Tasks	Team Lead	SME	NER-EXP	BFA-EXP
29-Mar	30-Mar	Sign SOW				
2-Apr	6-Apr	Contract Consultants				
9-Apr	13-Apr	Background document review	3	2	4	4
16-Apr	17-Apr	Team planning meeting	1	1		
16-Apr	20-Apr	Work plan and tool development	3	3		
20-Apr	21-Apr	Presentation of work plan to USAID				
23-Apr	27-Apr	Finalization of work plan and tools	4	2		
28-Apr	29-Apr	International travel origin -> DKR	1	1		
29-Apr	30-Apr	Approval of work plan				
30-Apr	1-May	Interviews with SRO	1	1		
2-May	3-May	Travel DKR-> NER	1	1		
4-May	5-May	Meet with USAID, government	1	1	1	
7-May	8-May	Perform data collection in Niamey	2	2	1	
9-May	20-May	Field data collection	10	10	10	
21-May	22-May	Return to Niamey and debrief USAID	1	1	1	
22-May	23-May	International travel NER->BFA	1	1		
24-May	25-May	Meet with USAID, government	1	1		1
25-May	26-May	Perform data collection in Ouagadougou	1	1		1
28-May	3-Jun	Field data collection	6	6		6
4-Jun	5-Jun	Return to Ouagadougou and debrief USAID	1	1		1

Start Dates	End Dates	Tasks	Team Lead	SME	NER-EXP	BFA-EXP
6-Jun	8-Jun	Data Cleaning, Transcription, and Analysis	2	2		
9-Jun	10-Jun	Travel BFA->origin	1	1		
11-Jun	15-Jun	Data Cleaning, Transcription, and Analysis	4	4	1	1
15-Jun	20-Jun	Preparation of findings and conclusions	4	4	3	3
20-Jun	21-Jun	USAID/SRO, MEP data walk	1	1		
21-Jun	22-Jun	Presentation of initial findings and conclusions	1	1		
21-Jun	22-Jun	Presentation of initial findings to REGIS-AG by phone				
25-Jun	27-Jun	Finalization of findings and conclusions	2	2		
27-Jun	28-Jun	USAID approval				
2-Jul	10-Jul	Report writing	8	3		
11-Jul	12-Jul	Draft report submitted to USAID				
13-Jul	26-Jul	USAID reviews and comments				
30-Jul	4-Aug	Report revision	5	2		
6-Aug	10-Aug	USAID reviews and comments				
13-Aug	17-Aug	Finalize report	2			
TOTAL LOE			68	55	21	17

The recommendation workshops will take place in each country (Niger and Burkina Faso) and be facilitated by MEP senior staff and supported virtually by the team lead and SME expert as well as by a MEP Associate for logistics. The recommendation workshops will take place after evaluation results have been shared with USAID, government, and other in-country stakeholders to allow a useful discussion considering results. This will not likely take place immediately after the field work is finished as sharing and coming to consensus in each country on evaluation findings could take 4-6 weeks. The local Niger and Burkina consultants will support the workshop and provide background as they will have assisted the evaluation team during their in-country time.

Recommendation Workshops (ateliers) LOE

Dates	Tasks/Deliverables	Estimated LOE (in days)			
		Team Leader	SM Expert	Niger-local specialist	Burkina-local specialist
TBD	Prepare materials for workshop – Niger	2	1	1	
TBD	Participate in workshop – Niger	1	1	1	
	<i>Travel in-country</i>			1	
TBD	Prepare materials for workshop – Burkina	2	1		1
TBD	Participate in workshop – Burkina	1	1		1
	<i>Travel in-country</i>				1
Total Estimated LOE		6	4	3	3

13. PARTICIPATION OF USAID STAFF AND PARTNERS

It is expected that the USAID/Senegal SRO will provide an initial in-brief with the evaluation team during the Team Planning Meeting. Upon completion of the work plan and tool development, USAID/SRO will be expected to review and approve the work plan and tools. Current and former SRO staff involved in the activity will need to allocate time to be interviewed by the team. At the completion of the fieldwork, it is expected that USAID, REGIS-AG will participate in a presentation of the evaluation's initial findings, conclusions, and recommendations.

14. SCHEDULING AND LOGISTICS

MEP will arrange all logistics for fieldwork. MEP (for the USAID/Senegal SRO) will request introductory communications via email or phone call for the evaluation team to inform government and partners that an evaluation will be taking place. MEP will provide draft email explanatory text in English and French that USAID can use for the introductory communications. All appointments will be made by MEP staff and team members. MEP will work closely with the USAID Offices in Niamey and Ouagadougou to coordinate field site visits and identify any security issues prior to travelling to regions outside of the capital cities.

15. DISSEMINATION

As part of the initial discussion with the technical teams to develop this SOW, MEP will discuss the use of the findings and deliverables from this task to develop this section of the SOW. Dissemination of the findings and deliverables can include a number of activities, particularly for larger research (population-based studies) and impact evaluation tasks. The ultimate objective of the dissemination section is to increase the utility of the products developed and information gathered from each task among a larger audience. This may include presentations to USAID counterparts with relevant national government agencies; the implementing partner involved in the task; technical and financial partners interested in the topic; national working groups and committees covering the issue, etc. It is also important that relevant USAID communications points of contact within USAID be consulted well in advance of any external communications activities. This will allow for adequate consideration of key points, including audience and media mapping, identification of potential opportunities and risks, timing, and representation.

16. REPORTING REQUIREMENTS

This report will be drafted and finalized in English and then translated into French. The report itself should not be longer than 20 pages total, excluding the Annexes. A draft evaluation report template is attached to this SOW in Annex IX, which is based on the USAID evaluation report template and guidance (<http://usaidelearninglab.org/library/evaluation-report-template> and How-To Note Preparing Evaluation Reports, https://usaidelearninglab.org/sites/default/files/resource/files/how-to_note_preparing_evaluation_reports.pdf). The report includes Appendix I, which is the Mandatory Reference on Evaluation. The report will be branded with the standard USAID branding requirements and will be formally submitted to the DEC upon approval. Additional copies of the final report in French will be made available to all stakeholders participating in the initial findings workshop. Copies in English will be shared with relevant USG offices within USAID Resiliency Center) and any other relevant USG agencies.

17. ATTACHED REFERENCE DOCUMENTS

Please check all that apply below.

- Budget
- Document review matrix
- Results framework
- Response matrix
- Gantt chart
- CVs
- Conflict of Interest Statements
- USAID evaluation policy
- USAID evaluation report structure

18. AUTHORIZATIONS

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

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

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

Office Director

Date

Contracting Officer’s Representative (COR)
Fatou Thiam, or designate

Date

APPENDIX I: BUDGET

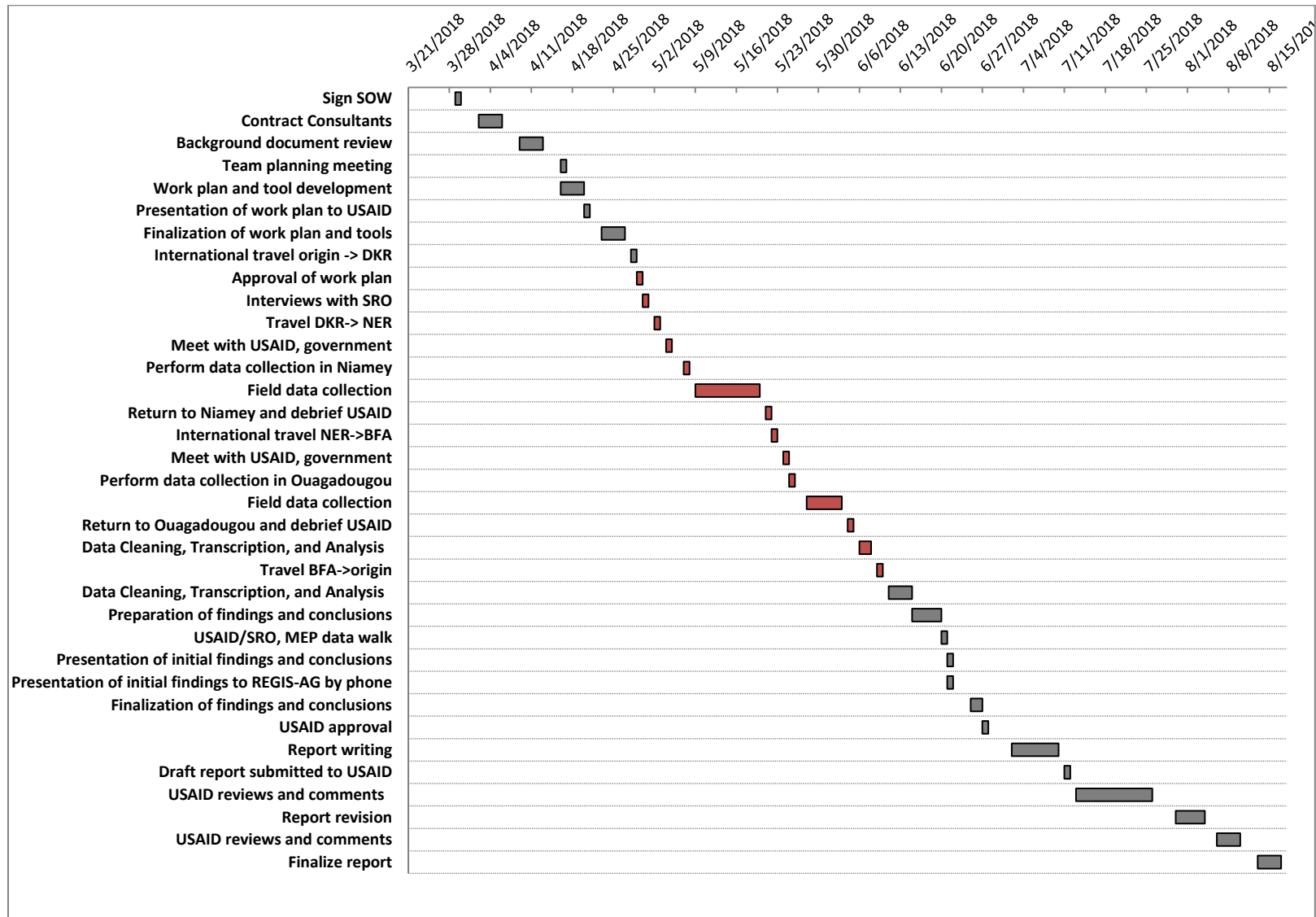
Not applicable.

APPENDIX II: SAMPLE GETTING TO ANSWERS RESPONSE MATRIX

Evaluation Questions	Type of Answer/Evidence Needed (Check one or more, as appropriate)		Methods for Data Collection e.g. Records, structured observation, key informant interview, mini-survey		Sampling or Selection Approach (if one is needed)	Data Analysis Methods
			Data Source	Method		
1. To what extent has REGIS-AG, through its 5 implementation components, addressed each of the 5 aspects of its theory of change?		Yes/No	<ul style="list-style-type: none"> - Implementing partners - Beneficiaries - Government agency staff - Others 	<ul style="list-style-type: none"> - Key Informant Interviews - Focus Groups 	Will be convenience sample	Simple percentages may be used, any detailed statistical analysis will not be necessary as study will be largely qualitative
	X	Description				
		Comparison				
	X	Explanation (attribution)				
1.a. Additional sub-question: How has “resilience” been defined/understood by REGIS-AG staff and to what extent and in what ways has the project enhanced household resilience through value chain interventions?		Yes/No	<ul style="list-style-type: none"> - Implementing partners - Beneficiaries - Government agency staff - Others 	<ul style="list-style-type: none"> - Key Informant Interviews - Focus Group 	Will be convenience sample	Simple percentages may be used, any detailed statistical analysis will not be necessary as study will be largely qualitative
	X	Description				
		Comparison				
	X	Explanation (attribution)				
2. To what extent has REGIS-AG engaged and benefited women and youth in its programs		Yes/No	<ul style="list-style-type: none"> - Implementing partners - Beneficiaries - Government agency staff - Others 	<ul style="list-style-type: none"> - Key Informant Interviews - Focus Groups 	Will be convenience sample	Simple percentages may be used, any detailed statistical analysis will not be necessary as study will be largely qualitative
	X	Description				
	X	Comparison				
	X	Explanation (attribution)				
2.a. Additional sub-question: How well have functional literacy programs increased human capital and contributed to enhanced livelihoods?		Yes/No	<ul style="list-style-type: none"> - Implementing partners - Beneficiaries - Government agency staff - Others 	<ul style="list-style-type: none"> - Key Informant Interviews - Focus Group 	Will be convenience sample	Simple percentages may be used, any detailed statistical analysis will not be necessary as study will be largely qualitative
	X	Description				
	X	Comparison				
	X	Explanation (attribution)				
3. To what extent has REGIS-AG been able to optimize project management, including internal and external communication and coordination to accomplish its objectives?		Yes/No	<ul style="list-style-type: none"> - Implementing partners - Beneficiaries - Government agency staff - Others 	<ul style="list-style-type: none"> - Key Informant Interviews - Focus Groups 	Will be convenience sample	Simple percentages may be used, any detailed statistical analysis will not be necessary as study will be largely qualitative
	X	Description				
		Comparison				
	X	Explanation (attribution)				
4. To what extent has REGIS-AG been able to facilitate toward sustainability (as opposed to performing work and being relied upon) in accomplishing its objectives?		Yes/No	<ul style="list-style-type: none"> - Implementing partners - Beneficiaries - Government agency staff - Others 	<ul style="list-style-type: none"> - Key Informant Interviews - Focus Group 	Will be convenience sample	Simple percentages may be used, any detailed statistical analysis will not be necessary as study will be largely qualitative
	X	Description				
		Comparison				
	X	Explanation (attribution)				

APPENDIX III: GANTT CHART

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



APPENDIX IV: DOCUMENT REVIEW MATRIX

Existing Document Review Template for MSI Evaluation Teams					
Question Number	Evaluation Question	Relevant Findings/Partial Answers in Existing Documents	Document Title	Page	Gaps to be Filled by Field Work
Q1					
Q2					

APPENDIX V: CVS

Della E. McMillan - Team Leader

Summary

Dr. Della McMillan is an experienced evaluation team leader with over 30 years' experience in West Africa and specific experience in both Burkina Faso and Niger. Dr. McMillan has recently led Feed the Future evaluations and is both comfortable and familiar with general USAID evaluation standards and specific Feed the Future requirements. Dr. McMillan speaks fluent French and is a native English speaker. Dr. McMillan also brings valuable contextual experience and contacts to this evaluation focused on improving market access for vulnerable populations as well as experience working with governments, other donors, and several of the key players involved in REGIS-AG.

Education

Ph.D., Anthropology, Northwestern University, Evanston, Illinois, 1983

M.A., Anthropology, Northwestern University, Evanston, Illinois, 1976

B.A. History, Agnes Scott College, Decatur, Georgia, 1975

Experience

Team Leader, Midterm Evaluation (Food Security Project), 12/2016-10/2017, Myanmar, Tanzania, and 11 other countries (remotely)

- Team leader of a two-person team that designed and executed the midterm performance evaluation of the Feed the Future Innovation Lab for Food Security Policy (FSP IL). This evaluation included four clusters of evaluation questions focused on policy analysis and research, capacity building, progress toward policy outcomes, and management and implementation. It also included case study research in Myanmar and Tanzania as well as an online survey in six countries. Contract: Program Evaluation for Effectiveness and Learning (PEEL) project for USAID/Bureau of Food Security (BFS).

Consultant, M&E and Report Writing, 6/2016-9/2018, Ghana

- Collaboration with the Director of Operations for building the capacity of the Monitoring, Evaluation and Technical Support Services (METSS II) Project Program Monitoring and Management Plan (PMMP) and building staff capacity to do results-based reporting using the plan through one-on-one training and the development of a series of training modules. Contract: University of Florida, Global Agriculture for USAID Foreign Agricultural Service (FAS).

Consultant, M&E Publications. 12/2015-9/2016. Global

- Collaboration with the Catholic Relief Services (CRS) Monitoring, Evaluation, Accountability and Learning (MEAL) director in the identification of MEAL staff interested in developing refereed journal articles on the applied research projects that they backstopped for CRS. This activity involved facilitating their analysis and write up of the studies as well as identifying appropriate publication outlets. Contract: CRS.

Trainer, M&E Workshop, 3/2016, Burkina Faso

- One of two co-facilitators of a three-day Emergency Food Security Program (EFSP) M&E Learning Event for USAID/Food for Peace (FFP)-funded EFSP projects in francophone West Africa. Shared responsibility for module and program development (in English). Oversaw translation and principal responsibility for preparation of the final workshop report. Contract: Technical Assistance to NGOs International (TANGO) for USAID/FFP.

Trainer, M&E Workshop Facilitation and Training, 3/2015, Burundi

- One of two co-facilitators of a five-day workshop on the new USAID/FFP guidance for M&E plans. Shared responsibility for module and program development (in English) based on lessons learned from Madagascar workshop, instruction, evaluation and trip report. Contract: TANGO for USAID/FFP.

Trainer, M&E Workshop Facilitation and Training, 2/2015, Malawi

- One of two co-facilitators of a five-day workshop on the new USAID/FFP guidance for M&E plans. Shared responsibility for module and program development (in English) based on lessons learned from Madagascar workshop, instruction, evaluation and trip report. Contract: TANGO for USAID/FFP.

Trainer, M&E Workshop Facilitation and Training, 1/2015, Madagascar

- One of two co-facilitators of a five-day workshop on the new USAID/FFP guidance for M&E plans. Shared responsibility for module and program development (in French), instruction, evaluation and trip report. Contract: TANGO for USAID/FFP.

Team Leader, Final Evaluation (Food Security Project), 7-8/2014, Burundi

- Team leader of a four- person team that designed the final qualitative evaluation survey and evaluation of the Tubaramure PM2A Program (CRS, International Medical Corps, Feed the Hungry, Caritas). Contract: CRS for USAID/FFP.

Co-Team Leader, M&E Assessment and Edited Book Publication, 11/2012-5/2015 (successive contracts), Uganda

- Co-facilitator of a two-year process designed to produce a comprehensive review of the Center for Sustainable Rural Livelihoods (CSRL) Project that Iowa State University (ISU) supports in Uganda. Key activities included: (1) facilitating a faculty workshop that reviewed the history of the CSRL Project and the innovative private sector-university model that supported it; (2) organizing an M&E training workshop for the CSRL staff in Uganda; (3) developing the first M&E plan for the CSRL Project; and (4) facilitating the production of an edited book published by an academic press in a refereed series. Contract: ISU, College of Agriculture.

Team Leader, Final Evaluation (Food Security Project; Post-Conflict and Transitional Development Context), 11-12/2013, Mali

- Team leader of a four-person team that designed the final qualitative evaluation survey and evaluation of the Nema consortium (CRS/Save the Children/Helen Keller International [HKI]) program in northern Mali. Contract: CRS.

Consultant, Project Design (Food Security Project), 9/2013, Niger and Burkina Faso

- Helped facilitate the identification of the core team and design of a regional food security support program with a special focus on the gender and capacity building activities. Contract: International Business & Technical Consultants Inc. (IBTCI).

Consultant, Resettlement and Gender Assessment and Compliance Review (Infrastructure, Agriculture, Land Tenure Projects), 1/2008-12/2012, Burkina Faso

- **Main Activities**
 - Resettlement: Routine backstopping of the preparation and execution of Resettlement Action Plans (RAPs) for the three Millennium Challenge Account –Burkina Faso (MCA-BF) projects—Roads, Agricultural Development, and Rural Land Governance; and
 - Gender: Technical Assistance to MCA-BF in the development, execution, and monitoring of the first Gender Integration Action Plan for MCA in Burkina Faso and three baseline gender reviews of the three MCA-BF projects—Roads, Agricultural Development, and Rural Land Governance.
- **Other**
 - Design and present (with the MCA-BF M&E director) a training module on strengthening project reporting on gender;
 - Designed a training module for all Millennium Challenge Corporation (MCC) programs on gender issues in resettlement.
 - Designed a prototype Congressional briefing paper on MCC’s gender review processes that is being considered as a model for a new series of briefing papers on gender.
 - Coordinate the production of the first Environmental and Social Assessment (ESA) Annotated Bibliography and Documentation base for MCA/BF with the MCA/BF ESA Department for environmental assessment, gender, and resettlement.
 - Preparation of a training module on gender issues in resettlement and two short papers on the participatory methodology used to develop the Gender Integration Action Plan (PAIG).
 - Collaboration with MCA colleagues in the preparation of Scopes of Work (SOWs) for: (1) creation of a national Resettlement Policy Framework (RPF) for Burkina Faso; and (2) addressing resettlement issues in follow-up contracts. TA as needed to review process.
 - Preparation of a training module for staff on integrating gender issues into MCC funded for infrastructure projects. Contract: MCC

Consultant, Strategy Workshop Facilitation and Planning (Food Security Project) 6-7/2012. Niger

- Co-facilitator of a workshop to review Africare’s programs in four Sahelian countries (Niger, Mali, Burkina Faso, and Tchad) in Niger as a basis for the development of an Africare Sahel Strategy for the next three years. Contract: Africare.

Trainer, M&E Plan Workshop Facilitation and Training, 3/2011, Uganda

- Training specialist on two-person team tasked with executing a five-day Managers Managing for Results (MFR)/evaluation workshop. Contract: The Mitchell Group for USAID/Uganda.

Consultant, Gender Assessment and Compliance Review, 11/2011-2/2012, Worldwide

- Training specialist on a four-person team tasked with developing and pilot testing a series of three training modules on gender for MCC use to use in all of its beneficiary MCA programs worldwide. Contract: Social Impact for MCC.

Consultant, Monitoring and Evaluation Support Services, 11/2011-1/2012, Russia

- Consultant on team advising USAID/Russia about the development of its Performance Monitoring Plan (PMP) on a three-year M&E support agreement for USAID/Russia. Contract: IBTCI for USAID/Russia.

Team Leader Project Design (Food Security Project), 10/2009-1/2010 and 12/2010-2/2011, Burkina Faso

- Organization of needs assessment exercises and preparation of two proposals for new Title II food security programs in six of the most vulnerable communes in Yatenga Province in the Northern region of Burkina Faso. Contract: Africare for USAID/FFP.

Team Leader, Final Report (Post Conflict/Transitional Development Project), 6/2009-3/2010, Iraq

- Team leader responsible for the preparation of the final report of the Non-Lethal Counter-Insurgency Program—Community Stabilization Project (CSP). This report writing process included organizing seven workshops with national staff to facilitate interviewing and data collection in a highly unstable post-conflict environment. Contract: International Relief and Development (IRD) for USAID.

Team Leader, Final Evaluation (Food Security Project), 5-8/2009, Guinea

- Final evaluation of the Food and Livelihood Security Program in Pita and Tilemele. Contract: OICI for USAID.

Consultant, Monitoring and Evaluation Support Services, (Food Security Projects) 8/2007-12/2008 (four successive contracts), South Africa and US (for 13 countries) Key activities:

- Facilitated the design and execution of an eight-country bilingual M&E workshop in Niger;
- Facilitated the design, execution, and write up (proceedings volume) of a 13-country M&E bilingual workshop on monitoring and evaluation of food security programming in South Africa;
- Facilitated the design, execution, and write up (proceedings volume) of a three-country M&E bilingual workshop on integrating vulnerability analyses into the monitoring and evaluation of food security programs in Mali, including the prototype of a new baseline survey format that conforms to USAID/FFP guidance;
- Oversaw the production and editing by teams of Africare staff of revised guidance for key M&E tools as well as the first 30 publications in the Africare Food Security Review paper series. This series includes four categories of publications: Food Security Papers, Critical Resource Information Briefs, Food Security Briefs; and Guidance.
- Oversaw the development and the posting of the Africare Food Security Papers of an educational website focused on M&E of food security programs for Africare staff that will be shared with other Title II Cooperating Sponsors.
- Continued shared coordination of the Africare M&E working group. Contract: Africare for USAID.

Team Leader, Final Evaluation (Food Security Project), 10-12/2007, US

- Final Evaluation of USAID Title II Food Security Capacity Building Grant designed to build American Red Cross (ARC) capacity for emergency and non-emergency food programming in Asia, Latin America, and Africa. Contract: ARC for USAID

Team Leader, Project Design (Food Security Project; Post-Conflict/Transitional Project), 10/2007-1/2008, Chad

- Team leader on the design of an integrated food security project in two regions of Chad involving two international NGOs. Contract: Africare and Adventist Development and Relief Agency (ADRA).

Consultant, Strategy Workshop Facilitation and Planning (Food Security Project), 5-6/2007, US

- Worked with a three-person NGO team to design a strategy for overcoming delays in execution of the key activities needed to implement the last two years of its Title II-funded Institutional Capacity Building (ICB) grant. Contract: Africare for USAID.

Trainer and Technical Support, Monitoring and Evaluation (HIV/AIDS), 5/2007, US (for Rwanda)

- Assisted with the analysis and write-up of a USAID-funded project to assist people living with HIV/AIDS in Rwanda. Contract: Sub-contract to a private consultant working on a bigger contract.

Consultant, Involuntary Resettlement and Gender Compliance Review, 01-07/2007, Mali

- Member of three-person team responsible for advising MCC and the Mali government on the evaluation of a MCC-funded irrigation and resettlement scheme. Contract: Abt Associates for MCC.

Team Leader, Midterm Evaluation (Food Security Project), 9-12/2006, US

- Midterm evaluation of USAID Title II Food Security Capacity Building Grant. Contract: ACDI/VOCA for USAID.

Team Leader, Midterm Evaluation (Food Security Project), 9-10/2006, US

- Midterm evaluation of USAID Title II Food Security Capacity Building Grant. Contract: ARC for USAID.

Consultant, M&E Training Module Development (Food Security Projects), 2-12/2006, US

- Designed module for CRS and ARC on Indicator Performance and Tracking Tables (IPTTs). Contract: CRS and ARC for USAID

Consultant, M&E (Pre-Evaluation Preparation; Food Security Projects) 5-6/2006, US

- Designed pre-evaluation and midterm evaluation process and designed and executed external document review for CRS Title II-funded ICB midterm review. Contract: CRS for USAID.

Team Leader, M&E Applied Research (Food Security Projects), 1-5/2006, Guinea and Uganda

- Comparative research on the impact of Title II programming on household and community capacity to manage risk and household vulnerability. Contract: Africare for USAID.

Consultant, Midterm Social and Environmental Assessment, 12/2005, Mali

- Gender specialist on three-person midterm assessment team of the three principal contracts associated with USAID/Mali's Accelerated Economic Growth (AEG) strategic objective. Contract: USAID/Mali.

Consultant, M&E Population-Based Survey (Food Security Project), 8-12/2005, Burkina Faso

- Technical advisor of baseline survey exercise led by national team for the Zondoma Food Security Initiative (ZFSI) in Burkina Faso. Contract: Africare for USAID.

Consultant, Training Module Development (Food Security Projects), 1-5/2005, US

- Designed module for CRS and ARC on Planning for Evaluation. Contract: CRS and ARC for USAID.

Consultant, M&E Support Services (Food Security Projects), 09-10/2005, US

- Conducted literature review of existing systems for monitoring national capacity building and, based on this literature, proposed a system for monitoring partner capacity and community capacity building in CRS Title II programs. Contract: CRS.

Team Leader, Project Design (Food Security Project), 11/2004-3/2005, Niger

- Team leader of an international team that designed the Africare Title II Food Security Initiative in Agadez and Tillaberi. Contract: Africare.

Team Leader, Final Evaluation (Food Security Project), 7/2004-8/2004, Malawi

- Team leader of evaluation of a three-person external team that evaluated the CRS Title II Development Assistant Programme in Malawi. Contract: CRS for USAID.

Trainer, Workshop Facilitation and Organization (Food Security Projects), 3/2004, Mozambique

- One of three trainers facilitating sessions at a regional southern and eastern Africa monitoring and evaluation workshop for Title II project coordinators and M&E specialists. Contract: Africare for USAID.

Trainer, M&E Support Services (Food Security Projects), 3-4/2004, Guinea and Burkina Faso.

- One of two trainers providing on-site assessment of the monitoring and evaluation system of a Title II Project, including on-site training in M&E and Report Writing. Africare/West Africa (Guinea). Development of a module to facilitate staff preparing quarterly and annual reports (Guinea). Team leader coordinating revision of a Title II follow-on Development Assistance Proposal (DAP) to conform with new FFP Policy Paper (Burkina). Contract: Africare.

Team Leader, Project Design (Food Security Project), 9/2003-2/2004, Ethiopia

- Team leader for two participatory site identification, problem analysis, and design missions associated with the design of a new Title II Food Security Grant. Contract: Africare.

Consultant, Monitoring and Evaluation Plan (Food Security Project), 2-4/2003, US

- Worked with CRS M&E specialists to conceptualize tracking system for five-year Institutional Support Assistance (ISA) grant and collaborate with M&E specialist to develop M&E system for five-year capacity building program. Contract: CRS.

Team Leader, Project Design (Food Security Projects), 3-8/2003, US

- Facilitated the group preparation of Africare's application for an ISA grant and primary responsibility for developing the grant's draft M&E plan. Contract: Africare.

Team Leader, Midterm Evaluation (Food Security Project), 2-4/2003, Niger

- Team leader responsible for coordination of a four-person national and international team charged with evaluating one of the first experiences with using a consortium to manage both the programmatic and monetization functions of a Title II Food Security Program. Contract: CARE for USAID.

Team Leader, Final Evaluation (Food Security Project), 7-12/2002, US

- Team leader responsible for execution and analysis of a 16-NGO survey to assess final impact of USAID support for collaborative training and publication through USAID. Exercise involved a long pre-evaluation exercise with the FAM team to update and revise IPTT. FAM/CARE (Project-holder) as part of USAID/Title II ISA grant. Contract: CARE for USAID.

Trainer, Workshop Facilitation and Training (Food Security Projects), 10/2002, Senegal

- On-site mentorship of Africare Country Representatives in analysis of monitoring and evaluation data and preparation of annual Cooperating Sponsor and Results Report (CSRs). Contract: Africare for USAID.

Consultant, M&E Support Services (Food Security Projects), 7/2002, US

- Preparation of draft Term of Reference (TOR) for Final Evaluation of Africare ISA grant; development of a draft Africare Employee Assessment Survey, and Update of IPTT designed during pre-evaluation of Africare ISA. Contract: Africare for USAID.

Consultant, Portfolio Assessment (Rural Development Portfolio), 5-6/2002, Burkina Faso

- Member of team undertaking the main fieldwork phase of case studies of the experience of Burkina Faso in implementing the principles of the Comprehensive Development Framework (CDF). Contract: OED/World Bank.

Team Leader, Project Design (Food Security Project), 2-3/2002, Chad and Mali

- Team leader of two country teams charged with preparing a regional DAP Title II Food Security Program, USAID. Contract: Africare.

Co-Team Leader/Gender and Extension Specialist, Regional Review Research Opportunities Semi-Arid Agricultural Research in East Africa, 09/1999-2/2001 (two contracts), Uganda; Ethiopia; Eritrea; Kenya; Djibouti [remote]; Somalia [remote]; Sudan [remote]

- Co-team leader of regional review of semi-arid agriculture for the Horn of Africa Initiative through Inter-Government Authority on Development (IGAD). Primary responsibility for overseeing the gender and extension review in each country, assisting with the preparation of the final country reports and a consolidated overview for IGAD. Second contract included: (1) preparation of a Keynote Presentation on Extension and Human Resource Issues (with an Emphasis on Gender) associated with Semi-Arid Agriculture in the Seven-Country IGAD country Zone in East Africa's horn; and (2) preparation of two draft proposals for USAID from IGAD for a regional human resource development project (with an emphasis on gender) and a second focused on gender. Contract: INTSORMIL for IGAD and USAID/Horn of Africa Initiative.

Consultant, M&E Support Services (Food Security Projects), 9-10/2001, Ethiopia, Uganda, US

- One-week pre-evaluation mission to Uganda to develop TOR and background briefing document with the Africare food security country team; (2) one-day training of trainers' workshop on Cooperating Sponsor Results Report and Resource Request (CSR4) preparation for Africare food security programs in Ethiopia; and (3) from US base, revision with country program teams and Washington-based Food for Development (FFD) unit staff of nine CSR4s for USAID. Contract: Africare and USAID/FFP.

Consultant, M&E Support Services (Food Security Projects), 7-8/2001, Burkina Faso

- Technical Assistance to Africare food security Project (Zondona Food Security Assistance Initiative) to assist with: (1) analysis of project activities to date; (2) reorientation of M&E system to better address the needs of the most food insecure groups; (3) participatory planning (with partners) for next six months; and (4) preparation of a plan/TOR for a midterm evaluation. Contract: Africare and USAID/FFP.

Consultant, Midterm Evaluation (Food Security Project), 5-7/2001, Burkina Faso, Chad, Eritrea, Ethiopia, Guinea, Mozambique, Niger, Uganda from a base in the US

- Design, implementation, and analysis of a system to measure institutional capacity of field programs of Africare to design and administer food security programs and market-oriented food distribution programs (Food Security Program Capacity Index and Food Security Food Distribution Index [FSPCI]) as part of midterm evaluation of a USAID/FFP grant to Africare for institutional strengthening. Contract: Africare for USAID.

Trainer, M&E Workshop Facilitation and Training (Food Security Projects), 3/2001, Mali for 9 countries

- Organization of two back-to-back workshops, one with simultaneous French and English back-to-back sessions and one in French. The activities of each workshop included: collaboration with staff in the formulation of the programs and conference materials, and preparation of a proceedings volume which was distributed at the end of each workshop (one in English and French; one in French) (Africare and USAID). FANTA/USAID identified two conference inputs (the participatory analysis of the indicators used to track project performance and impact and the CSR4 final report guidance developed with Africare and FANTA staff) as examples of best practice for USAID food security programs. Contract: Africare for USAID.

Trainer, M&E Support Services, (Food Security Projects) 10/2000-1/2001, US for eight countries (Burkina Faso, Chad, Eritrea, Ethiopia, Guinea, Mali, Niger, Uganda)

- Collaboration with Africare/FFD staff at headquarters and in the field in: (1) the preparation of a short, user-friendly version of the federal guidelines for Title II Food Security Projects; and (2) remotely training staff from eight countries on the analysis and write-up of M&E field data. Contract: Africare for USAID.

Consultant, Evaluation Pre-Planning (Food Security Projects), 6-8/2000, Chad and Mali.

- Assisted Africare Office of Food for Development in the preparation for the midterm evaluation of a Title II food security project including: (1) updating indicator tracking table; (2) preparation with project teams of two background briefing documents and background "self-analyses" of the projects in preparation for evaluation teams; (3) identification of areas where additional research/documentation was needed prior to the arrival of the evaluation team; and (4) preparation of TOR and schedule of evaluation teams and Program in the Design, Implementation, and

Interpretation of the M&E Programs for their USAID funded Food Security Initiatives. Contract: Africare for USAID.

Consultant, M&E Plan, 2000, US

- Assist Africare Office of Food for Development with the with development of its monitoring and evaluation plan; prepare position paper for Africare in priority areas for capacity building within the organization with regard to monitoring and evaluation of its food security initiatives Contract: Africare for USAID.

Consultant, Resettlement and Gender Assessment/Compliance Review, 5/2000, Mali

- Review and revision of the Environmental Assessment of a proposed loan for the rehabilitation of the Office du Niger and development of new small irrigation perimeters. Contract: Buursink International Consultants (BIC) for the World Bank.

Consultant, Portfolio Assessment, 11/1998-6/1999, Burkina Faso

- Led four-person team charged with evaluating World Bank assistance for health and education development and urban infrastructure sectors as well as Bank wide initiatives to reduce poverty and gender inequality as part of the Burkina Country Assistance Review (CAR). The Burkina CAR was awarded a spot award (best practice) from this division of the World Bank in recognition of the highly participatory nature of this exercise. Contract: Operations Evaluation Department (OED) of the World Bank.

Team Leader, Social Assessment (Infrastructure Project), 6-7/1998, Cameroon

- Led four-person team conducting social assessment associated with the environmental evaluation of the privatization plan for the Cameroonian railroad (Evaluation environnementale de la mise en concession des chemins de fer du cameroun). Contract: BIC for the World Bank.

Trainer, Workshop Facilitation and Training (New Lands Settlement and Development in River Basins Covered by the 11-Country Onchocerciasis Control Program [OCP] in West Africa), 5/1998, Burkina Faso

- Presentation and training in development of country proposals for 11 country workshops on socio-economic planning for the Onchocerciasis Control Programme in West Africa. Contract: Food and Agriculture Organization of the United Nations (FAO) and the World Bank.

Consultant, Project Backstopping/Report Writing (NRM), 5-8/1998, US for Yemen (Remotely)

- Project backstopping (preparation of TOR and reports) for social science research connected with the development of a natural resource management plan for two protected natural resource areas in Yemen. Contract: BIC for the World Bank.

Team Leader, Environmental Assessment (Infrastructure Projects), 3-4/1998, Cameroon

- Led three-person team that worked with four government experts from the Ministry of Transport and Ministry of Public Works to develop a priority program for training and information on environmental issues related to a national program to rehabilitate the country's transportation infrastructure (including specific recommendations for the highway, port, railroad, and air travel sub-sectors). Contract: BIC for the World Bank.

Consultant, Social and Environmental Assessment (Agriculture and Trade Policy Project), 1-2/1998, Suriname

- Social Scientist/Gender Specialist on six-person team conducting a social and environmental assessment of an Inter-American Development Bank Agriculture and Trade Policy Loan Proposal for Suriname. Contract: BIC for the Inter-American Development Bank.

Team Leader, Final Evaluation (Livestock Project), 10-11/1997, The Gambia

- Led three-person team charged with evaluation of the United Nations Development Programme (UNDP)/Confederation of Switzerland funded project, GAM/93/004, "Enhancing Rural Capacities through Livestock Development" in The Gambia. Contract: BIC for UNDP.

Consultant, Gender Assessment and Program Design (Post Conflict/Transitional Projects), 3-7/1997, Angola

- On four-person team charged with identifying ways that gender issues could better addressed in post-conflict development planning in Angola. Contract: Development Alternatives International [DAI] for USAID.

Trainer, USAID Fellowship Program (Gender Project), 4/1996-1/1997, US

- On three-person team that developed proposal and initial implementation plan of World-WID Fellowship Program for USAID. Goal of program is to expand the pool of Women in Development experts within USAID and the agencies that collaborate with it. Activities included routine administration as well as coordination of a national recruitment effort that targeted minorities that have tended to be underrepresented in the administration of US-supported foreign assistance programs. Contract: World-WID Project, University of Florida for USAID.

Consultant, Report Writing (New Lands Settlement and Development in River Basins Covered by 11-Country OCP in West Africa), 5-6/1995, Burkina Faso

- Translation and revision of: (1) paper on gender issues in the OCP river basins; and (2) report on the concept of participation in Burkinabé development policy for publication in World Bank Technical Paper Series. Contract: World Bank.

Team Leader, Final Evaluation (Micro-Enterprise Development and Natural Resource Management Project), 11/1994-1/1995, Central African Republic

- Led two-person team charged with evaluation of the UNDP Project, CAF/91/009, "*Renforcement des ONG/OG aux Fins de Développement Participatif*." Project used UN volunteers to assist NGOs with the design and implementation of a new methodology of a new generation of participatory projects that emphasized micro-enterprise development and natural resource management. Contract: BIC for UNDP.

Gender Specialist, Policy Paper (New Lands Settlement and Development in River Basins Covered by 11-country OCP in West Africa), 4-10/1994, Paris/West Africa

- Preparation and presentation of policy paper, "Gender Issues in Follow-up Planning for the OCP Zone," at the first 11-country inter-ministerial meeting (held in Paris) on socio-economic-environmental planning for the OCP river basin control zone. Contract: World Bank AF5PH.

Consultant, Midterm Evaluation, 7-8/1994, US-based for West Africa

- On four-person multidisciplinary team person team that evaluated the USAID-funded Africa region PARTS Project that supports multi-disciplinary, comparative research in agricultural and natural research management in Sub-Saharan Africa. Contract: Tropical Research and Development for USAID.

Contributor, International Meeting (New Lands Settlement and Development in River Basins Covered by 11-Country OCP in West Africa), 4-5/1994, Paris and US

- On three-person multidisciplinary team that prepared USAID's contribution to the first 11 country inter-ministerial meeting (held in Paris) on socio-economic-environmental planning for the OCP river basin control zone. Co-author of USAID presentation at the workshop. Contract: Forest Support Program, USDA/USAID.

Contributor, Regional Meeting (New Lands Settlement and Development in River Basins Covered by 11-Country OCP in West Africa; Gender Issues in NRM) 04/1993, US for Burkina Faso

- Prepared paper on gender issues in natural resource management and agriculture for presentation at a Sahel regional conference on natural resource management. Contract: World Bank, Resident Mission, Burkina Faso.

Team Leader, Portfolio Review (Concept of Participatory Development), 3/1993-4/1994, Burkina Faso

- Led five-person team that prepared the only national case study for the Bank-Wide Learning Process on Participatory Development based on interviews with beneficiaries, donors, and administrators connected World Bank projects in four sectors (agriculture, natural resource management, health, and urban infrastructure). Contract: World Bank AFTEN.

Consultant, Portfolio Review (New Lands Settlement and Development in River Basins Covered by 11-Country OCP in West Africa), 12/1992-1/1993, Burkina Faso, Cote d'Ivoire, Mali, Niger, Senegal

- Visited six bilateral USAID and the REDSO (Regional Economic Development Services Office) West Africa regional mission to increase mission and REDSO West Africa awareness of the new opportunities and constraints created by river blindness control. Prepared and presented seven reports examining areas of potential overlap between planning issues being raised by the OCP and USAID strategic objectives and programs at the national and regional level. Contract: Vector Biology Control Project for USAID.

Consultant, Report Revision and Book Publication, 12/1991-6/1992, US for West Africa

- Revised French and English versions of two reports I was lead author on (one focused on Burkina Faso; one focused on the other 10 countries affected by the OCP) for publication the World Bank Technical Paper Series as part of more broad-based policy initiative to promote sustainable development. Contract: World Bank AF5PH.

Trainer, Workshop Organization and Training (Gender Integration into an Existing Portfolio), 4-5/1992, Burkina Faso

- Led three-person national team charged with design and implementation of a follow-up research program, in-country and Washington, D.C.-based workshop to increase the capacity of ongoing and new World Bank funded agricultural programs in Burkina to address gender. Contract: World Bank WID (Women in Development) Office and UNDP.

Consultant, Midterm Evaluation (Agriculture), 2/1992, Burkina Faso

- On three-person team evaluating USAID Farming Systems Research and Training Support Project (ARTS). Contract: USAID Resident Mission, Burkina Faso.

Contributor and Workshop Facilitator, International Meeting (Environment and Settlement), 9-10/1991, Uganda

- Contributed paper and background organization for African Conference on Environment and Settlement in Kampala, Uganda. Conference grouped together researchers and policy makers connected with urban and rural resettlement projects in about 20 countries of east, central, west and southern Africa in collaboration with the Makerere Institute for Social Research (MISR). Contract: World Bank, Africa Area Environmental Division.

Consultant, Environmental Assessment), 6-7/1991, Nigeria

- Represented United Nations Sudano-Sahelian Office (UNSO) in the identification of environmental needs for the fourth UNDP Country Programme of Nigeria during the UNDP Fifth Cycle 1991-1996. Team leader of the consultants working in northern Nigeria. Contract: BIC for UNSO/UNDP.

Consultant, Technical and Editorial Support (New Lands Settlement and Development in River Basins Covered by 11-Country OCP in West Africa), 1991, US in West Africa

- Miscellaneous consulting on natural resource planning issues in the valleys covered by river blindness control. Multiple contracts: World Bank, Oncho Unit.

Consultant, New Program Design (Gender, Urban Infrastructure, Agriculture), 9-10/1990, Burkina Faso

- Designed the rural component of a "National Program for Improving Living Conditions," and two special programs focused on rural and urban women as part of the eight-person team that designed Burkina Faso's National Action Plan for the Environment (NEAP). Contract: BIC for the World Bank, Infrastructure Division.

Co-Team Leader, Regional Research Project (New Lands Settlement and Development in River Basins Covered by 11-Country OCP in West Africa), 1988-1990, 11 countries with special focus on Burkina Faso, Mali, Togo and Ghana

- Deputy Director (with Thayer Scudder) of an 11-country study of the environmental and developmental impacts of settlement related development in the river basins covered by the OCP in West Africa. Team leader for three-person team that designed and implemented national case study of environmental and developmental impacts of new lands settlement in the OCP river basins in Burkina Faso. Supervised research in three other countries (Mali, Ghana and Togo) and less intensive review based on existing literature in seven other countries (Benin, Sierra Leone, Senegal, Niger, Guinea, Côte d'Ivoire). Contract: Institute for Development Anthropology for the World Bank and UNDP.

Consultant, Policy Paper (New Lands Settlement and Resettlement), 6-7/1986, US for Africa

- Preparation of Position Paper that examines the environmental and planning issues raised by self-directed and involuntary (forced) new lands settlement in Sub-Saharan Africa. Includes detailed review of literature from Nigeria, Southern Africa, East Africa, Latin America and Asia as well as

new lands settlement in the OCP river basins of West Africa. Contract: US Congress, Office of Technology Assessment, Department of Food and Renewable Resources.

Researcher, Farming Systems Survey (Social and Economic Impacts of New Lands Settlement in the OCP River Basins), 1978-1981, Burkina Faso

- Team leader of a case study to examine the environmental and developmental impacts of planned settlement in Burkina Faso's river basins covered by the Onchocerciasis Control Programme. Coordinated a two-year farming systems survey at four affected sites. Contract: Purdue University, Farming Systems Project, for USAID.

Countries of Work Experience

Angola, Burkina Faso, Burundi, Cameroon, Chad, Central African Republic, Côte D'Ivoire, Djibouti [remote], Ethiopia, Eritrea, The Gambia, Ghana, Guinea, Iraq, Kenya, Madagascar, Malawi, Mali, Mozambique, Myanmar, Niger, Nigeria, Republic of South Africa, Suriname, Russia, Senegal, Somalia (remote), Tanzania, Togo, Uganda, Yemen [remote]

Languages

French (level 3-4), Moré (Burkina Faso) (basic speaking)

ANNEX IV. DRAFT INTERVIEW GUIDES

ANNEX IV.1. Q1 – REGIS-AG MANAGEMENT

1. How does the project management operate?
2. Project Coordination process?
3. What are the project implementation challenges?
4. Please give the REGIS-AG project's SWOT?

Strengths	Weaknesses	Opportunities	Treats

5. Technical coordination in a country
6. Internal and external Communication
7. Give your appreciation for the work plan process from elaboration to evaluation?
8. Please give your appreciation for the project following steps?

Steps	Appreciation		
	Fair	Good	Very good
Drafting process			
Approval process			
Implementation			
Reporting process			
Internal evaluation			

9. For the coming years, what should be improved in the project for better results?
10. How to insure the sustainability of the project activities.

Thank you!

ANNEX IV.2.Q2 – FIELD VALUE CHAINS

1. What type of relationship do you develop with the beneficiaries?
2. Do REGIS-AG activities provide value to stakeholder's income and wellbeing?
3. What are the main achievements of each value chain?
4. How did access to inputs issues improve?
5. What improvement regarding access to end-market (contract with traders or processors, distribution channel: (i) regional market, (ii) national market, (iii) international market
6. What should be improved at each level?
7. According to you, what is the most successful strategy to facilitate the trade?
8. Is gender issue included in your activity? If yes, to what extent?
9. What should be improved for better results in the future?
10. What lessons can you draw from your collaboration with REGIS-AG?
11. How to insure the sustainability of the project actions?

Thank you!

ANNEX IV.3.Q3 – LITERACY, FINANCE AND GENDER

Q3.1 Literacy Regional Coordinators

1. Could you present the literacy programme of REGIS-AG in the country?
2. What are REGIS-AG objectives in literacy area?
3. What are your key activities with REGIS-AG?

4. What are your main achievements in collaborating with REGIS-AG?
5. Please fill the SWOT table?

Strengths	Weaknesses	Opportunities	Treats

6. What are the values added of literacy programme to the REGIS-AG objectives?
7. How to insure the sustainability of the literacy programme?
8. What lessons can you draw from your collaboration with REGIS-AG?
9. Any suggestions to scale up the literacy activities?

Q3.2. Finance Regional Coordinators

1. Can you present briefly the access to finance and investment strategy?
2. What are the results for access to finance and investment due to the project?
3. What are the practical activities to create an enabling environment for trade?
4. What are the most important achievements?
5. Please give the REGIS-AG project's SWOT?

Strengths	Weaknesses	Opportunities	Treats

6. What is big challenge on your point of view?
7. What lessons can you draw from your collaboration with REGIS-AG?
8. How to insure the sustainability of access to finance and investment?
9. Any suggestion to scale up your activities and better results?

Q.3.3. Gender Experts in the REGIS-AG National Office

1. How do the gender experts coordinate with the regional satellite offices? Are there focal points in the regional offices?
2. How did the project develop the gender integration plan?
3. How is the gender integration plan monitored? Do the experts report to the national USAID and regional gender office or just to REGI-AG
4. What types of linkages exist between the project and the national gender strategies in Burkina and Niger
5. What are the strengths, weaknesses, opportunities and threats associated with the current REGIS-AG gender strategy?

Strengths	Weaknesses	Opportunities	Treats

6. What activities need to be strengthened in order to sustain the early results of the project for women?
7. Does the national government in Niger or Burkina have a youth strategy? How is this strategy tracked? Are there potential linkages between REGIS-AG and this strategy?

Thank you!

ANNEX IV.4. Q4 – PRODUCER ORGANIZATIONS

1. What relationship do you have with REGIS-AG?
2. Do your objectives in connection with REGIS-AG objectives?

3. What are your main achievements in collaborating with REGIS-AG?
4. What are the most important achievements did you have with REGIS-AG?
5. Is the access to inputs improved? If yes explain?
6. Do you have better access to finance and investment due to the project actions?
7. Do you have better access to end-market (contract with traders or processors, distribution channel: (i) regional market, (ii) national market, (iii) international market)?
8. What actions contributed to trade enabling environment?
9. Is gender issue included in your activity? If yes, to what extent?
10. What is the most important challenge in your value chain to increase targeted households income?
11. What lessons can you draw from your collaboration with REGIS-AG?
12. How to insure the sustainability of actions that you have with REGIS-AG?
13. Any suggestion to scale up your activities for better results?

Thank you!

ANNEX IV.5.Q5 – GOVERNMENT PARTNERS

1. Do you have any relationship with REGIS-AG? If yes please explain?
2. What are the main achievements of your department/service with REGIS-AG?
3. What should be improved in your collaboration with REGIS -AG for better results in future?
4. How to insure the sustainability of the activities that REGIS-AG is performing with you?
5. Please give your SWOT of REGIS-AG?

Activity	Strengths	Weaknesses	Opportunities	Threats

6. Any other suggestions?

Thank you!

ANNEX IV.6. Q6 – OTHER PROJECTS

(REGIS-ER, SAREL, and the DFAPs)

1. What are the main collaboration areas of your project with REGIS-AG?
2. Please give the SWOT of your relationship with REGIS-AG?

Activity	Strengths	Weaknesses	Opportunities	Threats

3. What are your main achievements collaborating with REGIS-AG?
4. What is the most important success of your project with REGIS-AG?
5. What lessons can we retain from this collaboration?
6. Have you any suggestions to strengthen your collaboration with REGIS-AG?

Thank you!

ANNEX IV. 7. Q7 – COMMERCIAL PARTNERS AND YOUTH LEADERS

Q,7,1 Input suppliers, traders and processors

1. What are the main activities with REGIS-AG?
2. What are the main achievements with REGIS-AG?
3. With the project did you establish formal relationship with value chain actors?
4. Have you any value-added results with your collaboration with REGIS-AG?
5. How to insure the sustainability of your business with value chains actors
6. Ranking activity appreciation /success from 1 to 7, what will be your note?

1	2	3	4	5	6	7

7. Any other suggestions to increase your turnover in line with the project activity?

Thank you

Q.7.2. Youth Leaders

1. Which **REGIS-AG** activities have had the greatest effect on youth in your commune and/or region?
2. Is there a current or possible connection between the national youth strategy and **REGIS-AG**?
3. How could the current activities of **REGIS-AG** be strengthened to better target activities and benefits to youth?

ANNEX IV.8. Q8 – QUESTIONNAIRE TO OTHERS (VETERINARIANS, VACCINATORS, IMF)

1. What are the main activities with REGIS-AG?
2. What are your main achievements in collaborating with REGIS-AG?
3. What should be improved in your collaboration with REGIS -AG for better results in future?
4. How to insure the sustainability of the activities that REGIS-AG is performing with you?
5. Please give your SWOT of REGIS-AG?

Activity	Strengths	Weaknesses	Opportunities	Threats

6. What lessons can we retain from this collaboration?
7. Have you any suggestions to strengthen your collaboration with REGIS-AG?

ANNEX IV.9. Q9 – QUESTIONNAIRE TO GIE/COGES (MARKET MANAGEMENT COMMITTEES)

1. What is your relationship with REGIS-AG?
2. What are the main activities with REGIS-AG?
3. What are your main achievements with REGIS-AG?
4. What are the main challenges?
5. What should be improved in your collaboration with REGIS -AG for better results in future?
6. How to insure the sustainability of the activities that REGIS-AG is performing with you?
7. Please give your SWOT of REGIS-AG?

Activity	Strengths	Weaknesses	Opportunities	Threats

8. Any other suggestions?

ANNEX IV.10. Q10 – QUESTIONNAIRE TO USAID/SRO

1. REGIS-AG is one USAID/SRO projects, what place you give to REGIS-AG compare to other projects?
2. Please give the REGIS-AG project SWOT?

Activity	Strength	Weakness	Opportunity	Threats

3. What is the importance of REGIS-AG in FTF?
4. Your expectations from this midterm evaluation?

Q.10.2. M&E, Resilience and Gender Experts in the Mission

1. What are the expectations for REGIS-AG reporting on gender and its gender integration plan?
2. What are the expectations for REGIS-AG reporting on resilience given the fact that the activity was conceived before USAID had standard guidance and tools for monitoring resilience?
3. What are the strengths, weaknesses, opportunities and threats to:
 - the current REGIS-AG M&E and reporting?
 - the current REGIS-AG gender strategy?
 - the current REGIS-AG reporting on resilience?

Activity	Strength	Weakness	Opportunity	Threats
REGIS-AG M&E and reporting				
REGIS-AG Gender Strategy				
REGIS-AG reporting on resilience				

Thank you

ANNEX V. LIST OF PEOPLE INTERVIEWED

N°	Nom et Prénoms	Organisation	Fonction/Rôle	Catégorie ¹²⁶
1	Dramane Mariko	USAID	M&E Specialist	10
2	Oumar Diallo	USAID	M&E Specialist	10
3	Jennifer Karsner	USAID	REGIS-AG activity manager	10
4	Yikee Adjee ¹²⁷	USAID	SAREL COR	10
5	Patrick Smith	USAID	REGIS-AG COR	10
6	Beidou Issoufou	CNFA	Small ruminant CV lead	2
7	Seyni Issoufou	CRS / REGIS-AG	Cowpea CV lead	
8	Saley Tiyoumbou ¹²⁸	VSF/ REGIS-AG	Poultry CV lead	
9	Ramatou Guero	CNFA	Communication externe	3
10	Georges Dimithe ¹²⁹	CNFA	COP	
11	Aichatou O. Zada ¹³⁰	CNFA	Program Manager	
12	Ashley Heron	CNFA	Communication externe	6
13	Stephen Reid	SAREL	COP	
14	Redwan Amal	SAREL	Knowledge Management Coordinator	
15	Rabi Sidikou	SAREL	Gender Specialist	
16	Issa Souley	SAREL	M&E Specialist	6
17	Théodore Kaboré	Mercy Corps/ SAWKI	COP	
18	Georgette Pokou	Mercy Corps/ SAWKI	DCOP	
19	Maggie Janes Lucas ¹³¹	Mercy Corps/ SAWKI	DCOP Director	
20	Caroline Agalheir ¹³²	CRS	Deputy Country Representative	
21	Joanna Dadie	CRS	Head of program	1
22	Zoulaha Mahamadou	Karkara	Comptable REGIS-AG	
23	Yarima Souley	Karkara	DAF	
24	Guirguir Abakaga	Karkara	Secrétaire Exécutif	3
25	Lawali Abdoulaye	CRS/ REGIS-AG	DRR	
26	Tidjani Diarra	CNFA	M&E	
27	Steven Humphreys ¹³³	CNFA	VC Advisor	1
28	Issaka Dan Dano	VSF	Directeur pays	
29	Moustapha Sawou	SNV	Acting country representative	
30	Abdoulaye Hima Ali	SNV	Program Manager	3
31	Bachir Issa	SNV/ REGIS-AG	Environnement Favorable	
32	Yaou Salifou	CNFA	Input Supply Specialist	
33	Laouali Salifou	SNV/REGIS-AG	Access to finance	3
34	Tankari Mamoudou	CNFA	Financial Capacity Building Manager	
35	Rahila Arma	CNFA	HR/ Manager	1
36	Jean Aimé Ntumba		Finance and Operations Director	

¹²⁶ REGIS-AG Management; Category 1: REGIS-AG Activity and Implementing Partner Managers and Financial Officers; **Category 2:** REGIS-AG Value Chain Staff; **Category 3:** REGIS-AG Literacy Finance and Gender Staff, M&E, Communication, etc.; **Category 4:** REGIS-AG Producer Organizations; **Category 5:** Government Partners; **Category 6:** Other RISE Projects (REGIS-ER, DFAP and SAREL); **Category 7:** Commercial partners (input suppliers, traders, and processors); **Category 8:** Others (veterinarians, vaccinators, auxiliary, IMF, etc); **Category 9:** Market Management Committees (GIE and COGES); and **Category 10:** USAID (SRO and mission staff).

¹²⁷ Participated in the in-brief.

¹²⁸ Participated in the interview with category 1: International Sub-contractors.

¹²⁹ Participated in the interview with category 3: Communication, S&E, et Finance, catégorie 1: senior management.

¹³⁰ Participated in the interviews with category 3 (M&E) and 1 senior management.

¹³¹ Participated in the interview with category 1: International Sub-contractors.

¹³² Participated in the interview with category 1: International Sub-contractors.

¹³³ Participated in the interview with category 1: senior management.

N°	Nom et Prénoms	Organisation	Fonction/Rôle	Catégorie ¹²⁶
37	Nana Mariama Amadou	CRS/REGIS-AG	Spécialiste en gouvernance	3
38	Ramatou I. Salifou	CNFA	Spécialiste en genre	
39	Laouali Salifou	SNV/REGIS-AG	Literacy Coordinator	3
40	Akadiri Souleymane	SNV/REGIS-AG	Capacity Building Manager	3
41	Mme Naba	Poulet du Pays	Commerçante	7
42	Ibrahima Djibo	Mairie de Torodi	Maire	5
43	Amadou Boukari	Mairie de Torodi	Conseiller	
44	Moussa Seyni	Mairie de Torodi	Adjoint au maire	
45	Fati Orabi	Market Management Committee	BE Information	9
46	Boubacar Amadou	Market Management Committee	Commissaire aux comptes	
47	Amadou	Market Management Committee	Organisation BE	
48	Abdou Tchombo	Market Management Committee	Vice-Président	
49	Omar Hassan	Market Management Committee	Secrétaire à l'information	
50	Amadou	Market Management Committee	Commissaire aux comptes	
51	Boubacar Hama	Market Management Committee	Trésorier Adjoint	
52	Ali Moussa	Market Management Committee	ReCom	
53	Lojiba Boubacar	Market Management Committee	Trésorier	
54	Layo Salou	Market Management Committee	Secrétaire à l'organisation	
55	Omar Moctar	Market Management Committee	Président	4
56	Salamatou Amadou	OP Bonferey/ CV Petit ruminants		
57	Maimouna Seydou			
58	Hadiza Amadou			
59	Hadjara Oumarou			
60	Mariama Boukari			
61	Jamma Moundjo			
62	Hadiza Aljouma	OP Kandé Bani/ CV Petit ruminants		4
63	Amina Harouna			
64	Aissatou Boukari			
65	Hadiza Boukari			
66	Ousseyni Aboubacar			
67	Alboudou Boukari			
68	Boubacar Ali	OP Djamdjabou / CV Niébé	Chargé de l'information	4
69	Kadidja Ousmane		ReCom	
70	Aissatou Harouna		Présidente	
71	Hamsatou Hassane		Trésorière	
72	Salamatou Hassane		Secrétaire	
73	Halima Hasma		Membre	
74	Moumina Boukari	OP Soudji/ CV Niébé	Conseillère	4
75	Zenab Issaka		ReCom	
76	Fati Oumarou		Membre	
77	Alimatou Seyni		Secrétaire	
78	Aicha Amadou		Présidente	
79	Awa Oumarou		Membre	
80	Moumouni Souley		Communicateur	

N°	Nom et Prénoms	Organisation	Fonction/Rôle	Catégorie ¹²⁶
81	Djamila Amadou	OP Tangam da Mori/ CV Volaille	Membre	4
82	Zara Mamane		Trésorière	
83	Djamma Boukari		Vice-Présidente	
84	Aissatou Adamou		Membre	
85	Fati Boukari		Membre	
86	Roukeya Soumaila		Présidente	
87	Djotorga Ladibaba	OP Buami Tandj		4
88	Diebikila Mandjari			
89	Yerfaba Tchoaga			
90	Souguidi Gobida			
91	Dambo Tamba			
92	Ferdinand Soirié Lompo		ReCom	
93	Boureima Samailo	Karkara/REGIS-AG	Cowpea VC Coordinator	1&2
94	Gambi Betodji	AREN REGIS-AG	Small Ruminant VC Coordinator	2
95	Moussa Seini	Karkara/REGIS-AG	Poultry VC Coordinator	
96	Nassirou Elhadj Labo	Karkara/REGIS-AG	Literacy Coordinator	3
97	Garba Bakoye	CNFA	MEAL	3
98	Daouda Aboubacar		Agro-dealer	7
99	Adamou Boubacar		Transformateur	7
100	Ali Morou		SVPP	8
101	Boubé Alfari	OP Hallasay/ CV Niébé	Président	4
102	Mamoudou Samouy			
103	Djibo Banga			
104	Dommo Saley			
105	Biba Boureima			
106	Biba Mahamadou			
107	Bonto Mali	OP Himma/ CV Niébé	Président	4
108	Assoumane Moussa		Membre	
109	Alhassane Soumane		Secrétaire Adjoint	
110	Halimou Guiri		Trésorière Adjointe	
111	Mariama Baboro		Trésorière	
112	Aissa Baboro		Membre	
113	Maimouna Kinassa	OP Kébel/ CV Petit Ruminant	ReCom	4
114	Hadi Adamou		Présidente	
115	Fati Zoumari		Membre	
116	Abou Ibira		Membre	
117	Mariama Karoumé		Membre	
118	Fadimou Hassane		Trésorière	
119	Balkissa Koissogo	OP Haské/ CV Petit ruminant	ReCom	4
120	Safia Mali		Membre	
121	Habi Alchini		Membre	
122	Mariamou Bouda		Membre	
123	Fati Bandaré		Vice-Présidente	
124	Rabi Mamidou		Membre	
125	Habsou Maykoul	OP Tontonni/ OP Volaille	Trésorière	4
126	Hadiara Moussa		Secrétaire	
127	Aissa Moussa		Secrétaire Adjointe	
128	Fatimane Litinine		Présidente	
129	Hamsa Ahmad		Membre	
130	Hamed Abdou		ReCom	

N°	Nom et Prénoms	Organisation	Fonction/Rôle	Catégorie ¹²⁶
131	Fatimata Alassane	OP Albarakat/ CV Volaille	Membre	4
132	Roguiya Seyni		Membre	
133	Djamila Modi		Membre	
134	Aminatou Amagué		Membre	
135	Ramatou Bilal		Membre	
136	Toufounou Ahmae		ReCom	
137	Moctar Seyni	Mairie de Balleyara	Maire	5
138	Salmou Bom Kano	Market Management Committee		9
139	Salou Dounda	Market Management Committee		
140	Fati Seidi	Market Management Committee		
141	Abdou Djibo	Market Management Committee		
142	Salou Oudou	Agro-Dealer		7
143	Laouali Manzo K	REGIS-ER	PMR P4	6
144	Ali Mamadou	REGIS-ER	PMR P6	
145	Oumarou Abdou Bagoudou	REGIS-ER	Assistant PMR P2	
146	Amadou Himadou	REGIS-ER	Program Manager Services financiers	
147	Mahamane Hamissou Adamou	REGIS-AG	Cowpea VC Coordinator Maradi	2
148	Salifou Naroua Adama	REGIS-AG	Cowpea VC Coordinator Zinder	
149	Mahaman Sani Ousseini	REGIS-AG	Spécialiste Marketing et exportation de niébé	
150	Sanoussi Malam Maman	REGIS-AG	Poultry VC Coordinator Maradi	
151	Sadissou Alassane Issoufou	REGIS-AG	Poultry VC Coordinator Zinder	
152	Salissou Abdou	REGIS-AG	Small ruminant VC Coordinator Maradi	
153	Dadi Soumaila	REGIS-AG	Small ruminant VC Coordinator Zinder	
154	Alio Daddy	REGIS-AG	Livestock & Dairy Market Access	
155	Mahamadou Yacouba	REGIS-AG	Animal Health Specialist	
156	Sabo Issaka Haboubacar	REGIS-AG	Finance Service Specialist	
157	El Hadj Madougou Mai Zabi		Transformateur de Volaille	7
158	Maman Nassirou Garba		Union des jeunes Aviculteurs	7
159	Amadou Aché		Union des jeunes Aviculteurs	
160	Sabiou Issoufou		Union des jeunes Aviculteurs	
161	Abdoul Aziz Mahaman		Union des jeunes Aviculteurs	
162	Aboubacar Idi	Secrétaire Général	Association des revendeurs de volaille de Maradi	7
163	Souley Moussa	Président		
164	Sada Mani	Membre		
165	Rahila Mamane	Membre		
166	Ouma Laouali	Membre		
167	Ouma Mamane	Membre		
168	Kadidjatou Seyni	Présidente	Réseau des Femmes Transformatrices de Maradi (REFAM)	7
169	Tchima Abou			
170	Aichatou Adamou			
171	Sahar Idi			
172	Hadizatou Abdoulaye			
173	Ibrahima Oumarou			
174	Issa Amate	Ferme Semencière Amate (FESA)	Directeur	7
175	Magagi Abdou	Halal SA	Directeur	
176	Oumarou Daouda		Commerçant de petit ruminant	7

N°	Nom et Prénoms	Organisation	Fonction/Rôle	Catégorie ¹²⁶
177	Agadou Boweye		Commerçant de petit ruminant	
178	Issaka Elh Madouzou		Commerçants de Niébé	7
179	El Kadri Nafiou Boubacar		Commerçants de Niébé	
180	Chaibou Adamou	Mairie	Secrétaire Municipal	9
181	Daouda Amani	Market Management Committee	Secrétaire à l'information	
182	Haladou Garba	Market Management Committee	Président du GIE	
183	Ousseini Lauali	Market Management Committee	Secrétaire du GIE	
184	Mahamadou Yaou Tahirou	Market Management Committee	Receveur Municipal	
185	Ayoub Dan Malan	OP Allah Bamou Saa/ OP Volaille	ReCom	4
186	Hamma Arjiko			
187	Atou Lali			
188	Ayou Labo			
189	Agada Oummarou			
190	Tcima Stahirou			
191	Rakya Sani	OP Tattali/ OP Volaille	Vice-Président	4
192	Salamatou Mani		Secrétaire Générale Adjointe	
193	Sahoura Yahaya		Secrétaire à l'information	
194	Hatira Souley		Secrétaire Générale	
195	Aicha Issoufou		Trésorière	
196	Salmay Neino		Présidente	
197	Houré Maazou	OP Zaman Lahia / CV Niébé	ReCom et Alphabétiseur	4
198	Houré Ado		Membre et Alphabétiseur	
199	Souweiba Garba		Membre	
200	Awa Oumarou		Présidente	
201	Adiya Abou		Membre	
202	Didjé Amadou		Membre	
203	Moussa Ibrahim	OP Matasa/ CV Niébé		4
204	Ibrahima Mato			
205	Rabé Ibrahim			
206	Tsayaba Ibrahim			
207	Mariame Kane			
208	Abou Harouna			
209	Mariama Harouna	OP Alhéri/ CV Petit Ruminant	ReCom et Alphabétiseur	4
210	Sahia Sani		Présidente	
211	Mariama Nari		Trésorière	
212	Sarata Makto		Secrétaire	
213	Salamatou Noura		ReCom	
214	Aicha Lawali		Secrétaire à l'information	
215	Amina Issoufou	OP Tattali/ CV Petit Ruminant	ReCom et Secrétaire Générale	4
216	Maria Haladou		Membre	
217	Mariama Souley		Membre	
218	Zali Souley		Membre	
219	Hadiza Issoufou		Commissaire aux comptes	
220	Ta Amadou Maman		Trésorière	
221	Hassan Baka	AREN		1
222	Nassirou Issa	SVPP	Vétérinaire	8
223	Mariama Mahaman		Vaccinatrice	8
224	Rahama Garba	Centre d'alphabétisation de Bakassoumouba	Alphabétiseur	7

N°	Nom et Prénoms	Organisation	Fonction/Rôle	Catégorie ¹²⁶
225	Dan Djibo Abdoulaye	Mairie	Maire	5
226	Ousmane Dan Bouga	Mairie	Conseiller	
227	Hamidou Hibrahim	Market Management Committe	Président du GIE Guidam Roudji	9
228	Yahaya Addou	Market Management Committe	Vice-Président (Autre marché)	
229	Rahamou Boweye	OP Tchandji/ CV Volaille	Commissaire aux comptes	4
230	Tchima Mani		Secrétaire Générale	
231	Madina Aboubacar		Trésorière Adjointe	
232	Hadjara Magagi		Trésorière	
233	Habsou Moussa		ReCom	
234	Saa Moussa		Membre	
235	Mariam Mahaman	OP Kokowa Da Talawci/ CV Volaille	ReCom	4
236	Ai Souley		Membre	
237	Fouré Oumarou		Présidente	
238	Kwazo Labo		Membre	
239	Hadiza Abdou		Membre	
240	Houssein Amadou		Membre	
241	Souley Abdou	OP Godia/ CV Niébé	ReCom et Alphabétiseur	4
242	Rabi Issa		Présidente	
243	Majara Idi		Membre	
244	Ande Mamane		Membre	
245	Houré Idi		Secrétaire Générale	
246	Zoueira Saadou		ReCom	
247	Bizo Makao	OP Agama Lahia / CV Niébé	ReCom	4
248	Hassia Nomaou		Commissaire aux comptes	
249	Zainabou Ibrahima		Secrétaire Générale Adjointe	
250	Narba Garba		Trésorière	
251	Laouré Moussa		Secrétaire Générale	
252	Halima Isssaka		Présidente	
253	Maimouna Assouman	OP Zoumoutchi / CV Petit Ruminant	Membre	4
254	Fati Yaou		Membre	
255	Rahamou Moussa		Membre	
256	Assana Seidou		Membre	
257	Assia Boubé		Présidente	
258	Aichatou Mahamane		SG/ ReCom	
259	Saidou Mahaman	OP Tattali/ CV petit Ruminant	Secrétaire Générale	4
260	Saadou Ango		Contrôleur	
261	Halouna Danjimo		ReCom	
262	Zara abou		Trésorière	
263	Rabi Issaka		Vice-Présidente	
264	Halima Hamissou		Présidente	
265	Issoufou Assoumana	Lahia/Save the Children	Acting DCOP	6
266	Sani Alima	Lahia/Save the Children	Chargée des AGR/ PF	
267	Souleymane Ibrahim	Lahia/Save the Children	Market Linkage specialist	
268	Adaman M. Ribiou,	REGIS-ER	Regional program manager P2	6
269	Boubacar Katkore	REGIS-ER	Specialist en GRN	
270	Boureima Hassane	REGIS-ER	Responsables des opérations PAM	
271	Rachidou Hindatou	REGIS-ER	Program Manager, P3	
272	Ai Abarchi épouse Ladoua	REGIS-ER	Directrice techniques	
273	Ibrahim Idi	REGIS-ER	PMR PI	
274	Daouda Boureima	REGIS-ER	PMR P6-7	

N°	Nom et Prénoms	Organisation	Fonction/Rôle	Catégorie ¹²⁶
275	Ousmane Abdoulaye Moussa	REGIS-ER	PMR, P5	
276	Aichatou Moussa	REGIS-ER	PMR, P8	
277	Ibrahim Harouna Souley	REGIS-ER	Coach M&E	
278	Amath Diop	REGIS-ER	DCOP	6
279	Bill Stringfellow	REGIS-ER	COP	
280	Foumakoye Mahamadou	REGIS-AG	Functional Literacy Coordinator	1
281	Amadou Kalilou	REGIS-AG	M&E Assistant	1
282	Bruno Ouédraogo	REGIS-AG	DCOP	1
283	Emmanuel Kaboré	CRS/REGIS-AG	Spécialiste de la Chaîne de valeur Niébé	2 & 1
284	Hamado Sawadogo	CRS/REGIS-AG	Spécialiste du marché la Chaîne de valeur Niébé	
285	Joséphine Rouamba	REGIS-AG	Spécialiste genre	3
286	Dominique Bassole	REGIS-AG	Lead de la composante intrants et services agricoles	3
287	Jeanette de Regt	SNV	Directeur pays	1
288	Amidou Kaboré	ACDI/VOCA Projet ViM	COP	6
289	Patrice Beaujault	REGIS-ER	Chef de composante Bien-être Economique Durable	6
290	Alain Ky-Zerbo	REGIS-ER	Représentant Pays	
291	Bangre Moussa Dominique	CRS	Représentant Résident	1
292	Béatrice Bangre	REGIS-AG	Responsable des finances et des opérations	3
293	Francine Nezien Patricia	REGIS-AG	Senior Accountant	
294	Sahadou Compaoré	REGIS-AG	Assistant comptable	
295	Zénabou Samadoulougou	REGIS-AG	Assistante Administrative	
296	Amadou Sayo	VSF	Directeur régional de l'Afrique de l'ouest	1
297	Hamado Ouédraogo	VSF	Assistant technique de programme	
298	Lucien Ouali	SAREL	Coordonnateur technique	6
299	Arsène Kientega	REGIS-AG	Responsable S&E	3
300	Nicole Millogo	REGIS-AG	Assistant en S&E de la région du centre Nord	
301	Vincent Sawadogo	Gouvernorat de Dori	Secrétaire Général	5
302	Edouard Sedego	REGIS-AG	Program Manager	1
303	Eric Ouédraogo	REGIS-AG	Assistant Administratif, financier et logistique	
304	Hama Sambare	A2N/ REGIS-AG	Coordonnateur CV Niébé	2
305	Adama Traoré	AGED/ REGIS-AG	Spécialiste CV Niébé	
306	Wayirmé Sanogo	SNV/REGIS-AG	Small ruminant value chain specialist	
307	Zacharia Emmanuel Sanou	A2N/REGIS-AG	Small ruminant specialist	
308	Diessongo Nayaba	REGIS-AG	Small ruminant specialist	
309	Justin Zoma	VSF	Poultry specialist	
310	Souleymane Guiro	VSF	Animal health specialist	
311	Brigitte Ouédraogo	SNV/ REGIS-AG	Enabling Environnement	
312	Jean Luc Zampou	A2N/ REGIS-AG	Finance Specialist	
313	Abdoul Kader Sawadogo	AGED/ REGIS-AG	BDS Advisor	3
314	Ousmane Dia	A2N/ REGIS-AG	Functional literacy specialist	
315	Aboubacar Sanogo	AGED/ REGIS-AG	Functional literacy specialist	3
316	Dieudonné Ouédraogo		M&E Assistant	
317	Dominique Rassablega Sawadogo	Regional Director of animal Health	Directeur régional des ressources animales et Halieutiques	5

N°	Nom et Prénoms	Organisation	Fonction/Rôle	Catégorie ¹²⁶
318	Sow Hamadou Hama	REGIS-ER	Coordonnateur régional	6
319	Boureima Ham	REGIS-ER	Regional Program Manager	
320	Bationo Ouédraogo Janine	REGIS-ER	Regional Program manager	
	Zio Simplicite Batebié	REGIS-ER	Regional M&E Manager	
321				
322	Oumarou Cissé	A2N	Executive Director	1
323	Woango Inoussa	Regional Direction of Agriculture de DORI	Directeur Regional	5
324	Zidwemba Aicha		Agent des Services Régional de la Promotion de l'Economie Rurale	
	Boureima Isaïs		Agent des Services Régional des études et des statistiques sectorielles	
325	Dango Boureima		Agent des Services Régional des Aménagement Hydrauliques et de la Production Agricole	
	Sawadogo Toundanaba		Chef SRPER	
326				
327				
328	Alphonse Coulibaly	Vetoprox Sahel	Vétérinaire	8
329	Abdoulaye Clssé		Auxiliaire d'élevage	8
330	Amadou Hamidou Dicko		Auxiliaire d'élevage	
331	Salif Traoré	Microfinance institution Caisse Populaire	Directeur	8
332	Kaboré Sandrine	Microfinance institution Caisse Populaire	Agent de crédit	
333	Dicko Boubacar Hama		Alphabétisateur	8
334	Dicko Hamidou		Alphabétisateur	
335	Barry Boubacar	Direction Provinciale de l'Education Post-Primaire, du Primaire et de Non Formelle	Responsable du service d'alphabétisation	5
336	Sidi Sow	Chambre régionale d'Agriculture (CRA)	Président	5
337	Assance Bargo	Chambre régionale d'Agriculture (CRA)	Secrétaire Général	
338	Boureima Bokhoum	Mairie de Dori	Maire	5
339	Boubacar Dicko	Mairie de Dori	Percepteur	
340	Dicko Amadou Mazaou	Comité de gestion du marché de bétail de Dori		5
341	Dicko Hamidou			
342	Nouhoun Mamadou			
343	Dicko Amadou Hama			
344	Dicko Amadou			
345	Dicko Moussa			
346	Diallo Hamidou Abdoulaye			
347	Dicko Djeneiba			
348	Kobande Fanta S.			
349	Namountougou Harouna	OP Limamba / Chaîne de valeur Niébé		4
350	Namountougou Diakiro			
351	Namountougou Hama		Président	
352	Bamogo Mariama			
353	Tindano Aissatou			
354	Tindano Mariama			
355	Cissé Souleymane Hamidou	OP Potal / Chaîne de valeur Niébé	RECOM	4
356	Diallo Ali Younoussa			
357	Boureima Hama			

N°	Nom et Prénoms	Organisation	Fonction/Rôle	Catégorie ¹²⁶
358	Diallo Amadou Hama			
359	Boureima Hamidou			
360	Hama Oumarou			
361	Diammo Mairama	Association des Eleveurs de Seytenga (AES)/ Chaîne de valeur Volaille	Membre	4
362	Diallo Boureima		Membre	
363	Dicko Moussa		Membre	
364	Maiga Fati		Membre	
365	Amadou Hama		RECOM	
366	Cissé Abdoulaye		Président	
367	Dicko Mamadou Boureima	OP Sayoré/ Chaîne de valeur Volaille	Recom	4
368	Dicko Fadima Hama		Membre	
369	Diallo Aissatou Hama		Membre	
370	Diallo Aissatou Hama		Présidente	
371	Dicko Fadima Hama		Trésorière	
372	Yattara Rouki Hamidou		Secrétaire Général	
373	Amadou Mousa	OP Lelewal/ Chaîne de valeur Petit ruminant.	ReCom	4
374	Yattara Fadima Hamidou		Trésorière	
375	Maiga Adiza Bana		Trésorière Adjointe	
376	Maiga Fatoumata		Présidente	
377	Dicko Ramata Boubacar		Secrétaire Général	
378	Dicko Hadjaratou Hama	OP Bagoura	Membre	4
379	Dicko Aissatou Ousmane		Membre	
380	Diallo Hadjatou Hama		Membre	
381	Barry Mairama Hamidou		Vice-présidente Adjointe	
382	Dicko Djeneba Hama		Vice-Présidente	
383	Tamboura Djeneba Boureima		Présidente	
384	Diallo Hamidou Hamadou		Commerçant de Niébé	7
385	Koné Toro Sibiri		Transformateur Volaille	7
386	Abdou Goune		Transformateur Petit Ruminants	7
387	Pedabga Kambou Ini Christine		Transformatrice de volaille	7
388	Dicko Moussa Hamadou		Commerçant de petit Ruminant	7
389	Dicko Hama Boubacar		Commerçant de volaille	7
390	Dicko Amadou Hamidou		Commerçant de volaille	
391	Dicko Ibrahima Amadou		Commerçant de volaille	
392	Ouédraogo Oumou		Trésorière	7
393	Djiwa Fatimata		Membre	
394	Bandaogo Saoudatou		Membre	
395	Dicko Fatoumata Hamadou	OP Hodere-Fadjiri/CV Petit Ruminant	Membre	4
396	Diallo Fatoumata Alou		Commissaire aux comptes	
397	Barry Dicko Anata Youssoufi		Présidente	
398	Dicko Djénéba		Membre	
399	Dicko Awa Sandou		Membre	
400	Bokhoum Fatimata		Membre	
401	Dicko Hama Hassane	OP Jaanygol/ CV Petit Ruminant	ReCom	4
402	Diallo Hadima Amadou		Présidente	
403	Thiam Hadiatou Hamidou		Vice-Présidente	
404	Fatimata Amadou		Trésorière Adjointe	
405	Diallo Bibata Boureima		Secrétaire	
406	Dicko Aminata Amadou		Secrétaire Adjointe	
407	Diallo Aissatou Mamoudou	OP Djamweli / CV Niébé		4
408	Diallo Mariama			

N°	Nom et Prénoms	Organisation	Fonction/Rôle	Catégorie ¹²⁶
409	Dicko Ramata Madani			
410	Dicko Rhamata Welhore			
411	Diallo Aissatou Siddi			
412	Sow Maiga Roukiatou			
413	Diallo Abdoulaye Amadou	OP Baawa/CV Volaille	Secrétaire	4
414	Diallo Issa Mamoudou		Chargé de l'informaiton	
415	Diallo Boureima Ham		Membre	
416	Dicko Hamadou Boureima		Chargé de l'information N°2	
417	Sow Fatimata	OP Djamdjoode/ CV Niébé	Membre	4
418	Maiga Mairama Hamadou		Trésorière	
419	Dicko Hamidou Sokourou		ReCom	
420	Diallo Fadima		Membre	
421	Maiga Balkissa		Secrétaire	
422	Dicko Hadiatou Hama		Membre	
423	Kedre Nataba Achille	OP Mballa Séno	Secrétaire à l'organisation	4
424	Moohamed AG Moussa		Représentant du président	
425	Kanaba Pascaline		Représentant du Secrétaire Général	
426	Bance Issouf		Commissaire aux comptes	
427	Zeba Abdoulaye	Gouvernorat	Secrétaire Général	5
428	Sorgho Patrice	-	Haut-Commissaire	
429	Béré Gilberte	Micro Finance Institution Caisse Populaire de Kaya	Contrôleur	9
430	Nikiema Mamadou	Micro Finance Institution Caisse Populaire de Kaya	Ingénieur IMRAH	
431	Ouédraogo Payidwendé	Regional Director of Animal Health	Technicien Supérieur d'élevage	5
432	Nignane Boubié	Regional Director of Animal Health	Technicien Supérieur d'élevage	
433	Zoungrana S. Modeste ¹³⁴	Regional Director of Animal Health	Chef de Zone de Pissila	
434	Minoungou P. W. Alexis	Regional Director of Animal Health	Chef de Zone de Barsalogho	
435	Fidèle Kaboré	MECAP	Chef d'agence et chargé de crédit	8
436	Ouédraogo Rahim		Transformateur de volaille	7
437	Kanazoé Lassane		Transformateur de volaille	
438	Ouédraogo Yacouba		Transformateur de volaille	
439	Bikienga Oumarou		Commerçant de volaille	7
440	Ouédraogo Issaka		Commerçant de volaille	
441	Kanazoé Kassoum		Commerçant de volaille	
442	Kouégo Rasmane		Commerçant de petit ruminant	7
443	Sawadogo Yacouba		Commerçant de petit ruminant	
444	Sawadogo Rahamata		Transformatrice de Niébé	7
445	Sawadogo Lassané		Commerçants de Niébé	7
446	Ouédraogo K. Saidou	Union des producteurs de Niébé de Kaya	Producteur	7
447	Ouédraogo S. Edgard		Producteur	
448	Sawadogo Assietta		Producteur	
449	Soulya Mariam		Producteur	
450	Sawadogo Ablaye		Producteur	
451	Ouédraogo Salifou		Président	
452	Dao Mahamadou	Regional Director of Agriculture	Agent des Services Régional des Aménagement Hydrauliques et de la Production Agricole	5

¹³⁴ Présent à l'entretien avec le COGES de Pissila

N°	Nom et Prénoms	Organisation	Fonction/Rôle	Catégorie ¹²⁶
453	Simpore Inoussa	Regional Director of Agriculture	Agent des Services Régional de la Promotion de l'Economie Rurale	
454	Ouédraogo Kayaba Sidiki	Regional Director of Agriculture	Directeur Provincial	
455	Kaboré Sana Pierre	Regional Director of Agriculture	Directeur Rural Provincial	
456	Kabre Adama	Regional Director of Agriculture	Agent des Services Administratif et Financiers	
457	Konfe Zakaria	Regional Director of Agriculture	Agent des Services Régional des études et des statistiques sectorielles	
458	Ouédraogo Paul	Section provinciale des distributions d'intrants agricoles('AGRODIA)	Présidente	7
459	Zabré Boukaré		Membre	
460	Ouédraogo N. Salif		Membre	
461	Ouédraogo Moussa		Membre	
462	Sawadogo Ammi	OP Namalgb-Zanga	Membre	4
463	Ouédraogo Awa		Présidente	
464	Sawadogo Awa		Secrétaire à l'information	
465	Baguian Fatimata		Membre	
466	Ouédraogo Alizeta		Trésorière	
467	Sawadogo Fatimata		Membre	
468	Ouédraogo Abdoulaye	OP Wendlarima / Chaîne de valeur Niébé	Membre	4
469	Ouédraogo Ousmane		Membre	
470	Diandé Adama		Membre	
471	Sawadogo Komssomba		Membre	
472	Soré Alidou		ReCom	
473	Bamogo Hado		Membre	
474	Ouédraogo Yabyiri Jean Louis	OP Wendbenodo/ Chaîne de valeur Volaille	Membre	4
475	Ouédraogo Germaine		Membre	
476	Ouédraogo Rita		Membre	
477	Ouédraogo Noraogo		Trésorier	
478	Sawadogo Youssouf Hervé		Membre	
479	Bamogo Ratoussi		Membre	
480	Bamogo ramsayouba	OP Relwendé/ Chaîne de valeur Volaille	Membre	4
481	Bamogo Bibate		Membre	
482	Bamogo Aly		Président	
483	Bamogo Kirsi		Secrétaire	
484	Bamogo Mahamoudou		Vice-président	
485	Bamogo Rakiéta		Membre	
486	Santi Mohamado	OP Sidnooma/ Chaîne de valeur Petit Ruminant	Secrétaire/ ReCom	4
487	Sawadogo Safiata		Membre	
488	Bamogo Awa		Membre	
488	Ouédraogo Saidou		Président	
490	Ouédraogo Mariam		Membre	
491	Ouédraogo Téné		Membre	
492	Bamogo Zonabo Sidonie	OP Natewendé/ Chaîne de valeur petit ruminant		4
493	Bamogo Halimata			
494	Ouédraogo Sombe Pascaline			
495	Bamogo Sati			
496	Bamogo Aisseta			
497	Bamago Samalgre			
498	Pafadnam Abdoulaye	Mairie de Barsalgho	Maire	5
499	Ouédraogo Mariam	Centre alphabétisation de Alamou	Animatrice	8

N°	Nom et Prénoms	Organisation	Fonction/Rôle	Catégorie ¹²⁶
500	Sore Alidou		Animateur REGIS-ER	
501	Zabre Denise	OP Pedwende/ Chaîne de valeur Niébé	Secrétaire Générale	4
502	Ouédraogo Zonabo		Membre	
503	Ouédraogo Narolbsom		Présidente	
504	Sawadogo Tipoko		Trésorière Adjointe	
505	Ouédraogo Alimata		Trésorière	
506	Sawadogo Cecile		Vice-Présidente	
507	Sawadogo Naogo	OP Zemstaaba / Chaîne de valeur Niébé	Secrétaire général	4
508	Sawadogo Wendwoago		Secrétaire général Adjointe	
509	Sawadogo Sibdou		Trésorier adjoint	
510	Sawadogo Sibiri		Membre	
511	Nabalou Asseta		Membre	
512	Baguia Safi		Membre	
513	Ouédrogo Roga	OP Nong Taaba/ Chaîne de valeur Volaille	Président	4
514	Sawadogo Salimata		Trésorier	
515	Ouédraogo Sarare		Membre	
516	Ouédraogo Kimdaoga		Secrétaire Général/ ReCom	
517	Sebgo Louise		Membre	
518	Ouédraogo Solfo		Membre	
519	Ouédraogo Issaka	OP Wendpanga Chaîne de valeur Volaille	Président	4
520	Ouédraogo André		Secrétaire à l'information	
521	Ouédraogo Patindyande	OP Wendpanga Chaîne de valeur Petit ruminants	Secrétaire Général/ ReCom	4
522	Zoanga Aisseta		Président	
523	Soré Mamounata		Trésorier	
524	Sawadogo Zalissa		Membre	
525	Sawadogo Zonabo		Membre	
526	Sawadogo Halimata		Membre	
527	Banguian Zoeneba	OP Sougrinooma Chaîne de valeur Petit ruminants	Contrôle	4
528	Sawadogo Mariam		Secrétaire Général/ ReCom	
529	Sawadogo Rihanata		Trésorière adjointe	
530	Sawadogo Mamounata		Trésorière	
531	Sawadogo Bibata		Présidente	
532	Soré Salamata		Secrétaire Général Adjointe	
533	Sawadogo	Mairie de Pissila	Maire	5
534	Ouédraogo Saidou	COGES		5
535	Sawadogo Ousseini			
536	Diandé Boukaré			
537	Sawadogo Moussa		Secrétaire Général Adjointe	
538	Nabaloum Adama			
539	Ouédraogo Salfo			
540	Nabaloum Felix		Secrétaire Général	
541	Zida Aminata			
542	Bande Hamado			
543	Ouédraogo Wendlasougri Richard			
544	Ouédraogo Gueswende			
545	Ouédraogo Moussa			
546	Sawadogo Zakaria			
547	Nabaloum Sibiri			
548	Sawadogo Missiri Bernard		Secrétaire à l'organisation	
549	Nabaloum Kibsa		Collecteur	

N°	Nom et Prénoms	Organisation	Fonction/Rôle	Catégorie ¹²⁶
550	Nabaloum Gueswende			
551	Nabaloum Eloi			
552	Ouédraogo Fatimata			
553	Ouédraogo Marou			
554	Serme Idriss	AGED	Chargé de Programme	I
555	Juan Gamboa	USAID	Acting Country Representative	10
556	Siaka Millogo	USAID	Senior Food security specialist	
557	Francis Bado	USAID		

Source: REGIS-AG Midterm Evaluation. May-June 2018.

ANNEX VI. BIBLIOGRAPHY

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Document Review

The REGIS-AG mid-term performance document review included approximately 843 documents received from REGIS-AG (including technical documents, strategies, reports, and communication to name a few), 284 covering Burkina Faso, 100 covering Niger, and 459 covering both countries.

ANNEX VII. CONFLICT OF INTEREST FORMS

200 12th Street South, Suite 1200
Arlington, VA 22202 USA

DL
Jan 3, 2019
MSI
A TETRA TECH COMPANY

Personal Conflict of Interest Non-Disclosure Agreement

As an employee, I have been entrusted with certain information regarding the operations and work of Management Systems International. (hereinafter referred to as MSI). MSI is committed to protecting the confidentiality of our clients, including the U.S. Government, with business data entrusted to its care. As it pertains to my relationship with MSI, I agree and acknowledge the following:

Confidential and Proprietary Information

For purposes of this Agreement, "Confidential Information" is defined as all information and materials, in whatever form, whether tangible or intangible, disclosed by MSI or any of its authorized representatives. All MSI proprietary information that is not known generally to the public is considered as "Confidential Information."

The following are deemed Confidential, but should not be considered exhaustive:

- Information about MSI projects/programs not available to the public;
- Ideas for research and development;
- Computer records and software (including software that is proprietary to third parties);
- Any other information which MSI must keep confidential as a result of contractual requirements;
- Information regarding the administration of components of certification programs;
- Information on MSI personnel not available publicly;
- Item content, characteristics, development or other aspects of assessments or evaluations and their development, maintenance and administration;
- Identities of MSI candidates, customers, suppliers, or third party contractors, including without limitation any media, advertising, or public relations firms; unless that information exists in the public domain;
- MSI's e-mail distribution list(s) and its database information;
- Information submitted in the investigation of complaints or involving ethics cases;
- MSI's financial data;
- Any other information to which employees may have access while involved in MSI work.

Non-Disclosure

I agree to maintain the confidentiality of all Confidential Information. I agree not to misuse, misappropriate, disclose or divulge in writing, orally or by electronic means, any Confidential Information, directly or indirectly, to any other person or use them in any way, either during the term of this Agreement or at any other time thereafter, except as is required in the course of service to MSI. I also agree not to, without prior written consent from MSI, utilize any Confidential Information for future use unrelated to present activity. In no event shall I use Confidential Information in a manner that is in any way detrimental to MSI or others.

msiworldwide.com

Page 1 of 2

I acknowledge and agree that all Confidential Information and similar items maintained in hard copy, electronically or online relating to MSI's business, shall remain exclusively the property of MSI and shall only be used by myself for the purpose(s) permitted by MSI.

Personal Conflict of Interest

I shall avoid personal and professional conflicts of interest in all matters pertaining to MSI's programs. Conflicting interests may include but are not limited to such areas as financial, personal relationships, and/or professional relationships. If a situation arises where it is unclear as to whether a conflict of interest exists, I shall discuss the issue with the Director of Human Resources.

Certification

Violation of this Agreement could be grounds for termination of service with MSI. Except as provided herein, I am prohibited from disclosing or using any Confidential Information in all circumstances, including but not limited to subsequent engagements or employment with third parties.

I acknowledge that a violation of the terms of this Agreement may cause damage and harm to MSI and that any such damage or harm will be difficult if not impossible to calculate in monetary terms and will be irreparable to MSI. I agree that, upon notice from MSI declaring a breach of this Agreement, I shall immediately cease all further activities which are, or are claimed by MSI to be, a breach of this Agreement.

Name (Last, First, Middle Initial): McMillan Della E

Signature Della E McMillan

Date Jan 3, 2019

MSI Position/Title: Consultant / Team Leader Evaluation

Personal Conflict of Interest Non-Disclosure Agreement

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Name (Last, First, Middle Initial): ZOTOGLO KOKOU


Signature

04/16/2018
Date

MSI Position/Title: Consultant (Team member)

Personal Conflict of Interest Non-Disclosure Agreement

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Name (Last, First, Middle Initial): Safyatou Diallo


Signature

30-04-2018
Date

MSI Position/Title: MSF Associate

Personal Conflict of Interest Non-Disclosure Agreement

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Name (Last, First, Middle Initial): ADAH KIGABAGOU FELIX



Signature

17 January 2019
Date

MSI Position/Title: CONSULTANT

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Name (Last, First, Middle Initial): Issa Salissou

Signature  _____ Date 01/18/2019

MSI Position/Title: Consultant