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Direction de la coopération
au développement et
de l'action humanitaire

Evaluation of the NGDO Guiden a Scouten fir ENG Welt framework agreement

In 2014, the Directorate of Development Cooperation and humanitarian action of the Ministry of Foreign and European Affairs commissioned an independent evaluation of the NGDO Guiden a Scouten fir ENG Welt framework agreement. The evaluation was conducted by EY Luxembourg. The Ministry publishes below a summary of the main results of this exercise.

Observations, assessments and recommendations expressed in this document represent the views of the evaluators and do not necessarily reflect those of the Ministry.

Development Cooperation Directorate
Ministry of Foreign and European Affairs

Evaluation of the NGDO Guiden a Scouten fir ENG Welt framework agreement

Synthesis
December 2014



Fact-Sheet

Guiden a Scouten fir ENG Welt	Created in		AF since	Already evaluated in
	1987		2000	2008
Missions	Propose projects supporting the economic, social, technical and cultural development in favour of developing countries and raise awareness among young people.			
Expected results/axes of intervention	Contribute to the improvement of education, professional training and living conditions of poor and vulnerable populations, and to the promotion of sustainable community development.			
Financing tools	Framework agreement with the MFEA (and to a lesser extent: membership dues and subsidies, gifts and bequest and financial contribution of candidates for scout camps).			
Strategy for AF 5	Actions planned: construction or improvement of education infrastructures, professional training and socio professional insertion, education and care and education of young people and logistical support of centres created in order to contribute to these themes.			
Number of projects	9 projects (4 in Senegal, 2 in India, 1 in Bolivia, 2 in Niger) + 1 in Brazil started in 2013			
Number of sectors	4 sectors: (i) Formal and informal education of children and young people, (ii) vocational education and professional training, (iii) socio professional insertion and education and (iv) formation of the population to their direct environment.			
Budget	Draft budget in 2012 for 9 projects : 1.419.717, 00 €			
Implementation rate	Adjusted budget at the time of the evaluation for 10 projects: 1.435.323, 00 €			
Present situation				
Organizational audit	<p>NGDO GS' governance is satisfactory, managed by an Executive committee and thematic working groups, as well as two permanent staff. However, the organisation put in place suffers from an unequal implication from the volunteers (depending on the time laps and the members), which makes a significant workload burden for the project manager.</p> <p>Overall, the project management cycle at NGDO GS is professional. The management of partnerships has been strengthened with several good practices, although it does not sufficiently contribute to an actual mutual reinforcement. Strongest professionalism of local partners could improve the projects' monitoring and execution, and contribute to an actual use of the logical frameworks (and overcome the lack of data monitoring, the absence of implementation or performance data, the average and heterogeneous quality of the narrative reports, etc.)</p>			
Strategic audit	<p>The NGDO has undergone a sectorial re-shifting towards education, which is relevant to the needs identified on the field, to the Millennium Development Goals and to the Luxembourg Cooperation; The activities undertaken in the field of healthcare should be articulated to this strategy.</p>			
Evaluation sample of projects	<p>The four projects evaluated in Senegal are relevant and aligned with the development priorities identified in the country, in spite of a lack of synergies and some redundancies within their scope. Whilst three out of four projects show interesting achievements, the microfinance project (FONEES) must be questioned, as the number of credits and the credit granting policy remain weak.</p>			
Conclusion				
<p>The NGDO is well structured and relies on an efficient and dynamic team, who has developed long term relationships largely based on trust (notably in Senegal). Most projects are responding to the needs identified by the different actors in the field, notably by the other institutions and organisations acting in the field of children's education and professional training in Senegal, and are well executed. However, despite good practices to strengthen the partnerships, relationships with southern partners are largely based on trust and would benefit from increased control and stronger professionalization of local partners.</p>				
Key recommendations				
Organisation	<p>Complete and implement the project cycle and management procedural manual (currently being drafted);</p> <p>Achieve a higher level of volunteer commitment through an effective operation of the commissions put in place, and improve the tasks' division in order to avoid any difficulty;</p> <p>Professionalise local partners by implementing both capacity-building actions (training, new management procedures, monitoring tools etc.) and control and monitoring actions (controls on narrative reports submission, audits of the expenses, etc.)</p>			
Strategy and projects	<p>Update/clarify the NGO's mission and strategy;</p> <p>Rationalise the action plan and look for a stronger coherence between the projects;</p> <p>Homogenise projects' logical frameworks and improve their monitoring though fewer, yet actually measurable, indicators.</p>			

Preamble

The non-governmental development organization Guiden a Scouten fir ENG Welt (NGDO GS) is a non-profit organisation registered with the Trade and Company Registry of Luxembourg on the 18 October 2010 in accordance with the law of 21 April 1928 regarding non-profit organisations.

As a result of the merger of two guide and scout communities born after WWII in Luxembourg, the NGDO Guiden a Scouten fir ENG Welt (initially named Guiden a Scouten mat der Drëtter Welt before its change in name in 2000) was found in 1987 in order to coordinate the community development projects initiated in partnership with the Senegalese Confederation of Scouts. Closely linked to the National Federation of Scouts and Guides of Luxembourg (they notably currently share the same office and volunteers regularly take part into the NGDO's projects), NGDO GS has obtained the Government of Luxembourg's authorisation and is a member of the Circle of Luxembourg NGOs.

The statutes of NGDO GS define its mission as follows:

- ▶ *propose projects supporting the economic, social, technical and cultural development in favour of developing countries;*
- ▶ *provide direct and indirect aid to organisations, institutions and inhabitants of those countries, especially guide and scout organisations;*
- ▶ *send out volunteers in the context of those projects;*
- ▶ *raise and manage funds and purchase movable and immovable properties profitable to the action of the organization; and*
- ▶ *collaborate with organisations or people who are pursuing the same goals and with local authorities.*

In this context, the NGDO is guided by two principal objectives:

- ▶ **the implementation of projects in developing countries;** and
- ▶ **the awareness and education of young Luxembourgers.**

The NGDO's projects have been co-financed by the Ministry of Foreign and European Affairs (MFEA) since 1996. This support began through ad hoc co-financing before the signing of the first framework agreement in 2000 in the framework of a consortium with the Luxembourg Federation of National Guides and Scouts' (FNEL) development arm (NGDO FNEL).

Before ending its collaboration with NGDO FNEL in 2003, Guiden a Scouten fir ENG Welt concluded four successive framework-agreements with de MFEA. **The last framework agreement convention was signed on 14 February 2012 in order to implement a multi-year development programme over the period 2012-2014 (see annex 2).** With an initial amount of 1.25 million euros (which later rose to 1.42 million euros due to an additional request for funding in 2013), the programme consists of nine projects in five different countries (Senegal, Niger, Bolivia, Brazil and India). Four are currently taking place in Senegal – the NGDO's historical country of focus – for a global budget of 797k euros.

Objectives of the evaluation

Le MFEA has mandated the EY Luxembourg to conduct the **evaluation of the framework agreement signed with the ONGD GS for the period 2012-2014. As with all the development funding provided by MFEA, the evaluation exercise is a prerequisite for the financing of the NGDO GS.** The goal of the evaluation is to check the good use of public funds and improve the quality of the interventions, as well as to promote dialogue between NGDO GS and its partners and reinforce a result-oriented culture.

In order to do so, the evaluation was structured around three components:

- ▶ A structural and organisational evaluation, investigating the governance and the organisational and decision-making processes in terms of project management and the expenditure of public funds, as well as the implication of the local partners in the field ;
- ▶ An evaluation of the strategic and operational approach in the wake of the priorities and strategies of Luxembourg Cooperation, the Millennium Development Goals and the Declaration of Paris.
- ▶ An evaluation of the ONGD's projects in Senegal using the five evaluation criteria defined by the OECD Development Assistance Committee (relevance, efficiency, effectiveness, impact and sustainability). The projects evaluated in an in depth manner are presented in the appendixes (cf. appendix 1).

The mission was conducted over a five month period from June to October 2014, followed by six week period dedicated to the finalisation of the work and the taking into account of the comments from NGDO GS and its partners. The mission was divided into several phases: a desk phase, interviews in Luxembourg and an on-site mission in Senegal that took place during the week of the 8 September 2014.

This synthesis presents the main conclusions from the evaluation, organised by components, as well as the corresponding strategic and operational recommendations.

1. Structural, organisational and strategic evaluation

1.1 *Satisfactory and well-formalised governance, reinforced by the recent creation of a Management Board and thematic working groups*

The current statues of the NGDO were registered with the Trade and Company Registry on 18 October 2010 in accordance with the law of 21 of April 1928 regarding non-profit organisations. A set of internal **rules of procedure**, which was approved on 21 April 2012, defines in detail the NGDO's operational procedures and the role and tasks of each body.

During the fall of 2014, the governance of the NGDO is organised around **three principal bodies** (the General Assembly, the Management Board and the Executive Committee) and **an Executive Team** composed of **two permanent staff** (representing 1,5 FTE).

The recent creation of the **Executive Committee**, as well as the **thematic working groups** enabled the NGDO to reduce the burden of decision-making process, as well as to create favourable conditions for the stronger implication of some volunteers in the daily management of the NGDO in support of the permanent staff.

1.2 *But a stronger implication of volunteers and a better division of labour in the Executive Team must be reinforced over time*

Although the NGDO's **governance is satisfactory**, the unequal implication of the volunteers led the executive staff to bear important responsibilities. Moreover, while human resources seem to be adapted to the NGDO's needs (subject to sufficient support from volunteers), the organisation put in place creates a **significant workload burdened for the project manager**, whose responsibilities are particularly broad and include a significant portion of the administrative tasks in addition to operational and management functions.

Regarding the financial resources, the NGDO seems be **increasingly facing difficulties in raising funds**. To cope with this problem, the NGDO has implemented a "Fundraising working fund", as well as reinforced communication efforts across several channels (internet, newsletters, leaflets, etc.).

1.3 *Relationships with southern partners are largely based on trust and would benefit from professionalization*

In the framework of 2012-2014 framework agreement, nine projects have been financed and implemented in partnership with **seven organisations in developing countries**, as well as through a **Luxembourgian organization « Les amis de l'Inde »**, with whom a financial partnership has been developed for two projects in India (20% financed by "Les amis de l'Inde" and 80% financed by NGDO GS).

During the 2012-2014 framework agreement, the management of partnerships has been strengthened through the use of several **good practices**, which have notably permitted the partners better familiarise themselves with each other and take part in the organisation's strategic reflection. For the 25th anniversary of the organisation, NGDO GS organized a meeting that brought together local partners in Luxembourg. A partnership charter has also been developed in order to define the criteria of a solid partnership. It has been shared with and approved by local partners. These partnerships have largely been the result of long-term relationships created in the framework of "scout camps" (grands camps chantier) organised by LGS scouts.

The historical country of focus of the NGDO is Senegal; however, the NGDO GS has since decided to broaden its field of intervention by reaching out to partners in the rest of the developing world. These long-term relationships have contributed to the development of other partnerships, appreciated on both sides and largely based on trust. The NGDO supports its local partners, for instance, through the undertaking of evaluations in Senegal (evaluation of JAPPOO in March 2012 and of AJE in March 2014), the organisation of working groups during annual visits in the field, its involvement in several events (inauguration of Radio Niaye FM and the cybercafé) and ongoing formal and informal communication.

However, **these frequent exchanges are not necessarily contributing to a satisfactory level of professionalization** among partners. As a consequence of the development of a relationship based on trust, the partnerships are also insufficiently controlled by NGDO GS. For instance, the evaluation has highlighted the fact that, in the annual reports, the partners did not follow the indicators defined in the logical framework, which makes the achievement of objectives difficult to measure.

NGDO GS relationships in the north include its partnership with the MFEA, an operational partnership with GS – an undeniable asset - and a technical partnership with the Technical Assistance Office (*Bureau d'Assistance Technique* BAT). The operational partnership with the non-profit organization "Les amis de l'Inde" should be suspended for the next framework agreement.

1.4 *A professional project management cycle but could be further reinforced*

NGDO GS has not yet published a formal procedural manual; however one is currently being drafted and is expected to be operational by the beginning of 2015.

The identification process is largely based on the **renewal or adaption** of previous projects (such as those from the partnership with ONG JED in Senegal since 1987), or through the enlargement to new projects originating from shared relationships or recommendations from current partners. In this respect, the NGDO has modified its practices, in the past relying on the development of projects mainly based upon requests from the scout movement. All partners must meet a set of quality criteria, which, **although fairly general, represent a first step towards instituting systematic and objective analysis** of new partners.

The project development and resource mobilisation phases raise some questions. **Logical frameworks are of a variable level of quality and sometimes encounter problems of relevance**, which makes the analysis of resources, activities, expected results and monitoring indicators difficult. The logical frameworks are not systematically understood or followed by the local partners, whose annual reports do not systematically include planned indicators.

Project monitoring is based on annual field visits, an annual financial and operational reporting system, as well as regular formal and informal communication. **The reliability of the information reported by the local partners in annual reports appears to be uneven** and some data may contain errors and inconsistencies. The evaluation has encountered some **difficulties in obtaining all the documents requested for the audit** (e.g. auditors were not able to reconcile the list of current credits for the FONEES microfinance project with data in annual reports, or obtain a list of all granted credits since the beginning of the project). Monitoring and financial control of projects is based on ex post audits; **the local partners are not required to provide audit pieces** to NGDO GS.

Finally, an **evaluation process has been implemented by NGDO GS for two projects**: JAPPOO in March 2012 and AJE in 2014. The evaluations have helped to identify some interesting areas for improvement and confirm the existence of needs in the field.

2. Evaluation of the NGDO GS strategic approach

2.1 *An evolving strategy accommodating a wide variety of actions*

The NGDO's strategy has changed over time, evolving a mission of supporting GS in its work camps, to an explicit mission of **development aid and cooperation** like other NGDOs. However, the decision to continue local actions and awareness-raising among young Luxembourgers remains valid, with the frequent participation of young scouts in the NGDO's projects.

The framework agreement for 2012-2014 helped the NGO to refocus its strategy, which aims at "*promoting a sustainable development that meets the needs of the present without compromising the ability of future generations to meet their own needs*". The NGDO also made a sectorial re-shifting, by choosing to specialise exclusively on projects in the field of "**education (at large), vocational training, both in the formal sector and the informal sector, as well as socio professional insertion (capacity building)**".

The projects implemented are **generally coherent** with NGDO GS's strategy, as well as the strategic priorities of the framework agreement. However, the internal coherence of the annual programme is **minimized by the wide diversity of actions**, which – even if it can generate synergies - includes **activities with highly variable objectives**, particularly in non-priority sectors (such as health).

2.2 *A program in line with the Millennium Development Goals*

With its educational and vocational training sectorial specialisation, the NGDO's strategy meets several UN MDG objectives for development aid and cooperation, including objective 2 "Achieve universal primary education for all". It responds in a more indirect manner to objective 3 "Promote gender equality and empower woman", objective 4 "Reduce child mortality" and objective 6 "Fight AIDS/HIV, malaria and other diseases".

No actions have been identified that did not address one or more of the Millennium Development Goals. Only the project in Brazil supporting the enlargement of a cultural and training centre may be considered to be on the "fringe" of UN goals; however, ONGD ANACOP has been supported by Luxembourg Cooperation, as well as other NGOs from Luxembourg over a number of years.

2.3 *A programme supporting the sectorial priorities of Luxembourg Cooperation*

With four of its nine projects in Senegal, the NGO responded in a satisfactory manner to Luxembourg Cooperation's goals. Senegal is also on the list of the nine priority countries for Luxembourg.

Furthermore, the NGDO's actions appear to be in coherence with Luxembourg Cooperation's Indicative Cooperation Programme (*Programme Indicatif de Cooperation*) for Senegal, supporting axis 1 "Technical education, vocational training and professional insertion", notably through the AJE project, and indirectly through the strategy of pre-apprenticeship with the students from the CREPE's aiming at integrating the CIFOP.

NGDO GS's strategy addresses in a more indirect manner axis 2 "Basic health, including reproductive health services", and axis 3 of the PIC "Decentralization, local governance and civic education", through the awareness-raising and education activities concerning first-aid hygiene and fatal diseases, as well as through civic education delivered on JAPPOO or Radio Niaye FM.

3. Evaluation of the activities of the framework agreement

3.1 *The projects are relevant to the needs of beneficiaries and with some of Senegal's strategic principles*

NGDO GS's projects in Senegal are **relevant**; they are responding to the needs identified by the different actors in the field, notably by the other institutions and organisations acting in the field of children's education and professional training in Senegal. These projects respond to a **real demand in the field**. For example, the CREPE project was launched after a direct request from the talibé children present on JAPPOO's office.

NGDO GS local partners appear to be **well-integrated** with other organisations involved in the field of children's education and professional training in the country, such as ONG JED, who acts as the operator for the fight against child labour in partnership with UNICEF and BIT.

Moreover, two projects out of four (CREPE and AJE) are **in line with Senegalese national priorities** in the fields of education and professional training, which have been identified as growing concerns for the public authorities.

However, two limits can be identified. The relevance of the **FONEES** project can be questioned with such a low amount of credit granted, the high need of specialised expertise for this type of project and the existence of a large number of other NGOs already specialised into micro-finance in the country (example: ONG ADA). Secondly, two projects appear to be somewhat redundant: the scope of the **JAPPOO and CREPE** project are not clear and may lead to redundancies.

3.2 *Varying level of effectiveness, but generally satisfactory*

The results of the NGO's projects are heterogeneous and depend on several factors. Generally speaking, the projects exhibiting a high level of effectiveness are born from well-rooted local partnership, which allows for the project outputs to more easily reach the target population.

- ▶ The **CREPE and JAPPOO projects** have benefited from well-rooted local partnership through the NGO JED in M'boro, which has helped the projects to earn the trust of the population and the local authorities. Many activities planned in the logical framework have thus been observed in the field (CREPE, Radio Niaye FM, declaration of civil registration for children, talks, women's literacy, health awareness by the local organisations, etc.). However, it should be mentioned that it was difficult to have access to the talibé children in the darahs, whose knowledge of the French language is not highly developed.
- ▶ The **AJE** project benefits from substantial **support from local and institutional authorities**, which contributes in an important manner to its effectiveness. A large majority of the planned activities in the logical framework have been undertaken. Today, the results appear positive, even if they are difficult to measure in a quantitative matter. However, the "maison des métiers" - the principal output of the project - is located in an isolated area without easy access and does not have running water or electricity. This limits the number of students coming for courses.

However, the principal factor adversely affecting the effectiveness of projects arises from the partners' lack of professionalism, which has led to difficulties in measuring the results quantitatively:

- ▶ **Project FONEES:** To date, the effectiveness of the project cannot be measured, because evaluators have not received **sufficient documentation**. The information provided for the current credit agreements cannot be reconciled with the information in the annual reports. Moreover, the reports do not give any further information other than "business" to describe the activity, which makes it difficult to evaluate whether it is an income-generating activity or not.
- ▶ **JAPPOO and CREPE:** **Some good practices** have been observed in the field, however various **risk factors** still remain, such as the archiving of most of the documents in paper format, or the fact that the national indicators are not taken into account.

3.3 Efficiency is hampered by a general lack of professionalism of partners

Some **good practices** have been observed in the field. For example, some projects have implemented income generating activities (JAPPOO) and have instituted industry standard practices (regular meetings, frequent communication, definition of an annual plan etc.). The AJE project resorts to some methods that have been **validated by the government authorities**: AJE's trainers use tools developed by the Ministry of Professional Training and the NGO belongs to a technical committee for the elaboration of a "strategic document of a national policy for a renewed apprenticeship".

However, in spite of these positive efforts, there is a **general lack of professionalism** on the part of local partners, which hampers the efficiency and the implementation of projects. This observation is particularly true for the FONEES project, which has not put any monitoring tools in place for on-going credits and fixed-term maturities. In addition, there is a weak control of credits inferior 200 000 FCFA and the activities financed do not appear to necessarily generate income.

3.4 Aside from one project, impacts could be observed, although limited in scope and intensity

Impact (actual or potential) varies from one project to another:

- ▶ The JAPPOO project benefits from an established regional – even national – reputation thanks to the long-lasting action of the NGO JED; today, JAPPOO acts as a local authority in M'boro. However, the impacts of some actions – such as Radio Niaye FM or health awareness – are still difficult to measure.
- ▶ The impact of AJE also appears **very positive**. The project enjoys high visibility thanks to its regional institutional support.
- ▶ **The impact of the FONEES project must be questioned**, as the number of credits remains weak and the type of activities financed does not necessarily correspond to income-generating activities.

The question of sustainability remains hard to measure, notably for the awareness, literacy, educational and micro-credit financing actions. Several risks can prevent the sustainability of the projects, such as institutional obstacles or the lack of income-generating activities for most projects.

4. Recommendations

Findings / conclusions	Recommendations
Organisation and governance	
<ul style="list-style-type: none"> ▶ The NGDO GS benefits from satisfactory governance supported by statutes and detailed rules of procedure describing the tasks and role of each body. ▶ The NGO suffers from a highly variable level of commitment from the volunteer members, which weakens the implementation of the programme and slows down the decision-making process. 	<ol style="list-style-type: none"> 1. Update the internal rules of procedures in order to take into account the latest changes, and describe in detail the NGO's organisational structure. 2. Operationalise the recently created bodies (Executive Committee and working groups) and think about the stimulation of the decision-making process and the involvement of volunteers.
<ul style="list-style-type: none"> ▶ The executive management team is competent and well-equipped, but relies heavily on the experience and commitment of the project manager. ▶ There is no formal procedural manual. 	<ol style="list-style-type: none"> 3. Formalise internal rules of procedure in order to improve the daily functioning of the NGDO and adjust the division labour between the permanent staff members in order to limit the risk of work overload and allow for capitalisation of the lessons learnt.
<ul style="list-style-type: none"> ▶ The relationships developed with the partners rely on a dialogue based on trust and are generally appreciated. However they rely too heavily on trust and do not allow for sufficient follow-up and control of the effectiveness of the activities and expenses declared. 	<ol style="list-style-type: none"> 4. Conduct a more systematic control of the local partners' expenses: request expense invoices, as planned in the signed convention and put in place regular control processes.
<ul style="list-style-type: none"> ▶ Analysis of the logical framework and the narrative reports shows a low level of professionalization among the local partners in Senegal (this weakness was already noted in 2008) 	<ol style="list-style-type: none"> 5. Explore opportunities to professionalise local partners over the course of future projects through incentive measures (training, implementation of management procedures, development of monitoring tools etc.) or by coercive measures (systematic audits of the expenses, non-payment in the absence of a

Findings / conclusions	Recommendations
<ul style="list-style-type: none"> ▶ Field missions are organized twice per year and are subject to detailed mission reports with interesting findings. 	<p>quality annual report with indicators up to date)</p> <ol style="list-style-type: none"> 6. Implement recommendations following the on-site visits and follow up on them.
Strategic approach of the ONGD	
<ul style="list-style-type: none"> ▶ The mission and objectives of the NGDO are expressed in a different way depending of the source: very generic mission in the statuses and limited to two axes in the main communication documents. ▶ The link between the development actions and the awareness of the young Luxembourgers remains an important axis. ▶ The development program covers a large sectorial and geographical spectrum that extends beyond the priorities of the framework agreement (health / HIV, ...) 	<ol style="list-style-type: none"> 7. Update/clarify the NGO's mission and strategy 8. Rationalise the action plan and look for a stronger coherence between the projects
Evaluation of the activities (4 projects in Senegal)	
<p>Relevance</p> <ul style="list-style-type: none"> ▶ The variable quality of the logical framework does not ensure an optimal follow up of the projects. Indeed, the logical frameworks appear under three different forms, thus hampering the readability of the goals and the expected results. ▶ The project's perimeter of CREPE and JAPPOO is not clearly defined: it does not allow the clear readability of each project's objectives and may present a risk of redundancy. ▶ Healthcare activities may be at the fringe of the sectorial specialization undertaken by the NGO in terms of education. ▶ Microcredit activities are relevant to the needs identified on the field. However, many NGO specialize in microfinance already exist in Senegal, and FONEES does not benefit from a technical expertise, thus provoking a risk of unreliability of the credit granted. 	<ol style="list-style-type: none"> 9. Standardize the drafting of the documents for a better clarity and coherence 10. Lower some goals and indicators, in order to have a more precise vision of the objectives (for example, with the replacement of the targets to be achieved by a percentage for each objective) 11. Reinforce the participatory approach 12. Redefine the perimeter of the projects JAPPOO and CREPE 13. Question the relevance of pursuing healthcare and microcredit activities
<p>Efficiency</p> <ul style="list-style-type: none"> ▶ A lack of clear vision can be observed concerning the action undertaken, to be completed or to be reschedule 	<ol style="list-style-type: none"> 14. Require that all the partners begin using a dashboard or a follow-up tool, with a person in charge and a drafted budget, notably in the frame of construction or renovation actions. 15. Add official indicators in the follow-up tool, such as the gross enrolment rate, repetition and dropout rate...
<p>Effectiveness and implementation</p> <ul style="list-style-type: none"> ▶ An important lack of professionalism of the local partners has been identified, hampering the effectiveness and a successful implementation of the projects. ▶ Some projects demonstrate a low effectiveness. FONEES has a weak amount of granted credit, does not necessarily fund income-generating projects and show weak analytical capacities in microcredit. 	<ol style="list-style-type: none"> 16. Reinforce the local managers' capacity through trainings on accounting and financial management, on the development of an efficient follow up process, on the exchange of good practices and on the implementation of a more professional management. 17. Question the effectiveness of the project FONEES. Several options are possible: (i) review the strategic choice, develop real management skills and increase the level of services in order to offer efficient microcredit banking services to fund significant activities or (ii) Look for partnerships with specialized NGOs in the field, such as ADA, that are able to efficiently respond to the needs of young people and women asking for funding.

Findings / conclusions	Recommendations
<p>Impact and sustainability</p> <ul style="list-style-type: none"> ▶ Some projects require a stronger institutional anchoring, such as AJE, whose priorities would be to develop institutional partnerships, on the one hand to define common objectives regarding the needs identified on the field, on the other hand, in order to define the bases of a reinforced collaboration with the Chamber of Trade and the Ministry. ▶ Only JAPPOO undertook income-generating activities (the cyber café and the restaurant) and even if the generated incomes are far from being sufficient, the process is relevant for the sustainability of the project. 	<ol style="list-style-type: none"> 18. Maintain or increase the institutional anchoring. This recommendation is relevant for AJE but could also be applied to NGO JED: if the projects already benefit from important local anchoring in M'boro, a more significant support by the State and the Ministry of Education could be highly beneficial for the projects' effectiveness and implementation. 19. Address the issue of the sustainability with income-generating activities of other financial resources 20. Anticipate potential sustainability and autonomy issues up-front

5. Annexe: glossary

AF	Agreement Framework
AJE	<i>Action Jeunesse et Environnement (ONG)</i>
BIT	<i>Bureau International du Travail</i>
CIFOP	<i>Centre international de la Formation Professionnelle</i>
CREPE	<i>Centre des Ressources Educationnelles pour la Promotion des Enfants</i>
FONEES	<i>Fond national des Eclaireurs et Eclaireuses du Sénégal</i>
FTE	Full time Equivalent
GS	Guiden a Scouten fir ENG Welt (ONG)
JED	<i>Jeunesse et Développement (ONG)</i>
MFEA	Ministry of Foreign and European Affairs
MEC	<i>Mutuelle d'Epargne et de Crédit</i>
NGDO	Non-governmental development organisation