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EVALUATION

Côte d'Ivoire Transition Initiative Evaluation

October 2014

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Front cover photo caption: A moto taxi driver receives his branding kit, including safety vest and plaque, from a gendarmerie commander in Bouaké, provided through a grant to the Bouaké Motorcycle Taxi Association.

DISCLAIMER

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CÔTE D'IVOIRE TRANSITION INITIATIVE EVALUATION

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ACRONYMS

CITI-1	Côte d'Ivoire Transition Initiative (phase 1)
CITI-2	Côte d'Ivoire Transition Initiative (phase 2)
CDI	Côte d'Ivoire
CEPPS	Consortium for Elections and Political Process Strengthening
CGCAB	<i>Coordination générale des comités d'assainissement de Bouaké</i>
CR	Country Representative
DG	Democracy and Governance
DGDDL	<i>Direction générale de la décentralisation et du développement local</i>
FPI	<i>Front populaire ivoirien</i>
ONUCI	UN Operation in Côte d'Ivoire
OTI	Office of Transition Initiatives
PDCI	<i>Parti démocratique de Côte d'Ivoire</i>
PDO	Program Development Officer
PPR	Program Performance Review
RDR	<i>Rassemblement des républicains de Côte d'Ivoire</i>
RPM	Regional Program Manager
SMT	Senior Management Team
SRS	Strategic Review Session
SWIFT	Support Which Implements Fast Transitions
USAID	U.S. Agency for International Development
USG	United States Government
UVICOCI	<i>Union des villes et communes de Côte d'Ivoire (the Ivoirian mayors' association)</i>
WARO	West Africa Regional Office

Note: As per French usage, French language acronyms only have the first word capitalized, unless a subsequent word is a proper noun.

EXECUTIVE SUMMARY

In May 2011, Alassane Ouattara was inaugurated president of Côte d'Ivoire, marking an official end to the post-electoral violence that had torn the country asunder since incumbent president Laurent Gbagbo refused to recognize defeat in the November 2010 presidential run-off. For the first time in over a decade of political crisis and conflict, a promising transition was in place in Côte d'Ivoire. In September 2011, in response to progress on the ground and also to strong U.S. Government interest in the country, USAID/OTI launched CITI-I to bolster the transition to a more stable, democratic and prosperous Côte d'Ivoire. The program's objectives were to (i) support the new government's capacity to meet the needs of the population and (ii) promote social cohesion through citizen participation in the recovery process. As of July 2014, CITI-I had cleared about \$12m in grants, of which approximately 35 percent in Abidjan and national programs, 33 percent in the Center, 14 percent in the North, 10 percent in the West and eight percent in the East.

This evaluation seeks to determine the effectiveness of CITI-I's support to the Ivorian transition. The evaluation team made two trips to Côte d'Ivoire between March and June 2014, spending nearly five working weeks in the country and interviewing over 185 individuals in Abidjan (including Yopougon and Abobo), Divo, Bouaké, Djébonoua, Sakassou, Korhogo, Adzopé, Abengourou, Gagnoa, Duékoué, Bloléquin, Guiglo, Diéhouzon, and Bangolo.

During the period of this evaluation, OTI decided to continue its support to the Ivorian transition and, after a competitive bid process, issued a new award to Chemonics International. While this evaluation focuses on CITI-I, the report also includes a number of recommendations for CITI-2, the second phase of OTI's engagement in Côte d'Ivoire.

PROGRAM STRENGTHS

In general, the CITI-I program was timed appropriately, effectively focused on people's needs to re-engage, and remained relevant by taking a holistic approach and working with stakeholders at the right societal levels.

Bringing People Together – The CITI-I project successfully focused on what the people of Côte d'Ivoire most needed after their 15-year crisis: an opportunity to reconnect and the confidence to voice their concerns – to the authorities and to each other.

Tangible and Relevant Activities – CITI-I promoted values that the population, citizens and residents alike, craved after over a decade of violent political division and war: dialogue, exchanges, transparency, participation, good governance, resilience to political manipulation, and the peaceful resolution of conflicts. CITI-I so-called 'soft' activities – facilitating meetings, dialogues, workshops, seminars, training, capacity-building, and other initiatives yielded practical, tangible results: small conflicts resolved, larger conflicts defused, marginalized individuals people empowered, relations re-established between segments of society that had grown apart.

The right entry point – The commune, or municipality, was also the right locus to bring government and citizens together. Operating in towns and cities allowed activities to echo beyond the individuals involved while at the same time remaining local enough to lead to tangible outcomes.

A holistic approach – Focusing on towns enabled CITI-I to intervene in the same location from a number of different angles – media, civil society, local authorities, transparent governance, citizen services (civil

registry, sanitation), and conflict mitigation – with a rich and balanced mix of grantees. In Bouaké, Divo, Yopougon, Korhogo, and especially Duékoué, CITI-I was able to achieve a concentrated multiplier effect that allowed the whole of the program, in the end, to be greater than the sum of the grants.

An innovative and timely approach – CITI-I pioneered activities that were new to Côte d'Ivoire such as participatory budgeting and, beyond that, the notion, in a country traditionally so respectful of hierarchy, that the population should have a say in how it is governed. CITI-I also worked with groups that other organizations were reluctant to engage such as the taxi-motos in Bouaké and Korhogo. CITI-I interventions were also in certain instances very timely, such as emergency administrative training for newly elected officials following the 2013 elections and a series of grants in Sakassou to address a conflict between Baoulé and Malinké that had turned violent.

PROGRAM WEAKNESSES

For much of the first two years of CITI-I, the objectives of the program were overly fluid and not clearly articulated, which led to delays in grant-making and confusion among staff

CITI-I was at times too cautious. During the 18 months of the program, the OTI side of the Senior Management Team (SMT) was reluctant to engage on overtly political issues. As a result, the program was late for the 2013 elections, and grant-making in the West was slow to take off. In addition, CITI-I only started focusing on M&E in its third year.

The program has also suffered from a lack of communication with other aid actors at work in similar fields, raising concerns regarding the complementarity of interventions and even the compatibility of certain inputs (e.g., digital equipment for civil registry offices).

GEOGRAPHICAL FINDINGS

In Abidjan, CITI-I rightly focused on the Abidjan municipalities of Abobo and Yopougon – both of them poor, crowded, highly politicized, and at risk of further violence. CITI-I started work in Abobo early, investing in the establishment of commissions that would channel community grievances to the municipality, but found the municipality to be an unresponsive partner. CITI-2 should find what in the Commissions can be salvaged and built on. In Yopougon, activities started later, and despite early difficulties with the mayor's office, have been much more successful. CITI-2 should tap into existing partners to push further down into the community, broadening and deepening connections in neighborhoods.

In Bouaké and Korhogo, CITI's strategic aim was to facilitate the return of governmental authority to areas that had been under de facto rebel control for a decade. CITI-I activities proved highly effective in re-forging ties between residents and the authorities. CITI-2 should now scale down in the North, only focusing on valuable initiatives that warrant continued support (e.g., support to community groups fighting against the illegal occupation and commercialization of public domain lands) and targeted efforts in the run-up to the elections to promote anti-political manipulation messages among violence-prone groups.

The West remains a fulcrum of conflict in Côte d'Ivoire as politicians manipulate the explosive issues of land and citizenship. CITI-I did not focus as strongly on the West as one might have expected, remaining tightly focused on the town of Duékoué. There, the CITI-I team adopted a holistic approach, targeting every element of local society and residents credit CITI-I for their role in helping normalcy return to Duékoué. CITI-I activities in other towns (e.g., Toulepleu, Bloléquin) and in the countryside

have been less concentrated and thus less effective. The West must be the first priority of CITI-2: the program should open an office there and explore rural hotspots to target.

LOOKING FORWARD: RECOMMENDATIONS FOR CITI-2

Where to engage? – The main focus of the program should be on the conflict-prone municipalities of Abidjan (Abobo and Yopougon) and on the West (areas that are tense over land, i.e., Mont Péko and the Guiglo-Bloléquin and Guiglo-Zagné-Tai-Grabo-Tabou corridors). The remaining 20 percent of funding should be dedicated to Bouaké, Divo, Korhogo, Sakassou, and other locations as needed to support the efforts of CITI-1 partners in transferring skills to a more grassroots audience (neighborhoods and villages) that will be critical in the electoral and post-electoral period. These skills may include how to resist political manipulation, conflict resolution and mediation, and material directly relevant to the elections.

Getting political – CITI-2 should engage fully on the political issues that could undermine the transition: nationality, land, local violence, and impunity. On nationality, CITI-2 should move beyond support to the civil registry offices to tackle broader issues – for instance by organizing exchanges between groups on the issue, especially in the West. On land, CITI-1 has successfully piloted training, sensitization, and community dialogue initiatives that CITI-2 can replicate and that are not hugely costly. On local violence, CITI-2 should identify hotspots and key players (influencers and spoilers) in advance of the elections. Impunity remains one of the dark blots on Côte d'Ivoire's otherwise promising transition. CITI-2 could help bring leaders and their communities together in the wake of local conflicts and continue with on-going anti-impunity efforts in Bouaké. Above all, CITI-2 will have to focus on politicians. Nearly every interlocutor, from all walks of society and all political sides, told the Evaluation Team that they believed the population of Côte d'Ivoire wants to resolve political problems peacefully – but that, if left unchecked, politicians could again bring the country to violence. This is where OTI must work with the U.S. Embassy, utilizing the local knowledge that CITI-1 generates, to put pressure on targeted political figures and at the same time work to empower moderate political, social and religious leaders.

Low-hanging fruit – Only 13 months away, the elections must be, from day one, the main focus of the CITI-2 PDOs. Limited financial and staff resources require that CITI-2 capitalize on its most valuable resource: the institutional knowledge and local relationships fostered by CITI-1. Some of the low-hanging fruit that CITI-2 can get to work on today include the following. First, viable grants that were in the development phase toward the end of CITI-1 but were either not submitted for clearance or were submitted but not cleared due to time constraints could be developed under CITI-2. AECOM management and PDOs will be able to provide a list and more details on these potential grants. Second, follow-up grants to groups that have completed workshops and are ready to put into practice their new skills and knowledge. Careful coordination and communication between the CITI-1 and CITI-2 teams will flesh out these opportunities, but the evaluation team has identified the following as illustrative potential starting points:

- Follow up on community dialogue and reconciliation grants in Sakassou (CDI-132 and CDI-139) to determine small-scale, relatively simple activities that the workshop participants would like to implement, especially focusing on sensitization in surrounding villages that also face potential conflict between Baoulé and Malinké groups.
- Follow up on Governance Blitz activities to determine which, if any, communities are in need of financial support to rapidly implement the accepted community project proposals resulting from

the participatory budget process, projects that may bring together disparate groups or empower disenfranchised groups.

Avoid nation-wide interventions – Nation-wide interventions make little sense in small-grants programs unless they are absolutely needed or require the flexibility of multiple grantees at the local level – for instance for a voter education program.

Increase cooperation with other actors – CITI-2 should step up cooperation and information exchange with other international actors working in similar fields.

CONCLUDING THOUGHTS

CITI-I gave the people of Côte d'Ivoire what they said they most needed – a chance, after over ten years of conflict, to reconnect and re-engage with state institutions. It is a program that no other international donor or organization had the resources to implement. Almost all of the nearly 200 individuals whom the evaluation team interviewed stated their firm belief that CITI-I activities had contributed positively to what they call the process of transition in their country. There is abundant micro-evidence of the positive outcomes of CITI-I activities – small conflicts resolved, larger conflicts defused, marginalized individuals people empowered, and relations re-established between segments of society who had grown apart. The new program, CITI-2, must avoid the pitfalls that plagued CITI-I: delays, a lack of boldness, and disagreements within the SMT, which led to confusion over what the program was trying to achieve. CITI-2 also has a more focused goal: ensuring that the 2015 presidential elections are peaceful. The SWIFT partner for CITI-2, Chemonics, is new to Côte d'Ivoire but the OTI team remains consistent. The new program also inherits the considerable knowledge, contacts, and good will of CITI-I. Armed with that experience, there is every hope and expectation that CITI-2 will do as well as and even better than CITI-I in contributing to the transition in Côte d'Ivoire.

INTRODUCTION

This evaluation reviews the activities of the first Côte d'Ivoire Transition Initiative (referred to in this report as CITI-1), a program that USAID's Office of Transition Initiatives launched in September 2011 to support the post-conflict transition underway in the country. In late 2010, the run-off in the presidential elections in Côte d'Ivoire had ended in a political stalemate as the incumbent, Laurent Gbagbo, refused to acknowledge defeat to longstanding rival Alassane Ouattara. The two men represented different camps in the violent, 12-year political crisis that had brought ruin to the once-prosperous West African nation – Gbagbo was the champion of much of the southern half of the country, while Ouattara represented the predominantly Muslim 'Northern' population. Gbagbo had won the first round of the elections but, according to both the Ivorian elections commission and international observers, was defeated in the run-off. Both sides mobilized armed militias and the situation rapidly descended into violence. In April 2011, Gbagbo was taken into custody by Ouattara forces and, in May, Ouattara, who had enjoyed the support of the international community throughout the crisis, formally became president of Côte d'Ivoire, marking the beginning of a new, far more hopeful, chapter in the country's history.

In September 2011, USAID/OTI launched CITI-1 to bolster the Côte d'Ivoire's transition to a more stable, democratic and prosperous future. The program's objectives were to support the new government's capacity to meet the needs of the population and to promote social cohesion through citizen participation in the recovery process. The CITI-1 program is slated to shut down in August 2014, as this report is being finalized. The evaluation covers CITI-1's active grant-making period – from September 2011 through May 2014. AECOM implemented the program from September 2011 through August 2012 through small grants throughout the country.

In early 2014, OTI launched a new procurement for a second CITI program, referred to in this report as CITI-2. This followed OTI's decision to extend its presence in Côte d'Ivoire to help consolidate the transition and support the critical upcoming presidential ballot, currently slated for September 2015. CITI-2 was awarded in June 2014 and started as a separate program that month. The new program, CITI-2, was awarded to Chemonics International. While this evaluation focuses on CITI-1, the evaluation team included a number of recommendations for the second, CITI-2 phase of OTI's engagement in CDI.

OBJECTIVES OF THE EVALUATION

The objective of this evaluation is to document the relevancy, effectiveness, and responsiveness of the CITI-1 program in to the needs of the transition in Côte d'Ivoire and to U.S. foreign policy priorities.

The main questions of the evaluation are the following:

- I. Did the program respond appropriately to Côte d'Ivoire's evolving transition needs over the life of the program?

In particular, (i) were OTI's areas of programmatic and geographical focus appropriate, (ii) did OTI appropriately adapt its strategy during implementation to respond to shifting political realities and windows of opportunity, and (iii) to what extent did CITI's strategy and implementation address appropriate gender and other at-risk minority needs?

2. To what extent did the program achieve or meaningfully contribute to the stated objectives?

In particular, to what extent did CITI-I activities (i) contribute to the transition in Côte d'Ivoire, (ii) increase public confidence in the post-conflict recovery, (iii) increase the capacity of grantees and beneficiaries to deliver more effective governance processes, (iv) improve local conflict-mitigation initiatives, and (v) if applicable, respond to the program's intended objectives?

3. What were the key lessons learned from CITI-I and how can they be applied to future programming in Côte d'Ivoire or elsewhere?

Two main questions: (i) what lessons can be applied to future programming intended to increase public confidence in post-conflict environments and (ii) to what extent was OTI's approach to M&E helpful in documenting program impact and feeding into program design?

In addition to these core evaluation questions, this evaluation offers recommendations for the second phase of the transition initiative in Côte d'Ivoire. This objective was not part of the original scope of work, but reflects feedback from the OTI team in response to needs arising from the decision to extend OTI's presence in Côte d'Ivoire. The evaluation team also provided additional thoughts on how to best to manage the transition between the two projects.

METHODOLOGY

The structure of the evaluation fieldwork entailed two trips to Côte d'Ivoire - one to set up the general parameters of the evaluation and conduct initial field research and the second to complete the fieldwork.

After initial interviews in Washington DC, the Team Leader and Evaluation Analyst travelled to Côte d'Ivoire for ten days in March 2014 for their first trip. There, they met with OTI and AECOM staff; had meetings at the U.S. Embassy with both USAID and State Department staff; met with CITI-I partners in Abidjan; and traveled to Divo (central Côte d'Ivoire), Bouaké, and Korhogo (northern Côte d'Ivoire).

In April and May, two team members conducted further interviews in Washington, while the local Analyst travelled to Abengourou (eastern Côte d'Ivoire). The team also submitted an interim report to OTI in mid-April.

The second trip to Côte d'Ivoire took place in mid-May. During the three week trip, the team conducted field research in Abidjan (including Abobo and Yopougon), Divo, the West (Duékoué, Bangolo, Fengolo, Diéhouzon, Guiglo and Bloléquin), Daloa, Sakassou, and Bouaké. Before departing, the team conducted debriefings for CITI-I's senior management team, for all AECOM staff, and for the USAID Democracy and Governance team. In June, the team reviewed material while conducting additional research in Abobo and Yopougon.

The evaluation team found the two-trip approach useful in establishing contacts and relationships and covering the geography more comprehensively. Small-grant transition programs are complex and often vary over the life of the program as well as in the different geographic locations where activities are implemented. For evaluators, grasping the fine texture of a program can be a challenge for a single two- or three-week visit to the country, especially if travel times are important, as they are in Côte d'Ivoire because of the distances involved. In this case, the first visit enabled the team to gain on-the-ground familiarity with CITI-I and establish relations of trust with both the OTI and the AECOM components of the team, as well as conduct initial field work in Abidjan, Divo, Bouaké, and Korhogo. The second

trip was fully dedicated to field work and provided the time to really dig into the all-important West of the country – a region that is the center of gravity of the new program – while also following up on leads and gaps in the fieldwork elsewhere.

The research for the evaluation relied primarily on interviews on the ground. The evaluators provided the CITI-1 team with geographic and sectoral parameters and highlighted specific grants they wanted investigated to respond to the evaluation questions. AECOM and OTI used this information to schedule interviews for the evaluation team. In all, the team interviewed more than 185 individuals, in either one-on-one or group meetings. These interlocutors included OTI/Washington and Abidjan staff, AECOM staff in Arlington, Virginia, Abidjan and Bouaké, and State Department and USAID staff in Washington, DC and Abidjan. In Côte d'Ivoire, the team met with grantees and activity partners, including mayors and appointed prefectural and ministry officials and their staff, members of the judiciary, civil registry staff, civil society activists, women and youth representatives, professional representatives (sanitation workers, traders and transporters), media representatives (radio station staff), ethnic community leaders (village chiefs and religious leaders), and, whenever possible, average citizens. The team conducted several small focus groups, including of women in Divo, youth in Divo and civil society in Yopougon. Most meetings with program counterparts were carried out in French, without interpretation.

The team also reviewed project documentation, including strategy documents, program performance reviews, AECOM's quarterly reporting, and information for individual grants contained in the OTI Access database.

STRUCTURE OF REPORT

The report provides a brief introduction to the purpose and objectives of this evaluation, along with an explanation of the methodology, structure, and context. A general findings section reviews in detail the strengths and weaknesses of the program. This is the core of the evaluation.

The report then lays out the analysis for the program's main areas of geographic and sectoral focus. Abidjan included primarily programming in Yopougon and Abobo, and programming in the towns of Abengourou and Divo, as these were handled out of the Abidjan office. The areas formerly held by the *Forces nouvelles* that saw intensive CITI-1 programming included Bouaké, Sakassou, and Korhogo.¹ Programming in the West focused mostly on Duékoué and surroundings, and on Bloléquin. The report also includes a section on the so-called Governance Blitz activities and on national level programs. Each section contains the team's main findings and recommendations for CITI-2.

Finally, an in-depth 'Looking Forward' section offers general recommendations for CITI-2 that complement the more specific recommendations already made in the geographic and sectoral analysis sections. As noted earlier, the evaluation team focused considerable time and energy on the recommendations for CITI-2 in response to feedback from OTI's Côte d'Ivoire team.²

¹ The *Forces nouvelles de Côte d'Ivoire* (*Forces nouvelles* for short) was the name of a coalition of (mostly) northern forces that opposed the government of Laurent Gbagbo from 2002 onwards.

² The evaluation team provided OTI, as part of the April 2014 Interim Report, a detailed section on how best to manage the transition from CITI-1 to CITI-2 – the potential challenges and possible solutions. This was based on the field experience of evaluation team-member Rebecca Coolidge who oversaw similar handovers in three programs (Haiti, Syria, and Afghanistan). These notes are included as an annex in the present report.

THE CÔTE D'IVOIRE TRANSITION INITIATIVE – BACKGROUND & CONTEXT

COUNTRY CONTEXT

In the waning days of 2010, after over a decade of coups, rebel advances, low-intensity civil war, and anemic peace agreements, Côte d'Ivoire burst afresh into the international consciousness.³ The sitting president, Laurent Gbagbo, refused to acknowledge his defeat by his longtime rival, former Prime Minister Alassane Ouattara, in the presidential run-off. The two men were the de facto leaders of the opposing sides in the on-again, off-again civil war that had torn Côte d'Ivoire apart since the early 2000s. Gbagbo had been the champion of many in the mostly Christian southern part of the country who see themselves as the country's 'original' inhabitants (referred to as *autochtones*) – and the main claimants to the land – while Ouattara represented the aspirations of many northerners, mostly Muslim Malinké people from northern Côte d'Ivoire (*allochtones*) or neighboring Sahelian countries (*allogènes*), many of whom had settled and prospered in the south of the country. As the dispute over the outcome of the ballot continued, fighting broke out around the country and was most extreme in the West and in the working class Abidjan communes of Abobo and Yopougon, Ouattara and Gbagbo strongholds respectively. The violence subsided in April 2011 when pro-Ouattara forces, mostly former *nordiste* (northern) rebels, backed by French troops, captured Gbagbo, who was subsequently extradited to the International Criminal Court that November. President Ouattara took the oath of office in May, announcing a platform of development, reconciliation, and the return of rule of law. For the first time in over 20 years, Côte d'Ivoire's prospects seemed to be on the rise, a feeling shared by much of the population.

Three years hence, there is still much cause for optimism. The Ivorian state has made a mostly successful return to the former rebel-held areas, parts of the country that had effectively been beyond the control of the authorities in Abidjan for over a decade.⁴ Public faith in state institutions has begun to return. The government has launched large infrastructure projects, invested in social services, and raised public sector salaries. Foreign investment is on the rise.⁵ The municipal elections of 2013 came

³ For excellent, recent treatments of Côte d'Ivoire's crisis of 15 years (and more), see: Bouquet, Christian: *Côte d'Ivoire – Le désespoir de Kourouma*, Armand Colin (Paris 2011); McGovern, Mike: *Making War in Côte d'Ivoire*, University of Chicago Press (2011); and Newell, Sasha: *The Modernity Bluff – Crime, Consumption and Citizenship in Côte d'Ivoire*, University of Chicago Press (2012). Must-reads for understanding the country also include the latest novels of the famed and much regretted Ivorian novelist Ahmadou Kourouma – *Allah n'est pas obligé* (2002) and *Quand on refuse on dit non* (2006) – as well as the remarkable novels of Ivorian journalist Venance Konan, especially *Le rebelle et le camarade président* (2013) and the *Katapila* series, about Bukinabè settlers in southern Côte d'Ivoire).

⁴ Following the 2007 Ouagadougou peace agreement, some authorities had returned to rebel-held, but state authorities were weak and real power rested with the rebel *commandants de zone*.

⁵ Interview, US Embassy official, Abidjan (March 2014).

and went relatively peacefully, despite the boycott of former President Gbagbo's *Front populaire ivoirien* (FPI).

However, points of concern remain. Significant issues that politicians used to mobilize society for violence, such as nationality and land, remain unaddressed. Reconciliation is elusive, as prosecution and accountability efforts have mostly targeted the Gbagbo camp, starting with Gbagbo himself against whom the International Criminal Court in The Hague confirmed charges in June 2014. Few of President Ouattara's supporters have been called to account for their alleged crimes during the post-electoral crisis. Many observers fear that the FPI may, as in 2013, boycott the 2015 elections, and uncertainty around President Ouattara's health is causing disquiet within the ruling coalition; disquiet that could turn to conflict within his *Rassemblement des républicains de Côte d'Ivoire* (RDR). Many refugees belonging to ethnic groups supportive of Gbagbo have yet to return, especially in the West of the country. When they do, the issue of land will become even more combustible than it already is. Control over land has been at the heart of inter-communal violence between the so-called *autochtones* and northern migrants and settlers for the last two decades, and many of the refugees' farms have been taken over by northerners in recent years, sometimes with the encouragement, tacit or otherwise, of certain local authorities.⁶ In terms of the broader economic dynamics, other than pay raises in the public sector, the economic development policies of the Ouattara administration have yet to yield any strong trickle-down effect in the poorer segments of the population.⁷

CITI-I – A BRIEF OVERVIEW OF A SHIFTING PROGRAM

In September 2011, in response to strong interest in the situation in Côte d'Ivoire within the USG, OTI awarded a contract to AECOM to support the transition. The initial objectives of the CITI-I were (i) to support the new government's capacity to meet the needs of all Ivoirians, and (ii) to promote social cohesion through citizen participation in the recovery process. These objectives changed several times in the course of the life of the program (see below). In September, OTI cleared the first CITI-I grants to Search for Common Ground to implement youth-led community reconciliation activities in Abobo and Yopougon.

In the first quarter of 2012, the CITI-I team revised the program objectives twice. The second of these changes took place in March 2012 following intra-team consultations where staff from OTI and the SWIFT partner, AECOM, highlighted discomfort with the terms 'Ivoirian' (when possibly as many of a quarter of the people resident in the country were not citizens) and 'reconciliation,' which, many felt, could associate the program with the unsuccessful reconciliation process led by the Ivoirian authorities. It was thus "agreed that in fact it was possible to capture the intent of both [previous objectives] in a rephrased single objective: Build confidence in the post-conflict recovery through enhanced governance processes and effective community initiatives."⁸

Six months later, in October 2012, following the first program performance review, the CITI-I team refined the program's geographic focus, which was now on Abidjan and six city clusters

⁶ Interview, senior Ivoirian local official, Western Côte d'Ivoire (specific location withheld for confidentiality reasons, May-June 2014).

⁷ Interview, US Embassy official, Abidjan (March 2014), and senior Ivoirian government official, Abidjan (May 2014).

⁸ Côte d'Ivoire Transition Initiative: "Post-Start Up Strategic Directions, Note to the File" (11 April 2012).

(Duékoué/Bangolo, Toulepleu/Bloléquin, Bouaké/Sakassou, Korhogo, Divo, Abengourou.⁹) The program performance review (PPR) had actually called for six to seven cities in two geographic areas.¹⁰ In the meantime, the Bouaké office opened in July 2012 in response to the decision to emphasize activities in former rebel-held areas that were seen as volatile. An expatriate regional program manager (RPM) was named in September.¹¹

CITI-I conducted its first PPR in October 2012; the main recommendations of this first PPR were to increase the minimum monthly clearance rate to \$480,000 (the monthly average for the first year of CITI-I had been below \$200,000), to emphasize tangible improvements in the ordinary people's lives, to focus on six to seven urban areas in two regions of the country, to increase a shared responsibility between OTI and the SWIFT partner over grant development and monitoring, and to speed up the grant development process.

In January and then again in April 2013, OTI further refined the program strategy based on the experience of CITI's first 18 months, articulating a program goal that highlighted a focus on increasing public confidence in the recovery through "enhanced governance processes and effective community initiatives that deliver concrete improvements to people's lives."¹²

The final iteration of the program strategy (October 2013) emphasized the importance of helping the country prepare for the 2015 elections, with a program goal "to contribute to political and community stabilization in the lead-up to the next presidential election period." A footnote specified that "[p]olitical stabilization refers to a stable environment in which the population can safely and openly participate in the political process, including but not limited to elections. As such, the population [...] can access government services, take part in transparent and efficient elections, influence government decisions, and partake in oversight of government performance."¹³ The new tack came directly from the second PPR, of which a prime recommendation was a focus on the 2015 elections.¹⁴

⁹ Côte d'Ivoire Transition Initiative: "Current Status of the CITI Strategy, Note to the File" (23 November 2012).

¹⁰ Prudhomme Katie, Daniel Corle, and Nicole Widdersheim: "2012 Côte d'Ivoire Program Performance Review," USAID/OTI (October 2012).

¹¹ Numerous interviews, OTI and AECOM staff, Abidjan and Bouaké (March and May-June 2014).

¹² Côte d'Ivoire Transition Initiative: "CITI Strategy – April 2013."

¹³ Côte d'Ivoire Transition Initiative: "CITI Strategy – October 2013."

¹⁴ John Langlois, Chris Wyron, and Evan Papp: "Program Performance Review Report, Côte d'Ivoire," USAID/OTI (September 2013).

As of July 2014, CITI-I cleared about \$12m in grants. The quarterly clearance data is as follows:

Year	Quarter	Amount Cleared
2011	Sept-Dec	\$ 841,866
2012	Jan-Mar	\$ 121,463
	Apr-Jun	\$ 269,876
	Jul-Sep	\$ 593,407
	Oct-Dec	\$ 908,363
2013	Jan-Mar	\$1,785,041
	Apr-Jun	\$1,217,425
	Jul-Sep	\$2,054,510
	Oct-Dec	\$2,535,291
2014	Jan-Mar	\$1,313,012
	Apr-Jun	\$ 401,779
	July	\$ 33,262

Geographically, the clearing numbers are the following:¹⁵

Geographic Region	Amount Cleared	Amount Disbursed	No. of Activities
Abidjan and environs	\$4,885,492	\$4,329,661	100
Center	\$4,717,878	\$4,007,647	66
North	\$1,661,601	\$1,661,601	35
West	\$1,213,708	\$1,213,708	37
East	\$ 969,224	\$ 969,224	27

¹⁵ The reason why the cleared numbers are larger than the numbers for actual disbursement is, according to CITI documents, because of double-counting caused by shifting geographical definitions for program activities.

PROGRAM STRENGTHS

CITI-I: THE RIGHT TOOL AT THE RIGHT TIME

A quick review of CITI-I in light of OTI's four criteria for engagement shows that CITI-I was an appropriate program to support Côte d'Ivoire's transition.¹⁶

Is the country significant to USG interests? Côte d'Ivoire was long one of the main economic engines in West Africa, a haven of stability in a region beset by conflict and poverty. Today, despite two decades of political crisis, the civil war of the 2000s, and the destruction of the post-electoral conflict, the country still has what, by regional standards, is a well-organized civil administration, a relatively well-educated population, and strong infrastructure. Perhaps most importantly, a population that has not forgotten what it means to live in a stable nation. Côte d'Ivoire's full transition to stability may not yet be complete, but the country remains one of the linchpins of security and prosperity in West Africa.

As far as US interests are concerned, West Africa is important for reasons that are economic (oil, markets), political (a counterweight to mounting extremism in the Sahel), and humanitarian. The U.S. administration played an active role in diffusing the post-electoral crisis (2010-2011) in Côte d'Ivoire and, after President Ouattara was sworn into office in May 2011, U.S. interest in Côte d'Ivoire remained high. Again by regional standards, the Ouattara administration has shown a commitment to good governance and healthy social and economic policies, and the U.S. considers it a strong ally and a positive factor in West Africa. An OTI program that sought to support the post-crisis transition in Côte d'Ivoire answered a strong need within the USG. The importance to the sub-region of a stable Côte d'Ivoire has become even more evident since then, as al-Qaeda affiliated terrorist groups seek to assert their presence in the Sahel and Nigeria.

West Africa remains critical to broader USG interests; however, interest for Côte d'Ivoire has waned in Washington. The country may be, in this respect, the victim of its own success. While Côte d'Ivoire has held peaceful elections and generally stayed out of international headlines, other regional crises have taken the forefront: AQIM in Mali, civil war and fears of mass killings in the Central African Republic, Boko Haram in Nigeria, and most recently the Ebola virus across the sub-region. As the CITI-2 program gets under way, limited funding has made Côte d'Ivoire less of a priority.

Is there a window of opportunity? The arrest of defeated incumbent President Laurent Gbagbo and the swearing in of President Alassane Ouattara laid the strong groundwork for Côte d'Ivoire to pull out of the violent crisis that started developing in the late 1990s.

Is OTI's involvement necessary for success? OTI's CITI-I program offered an important combination of resources and strategies that Côte d'Ivoire needed: grassroots and community-based interventions, the capacity to work with the government, willingness (in theory) to focus on political issues, and a combination of 'soft' and 'hard' activities. CITI-I provided all of the above with the possible exception of the willingness to focus on political issues: CITI-I was often uncharacteristically timid – for an OTI

¹⁶ The purpose of this evaluation is of course to evaluate the CITI-1 program, not OTI's decision to launch it. But a review of the engagement criteria is valuable inasmuch as it captures how timely and appropriate a tool CITI-1 programming was in supporting the transition in Côte d'Ivoire.

program – about overtly political issues (see the section on ‘program weaknesses’ below). Other actors, such as some international NGOs and ONUCI, the UN Operation in Côte d’Ivoire implemented activities similar to CITI’s, but none of these organizations had the operational resources to focus and implement programs that OTI has through the SWIFT mechanism.

Is the operating environment sufficiently stable? Côte d’Ivoire offers one of the most permissive and enabling operating environments OTI has ever experienced. In terms of access, the country is easy to enter (good flight connections, straightforward visa process) and, relatively easy to get around because of good road infrastructure and sufficient security. Local authorities are for the most part constructive and welcoming, and the bureaucracy is competent. An educated, experienced work pool makes recruitment relatively easy. Most of the supplies needed to implement an OTI program can be procured locally. Local authorities were receptive to the OTI program model. Finally, the security of program staff, grantees, and counterparts was strong – though even in Côte d’Ivoire there were moments of concern, especially when CITI-I started crossing paths with the former warlord-run parallel structures in Bouaké and Korhogo.¹⁷

CITI-I FOCUSED ON WHAT CÔTE D’IVOIRE NEEDED: BRINGING PEOPLE TOGETHER

The CITI-I project successfully focused on what the people of Côte d’Ivoire most needed after their 15-year crisis: an opportunity to reconnect with local authorities and each other and build the confidence to voice their concerns by focusing on a participatory process and effectiveness at the community and government levels. This took different forms: helping different segments of society talk to one another again, jumpstarting the process of reacquainting parts of the population with governmental institutions, helping marginalized groups find a voice, engaging potential spoilers in civic activities, and addressing existing conflicts.

ACTIVITIES THAT WERE TANGIBLE

As the evaluation team heard consistently in interviews across the country and from different segments of Ivoirian society, CITI-I promoted values that reflected the desires of the population: dialogue, transparency, participation, good governance, resilience to political manipulation, and the peaceful resolution of conflicts. So-called ‘soft’ activities such as dialogues, workshops, seminars, training and capacity-building initiatives were precisely what the population and the authorities said their society needed and they often also yielded very practical, tangible results. Some examples include:

- A garbage removal association in Bouaké, CGCAB, which CITI-I supported through workshops that brought together waste management actors and local authorities (CDI-131), is currently in negotiations to become a registered private company, thus ensuring its ability to gain access to municipal contracts.¹⁸

¹⁷ These activities initially raised OTI concerns for the security of AECOM program staff, but these staff were able to manage these risks while ensuring their security through open dialogue and strong community outreach (see the “Program Strengths” section, below).

¹⁸ Interview, CGCAB staff, Bouaké (March 2014).

- Transporter Associations in Bouaké, which CITI-I had helped organize into a unified lobbying group so as to better interface with the authorities (CDI-I65). The group said they were able to get local officials to re-open a border crossing with Burkina Faso that the authorities had closed. They intervened through the local Director General of customs, whom the transporters met during a CITI-I-organized activity and who in turn put them in touch with the Minister of Trade.¹⁹
- In Djébonoua, south of Bouaké, the municipal civil registry office has achieved greater prominence within the municipality office through the training it received from CITI-I, and was able to ensure that the 2015 municipal budget include a line-item for the printer cartridges they need for their work (earlier supplied by CITI-I).²⁰ CITI-I supported several civil registries throughout the country.
- In Korhogo, truck drivers were being harassed at an official road-block and the local traders association used the relationship built with the Préfet during CITI-I activities to get him to intervene, which he did personally to put an end to the practice.²¹
- There are numerous conflict resolution successes that were made possible by relationships that CITI-I helped foster. Near Korhogo, Malinké and Sénoufo youth leaders were together able to block unwanted government buildings in Ouaragnégné village.²² In Duékoué, the very active youth platform has come together after violent incidents to calm the situation.²³ In Sakassou, the civil society *groupe moteur* (platform) say they have been active in playing down tensions in the town and in surrounding villages (although this last point could not be independently verified).²⁴
- While civil authorities have a fairly strong tradition of competence in Côte d'Ivoire, at least by West African standards (and despite enduring problems with corruption), Ivorian society is highly hierarchical and many residents feel distant from local government. The evaluation team met many marginalized people – the poor, the landless, youth, people with precarious livelihoods – who say that, as a result of CITI-I activities, they now feel empowered, that they now have a voice, especially in their dealings with the authorities. In the Air France III neighborhood in Bouaké, OTI helped organize a group of women traders who have been fighting to keep real-estate speculators from illegally selling and building the public land where the women's market is located. These women have had to face down local authorities who are complicit in the sale of the public land. They say the workshops that CITI-I organized to help them understand the legal issues at stake were invaluable. “[The workshops] gave us much strength, much knowledge. We know what to say in the courtroom. [...] First we want to use violence. Now we are proceeding peacefully. With violence, even if you are right, you can end up being wrong.”²⁵ In Duékoué, a member of a local women's association who had taken part in a CITI-I-funded training workshop told the evaluation team: “Thanks to USAID, I was able to

¹⁹ Interview, transporters, Bouaké (March 2014).

²⁰ Interview, municipal civil registry workers, Djébonoua (March 2014).

²¹ Interview, transporters, Korhogo (March 2014).

²² Interview, non-governmental organization leader, Korhogo (March 2014).

²³ Interviews, youth groups, civil society leaders, and authorities, Duékoué (May 2014).

²⁴ Interviews, prefectural and civil society leaders, Sakassou (June 2014).

²⁵ Interview, leader of the Air France III women traders' association, Bouaké (March 2014).

stand up to the mayor.”²⁶ In Abobo, where the authorities have not proven very welcoming to CITI-I programming, nevertheless members of the civil society platform say that they feel they have better access in Town Hall as a result of OTI support.

THE RIGHT ENTRY POINT

CITI’s entry point – the *commune*, or municipality – was also the right one. Neither too broad nor too local, the *commune* was the right locus to bring government and citizens together: operating in towns and cities allowed activities to reverberate beyond the people immediately involved while at the same time remaining local enough to lead to tangible outcomes and ensure that staff and counterparts were secure. As an example, a concentrated multiplier effect, most visible in Duékoué and discussed in further detail later in the report, was possible in part due to the selection of the municipality as the entry point.

A HIGHLY REGARDED PROGRAM

The evaluation team encountered a high level of agreement among partners and counterparts. There was a near consensus, among the dozens of people interviewed, that CITI’s overall strategy and individual activities were useful to Côte d’Ivoire’s transition. Some examples of this were in Fongolo (north of Duékoué), where both the Guéré village chief and a Burkinabè youth leader praised CITI-I’s efforts to bring groups in conflict to discuss issues with land tenure – an activity also praised by the Sous-préfet in Bangolo. And in Duékoué, both the Sous-préfet and the leading Muslim cleric praised a war and peace photo exhibit that CITI-I organized with the photojournalists union.²⁷

A HOLISTIC AND INTENSIVE APPROACH

The focus on municipalities enabled CITI-I to intervene in the same location from a number of different angles, with different grantees. In Bouaké, Divo, Yopougon, and especially Duékoué, CITI-I implemented activities that supported media, civil society, local authorities, transparent governance, citizen services (civil registry, sanitation), and conflict mitigation. The choice of grantees and participants was rich and balanced. This multi-faceted approach enabled CITI-I to create a multiplier effect where one feels the entire location benefitted from CITI-I engagement and is moving forward together. This is most striking in Duékoué, which is smaller than the other locations, where the intensity and concentration of CITI-I activities — appears to have lifted the town out of the tense situation it was mired in. Activities include support to the municipal radio station; multiple activities in support of youth and women groups; work with community and religious leaders; and support to municipal and prefectural authorities on civil registration, private and public land issues. It was striking to hear grantees commend other grantees – and the activities of other grantees – in the absence of one another. This is, in the experience of the evaluation team, a rare and desirable occurrence in OTI programs, and it speaks to the quality of both the program development and the implementation work by AECOM staff.

²⁶ Interview, women belonging to a local women’s association, Duékoué (May-June 2014).

²⁷ The photograph exhibits (CDI-194 and CDI-308), in Abidjan and throughout the country, sought to bring people together by showing pictures of both the violence of war and benefits of reconciliation (see below).

CITI-I WAS INNOVATIVE AND AT TIMES BOLD...

CITI-I pioneered activities that were new to Côte d'Ivoire such as participatory budgeting and, beyond that, the notion, in a country traditionally so respectful of hierarchy, that the population should have a say in how it is governed. It is to the credit of the authorities, both elected and appointed, that so many of them embraced these new practices. Côte d'Ivoire has come a long way since the days of President Houphouët-Boigny.

CITI also, at times, took bold programming steps. While security in Côte d'Ivoire is generally good – at least compared to many environments where OTI has run programs over the last decade – CITI-I did tackle difficult issues that created security concerns, notably for national staff. Such issues included inter-community relations in tense settings (in Duékoué and Sakassou, for instance), land tenure and access to land (in Bangolo and Fengolo), citizenship, and especially the so-called *structures parallèles* of the infamous *comzones* (*commandants de zone*). These structures, which rebel commanders (the *comzones*) set up during the conflict to impose their power and collect revenue, often endured after the new authorities took power, and still do in places like Abobo, posing a real challenge to the authority of the state.²⁸ For this reason, CITI-I sought to address them by engaging groups in Bouaké and Korhogo that were most under the domination of the warlords, or closest to them – for instance transporters, motorbike-taxis, market traders, sanitation workers, and others. OTI staff were initially concerned about the security these activities could create for national program staff. AECOM national staff told the Evaluation Team that while they strongly appreciated the concern, they could handle their security by engaging all actors openly and staying close to the community.²⁹ Efforts in Abobo were less successful, possibly because less focused and because the parallel structure problem is more deeply entrenched.³⁰

Another example of bold programming was a set of two remarkable grants in support of an initiative by the photojournalists' union, the *Union des photojournalistes de Côte d'Ivoire* (UPJCI), to bring people together, in a cathartic manner, by contrasting the horrors of war with the benefits of coming together. The initial grant (CDI-194) focused on the organization of three photo exhibits in central Abidjan (Plateau), Abobo, and Yopougon. The photos, selected by the UPJCI and vetted by OTI, were to be presented without captions. Some of the shots were very graphic and the grant arranged for counselors to be present during the exhibit to help people come to terms with what they were seeing. More than 17,000 people saw the exhibit in the three Abidjan locations, without a single incident. Given the success in Abidjan, the UPJCI proposed to put the show on the road, setting up short exhibits in a number of towns across the country, an initiative that CITI-I also supported (CDI-308). According to the organizers, there were several instances of former combatants coming to the exhibits to make amends.³¹ The evaluation team was able to witness firsthand the emotional reaction to the exhibit. On a warm Saturday morning, in a grassy, open plaza in downtown Divo, lines of ordinary people filed by large, color photographs fixed to two long sets of panels – pictures of bloody violence on one side and pictures of reconciliation and peace on the other. Some people were in tears, many were just silent. A few, overwhelmed, were led away by counselors. UPJCI staff kept a running commentary going,

²⁸ See Pitropia, Abdel and Baudelaire Mieu: "Comzone un jour, comzone toujours," in *Jeune Afrique*, 25 September 2013 (<http://www.jeuneafrique.com/Article/JA2749p032.xml0/>) and United Nations Group of Experts on Côte d'Ivoire: "Final report of the Group of Experts on Côte d'Ivoire pursuant to paragraph 16 of Security Council resolution 2045 (2012) – S/2013/228," April 2013.

²⁹ Interviews, AECOM international and national staff, Bouaké (March and June 2014).

³⁰ Interviews, transporters in Abobo and AECOM national staff (May 2014).

³¹ Interview, photojournalists' union, Abidjan (June 2014).

emphasizing the horror of war. The exhibit seemed truly to strike a nerve among the visitors, a desire to never see such violence again. For the evaluators, this was OTI at its best.³²

...AND (SOMETIMES) TIMELY

On several occasions, CITI-I responded to urgent needs that developed on the ground, often in response to requests from local authorities. One example is the emergency administrative training CITI-I provided for newly elected officials following the 2013 elections. This activity was carried out in partnership with the *Direction générale de la décentralisation et du développement local* (DGDDL). Another, very different set of activities included the multiple grants implemented in Sakassou (west of Bouaké) to address a conflict between Baoulé and Malinké that had turned violent. Here again, CITI-I approached the problem from a number of different angles: the rehabilitation of the long-established Sakassou cultural center which had fallen into disrepair, inter-communal dialogue sessions, a traditional dance festival, a soccer tournament, and support to a civil society platform that remains active to this day. The *Préfet* in Sakassou credits CITI-I for the calm that currently prevails in his town, and the Sakassou grants remain, in the opinion of the evaluation team, among the most pristine examples they have seen of effective transitional programming.

³² Divo, 24 May 2014.

PROGRAM WEAKNESSES

A WAVERING AND UNCLEAR STRATEGY

For much of the first two years of CITI-I, the project management was unable to agree on the objectives of the program. The situation was allowed to fester for far too long and led to delays in grant-making and confusion among staff.

The current strategy – which focused on Abobo, Yopougon, Divo, Korhogo, Bouaké, and Duékoué – came officially into being only in October 2013 – more than two years after the beginning of the program. It was the sixth or seventh CITI-I strategy, depending on how one counts them.

CITI-I WAS AT TIMES TOO CAUTIOUS

An environment as permissive as the one in Côte d'Ivoire can create a quandary for an OTI program. Does a program take more risks because there is more openness and greater opportunities? Or, on the contrary, does a program become more conservative? For CITI-I, at least in the first 12 months of programming, it appears as though the latter view prevailed. The leadership of CITI-I proved far too timid in its willingness to take programmatic and operational risks. Specifically, CITI-I was cautious in the following respects:

- CITI-I was cautious on political issues: During the first year of the program, guidance from the Embassy was to avoid engagement on overtly political issues, with overtly political actors. During the second year, staff in the Bouaké office lobbied for months to gain permission to address the problem of parallel commercial and fiscal structures run by former warlords, one of the key issues complicating the relationship between the authorities and the population. However barriers continued to exist on meeting groups with ties to political parties or even from meeting certain ONUCI officials. The Embassy was still navigating their policies towards these sensitive groups but failing to fully utilize OTI as a tool to support the transition on these politically sensitive areas was a missed opportunity. For one senior team member, “the program had lost its political nature.”³³
- Caution led to delays in programming. Grant-making in the West was slow to take off because, it would appear both sides of the SMT wanted to take a cautious approach: the consensus appears to have been that the West was the most difficult programming environment (politically, operationally, even security-wise) and that it was better for the program to find its stride in Abidjan, Bouaké, and Korhogo.³⁴ The Bouaké office opened in July 2012, receiving a dedicated RPM in September of that year. When asked, senior program staff found it difficult to explain the reasons for the delay in the deployment of the dedicated RPM. Whether it was due to a

³³ Interview, AECOM SMT member, Abidjan (March 2014).

³⁴ Interviews, OTI and AECOM SMT members, Abidjan and Bouaké (March 2014). However, written comments submitted to the evaluation team by the AECOM home office state that “[i]n Year 1, Boauké was seen as the more difficult programming environment and more important than the West because it was a powder keg that could determine the success/ failure of the transition.”

desire to maintain a centralized structure or due to operational delays on the part of the implementing partner, the delay in opening the office in Bouaké is likely one of the reasons CITI-I was slow in building up its grant clearance rates.

The most serious delay was in programming for the 2013 elections, where grant ideas submitted to OTI in late 2012 and early 2013 languished for weeks and even months before being cleared. In one of the only consistent reproaches made to the program by local partners, several civil society grantees (Abobo, Divo) bemoaned the fact that had they been able to start election-work sooner, they would have achieved much more.

A LATE START ON M&E

The project hired its first dedicated M&E officer in July 2013, nearly two years after the start of the project. Until then, monitoring and evaluation was carried out, to a certain extent, by the Program Development Officers (PDOs), and especially by the first regional program manager. Some of the monitoring by the PDOs, visible in the database, is quite impressive, but it varies from individual to individual and from grant to grant, and the overall approach lacks cohesion. The result has been a fairly inconsistent monitoring and evaluation record for the program as a whole. However, it should also be noted that OTI put far more effort into M&E in the course of the last year of programming: the hiring of the dedicated M&E staff member, the cluster evaluation(s), an expatriate consultant to support program M&E as well as a visit by an OTI M&E specialist, and regular portfolio reviews that looked at outcomes and sought to gather lessons learned.

LACK OF ON-GOING COORDINATION WITH OTHER ACTORS

CITI-I has suffered from a lack of on-going communication with other aid actors at work in similar fields. In Côte d'Ivoire, certain international actors have implemented activities similar to those implemented by CITI-I and that have sometimes even predated OTI's arrival in the country – seminars bringing together civil society and government, community meetings on local conflict and land tenure, peace committees, and so on. Even if the approach taken by other actors is often different (less intensive and, in the case of the UN, less focused on the grassroots and less participatory), insufficient exchanges with these partners amounts to an opportunity lost to create synergy, to broaden networks, to exchange lessons. For instance, the European Union is in the process of launching social cohesion programs in Abobo. In the West, a number of international and local NGOs (Mercy Corps, the International Rescue Committee, Caritas, the ICRC, and others) are active in fields that CITI-I has worked in and in which CITI-2 will remain active. A specific example concerns support to the civil registry administration: other international actors have been helping the authorities digitalize their records, and civil registry staff members express concerns about the compatibility of material provided by CITI-I with broader support packages provided by other organizations.³⁵

³⁵ Interviews, civil registry staff, Yopougon and Duékoué (May-June 2014).

GEOGRAPHICAL ANALYSIS

RATIONALE

The CITI-I program focused on a number of clusters.³⁶ The evaluation team did not use these clusters to shape the evaluation for a number of reasons. First, the CITI-I team designed these clusters ex-post facto, retroactively cataloguing activities; in other words, the clusters did not result from the evolving program strategy, which in turn did not drive grant-making. As a result, they became less relevant in terms of evaluating the program. Second, the evaluation team initially felt it very important to focus a serious part of the evaluation on the West, seen by many as a potential powder keg, not only in the run-up to the elections but in the broader context of refugee return and unresolved land and citizenship issues. Once fieldwork started in the West, it quickly became apparent that there would be too much overlap in combining a geographical cluster (the West) with a thematic cluster (say, 'land tenure' or 'mitigating local violence'). Third, as the fieldwork progressed, the team began to realize that an examination of other areas – in particular the large Abidjan municipalities of Abobo and Yopougon and the former rebel-held towns of Bouaké and Korhogo – also told an important story about CITI-I. In these places, CITI-I activities responded to different priorities. In the North, it was the effort to re-acquaint residents with the institutions of the Ivorian state, even with the very idea of the state (rather than the program objective of economic development). In Abobo and Yopougon, the main factor driving programming was more similar to the West, i.e., an effort to engage communities, weave relationships within society and between society and the local authorities, and show progress in a bid to make those areas less combustible. As a result of these considerations, the team decided to structure findings geographically. However, the team also wanted to take an in-depth look at a few of the cross-cutting programming clusters, in particular the Governance Blitz activities. The latter were of special interest because of the controversy and at times harsh reactions they generated outside the program (see the second PPR, October 2013).³⁷ This evaluation affords the appropriate opportunity for a more tranquil examination of the Governance Blitz, and one that had the benefit of hindsight.

VULNERABLE ABIDJAN: ABOBO AND YOPOUGON MUNICIPALITIES

The post-electoral crisis in Côte d'Ivoire played out most violently in the Abidjan municipalities of Abobo (pro-Ouattara) and Yopougon (pro-Gbagbo): both are poor and crowded, both are highly politicized, and youth in both *communes* were easy recruits for the militias of both sides. CITI-I's decision to focus activities there was the right one.

³⁶ CITI-1 activities belong to ten clusters. 1. Clarify and support implementation of laws and rights. 2. Reduce violence and insecurity in communities. 3. Clarify and support implementation of policy, laws, regulations and issues pertaining to land tenure. 4. Support the resolution of instances of impunity and lack of justice. 5. Increase access to credible information and education on critical issues. 6. Create space for citizen-government collaboration. 7. Strengthen participatory planning, budgeting, and monitoring. 8. Rule of Law (RoL) Infrastructure. 9. National Assembly Support. 10. Support to the Special Cell.

³⁷ Interview, former OTI TDY to Côte d'Ivoire, Washington DC (April 2014).

Findings:

The two municipalities offer two very different stories as far as CITI-I is concerned. CITI-I started work in Abobo early, investing time and money in the establishment of commissions that would enable communities to channel grievances and requests to the municipality, but found the municipal authorities to be unresponsive partners. In Yopougon, on the other hand, activities started later, and despite early difficulties with the mayor's office, have been much more successful.

The main factor at play in both municipalities was the engagement of the authorities. In Abobo, the town authorities have proven uninterested and unresponsive. An illustration is that only a handful of municipal staff attended the participatory budgeting training. This evaluation cannot explain this lack of commitment on the part of the authorities, since the municipal leader the evaluators interviewed denied the fact.³⁸ (In addition, he also complained of a lack of follow-up by CITI-I, in particular AECOM program development officers. The Evaluation Team feels that, while follow-up in Abobo may have been somewhat wanting, this was not unreasonable given the far more interesting opportunities elsewhere, namely Yopougon.) One should note that Abobo also faces a difficult situation owing to the so-called parallel structures: there are entire neighborhoods in Abobo where commercial (and fiscal) activity, rather than being controlled by communal or national authorities, is under the personal control of former warlords, who are now integrated into state structures.

The efforts by the CITI-I program to set up the Abobo commissions received strong criticism from outside OTI reviewers, most stridently from the second PPR (October 2013). As a result, work with the Commissions was all but discontinued. A re-think was no doubt necessary. But the situation has discouraged commission members who had been mobilized, as well as residents – the opposite of what OTI was trying to achieve. The pull-back has also fueled popular resentment against the authorities, who are seen, correctly, as one of the main reasons the work stopped. One could argue that putting pressure on local authorities is a good thing; but it is also an unwise course of action to embark upon one year before a presidential ballot that is critical for the future of the country. It behooves a program such as CITI-I to find a way to improve the situation in a politically important a location like Abobo – namely, to engage the authorities. Instead, citing time constraints, CITI-I for the most part walked away from the governance blitz, though some activities in Abobo continued to be cleared.

There have also been some successes in Abobo. The civil society platform, trained by CITI-I, engaged actively in promoting a peaceful message in the run-up to the 2013 elections and during them. Also, the work with traders and especially transporters has led to an increase in productive exchanges with the authorities.

In Yopougon, once the program was able to enlist the support and leadership of the Mayor, CITI-I was able to achieve a multiplier effect where activities built on each other to increase dialogue among residents and between residents and the authorities. Grants include support to the Yopougon radio station, rehabilitation of the municipal community center, support to the civil registry office (the Mayor has been very supportive of the *audiences foraines* (mobile court hearings), the field drives by the authorities to register unregistered children in the neighborhoods), support to the civil society platform, as well as organizing the participatory budgeting training. CITI-I staff believes the Mayor has made a concerted effort to increase transparency and the involvement of the residents of his municipality. He is

³⁸ Interview, Fourth Deputy Mayor of Abobo, Abobo (March 2014).

also the president of UVICOCI, the mayors' association of Côte d'Ivoire, not a particularly active organization but one that could, under his leadership, help spread CITI-I messages.

At the same time, bitterness remains in Yopougon. The Mayor, who belongs to the RDR party of President Ouattara, was largely elected because Laurent Gbagbo's FPI party boycotted the 2013 local elections. Some residents, especially youth, remain vulnerable to political manipulation by hardline FPI politicians who have not yet accepted the outcome of the post-electoral crisis, and say as much themselves: this was made very clear in a civil society focus group conducted in Yopougon in late May 2014.³⁹

Recommendations for CITI-2:

1. Identify what in the Abobo Commissions can be salvaged and built on. (See Annex IX for more details on the Commissions based on interviews carried out in June 2014: the commissions that seem to still have some life in them are Commission 2 (urban planning), Commission 4 (sanitation and waste management), and Commission 8 (promotion of female access to credit)). Abobo must remain an important focus of CITI-2. The commissions may be one channel to get CITI-2's messages down into the *quartiers*. Also, the disillusionment and anger against the authorities that have emerged as a result of CITI-I pulling out of the Commission work are not productive in the run-up to the elections and go against what OTI is trying to achieve in Abobo.
2. Continue to work with transporters because they are both a vital part of the local economy in Abobo and also a potentially volatile group (organized, politicized, many young men), perhaps focusing on new sub-groups within the transport industry. For instance the owners and drivers of *gbaka* (private minibuses), and especially the *nyambolo*, the often young and quite aggressive touts who round up potential customers and collect fares, and who are often seen as living on the margins of the law.
3. In Yopougon, CITI-2 can tap into existing partners to push further down into the neighborhoods, broadening and deepening connections there. This could include looking into the *clubs d'écoute* (listening clubs), of which Radio Yopougon claims there are several dozen, encouraging Radio Yopougon to try to encourage municipal authorities to participate in live call-in shows and increase programming in vernacular languages, and to continue to work with the civil society platform which appears to be dynamic.

THE FORMER FORCES NOUVELLES AREAS: BOUAKÉ AND KORHOGO

In the CITI-I program, the term 'the North' was often used to refer to Bouaké and Korhogo, but these areas are more appropriately described as areas that were under the control of the former rebels. (Bouaké does not really rank as northern, but it was certainly a *nordiste* – a rebel – town.) Programming revolved around the need to support the return of the Ivorian state to these areas. (Following the 2007 Ouagadougou peace agreement, some authorities had already returned to *Forces nouvelles*-held areas: the first Préfet returned to Bouaké in June 2007, and other officials followed. But power remained in the hands of the rebel commandants de zone. State institutions were devoid of any real security or fiscal authority and provided no real services to the population, which in turn disregarded them.) In the first year, program leadership saw Bouaké, the erstwhile 'capital' of the rebel forces, as "a

³⁹ Civil society focus group meeting, Yopougon *mairie annexe* (May 2014).

powder keg that, if it exploded, would undermine the whole transition” – it was thus seen as a “critical place to start.”⁴⁰

Findings:

The strategic aim in both Bouaké and Korhogo was to promote peace dividends and economic stability, primarily in the North. By improving relations between the authorities and the population, CITI-I was able to facilitate the return of the administration, in other words to support a transition from areas under rebel control to areas under the full authority of the Ivoirian government. The overt objective of CITI-I in the ‘North’ was to improve the life of citizens through tangible interventions (sanitation, traffic), whereas the underlying objective was to improve relations between the authorities and the population.

CITI-I proved highly effective in re-forging ties between residents and the authorities. The municipal authorities themselves stressed this point (the team did not meet with any prefectural authorities in Bouaké), as did numerous partners: representatives of traders, artisans, transporters, taxi-motorbike drivers, and sanitation workers, as well as other counterparts (for example, the Air France III market women). A leader at CGCAB, a Bouaké waste-management association which received training and support from CITI-I, told the evaluation team that the CITI-I-funded workshop that brought together city authorities and various actors in the waste-management sector had been key to getting the two sides to become aware of each other and start working together. “There had been no relations with the authorities. They knew who we were but gave us no support. It was only after the workshop that they started taking any interest in us.”⁴¹ CGCAB is now negotiating with the city its incorporation as a private business and access to government funding.

One should note that CITI-I implemented few activities in the other large city formerly occupied by the *Forces nouvelles*, Man. This prioritization of Bouaké over Man was a correct assessment in the view of the evaluation team, given how Bouaké was the rebellion’s center of gravity and the disrepair into which the town had fallen.

Recommendations for CITI-2:

1. CITI-2 should scale down in the North – Korhogo and Bouaké. The primary objective, jumpstarting communication between the authorities and the population, has been achieved. A full office in Bouaké is no longer warranted.
2. CITI-I should only maintain activities in Bouaké and Korhogo to support: (i) on-going efforts, for instance support to community groups fighting against the illegal occupation and commercialization of public domain lands, or (ii) targeted efforts in the run-up to the elections to promote anti-political manipulation messages, especially among youth, students and other violence-prone groups.

⁴⁰ Written comments submitted to the evaluation team by AECOM’s home office (September 2014).

⁴¹ Interview, CGCAB staff member, Bouaké (March 2014).

THE WEST

The West has been the fulcrum of conflict in Côte d'Ivoire due to the border with Liberia and the long-ungoverned badlands that lie beyond as well as longstanding tensions between autochtones (local groups, mostly Guéré) and settlers from the north of the country, Burkina Faso and Mali, and because it is one of the bastions of support for former President Laurent Gbagbo. As such it was a natural candidate for OTI programming under CITI-I.

Findings:

CITI-I did not focus as strongly on the West as one might have expected. Programming there was slow to start – a deliberate tack, according to AECOM, to ensure that the program was ready and had the experience for work in a difficult environment.⁴² Initial grants in the West included support to local radio stations in Duékoué (*Radio du Guémon*, CDI-023), Daloa (*Radio Tchato*, CDI-026 and -038) and Toulepleu (*Radio Bin-Houye*, CDI-028), the organization of a Women's Day in Toulepleu (CDI-039), a round-table bringing together residents and authorities in Bangolo (CDI-053), community mapping activities by youth groups in Duékoué (CDI-031). Many of these activities were worthwhile but there was not enough density of programming to ensure real impact – only later, when the CITI-I team began to seriously focus on Duékoué, did real momentum develop. Even today, the price for the delay in starting full-swing operations in the West remains a fairly light footprint in what is arguably the most combustible geographic area in the country. The result is that CITI-2 cannot build from the earlier program and must now create a Western program in areas in which CITI-I was wholly absent

CITI-I programming in the West has been highly focused on the town of Duékoué. Duékoué is a small town that commands a strategic position at the intersection of the roads to Man, Guiglo, Daloa-Yamoussoukro, and Gagnoa-Divo-Abidjan. It is also a highly mixed town: the local Guéré, Akan and Baoulé settlers from the center and east, and Malinké settlers from the North and from neighboring countries. Like many other localities in the West, Duékoué was badly affected by the post-electoral crisis. Yet, the town has made a remarkable come-back. Residents can now move across town regardless of their ethnicity. Displaced people have returned home. The CITI-I team adopted a very holistic approach, targeting every element of local society – the prefectural and municipal authorities, youth and women's groups, religious leaders, ethnic community leaders, and local media (the *Radio du Guémon* station). Local residents credit CITI-I for their role in helping normalcy return to Duékoué. In addition to the earlier activities mentioned above (CDI-023, CDI-031, and CDI-053), activities included training on anti-rumor information management for youth leaders in Duékoué (CDI-110), support to the Duékoué branch of the Dialogue, Truth, and Reconciliation Commission (CDI-185), support to an inter-community dialogue on land issues in the nearby village of Fengolo (CDI-294), training and workshop support for the Duékoué prefecture on the management of public lands (CDI-303), and others.

At the same time, the price for such a concentrated focus on Duékoué has been that CITI-I activities in other towns (e.g., Toulepleu, Bloléquin) and in the countryside have been less concentrated and thus less effective. (Though some of the activities have been very well received by both the authorities and residents, for instance the land tenure and conflict mediation trainings in Fengolo, just north of Duékoué.) It also means that the program staff has been less knowledgeable and well-connected in the West than one would expect after three years in the country. However, it should be noted that

⁴² Interview, senior Aecom staff member, Abidjan (March 2014).

because CITI-1 was a relatively small program, cost-effectiveness was a concern.⁴³ Choices had to be made, and focusing on hotspots like Duékoué was the right thing to do.

The need for CITI-2 to move to rural areas is driven by the ubiquitous tensions between original residents and settler groups – tensions that are longstanding but exacerbated by the fact that many Guéré have not returned from Liberia and that former warlords are organizing illegal farming and logging activities. The scope of the problem became clear when the evaluation team visited a small *sous-prefecture*, Diéhouzon, about 35 kilometers west of the Duékoué-Man road. Diéhouzon is one of the ‘evacuation sites’ that the government is preparing to receive the mostly Burkinabè farmers, many of them former rebels, who have illegally settled the Mont Péko national park area under the leadership of militia leader Amédée Ourémi. Tensions in Diéhouzon have subsided somewhat since the post-electoral violence but not entirely, and the current Mont Péko crisis is exacerbating them. In subsequent meetings in the West, the evaluation team asked knowledgeable interlocutors (authorities, high-level community leaders, the judiciary) whether there were ‘other Diéhouzons’ around, and were invariably told that countless such hotspots existed across the West.

Recommendations for CITI-2:

1. The West must be the first priority of CITI-2. The new program must broaden the nature of its intervention, moving into rural areas with a strong emphasis on issues revolving around land tenure.
2. To guide its decision-making in the West, the SMT should carry out a hotspot mapping exercise. This could be done through a grant, relying on local partners. Or, given that this is a management tool needed with some urgency, it might be more efficient to commission consultants to carry out a field-based study that would, in essence, help the SMT prioritize areas of current and potential conflict. There may be numerous flashpoints in the Mont Péko area and along the Guiglo-Zagné-Taï-Grabo-Tabou and Guiglo-Bloléquin corridors, where there is widespread illegal logging, illegal farming and tension over land.
3. Open a permanent office in the West – which is possible from a financial standpoint with the closing of the Bouaké office. A good location would probably be Guiglo, which is central to other parts of the West (keeping the office in Duékoué would likely result in more activities being funded there).
4. Bloléquin, a small but strategic town 70km west of Guiglo and close to the Liberian border, is in need of CITI-2 follow-up. Bloléquin witnessed a number of CITI-1 activities, which were to culminate with support for a local radio station (which the U.S. Embassy had lobbied for). Tensions arose among the youth associations that were to help manage the radio, and finally AECOM and OTI decided to scrap the radio station grant. But interviews on the ground revealed that townspeople, who have been quite divided along ethnic lines, actually came together to solve the differences among the youth. Unfortunately the mayor and then the Préfet failed to endorse the solutions proposed by the local residents, most likely for partisan political reasons (the RDR mayor is in competition with his PDCI deputy who had taken a leading role in resolving the crisis among the youth). This is a sterling example of how conflict can become an opportunity for building social cohesion. In separate interviews, both the Guéré

⁴³ Written comments submitted by AECOM, September 2014.

and the Malinké chiefs, who had been bitterly divided by the violence in 2011, told the evaluation team exactly the same story and stated how much their town needs a radio station to inform people and bring them together. This is also a good example of where OTI can solicit support from the U.S. Embassy to intervene in political circles in Abidjan.

5. Finally, if so inclined, CITI-2 should meet with local authorities in Man, as well as with civil society. (This should be done very carefully so as not to raise expectations.) Man, like Bouaké and Korhogo, was a major Ivoirian town that was cut off from Abidjan when it was under control of the Forces nouvelles. Presumably it faced some of the same problems that the other two towns face and that CITI-1 worked so hard to overcome. Man seems to be quite well managed, despite a near absence of CITI-1 programming. It would be interesting for the CITI-2 team to explore, through a few targeted interviews, the evolution of the situation in Man as a control set for CITI's efforts in Bouaké and Korhogo.

GOVERNANCE BLITZ

A CITI-1 one-pager dated February 2013 described CITI-1's program objective and activities as follows: "OTI aims to boost government capacity and stimulate community engagement by working with the Ivoirian government and local groups to identify and respond to community-prioritized needs and encourage a peaceful transition. In addition, program activities highlight the tangible benefits for communities that accompany a government responsive to the needs of its people. OTI activities in Côte d'Ivoire support the following objective: Improve public confidence in the post-conflict recovery process through enhanced governance processes and effective community initiatives. ... Under this objective, CITI-1 supports activities that 1) assist government at all levels to (re)establish accountable state authority; 2) enable government-community dialogues to improve understanding between local authorities and local populations...." The Governance Blitz, as outlined in various iterations of its concept and implementation modalities is wholly in line with the objectives and activities described above.

Another strategy document, entitled "Côte d'Ivoire Transition Initiatives (CITI) Strategy – April 2013", describes that the key problem facing the country as a "crisis of confidence," the root cause of which is first and foremost poor governance, characterized by, among other things, "weak, impoverished, and often corrupt local government" and "a disorganized yet highly politicized civil society." Page 5 of this document describes in some detail illustrative activities for the final year of CITI, including good governance activities at the local level like those that the Governance Blitz was intended to support. The next month, in May 2013, OTI and AECOM began discussing in earnest the concept and implementation of the Governance Blitz.

The Governance Blitz was generally envisioned as follows: After an initial series of three grants designed to cultivate qualified trainers in participatory budgeting processes (CDI-191, CDI-198, and CDI-264), the Governance Blitz would then be rolled out to target municipalities. Each municipality would receive six separate, largely sequential, grants related to the participatory budget process: 1) training for government officials; 2) training for civil society representatives; 3) conducting a joint social audit of the community; 4) developing the actual budget; 5) conducting media activities to educate the population about the new budget process; and 6) providing funding for at least one small community project that was planned through the participatory budget process. Due largely to time constraints, CITI-1 combined activities 3 and 4 into one grant, and did not implement activities 5 and 6, resulting in a series of three grants in each target area.

Findings:

Programmatically, given CITI's stated objectives and the problems it was attempting to address, the Governance Blitz was a reasonable strategy. Additionally, from a management perspective, AECOM leadership felt that this strategically focused series of grants would increase the grant clearance rate (both in terms of numbers of grants as well as amount cleared) because their focus on local government would be well received by a CR whom they saw as favorable to governance activities and because they were scalable and easy to duplicate geographically as the program entered its third and final year.

The number of targeted municipalities was also scaled down considerably. AECOM originally planned to target a dozen communities, but this was ultimately scaled down to six communities: Yopougon, Abobo, Korhogo, Duékoué, Divo, and Bouaké. In the end, Abobo did not participate due to a lack of timely buy-in from the mayor's office. As of 4 July 2014, disbursements on the 18 cleared and implemented Governance Blitz grants totaled roughly \$1.2 million.

While OTI's field team initially supported the Governance Blitz, it did become a controversial initiative for both its scope and objectives. Criticism of the concept and implementation of the Governance Blitz was perhaps most pointed in the September 2013 PPR.

Short-term initiatives – especially successful ones that build local momentum – can often serve as catalysts for change by drawing attention to a problem and attracting the resources of stakeholders with a strong desire or need to resolve the problem. Even problems with long-term solutions, such as relationship building or decentralization (to name two discussed in the 2013 PPR) can be addressed in the short-term with quick, innovative, and impactful methods. Building relationships is, by definition, a process with short-, medium-, and long-term steps, benefits, and goals. Relationship building starts today and, ideally, progressively builds in a positive and constructive manner over an extended period of time. It is not uncommon for OTI grant objectives in conflict or post-conflict countries to revolve around relationship building activities. And decentralization, an issue often addressed in USAID's longer-term DG programs, can learn from and build upon models or pilot programs implemented by OTI.

The final evaluation team has the benefit of hindsight regarding the Governance Blitz activities – an advantage admittedly not shared by the 2013 PPR team. While scaling down the Governance Blitz from 12 to six locations – was unquestionably advisable, especially given the rather painful tradeoff that would have been made to forego other valuable activities in the last year of the program, the grants did achieve some successes that can be built upon in CITI-2. Local government officials and civil society activists who participated in the participatory budget process sponsored by CITI's Governance Blitz were overall very satisfied with the quality of the workshops and the follow-up work of the monitoring committees.⁴⁴ One notable exception was in Divo, where representatives of the civil society platform asserted that the Governance Blitz grants were imposed upon them without proper explanation from CITI-I program staff; they did not feel that the activity was developed or implemented in a participatory manner.⁴⁵ This grievance is an important one and may result in a less successful outcome in Divo compared to the other Governance Blitz target areas.

⁴⁴ Numerous interviews with civil society participants and authorities, Abobo, Yopougon, Bouaké, Korhogo, and Duékoué (March and May-June 2014).

⁴⁵ Interview, civil society platform, Divo (March 2014).

The evaluation team was told during the second field trip that at least three of the Governance Blitz target communities had incorporated the proposed community projects into their new budgets.⁴⁶ The evaluation team has not verified this assertion, but if true, it should be considered a remarkable intermediate success. The real test of success will be to assess if the municipalities follow through on these budget commitments.

Recommendation for CITI-2:

Based on evaluation findings, the team recommends that CITI-2 staff follow up on Governance Blitz activities to determine which, if any, communities are in need of financial support to rapidly implement the accepted community project proposals resulting from the participatory budget process. While some of the targeted communities may have already put one or more of these projects in their new budgets; other communities may not have been as successful at reaching this objective. In either case, there may be some small projects that will bring together disparate groups or be inclusive of traditionally marginalized groups and therefore lay the foundation for cooperation and unity in the run-up to the elections. PDOs should immediately investigate the Governance Blitz outcomes to seek out these potential grant opportunities.

NATIONAL PROGRAMS

While the majority of CITI's grants were designed and implemented at the local level, there were several series and clusters of grants, in addition to the Governance Blitz discussed above, that sought to address national issues in a more systemic level either in the capital Abidjan or at the local level.

Courthouses – Shortly after arriving on the ground in Côte d'Ivoire, USAID West Africa Regional Office requested that OTI conduct a series of courthouse rehabilitations and equipment drops in numerous locations throughout the country. CITI-I ultimately cleared 41 grants in this cluster and disbursed, according to AECOM, more than \$3.6 million, which represents approximately 25% of all CITI-I grant expenditures over the life of the program. While these grants served to help jumpstart the program in terms of getting a significant number of grants developed and cleared quickly, these 'hard' activities were arguably somewhat outside the original intended objectives/scope of the program. The evaluation team did not spend a significant amount of time examining the outcome of these initiatives, but did speak to OTI and AECOM staff as well as the grantee point of contact. There was consensus amongst the SMT that a considerable amount of senior staff time was spent on these grants, given the complexity of infrastructure initiatives. The Ministry of Justice point of contact expressed extreme satisfaction with the initiatives, both in terms of results and in the highly participatory, inclusive, listening manner in which AECOM and OTI staff, as well as the USAID Development Counselor, approached the grants. However, given the later success of many of CITI's more 'soft' activities that were developed and implemented in a highly participatory manner, one is forced to wonder at the opportunity cost of these building rehabilitations.

National Assembly – Another significant national cluster of grants undertaken by CITI-I was to work with the National Assembly. Twelve grants were cleared with disbursements of about \$700,000, or 7 percent of CITI's program expenditures. These grants collectively provided a comprehensive package of support including equipment provision, technical assistance, public perception polling, building infrastructure, communications infrastructure, and workshop logistics support. CITI-I staff from both OTI and

⁴⁶ Interviews, AECOM staff, Abidjan and Bouaké (May-June 2014).

AECOM generally felt that the work was worthwhile but were skeptical that the National Assembly had demonstrated the political will to maximize the utility of the inputs – both ‘hard’ and ‘soft’ provided by CITI. Still, it seems reasonable to assume that the good will generated by these grants may allow the new DG legislative strengthening implementing partner to build upon the work of CITI.

Recommendations for CITI-2:

1. Moving forward, the CITI-2 SMT should come up with strategies to determine the relative merits and tradeoffs of such substantial requests from the U.S. Embassy or USAID. If infrastructure projects do again become a significant part of the new program, CITI-2 should not hesitate to engage, with the full support of OTI, a highly qualified engineer/project manager who can take on the supervision of these projects so that other senior management staff, grant specialists, and PDOs are not mired in time-consuming tasks for which they may not even be particularly qualified.
2. As discussed elsewhere in this report, the evaluation team recommends that CITI’s small grant mechanism not be used for further assistance to the National Assembly, which should be provided rather by USAID’s Legislative Strengthening Program implemented by the Center for International Development at the State University of New York.

LOOKING FORWARD: CITI-2

What has changed for CITI-2?

- A diminished focus on Côte d'Ivoire, owing to other crises in the sub-region and beyond;
- A smaller budget;
- A more solid transition within the country, creating an opportunity and an obligation to push beyond town halls and into neighborhoods and villages;
- A shifting operating environment; where CITI-1 was trying to recover from the past – the violence of a prior election, and the drawn out crisis that led to it – CITI-2 needs to focus on the future: the elections of 2015; and
- An experienced OTI team but a new SWIFT partner (though, hopefully, national staff will carry over).

The key question is how can CITI-2 build on the achievements of CITI-1, and follow up on initiatives that CITI-1 was unable to complete. The danger is that the momentum that the program had built up in the last year or so could be lost in the transition from the original CITI-1 SWIFT partner to the new one.

BUDGET AND OTHER RESOURCE CONSTRAINTS

Faced with a limited budget, CITI-2 will need to weigh tradeoffs judiciously and make some difficult decisions about what areas – both thematic and geographic – the program can realistically and successfully address. Although the actual budget is not yet determined – and indeed will likely change significantly over the course of CITI-2 – there seems to be consensus amongst OTI's DC and field-based teams that the funding will be quite limited.

Senior management will not only need to ensure that all team members understand that CITI-2 cannot meet all the demonstrated and observed needs, but must be prepared to present a clear and consistent strategy that all team members understand (and indeed participate in formulating), accept, and can convincingly articulate to partners (grantees) in the field. This ongoing strategic and managerial requirement should be tackled frequently and consistently at staff meetings, SRSs, and SMT meetings to avoid misunderstandings and miscommunications that have the potential to build up frustration and diminish morale on all sides.

This strategy must clearly delineate and provide rationale for the geographic target areas and the main programming area. The former consideration is addressed in other sections of this document. The latter consideration should already be clear to all: targeted support at the local level for a peaceful and transparent presidential election process in 2015. Deviations from this strategy should be explained to all implementing partner staff so that they understand what considerations were taken into account to justify any outlier grants. Failure to make these explanations can lead to confusion, frustration, and time wasted on non-viable grant ideas and submissions.

EXTERNAL PRESSURES ON PROGRAM STRATEGY AND FOCUS

Sometimes the pressure to 'do it all' comes from external sources, such as the USAID mission (or ODC in the case of Côte d'Ivoire), the U.S. Embassy, or a White House advisor or congressional representative in Washington; this pressure is often a result of OTI's previously demonstrated success.

Given that CITI-1 was indeed able to address many of these external ‘asks’ over the past three years, it may be challenging for the OTI country team to manage expectations and keep the strategy on track, especially during the critical few months before the elections when anxieties and apprehensions about election preparations become the main topic at every meeting amongst donors, implementing partners, and the international community writ large. Some of the requests will surely be reasonable and within CITI-2’s purview, while others will be significantly misaligned with CITI-2’s resources and objectives. A united front, especially on the two OTI corners, will be the key to determining which requests can be addressed and how to decline other opportunities astutely.

PUSHING DOWN AND LEADING UP

Given CITI’s prior focus on the commune level, and the fact that OTI programs generally have the greatest (although admittedly not necessarily the most visible or overtly political) impact at the local level, it makes sense for CITI-2 to continue to build on that experience. Given the recent entry of additional USAID implementing partners in the democracy and governance (DG) sector, these new partners will be able to focus at the national (defined here both as focused on national level government and on local governments with a consistent nation-wide approach) level, while OTI can concentrate its efforts where it has a comparative advantage: at the local level.

Given the nature of the conflict, and the underlying root causes of inter-communal tensions that are not always readily apparent in relatively efficient and peaceful towns and small cities, CITI-2 could have significant impact at the village and neighborhood levels. These locations might include, for example, outlying villages surrounding obvious potential flashpoint areas like Duékoué, or in very specific neighborhoods in towns and small cities. This ‘push-down’ approach will require careful and targeted analysis to determine where and what are the real problems and potential triggers for violent conflict in the pre- and post-election periods.

CITI’s local contextual knowledge and relationships, which should be handed over to the CITI-2 team in a systematic, comprehensive, and clear manner, will be very valuable to the overall DG and election support strategy of USAID in Côte d’Ivoire. Implementing partners working on local governance can be informed by CITI’s experience and lessons learned with the Governance Blitz grants, for example. In addition, CITI-2 can use its flexibility so as to complement the national strategies of the Consortium for Elections and Political Process Strengthening (CEPPS) partners. For example, if the CEPPS partner(s) implement a code of conduct activity with the presidential candidates, CITI-2 could conduct local sensitization campaigns to inform voters about those codes, as well as continue training on political manipulation to help voters become more resistant to transgressions of the code of conduct, should they occur. In this sense, CITI-2 is well-positioned to ‘lead up’ by providing knowledge and recommendations to national level programs, which will inevitably increase the impact of its own activities.

SUMMARY OF RECOMMENDATIONS FOR CITI-2

GEOGRAPHIC CONCENTRATION

1. The main focus of the program should be on the conflict-prone municipalities of Abidjan and on the West, with each of these areas receiving around 40 percent of grant monies.
2. In Abidjan, the main focus should be the municipalities of Abobo and Yopougon, where CITI-2 will build on the work of CITI-1. But the SMT should also monitor the social and political situation in other volatile communes, such as Treicheville, Koumassi, Adjamé, and Attékoubé, particularly in the run-up to the elections.
3. In the West, CITI-2 should move beyond Duékoué, to other areas that are said to be very tense because of longstanding tensions over land that are exacerbated by the current political situation – Mont Péko and the Guiglo-Bloléquin and Guiglo-Zagné-Tai-Grabo-Tabou corridors, in particular. CITI-2 should develop its own field-based analysis of hotspots in the West so as to prioritize.
4. The remaining 20 percent of funding should be dedicated to select follow-up activities in Bouaké, Divo, Korhogo, Sakassou and others as needed. These activities should focus on helping partners who have already received support from CITI-1 transmit to a more grassroots level the knowledge and skills they acquired from CITI-1 – how to resist political manipulation, conflict resolution and mediation, and material relevant to elections. These activities would thus be relatively less costly in terms of program funds or staff time.
5. As the 2015 elections approach, there should be more focus on sensitizing and training local groups (youth, women, professional groups, rural leaders) on how elections work, the role of the state and the electoral commission, what to expect in terms of a timetable, and good conduct protocols for political parties and candidates. Interlocutors repeatedly told the evaluation team how much they had appreciated training on how to identify and resist political manipulation. CITI-2 should multiply these trainings in the run-up to the elections.

TIME FOR A DELIBERATELY POLITICAL APPROACH

This is in practice the beginning of phase 2 of the CITI program. The time has come to engage fully on the political issues.

1. *Nationality* – CITI-1 has already done much to support the civil registries in key areas, thus improving the ability of the authorities to deliver citizenship or residence papers to individuals who were without any form of official documentation despite being longtime residents of the country. CITI-2 must address some concerns that exist with these activities. These include

legal concerns (do the activities that CITI-I supports fully conform with official regulations, a question raised by a USAID colleague⁴⁷) and operational concerns (is the equipment and hardware that CITI-I provides compatible with that of other actors, including the government?). But it is also time to move beyond simple support to the civil registry offices and to engage on broader issues pertaining to nationality – for instance by organizing exchanges between groups on the issue, especially in the West. CITI-2 staff will have to make a careful determination to ascertain that the time is ripe for this – it may not be. CITI-2 could also pick up on recent CITI-I efforts to help the authorities broadcast their message.

2. *Land* – The issue of land is a critical driver of instability in Côte d’Ivoire. CITI-I did not do much on land, but it did show the way forward; dialogues and training on land tenure legislation, land tenure issues, and conflict mediation for community elders who belong to local conflict resolution committees such as the *Comités villageois de gestion foncière rurale* (official) and the *Comités de règlement des conflits* (informal). The blueprint is ready and, without going into full cookie-cutter mode, CITI-2 can do a lot of replication of activities that are not cost prohibitive. It is true that land is a long-term issue, but it is also one of the most combustible issues in the run-up to the elections, especially in the West and across the central forest belt (Gagnoa, Daloa) where support for former President Laurent Gbagbo is strong. One possible entry point into communities could be the land registration issue – all communities say the process is too onerous in terms of both paperwork and cost – and that has created a lot of common grievances among groups who are often times in contention with one another.
3. *Local violence* – CITI-2 must make efforts to address hotspots in advance of the elections. This would include efforts to:
 - Determine what the priorities in terms of local conflict and violence are in Abobo and Yopougon.
 - Draw up a land-based hotspot map of the West to help prioritize CITI-2 interventions in rural areas.
 - Monitor other conflicts in places where CITI-I was present: e.g., Sénoufo-Malinké conflict in Korhogo, Malinké-Baoulé conflict in Sakassou, Malinké-Dida conflict in Divo.
 - Focus on rural areas in the run-up to the elections, a period when insecurity usually spikes (according to a senior municipal official in Bouaké) and that coincides with the coffee-cocoa season in the West (September-January) which tends to trigger more criminal activity on the roads.
4. *Impunity* – Impunity remains one of the dark blots on Côte d’Ivoire’s otherwise promising transition. The government has not followed up on crimes committed by its supporters during the post-electoral crisis with the same zeal as it has done for abuses committed by Gbagbo supporters. Impunity remains a real issue in the West, where former rebel commanders reportedly continue to carry out illicit farming and logging operations, on land that the Guéré consider theirs (or on government land). And corruption remains a huge issue in Côte d’Ivoire. CITI-2 activities should continue to allow civil society to discuss and highlight the issue of impunity, and raise it with the authorities, because it is an issue that is on people’s mind and that, given the wrong set of circumstances, lead people to lose interest in the political process. CITI-I has engaged on impunity in general terms, for instance supporting events, workshops,

⁴⁷ Interview, USAID, Abidjan (May 2014).

and training sessions. A more tailored approach would include building on the local knowledge and contacts developed under CITI-I to identify instances of violence that are not being punished and to organize community meetings around them. These could be instances of generic violence, for instance the reported intimidation of rural residents in the West by military units made up of ex-rebels.⁴⁸ Or it could be specific acts of violence, for instance the gruesome murder last May of a Baoulé photographer near Duékoué which raised tensions between the Baoulé and Guéré communities at a time when community leaders on both sides were saying they wanted calm to prevail. CITI-2 could help bring leaders and their communities together in the wake of such incidents to discuss how to find justice. CITI-2 should also continue with on-going anti-impunity efforts in Bouaké to help local groups counter the illegal construction on government land (CDI-272, support to the market ladies of Air France III and the school authorities).

Engaging on overtly political issues will require engaging with openly political actors: political parties, highly politicized groups associated the political parties (youth groups, student groups), even ethnic associations which more and more Ivoirians (especially civil servants) join to be able to enjoy the perks and protection of their group.

But, above all, CITI-2 will have to focus on politicians. The number of people who stated that they were confident about the transition and the 2015 elections but that, at the end of the day, it could all be undone by the politicians was extraordinary. From a magistrate in Divo to women traders in an Abobo market, a senior mayoral official in Bouaké, community leaders in Bloléquin and Fengolo, civil society platform members in Yopougon and others in-between: it was the most powerful leitmotif in four weeks of interviews. It will not always be possible for CITI-2 to access politicians. This is where OTI must work with the political section of the U.S. Embassy, trading on the local knowledge that CITI-I generates, to put pressure on targeted political figures.

At the same time, CITI-2 can work in a more concerted manner to empower moderate political, social and religious leaders. Côte d'Ivoire is quite unlike other places where OTI works: moderate leaders are not only still alive, the population is with them and they are not cowed! Religious leaders in particular often played a moderating role during the crises of the last 15 years: the violence was very seldom religious. In the course of its grant-making, CITI-I came across impressive leaders (e.g., the Catholic and Muslim leaders in Duékoué, individuals at the training for religious leaders). CITI-2 can build on these contacts to help build and spread the message against political manipulation.

LEAVE EFFORTS TO IMPROVE GOVERNMENT-COMMUNITY RELATIONS BEHIND

The focus on improving relations between citizens and their government was a priority for the immediate post-conflict phase, especially in the areas formerly under the control of the *Forces nouvelles*. CITI-I did very good work on this front, and the improvement in the relations between authorities and the population in Korhogo and Bouaké is perhaps among the project's most impressive achievements. But now, three years on, the government is in a position to strive for this on its own. CITI-2 staff should still make efforts to include the improvement of government-citizen relations in activities, where

⁴⁸ Reported to the evaluation team in meetings with community leaders and local authorities in the West, May 2014.

appropriate, and the involvement of authorities remains desirable, again, where appropriate, but it is no longer the priority it was.

BRANDING: FOCUS ON USAID AND CITI, NOT THE SWIFT PARTNER

It was striking to the evaluation team that the identity of the project varied from location to location and interlocutor to interlocutor. Some partners, whether grantees or participants in activities, talked about USAID, others about OTI, others about CITI, and others yet about AECOM. It probably depends which project personnel they dealt with. In as permissive an environment as Côte d'Ivoire, where government and communities alike are so vocal about wanting U.S. involvement, the USG should be emphasized. The new program should be known as USAID's CITI-2 program, and personnel should be recognized as either USAID (OTI) or CITI-2. The offices, vehicles, and business cards of the implementing partners should emphasize CITI, rather than the SWIFT partner.

INCREASE COOPERATION WITH OTHER ACTORS

CITI-2 should step up cooperation and information exchange (if not coordination) with other actors working in similar fields. For instance, in the West, a number of NGOs (IRC, NRC, Save the Children) work on local conflict, land tenure, peace committees, and other such activities. In Abobo and Yopougon, a number of international NGOs have started doing social cohesion work with European funding. The EU is supporting the digitalization of national identity records – civil registry officers in Yopougon and Duékoué have raised the issue of compatibility of equipment and software that CITI-1 provided with that of other donors.

AVOID NATION-WIDE INTERVENTIONS

Nation-wide interventions do not make sense in small-grants programs unless they are absolutely needed or require the flexibility of multiple grantees at the local level – for instance for a voter education program.

TIME CONSTRAINTS AND LOW-HANGING FRUIT

The 2015 presidential elections in Côte d'Ivoire are now only 13 months away. This presents a challenging timeframe that OTI is uniquely qualified to address. There are clear and present opportunities that CITI-2 must seize upon immediately. The elections must be the main focus of the PDOs from day one of CITI-2, building on CITI-1's inroads in many communities and its close relationships with local actors. The momentum created during the last six to nine months of CITI-1 can and should be maintained and grants should be written and cleared immediately that will build upon recent achievements. The more limited financial and staffing resources of the follow-on program require that CITI-2 capitalize on what may be its most valuable resource: the institutional knowledge and local relationships fostered by CITI-1. Some of the low-hanging fruit that CITI-2 can get to work on today include:

- I. Viable grants that were in the development phase toward the end of CITI-1 but were either not submitted for clearance or were submitted but not cleared due primarily to time constraints with the closedown phase approaching. Senior AECOM management and PDOs should be readily able to provide a list and more details on these potential grants.

2. Follow-up grants to communities that have completed workshops and formed *Comités de suivi* and are ready to put into practice their new skills and knowledge. Careful coordination and communication between the CITI-1 and CITI-2 teams will flesh out these opportunities, but the evaluation team has identified the following as illustrative potential starting points:
 - a. Follow up in Sakassou on community dialogue and reconciliation grants (CDI-132 and CDI-139) to determine small-scale, relatively simple activities that the workshop participants would like to implement, especially focusing on sensitization in surrounding villages that also face potential conflict between Baoulé and Malinké groups. Supplied with modest material support for this proposed campaign – such as stationery, t-shirts, caps, and travel and communications stipends – youth groups, women’s groups, and tribal elders may be able to prevent and mitigate inter-communal conflict. (It is worth noting that this grant idea comes not from the evaluation team, but directly from civil society representatives who participated in the above-mentioned grants.)
 - b. Follow up on Governance Blitz activities to determine which, if any, communities are in need of financial support to rapidly implement the accepted community project proposals resulting from the participatory budget process. Some of the targeted communities have already put one or more of these projects in their new budgets; other communities may not have been as successful at reaching this objective. In either case, there may be some small projects that will bring together disparate groups or be inclusive of traditionally marginalized groups and therefore lay the foundation for cooperation and unity in the run-up to the elections. PDOs should immediately investigate the Governance Blitz outcomes to seek out potential grant opportunities.

GENERAL CITI LESSONS LEARNED FOR OTI/WASHINGTON

The experience of the first phase of CITI (September 2011-August 2014) provides OTI/Washington with a few lessons learned that are of value to other programming.

ACKNOWLEDGE THE DIFFERENT CHALLENGES OF PERMISSIVE ENVIRONMENTS

The programming and operational environment in Côte d'Ivoire is unusually permissive. The authorities are supportive. Most segments of society are behind the transition. It is for the most part a safe place for grantees, partners, and project staff alike. This has been the case throughout the life of the program and continues to be so. (The only elements of insecurity came from encroaching on the turf of the so-called parallel structures in Bouaké, Korhogo and Abobo.) Paradoxically, this situation presented CITI-I with a number of problems.

First, an embarrassment of riches: with so much of the country open for programming, with so many possible issues to work on, where to focus? In so permissive an environment, it becomes especially important to devise a strong geographic and sectoral strategy that both OTI and the SWIFT partner agree on – from the beginning.

Second, so permissive an environment can, paradoxically, generate timidity, strategic and operational. In more difficult environments, both OTI and other actors are primed to take greater risks because success depends on boldness and everyone understands the risks. In permissive environments, there is the temptation to play it safe and to not push the envelope, programmatically or operationally. This is what happened to CITI-I during the first 18 months. The program did not, at times, move fast or far enough programmatically. The move to Bouaké came too late, as did the surge of programming in the West. CITI should have been more overtly political, and the AECOM team should have been allowed a freer rein to engage political actors. The program sometimes took a tack that was too deliberate, too complex, and too development-like, as with the Abobo commissions. A permissive environment should be an opportunity to be bold and more OTI-like, not less so.

Third, permissive environments raise the issue of program branding. In a setting that is safe, where both the authorities and the population are as welcoming of the transition and as friendly to the U.S. as they are in Côte d'Ivoire, there is no reason for an OTI program to have any other identity than USAID/OTI and the name of the program. In other words, the identity of the SWIFT partner should be all but invisible. Offices, vehicles, stationary, business cards should carry the USAID logo and the name of the program. Staff should introduce themselves as belonging to a program. (More in-depth conversations, for instance with grantees, or with authorities, may require a more comprehensive explanation of the nature of an OTI program and the role of the SWIFT partner).

THE VALUE OF SOFT GRANTS

This evaluation has repeatedly stressed the value it finds in CITI-I's heavy use of so-called 'soft' grants – seminars, workshops, dialogues, meetings, trainings, etc. Bringing Ivoirians (and other residents) together is what the country needed as it came out of a 10-year conflict and the brutal post-electoral

crisis. The team heard from a great majority of interlocutors. Beyond the intrinsic value of these activities, the team documented numerous examples of tangible trickle down effects: marginalized empowered (women, youth, civil society), conflicts defused or mitigated, commercial and civic activities facilitated. If there is a place in the U.S. Government where the importance of soft activities should be well understood, it is OTI, especially when grantees in Côte d'Ivoire find it so easy to articulate the value of soft activities.

MONITORING AND EVALUATION

CITI-I was late in establishing a real M&E function: the M&E officer started work 22 months into a 36-month program. This was in part due to the operational and programmatic priorities in need of greater attention. The SWIFT partner must of course retain a strong degree of responsibility for monitoring and evaluation – any operational entity must have the capacity to monitor and evaluate the work it is performing. But this evaluation team also believes that OTI should explore developing their own country-based monitoring capabilities. This could take the form of one or several (depending on the size of the program and the ease of travel) local officers whose responsibility it would be to travel widely, debriefing grantees, attending events, touching base with authorities, talking to ordinary citizens, even contacting individuals who are not activity partners. These officers could be contracted through the SWIFT partner, though they should report to the OTI country representative (or his/her deputy) who would task them. More appropriately, they could be contracted through the START mechanism to ensure there are no conflicts of interest. The benefit for OTI of having this in-house capacity would be manifold: a more granular understanding of the program, greater geographic coverage for U.S. Embassy- or Mission-based staff who often find it difficult to make time for site visits and prolonged, better information to be passed on to the U.S. Embassy, an M&E process that is independent of the implementing partner, and, at the end of the day, the assurance that some M&E will be done.

CONCLUSIONS

It is not easy to evaluate the impact of transition-support programs, the broader impact of which is often difficult to pin down. In as positive an environment as Côte d'Ivoire, where, despite some enduring difficulties, the government and society are making progress towards a more stable, democratic and prosperous future, the task becomes paradoxically harder. Is the transition in Côte d'Ivoire successful because CITI-I has done well? Or would the transition be proceeding well regardless of CITI-I? It is hard to say definitively. But four things are clear.

First, CITI-I gave people in Côte d'Ivoire exactly what they said they most needed: a chance, after over ten years of conflict, to reconnect, to get to know one another again, and to re-engage with state institutions. Through workshops, training sessions, events, community-led assessments, participatory community mapping, dialogues between residents and authorities, CITI-I has put the people of Côte d'Ivoire back in touch with each other. In so doing, CITI-I harnessed the greatest force that the transition in Côte d'Ivoire has going for it: the strong and shared desire of Ivoirians (and non-Ivoirian residents) for a more peaceful future.

Second, OTI and its first SWIFT partner in Côte d'Ivoire, AECOM, implemented a program that no other international donor or organization had the operational or budgetary resources to implement. While some organizations implemented CITI-like activities, neither the United Nations (through ONUCI), nor other large donors, nor individual organizations could provide the level of timeliness, follow-up, and community emphasis that the SWIFT mechanism allows for. The CITI-I program's focus on places like Duékoué, Yopougon, Bouaké, Korhogo, and even Sakassou and Divo and the concentration of activities in these locations that multiplied impact were unique. It is very hard to imagine that the current progress and calm in Duékoué, Bouaké, Sakassou, and Yopougon is not due, in some measure, to CITI-I.

Third, the evaluation team gleaned from interviews with local elected authorities, appointed authorities, youth, religious leaders, women, professional association representatives, and traditional leaders, a consistent belief that CITI-I activities have contributed positively to what they call the process of *normalisation* (recovery) in their country. Warm words from beneficiaries and counterparts do not prove impact, it is true; but these are the people who best know their country and their situation. Their striking consensus over CITI-I's positive impact cannot be undervalued.

Finally, there are many testimonials and anecdotes demonstrating the positive outcomes of CITI-I activities – small conflicts resolved, larger conflicts defused, marginalized individuals people empowered, relations re-established between segments of society who had grown apart. These small successes may not make or break the transition in Côte d'Ivoire, but they are seeds that are planted and that will likely yield positive returns for the country.

CITI-2 has the many achievements of CITI-I to build on. The new program also inherits the knowledge, contacts, and good will generated by CITI-I and has a more focused goal: ensuring that the 2015 presidential elections are peaceful. Armed with the successes and experience of CITI-I, CITI-2 can easily avoid the pitfalls that CITI-I endured and perform as well as and even better than its predecessor.

ANNEXES

Annex I:	Evaluation Statement of Work
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ANNEX I: EVALUATION STATEMENT OF WORK

C.1 PURPOSE

The objective of this task order is to conduct an independent program performance evaluation of the CITI program implemented between September 2011 and August 2014. The primary audiences are USAID/OTI, the U.S. Embassy to Côte d'Ivoire and USAID's West Africa Regional Office (WARO), and other local and international stakeholders involved in post-conflict assistance to Côte d'Ivoire. The evaluation should maximize the learning opportunities of CITI in the review of program achievements and challenges, monitoring, and strategic approaches.

C.2 BACKGROUND

USAID's Office for Transition Initiatives (OTI) is implementing the Côte d'Ivoire Transition Initiative (CITI) program through the SWIFT III contractor AECOM in support of the U.S. Government's 2012-2016 Transition Assistance Priorities for Côte d'Ivoire; which are to support the Government of Côte d'Ivoire's ability to project authority and improve standards of good governance across its territory, to provide security, services and conditions for economic growth, while reducing corruption, improving accountability standards, and strengthening democracy and protecting human rights. The CITI program provides small grants to civil society, government, and private sector partners to implement high-impact, short-term projects in volatile communities, while laying the groundwork for longer-term development. The objective of the three-year program is to improve public confidence in the post-conflict recovery process through enhanced governance processes and effective community initiatives.

When OTI initially launched the CITI program, the focus was on two objectives: 1) Support the new government's capacity to meet the needs of all Ivoirians; and 2) Promote social cohesion through citizen participation in the recovery process. In February 2012, CITI further refined its program objective, stating that the aim now is to "Increase public confidence in the recovery through good governance processes and community initiatives." The CITI team removed the word "Ivoirian" from the first objective because it is politically sensitive and excludes inhabitants that do not yet have Ivoirian citizenship, an issue that was a principle cause of the conflict.

In April 2013, the strategy was further refined and articulated in detail to reflect a revised analysis of the political context and lessons learned during programming by applying a program goal, objectives, and intermediate results (IR) for this strategy.

CITI Program Goal: Increase public confidence in the post-conflict recovery through enhanced governance processes and effective community initiatives that deliver concrete improvements to people's lives.

Objective 1: Promote more responsive, accountable, transparent and participative governance that leads to improved state services and administration and reduced local violence and insecurity.

Objective 2: Promote more effective dialogue and consensus building that lead to reduced community divisions.

IR 1: Improved links and collaboration between non-state actors, and, where necessary, their capacities to effectively participate in grant activities.

IR 2: Improved links and collaboration between state actors, and, where necessary, their capacities to effectively participate in grant activities.

IR 3: Improved engagement and collaboration between state and non-state actors.

IR 4: Increased flow of credible information.

C.3 STATEMENT OF WORK

The contractor shall develop and implement a detailed evaluation plan to gauge the relevance, effectiveness and impact of the CITI program. An evaluation plan will be created, utilizing primarily qualitative research methods, including but not limited to a desk review of program literature and reporting, internal evaluations, staff and beneficiary interviews, focus groups, and an independent evaluation of any studies conducted by OTI. The evaluation plan should be designed to:

1. Document the relevancy, effectiveness, and impact of the CITI program and the manner in which OTI responded to U.S. foreign policy priorities and shifting dynamics including:
 - a. Rule of Law (courthouse rehabilitations and series of National Assembly grants);
 - b. Transitional justice (series of Special Investigative Cell grants and Dialogue, Truth and Reconciliation Commission (DTRC) grants);
 - c. Supporting peaceful, transparent, and credible elections;
 - d. Improving local government responsiveness to community priorities;
 - e. Creating space for citizen-government collaboration to improve accountability and service delivery (including the “Governance Blitz”);
 - f. Removing obstacles to economic growth; and
 - g. Strengthening community capacity to manage conflict;
2. Identify the extent to which program outcomes achieved intended and unintended impact; and
3. Identify best practices and approaches from the CITI program.

More specifically, the evaluation team will answer the following questions:

- Did the program respond appropriately to Côte d’Ivoire’s evolving transition needs? (10% of LOE)
 - Were OTI’s areas of programmatic and geographic focus appropriate given the political realities in Côte d’Ivoire and OTI’s role within the U.S. Embassy in Côte d’Ivoire?
 - Did OTI appropriately adapt its strategy to account for shifting political realities and windows of opportunity during the life of the program?
 - To what extent were appropriate gender considerations incorporated into CITI’s strategy and implementation?
- To what extent did CITI activities increase the capacity of grantees and beneficiaries to deliver more effective governance processes and effective community initiatives? (40% of LOE)

- To what extent were intermediate results achieved?
- Did individual activities and follow-up activities, where applicable, logically address intended objectives?
- To what extent did the program achieve or meaningfully contribute to the stated objectives? (20% of LOE)
 - To what extent did CITI increase public confidence in the post-conflict recovery?
 - How did activity outcomes contribute to program impact?
- What were key lessons learned from the OTI Côte d'Ivoire program and how could they be applied to future programming in Côte d'Ivoire (i.e., lessons for the Office of the Development Counselor ODC in Côte d'Ivoire) or elsewhere? (30% of LOE)
 - What lessons can be applied to future programming intended to increase public confidence in post-conflict environments?
 - To what extent was OTI's approach to monitoring and evaluation helpful in documenting program impact and feeding into program design?

Evaluation Methodology

The evaluation team will develop criteria to systematically test and review lines of inquiry, indicators and/or standards of achievement for all evaluation questions. These are the measures of success or benchmarks against which the final evaluation team will compare the data they collect throughout the evaluation and will be agreed upon with OTI.

Most methods to be applied in this evaluation will be qualitative in nature. Data collection instruments should include interviews, focus groups, observation, and document review. The evaluation team will also integrate the data and analysis from all CITI studies and analysis that OTI has commissioned throughout the life of the program (copies will be given to the team), including all Strategic Review Sessions (SRS), Program Performance Review (PPR) documents, Rolling Assessment (RA) documents, the CITI Cluster Evaluations, and other assessments/evaluation tools.

An evaluation planning matrix should be devised within the final evaluation plan that will outline the indicators or standards of achievement against which questions are assessed, and detail the means of verification and sources of data. For these evaluation questions, OTI seeks data that is disaggregated and analyzed by key informants and stakeholders (sex, age group, rural/urban, etc.) in different regions, when possible.

The plan should include some combination of the following:

Interviews with Key Informants and Stakeholders. The evaluation team will meet with current and, when possible and at the direction of OTI, previous OTI and implementing partner international and local programmatic staff. Interviews should also be conducted with relevant Office of the Development Counselor (ODC) and U.S. Embassy leadership if possible, and selections of partner NGO leadership. The evaluation team should seek to interview at least 10% of NGO and non-state actor partners

(approximately 25), all OTI local program staff (six Program Development Officers, the M&E Specialists/Knowledge Management Specialist, and other field officers such as Grant Specialists, Procurement Specialists, etc.), at least two people each from ODC and the U.S. Embassy to Côte d'Ivoire to be identified by OTI, all expatriate OTI and AECOM staff (OTI Country Representative, OTI Deputy Country Representative, Regional Program Managers, Chief of Party, Operations Manager, and Procurement and Logistics Coordinator), and the former OTI Country Representative if available. Interviews should also be conducted with approximately five to ten external analysts and journalists as determined between the contractor and OTI, as appropriate, to gain a broader understanding of the contextual environment in which the USAID/OTI program was operating.

Review and Analysis of Existing Documentation. Part of OTI's program performance management includes annual SRSs and intermittent RAs where the OTI team analyzes the current operating environment and justifies if programmatic focus is properly targeted and changes course if it is not. Annual PPRs are conducted by OTI staff not connected to the Côte d'Ivoire program to offer independent analysis of the status of the program. OTI also maintains a project database that documents the programmatic assumptions, background, justification, and internal evaluations of every grant that OTI has supported during the life of CITI. The project database also contains information on the program's six clusters. The Evaluation Team will review SRS and RA summaries (and detailed notes when necessary), all PPR reports, a partial but significant segment of the activity database, in addition to quarterly and annual reports, and M&E products produced by OTI and by external consultants, such as CITI cluster evaluations.

Other Data Collection Processes

- *Analysis of Quantitative Survey Data and Results.* OTI is supporting a limited amount of external research initiatives in connection with the CITI program. The evaluation team should be prepared to weave the provided analysis as well as its own analysis of the data into its final report as needed.
- *Site Visits.* As part of its field work and data collection, the evaluation team must visit a minimum of 10 partner events, trainings, and/or community centers as available during the two field visit periods, with a fair distribution across types of activities, regions, and objectives. Specific visits and availability will depend on the timing of the field work. OTI will work with the evaluation team to compile a list of possible site visits that reflects the diversity of its work, from which the evaluation team will select. Site visits should include interviews with beneficiaries, partners, and other stakeholders, and focus groups where appropriate.
- *Pre-Deployment Visit to Washington, DC.* The evaluation team will come to Washington, DC to meet with OTI DC staff and understand OTI's mission, contractual mechanisms, and other DC-based staff. This will allow the team to better understand OTI's operational context.
- *Initial Visit to Côte d'Ivoire.* While the formal final evaluation field work is scheduled to take place in/around June or July 2014, USAID/OTI will approve one shorter term trip to Côte d'Ivoire for the final evaluation team to become better informed about the program, and begin formal evaluation work. This trip may include involvement in small and targeted evaluations that can assist the final evaluation, interviews with key stakeholders, etc. Dates, timeline, and a schedule of work for the initial visits must be approved by USAID/OTI in advance. OTI anticipates the initial visit lasting 10 work days.

- *Geographic Component.* Where appropriate, the report should incorporate maps. OTI's Geographic Information Unit (GIU) is available to devote a reasonable amount of time, subject to concurrence of the CITI COR for the task order and depending on its other commitments, to generating a series of maps as requested by and with data provided by the evaluation team. The evaluation team should share its information, including the raw data, with the GIU team via the CITI COR. Where applicable, information gathered by the evaluation team should be coded, using the geographic codes used in the OTI database, at the village level, to coincide with the language and spelling in OTI's Activity Database.

ANNEX II: DATA COLLECTION TOOL: FRENCH DISCUSSION QUESTION GUIDE

As discussed in the evaluation report, nearly all in-country interviews and discussions were conducted in French, using the following questions as guidelines. This was not intended as a questionnaire, but simply as an internal tool for the team to follow in order to capture data relevant to answering the evaluation questions.

	AECOM (IMPLEMENTING PARTNER)	OTI/USAID	BENEFICIAIRES COMMUNAUTAIRES	MINISTERES / PARTENAIRES
Conception et pertinence	<ul style="list-style-type: none"> - Les activités réalisées ont-elles répondu aux priorités nationales? Quelles activités ont le plus répondu aux priorités ? Quelles activités ont répondu le moins ? - Le projet a-t-il répondu aux attentes des populations et des bénéficiaires ? - quels ont été les critères de choix bénéficiaires ? - Comment se justifient les réajustements récurrents des objectifs de CITI ? - Les activités planifiées étaient-elles à même de répondre aux objectifs de CITI? Quelles activités ont le plus ou le moins répondu à l'atteinte des objectifs ? - Quelles sont les forces et les faiblesses liées à la conception et la pertinence ? 	<ul style="list-style-type: none"> - Comment jugez-vous la conformité du projet aux priorités nationales et aux intérêts des USA ? - Qu'est ce qui a motivé la mise en place du projet ? - Les activités réalisées ont-elles répondues aux priorités de l'USAID en matière de soutien à la transition ? Quelles activités ont le plus répondu aux priorités ? Quelles activités ont répondu le moins ? - Comment a été fait le choix des zones d'interventions/des bénéficiaires ? - Les activités planifiées étaient-elles à même de répondre aux objectifs de CITI ? Quelles activités ont le plus ou le moins répondu à l'atteinte 	<ul style="list-style-type: none"> - La subvention a-t-elle répondu aux attentes de votre communauté? - Quelle est l'activité qui vous a semblé la plus utile? - Quelles sont les activités (subventions) qui n'ont pas été mises en œuvre mais qui auraient pu contribuer grandement à l'atteinte des objectifs de CITI? - Les activités planifiées étaient-elles à même de répondre aux objectifs de votre subvention? - Quelles activités ont le plus ou le moins répondu à l'atteinte des objectifs ? - Quelles sont les forces et les faiblesses liées à la conception et la pertinence ? 	<ul style="list-style-type: none"> - Comment jugez-vous la conformité du projet aux priorités nationales ? - Les activités réalisées ont-elles répondu aux priorités nationales et/ou celle de votre structure? - Quelles activités ont le plus répondu aux priorités ? Quelles activités ont répondu le moins ? - Les activités planifiées étaient-elles à même de répondre aux objectifs ? - Quelles sont les forces et les faiblesses liées à la conception et la pertinence ?

	AECOM (IMPLEMENTING PARTNER)	OTI/USAID	BENEFICIAIRES COMMUNAUTAIRES	MINISTERES / PARTENAIRES
		<p>des objectifs ?</p> <ul style="list-style-type: none"> - Quelles sont les forces et les faiblesses liées à la conception et la pertinence ? 		
Efficacité et efficience	<ul style="list-style-type: none"> - Les effets ou produits sont-ils atteints ? - Quels progrès ont été réalisés en termes d'effet ? - Quels facteurs ont contribué à atteindre ou ne pas atteindre les effets escomptés ? - Quels facteurs ont contribué à l'efficacité et à l'inefficacité ? - Quel aspect a connu le plus de succès dans le pilotage du projet? - Quelles sont les subventions qui vous ont semblé les plus utiles? - Quelles sont les régions/zones où l'effet est le plus (le moins) perceptible ? - Quelle sont les subventions qui n'ont pas été mises en œuvre mais qui auraient pu contribuer grandement au succès de CITI ? - Avez-vous documenté les effets de ces formations sur le changement de comportement 	<ul style="list-style-type: none"> - Quel aspect a connu le plus de succès dans le cadre du projet CITI ? - personnel d'OTI mobilisé pour la mise en œuvre de CITI et leur efficacité? - Quelles sont les forces et les faiblesses liées à l'efficacité et l'efficience ? 	<ul style="list-style-type: none"> - Quel aspect de votre subvention a connu le plus de succès ? - Des évaluations pour connaître le niveau avant et après chaque activité ont t'elles été réalisées ? - Comment est suivie la mise en œuvre de l'activité ? - Quelle est votre perception de la situation actuelle de votre communauté ? y a-t-il eu des changements depuis l'intervention de CITI? Quels changements avez-vous observés qui justifient cela ? (donnez des exemples) - Les comités de concertation existaient-il avant le projet dans votre communauté ? Comment le projet a contribué à la création / redynamisation de ces comités ? Ces comités sont-ils fonctionnels aujourd'hui ? 	<ul style="list-style-type: none"> - Quel aspect a connu le plus de succès ? - Quelle sont les interventions qui n'ont pas été mises en œuvre mais qui auraient pu contribuer grandement à l'atteinte des objectifs du projet ? - Quelles sont les forces et les faiblesses liées à l'efficacité et l'efficience ?

	AECOM (IMPLEMENTING PARTNER)	OTI/USAID	BENEFICIAIRES COMMUNAUTAIRES	MINISTERES / PARTENAIRES
	<p>des bénéficiaires ?</p> <ul style="list-style-type: none"> - Le chronogramme de mise en œuvre des activités a-t-il été respecté ? sinon comment expliquez-vous ces retards ? - Comment ont été identifiés les besoins de subventions ? - Comment est mené le processus de suivi des activités ? - Quelles sont les forces et les faiblesses liées à l'efficacité et l'efficience ? 		<p>Quel sera leur durabilité ?</p> <ul style="list-style-type: none"> - Comment ont été identifiés les besoins financés par la subvention? correspondaient-ils aux besoins réels de votre communauté en matière consolidation de la paix/stabilité/réconciliation ? - Quelles sont les forces et les faiblesses liées à l'efficacité et l'efficience ? 	
Partenariat et durabilité	<ul style="list-style-type: none"> - Quel était le rôle de chaque acteur dans le processus (OTI, AECOM, Agences gouvernementales, bénéficiaires) ? - Dans quelles mesures les interventions de chaque acteur ont contribué au succès/échec ? - La stratégie de partenariat a-t-elle été appropriée et efficace ? - Selon vous de quel acteur dépend en partie le succès (l'échec) de CITI ? - Quels sont les conditions de répliation de ce projet ? - Rôle important d'USAID/CITI dans la gouvernance et la 	<ul style="list-style-type: none"> - Quel était le rôle des autres partenaires dans la mise en œuvre de CITI (USAID-DG, NDI, USAID-SUNNY, US-EMBASSY) ? - Dans quelle mesure les interventions de chaque acteur ont contribué aux produits ? - Comment a fonctionné le mécanisme de supervision d'OTI ? Quel a été son utilité dans la mise en œuvre et le suivi du projet ? Quelle périodicité des réunions/rencontres ? 	<ul style="list-style-type: none"> - Selon vous de quel acteur dépend en partie le succès de votre subvention) ? - Quelle sont les mécanismes durable qui ont été mis en place pour raffermir les liens entre communautés ? - Quelles sont les forces et les faiblesses liées au développement de partenariat et à la durabilité ? - Quelles sont vos propositions pour des élections sans violence en 2015 dans votre 	<ul style="list-style-type: none"> - Quel était le rôle de chaque acteur dans le processus (OTI, AECOM, US-EMBASSY, NDI, USAID-DG, USAID-SUNNY) ? - Dans quelles mesures les interventions de chaque acteur (OTI, AECOM, US-EMBASSY, NDI, USAID-DG, USAID-SUNNY) ont contribué aux produits ? - La stratégie de partenariat a-t-elle été appropriée et efficace ? - Selon vous de quel acteur dépend en partie le succès de CITI ? - Quels sont les conditions de

	AECOM (IMPLEMENTING PARTNER)	OTI/USAID	BENEFICIAIRES COMMUNAUTAIRES	MINISTERES / PARTENAIRES
	<p>sécurité : Quelle pérennisation au niveau des Ministères (Justice et Intérieur par exemple?)</p> <ul style="list-style-type: none"> - Quel mécanisme de suivi-évaluation des activités a été mise en place par AECOM ? a-t-il fonctionné convenablement ? - Comment a fonctionné le mécanisme de supervision d'OTI ? Quel a été son utilité dans la mise en œuvre et le suivi du projet ? Quelle périodicité des réunions/rencontres ? - Quelles sont les forces et les faiblesses liées au développement de partenariat et à la durabilité ? 	<ul style="list-style-type: none"> - La stratégie de partenariat a-t-elle été appropriée et efficace ? - Selon vous de quel acteur dépend en partie le succès de la transition ? - Quelles sont les forces et les faiblesses liées au développement de partenariat? - Quels sont les conditions de répliation de ce projet dans la perspective des élections de 2015 ? 	<p>communauté ?</p>	<p>réplication de ce projet pour des élections sans violence en 2015?</p> <ul style="list-style-type: none"> - Rôle important de CITI dans le soutien à la transition en Côte d'Ivoire: Quelle pérennisation au niveau des Ministères ? - Quelles sont les forces et les faiblesses liées au développement de partenariat et à la durabilité ? - Quelles sont vos attentes/propositions pour des élections générales apaisées en 2015 ?

ANNEX III: CITI-I PROJECT TIMELINE

(Shaded areas describe updated strategy, goal, objectives, etc.)

September 1, 2011	AECOM signs CITI contract, beginning a 3-year project with a ceiling of \$38.7m. Initial objectives were:
<ol style="list-style-type: none"> 1) Support the new government's capacity to meet the needs of all Ivoirians. 2) Promote social cohesion through citizen participation in the recovery process. 	
September 7-9, 2011	CITI start-up conference in DC
September 11, 2011	First CITI AECOM staff arrive in country
September 21, 2011	First two CITI grants cleared with Search for Common Ground: CDI-001 & CDI-002: Promoting youth-led community reconciliation in Abobo and Yopougon: phases 1 & 2
December 11, 2011	Legislative elections
December 13, 2011	First (non-courthouse) grants cleared for West: CDI-022: Support judiciary proceedings of GBV victims through the purchase of equipment (Man) CDI-023: Building cohesive community through radio restoration (Duékoué)
January 21, 2012	Karana Olivier officially takes role of RPM-Abidjan (he had been a member of the start-up team previously)
January 1 – March 31, 2012	Over the course of this quarter, the CITI team modified the two CITI objectives and added a third objective to emphasize the building of popular confidence in the overall recovery process, rather than in government institutions alone:
<ol style="list-style-type: none"> 1) Increasing confidence in the government's capacity and commitment to meet the needs of all Ivoirians. 2) Promoting reconciliation through citizen participation in the recovery process. 3) Improve public confidence in the post-conflict recovery process through enhanced governance processes and effective community initiatives. 	
February 7-9, 2012	Strategy review session (SRS) #1
February 2012	CITI combined objectives #2 and #3 and further refined it to remove the word "Ivoirian" because it is politically sensitive and excludes inhabitants who do not yet have Ivoirian citizenship:
<ol style="list-style-type: none"> 1) Increase public confidence in the recovery through good governance processes and community 	

<p>initiatives.</p> <p>2) Promote reconciliation through citizen participation in the recovery process.</p>	
May-June 2012	CITI conducts management review
July 2012	Bouaké office opens
August 2012	M&E team-building session and first CITI draft M&E plan
September 2012	Nadine Kadri begins work as RPM-Bouaké
September-October 2012	CITI conducts program performance review (PPR) #1
September 2012	Pursuant to the team building session in August and PPR recommendations, CITI proposes the following sub-objectives and intermediate results:
<p>Sub-objectives:</p> <ol style="list-style-type: none"> 1) Promote peace dividends and economic stability primarily in the north. 2) Reduce community divisions and insecurity, especially in the east, south, and west. 3) Support USG objectives <p>Intermediate results:</p> <ol style="list-style-type: none"> 1) Improved community engagement and oversight 2) Increasing the flow of credible information in the aftermath of the socio-political crisis. 3) Increasing effective and visible government action. <p>Geographic focus:</p> <p>Abidjan, Divo, Duékoué/Bangolo, Toulepleu/Bloléquin, Abengourou, Bouaké /Sakassou, and Korhogo</p>	
May 31, 2012	First (non-courthouse) grant cleared based in east: CDI-058: Promoting rule of law through sensitization campaigns in region of Moyen-Comoe (Abengourou)
January 2013	CR and DCR present to AECOM a memo to “provide strategic guidance for the development of new grants” pursuant to PPR recommendations to narrow geographic focus and prioritize governance processes and community initiatives that will “make a difference in citizens’ daily lives”:
<p>Objective:</p> <p>Increase public confidence in the recovery through good community governance processes and community initiatives.</p> <p>Current sub-objectives:</p> <ol style="list-style-type: none"> 1) Promote peace dividends and economic stability, primarily in the north. 2) Reduce community divisions and insecurity, primarily in the West, East and South. <p>Permanent sub-objective:</p> <p>Support U.S. Government initiatives.</p> <p>Intermediate results:</p> <ol style="list-style-type: none"> 1) Improved community participation and monitoring. 2) Increased flow of credible information. 3) Increased effective and visible government actions. 	

March 2013	SRS # 2
April 2013	The CITI strategy was further refined and articulated in detail to reflect a revised analysis of the political context and lessons learned during programming. The goal, objectives, and intermediate results (IRs) of this strategy are below:
<p>CITI Program Goal: Increase public confidence in the post-conflict recovery through enhanced governance processes and effective community initiatives that deliver concrete improvements to people's lives.</p> <p>Objective 1: Promote more responsive, accountable, transparent and participative governance that leads to improved state services and administration and reduced local violence and insecurity.</p> <p>Objective 2: Promote more effective dialogue and consensus building that lead to reduced community divisions.</p> <p>IR 1: Improved links and collaboration between non-state actors, and, where necessary, their capacities to effectively participate in grant activities.</p> <p>IR 2: Improved links and collaboration between state actors, and, where necessary, their capacities to effectively participate in grant activities.</p> <p>IR 3: Improved engagement and collaboration between state and non-state actors.</p> <p>IR 4: Increased flow of credible information.</p>	
April 2013	Municipal elections
May 2013	AECOM and OTI first begin discussing Governance Blitz activities
June 2013	OTI CR Steve Smith departs
July-October 2013	Nicole Widdersheim serves as Acting OTI CR
July 2013	Version 9 of the Governance Blitz action plan proposed by AECOM
July 2013	CITI hires its first dedicated M&E officer
August 6, 2013	First Governance Blitz grant cleared: CDI-191: Support for urgent budgeting needs through DGDDL-led training workshops
September 2013	Acting CR Nicole Widdersheim conducts site visits to courthouse construction projects in Dabou, Dimbokro, and Bouaké

September-October 2013	CITI conducts PPR #2
October 2013	Mark Emmert becomes permanent OTI CR
October 2013	CITI updates strategy to focus on run-up to 2015 presidential elections, with a narrowed geographic focus, as described below:
<p>Program Goal: Contribute to political and community stabilization in the lead-up to the next presidential election period</p> <p>Program Objectives:</p> <ol style="list-style-type: none"> 1) Increase citizen access to objective information and understanding of critical issues, 2) Increase access to civil rights and benefits, 3) Improve governance, and 4) Mitigate community divisions. <p>Geographic focus: Abobo and Yopougon, Divo, Duékoué, Bouaké, and Korhogo.</p>	
November 2013	RPM-Abidjan Karana Olivier departs. RPM-Bouaké Nadine Kadri assumes supervision of all CITI programming/PDOs in both offices
March 2014	Final SRS held (#3)
March-June 2014	Final evaluation team conducts 5 weeks of field research in Côte d'Ivoire and presents preliminary findings, with final report submitted in July
March 2014	No more grants submitted after this month, except for some rule of law and quick implementation grants that followed.
June 2014	OTI's CITI follow-on program start-up begins
July 2014	All CITI grants completed and closed
August 31, 2013	CITI closes

ANNEX IV: SPENDING BY CLUSTER AND GEOGRAPHIC AREA

SPENDING BY CLUSTER

CLUSTER	NUMBER OF GRANTS	AMOUNT DISBURSED	NUMBER OF DIRECT BENEFICIARIES
1. Clarify and support implementation of laws and rights	25	\$1,383,545.09	693,368
2. Reduce violence and insecurity in communities	39	\$1,209,981.78	37,336
3. Clarify and support implementation of policy, laws, regulations and issues pertaining to land tenure	4	\$235,341.37	449
4. Support the resolution of instances of impunity and lack of justice	20	\$819,449.60	10,132
5. Increase access to credible information and education on critical issues	25	\$459,782.42	7,182
6. Create space for citizen-government collaboration	23	\$803,815.27	5,157
7. Strengthen participatory planning, budgeting, and monitoring	21	\$1,275,236.30	1,641
8. Rule of Law (RoL) Infrastructure	40	\$2,662,550.97	3,449
9. National Assembly Support	12	\$692,367.49	1,909
10. Support to the Special Cell	6	\$297,926.24	280
TOTALS	215	\$9,839,996.53	760,903

* Data available from July 4, 2014 version of CITI database

SPENDING BY GEOGRAPHIC AREA

REGION	NUMBER OF GRANTS	AMOUNT DISBURSED
Abidjan & Environs	100	\$4,329,661
Center	66	\$4,007,647
East	27	\$249,899
North	35	\$1,661,601
West	37	\$1,213,708

Totals are not given because there is significant double-counting of activities that took place in multiple locations.

* Data available from July 4, 2014 version of CITI database

ANNEX V: CITI GRANT LIST

Grant Number	Grant Title	Awardee	Amount Disbursed USD	Status	Start Date	End Date	Cluster Name
CDI001	Promoting Youth-Led Community Reconciliation in Abobo and Yopougon: Phase 1	Search for Common Ground (SFCG)	\$19,756.60	Closed	01-Oct-11	17-Sep-12	2. Reduce violence and insecurity in communities
CDI002	Promoting Youth-Led Community Reconciliation in Abobo and Yopougon: Phase 2	Search for Common Ground (SFCG)	\$37,780.09	Closed	01-Nov-11	30-Sep-12	2. Reduce violence and insecurity in communities
CDI003	Support to Strengthening the Judiciary by Equipping the Ministry of Justice	Ministry of Justice	\$95,146.00	Closed	07-Nov-11	30-Sep-12	8. Rule of Law (RoL) Infrastructure
CDI004	Strengthening the Judiciary through support of the State Printing Press	Ministry of Justice	\$20,835.82	Closed	10-Oct-11	06-Jun-12	8. Rule of Law (RoL) Infrastructure
CDI005	Support to Strengthening the Judiciary in Abengourou	Abengourou Courthouse	\$12,971.65	Closed	07-Nov-11	06-Jul-12	8. Rule of Law (RoL) Infrastructure
CDI006	Support to Strengthening the Judiciary in Adzope	Adzope Courthouse	\$21,252.94	Closed	08-Nov-11	30-Sep-12	8. Rule of Law (RoL) Infrastructure
CDI007	Support to Strengthening the Judiciary in Agboville	Agboville Courthouse	\$30,206.65	Closed	08-Nov-11	30-Sep-12	8. Rule of Law (RoL) Infrastructure
CDI008	Support to Strengthening the Judiciary in Bondoukou	Bondoukou Courthouse	\$28,150.00	Closed	07-Nov-11	30-Sep-12	8. Rule of Law (RoL) Infrastructure
CDI009	Support to Strengthening the Judiciary in Daloa	Daloa Courthouse	\$44,211.60	Closed	07-Nov-11	30-Sep-12	8. Rule of Law (RoL) Infrastructure
CDI010	Support to Strengthening the Judiciary in Dimbokro	Dimbokro Courthouse	\$37,218.94	Closed	07-Nov-11	30-Sep-12	8. Rule of Law (RoL) Infrastructure
CDI011	Support to Strengthening the Judiciary in Divo	Divo Courthouse	\$18,984.33	Closed	07-Nov-11	30-Sep-12	8. Rule of Law (RoL) Infrastructure

Grant Number	Grant Title	Awardee	Amount Disbursed USD	Status	Start Date	End Date	Cluster Name
CDI012	Support to Strengthening the Judiciary in Gagnoa	Gagnoa Courthouse	\$18,535.20	Closed	07-Nov-11	30-Sep-12	8. Rule of Law (RoL) Infrastructure
CDI013	Support to Strengthening the Judiciary in Lakota	Lakota Courthouse	\$20,847.91	Closed	07-Nov-11	30-Sep-12	8. Rule of Law (RoL) Infrastructure
CDI014	Support to Strengthening the Judiciary in Odienne	Odienne Courthouse	\$21,793.17	Closed	07-Nov-11	06-Jul-12	8. Rule of Law (RoL) Infrastructure
CDI015	Support to Strengthening the Judiciary in Oumé	Oumé Courthouse	\$11,135.16	Closed	07-Nov-11	06-Jul-12	8. Rule of Law (RoL) Infrastructure
CDI016	Support to Strengthening the Judiciary in Sinfra	Sinfra Courthouse	\$16,517.26	Closed	07-Nov-11	30-Sep-12	8. Rule of Law (RoL) Infrastructure
CDI017	Support to Strengthening the Judiciary in Soubré	Soubré Courthouse	\$20,809.67	Closed	07-Nov-11	30-Sep-12	8. Rule of Law (RoL) Infrastructure
CDI018	Support to Strengthening the Judiciary in Tabou	Tabou Courthouse	\$17,628.43	Closed	07-Nov-11	30-Sep-12	8. Rule of Law (RoL) Infrastructure
CDI019	Support to Strengthening the Judiciary in Toumodi	Toumodi Courthouse	\$24,481.20	Closed	07-Nov-11	30-Sep-12	8. Rule of Law (RoL) Infrastructure
CDI020	Support to the 2011 Legislative Elections	International Foundation for Electoral Systems (IFES)	\$46,699.99	Closed	16-Nov-11	13-Jan-12	1. Clarify and support implementation of laws and rights
CDI021	Legislative Elections Support through Poll-worker Training and Civic Education	International Foundation for Electoral Systems (IFES)	\$21,564.60	Closed	28-Nov-11	10-Dec-11	1. Clarify and support implementation of laws and rights
CDI022	Support judiciary proceedings of GBV victims through the purchase of equipment	Centre d'Excellence des Femmes de Man - International Friendship Center	\$1,569.81	Closed	02-Jan-12	31-May-12	4. Support the resolution of instances of impunity and lack of justice

Grant Number	Grant Title	Awardee	Amount Disbursed USD	Status	Start Date	End Date	Cluster Name
CDI023	Building cohesive community through radio restoration	City of Duékoué	\$46,308.09	Closed	03-Jan-12	31-Jan-13	5. Increase access to credible information and education on critical issues
CDI024	Transitional Justice Evaluation	Public International Law and Policy Group (PILPG)	\$190,463.00	Closed	12-Dec-11	30-Nov-12	1. Clarify and support implementation of laws and rights
CDI025	Increasing access to information on news and justice in rural Côte d'Ivoire	Agence Ivoirienne de Presse	\$16,996.88	Closed	09-Jan-12	29-Feb-12	5. Increase access to credible information and education on critical issues
CDI026	Increasing community cohesion through radio - Radio Tchrato	Radio Tchrato Daloa	\$2,984.29	Closed	20-Feb-12	30-Nov-12	5. Increase access to credible information and education on critical issues
CDI027	Increasing Community Cohesion Through Dialogue in the West - Radio Guiglo	La Voix de Guiglo	\$11,231.16	Closed	20-Feb-12	30-Nov-12	5. Increase access to credible information and education on critical issues
CDI028	Increasing community cohesion through radios - Radio Bin-Houye	Radio Bin-Houye	\$11,924.52	Closed	20-Feb-12	31-Jan-13	5. Increase access to credible information and education on critical issues
CDI029	Increasing community cohesion through radio - Radio Toulepleu	Radio Toulepleu	\$14,030.08	Closed	20-Feb-12	15-Apr-13	5. Increase access to credible information and education on critical issues
CDI030	Luc Côté - Transitional Justice Expert STTA	Luc Côté	\$16,731.11	Closed	14-Jan-12	24-Feb-12	10. Support to the Special Cell
CDI031	Building problem-solving skills through community mapping in Duekoué	Association des jeunes de Duekoué	\$11,804.32	Closed	12-Apr-12	30-Sep-12	2. Reduce violence and insecurity in communities
CDI033	Support to the National Assembly for the preparations of its first session	National Assembly	\$58,088.95	Closed	29-Mar-12	29-Nov-12	9. National Assembly Support

Grant Number	Grant Title	Awardee	Amount Disbursed USD	Status	Start Date	End Date	Cluster Name
CDI035	Restoring governance through roundtables between authorities and civil society	Prefecture of Gbeke Region	\$2,682.50	Closed	19-Apr-12	31-Jul-12	6. Create space for citizen-government collaboration
CDI037	Supporting to the first session of the national assembly through expert advice	National Assembly	\$53,277.67	Closed	08-Apr-12	30-Sep-12	9. National Assembly Support
CDI038	Promote community dialogue through listener-supported community radio in Daloa	Radio Tchtrato Daloa	\$5,409.66	Closed	25-Apr-12	15-Jun-13	5. Increase access to credible information and education on critical issues
CDI039	Support the recovery process through women-led confidence-building activities	Association des Femmes de Toulepleu	\$15,662.90	Closed	28-Apr-12	03-Aug-12	2. Reduce violence and insecurity in communities
CDI044	Strengthening Community Dialogue in Yopougon through Support to Community Radio	Mairie de Yopougon	\$94,547.09	Closed	31-Jan-13	20-Jan-14	5. Increase access to credible information and education on critical issues
CDI051	Increase access to information through repairs to AIP Compound in Abengourou	Agence Ivoirienne de Presse	\$20,864.64	Closed	31-Oct-12	15-Oct-13	5. Increase access to credible information and education on critical issues
CDI052	Strengthening Ayame's Recovery Process through a Citizen-Government Roundtable	Mairie d Ayamé	\$45,203.41	Closed	23-Nov-12	20-Aug-13	6. Create space for citizen-government collaboration
CDI053	Increase confidence in equitable governance through dialog with Government	Mairie de Bangolo	\$6,568.36	Closed	23-Jul-12	31-Oct-12	6. Create space for citizen-government collaboration
CDI054	Support to the governance process in Bouaké through dialogue on employment	Commission Emploi de Bouaké	\$12,023.17	Closed	31-Jul-12	30-Nov-12	5. Increase access to credible information and education on critical issues
CDI057	Restoring rule of law through justice informational campaigns in Haut Sassandra	Platform for the Fight against Gender-Based Violence	\$17,558.29	Closed	06-Jun-12	28-Feb-13	5. Increase access to credible information and education on critical issues

Grant Number	Grant Title	Awardee	Amount Disbursed USD	Status	Start Date	End Date	Cluster Name
CDI058	Promoting rule of law through sensitization campaigns in region of Moyen-Comoé	FEMFECA	\$4,710.90	Closed	05-Jun-12	04-Jan-13	5. Increase access to credible information and education on critical issues
CDI059	Strengthening community through replacement of community good in Toa Zéo	Village de Toa Zéo	\$16,503.16	Closed	09-Jul-12	30-Sep-12	2. Reduce violence and insecurity in communities
CDI060	Support to the standing up of the National Assembly of Cote d'Ivoire	National Assembly	\$54,983.85	Closed	01-Jun-12	15-Sep-12	9. National Assembly Support
CDI061	Building capacity of religious leaders to support the recovery process	Association des Eglises Baptistes Evangéliques de Côte d'Ivoire	\$46,854.28	Closed	28-Sep-12	20-Sep-13	2. Reduce violence and insecurity in communities
CDI062	Support the recovery process by assessing radio stations in the former CNO Zone	Union des Radios de Proximité de la Côte d'Ivoire	\$9,579.85	Closed	06-Jun-12	30-Nov-12	5. Increase access to credible information and education on critical issues
CDI063	Enhancing rule of law through design of office space for growing judicial staff	Ministry of Justice	\$53,780.88	Closed	19-Aug-12	15-Aug-13	8. Rule of Law (RoL) Infrastructure
CDI067	Support to the MoJ Special Cell - Expert Investigator	Catherine Driguet	\$36,486.76	Closed	04-Jun-12	30-Sep-12	10. Support to the Special Cell
CDI068	Promoting enhanced governance through community-government dialogue in Abobo	Mairie d Abobo	\$8,615.60	Closed	23-Jul-12	30-Nov-12	6. Create space for citizen-government collaboration
CDI069	Support to the MoJ Special Cell - Expert Prosecutor	Charlotte Moreau	\$37,335.00	Closed	04-Jun-12	30-Sep-12	10. Support to the Special Cell
CDI071	Reconnecting the Ministry of the Interior to the Prefectoral Corps	Ministry of Interior	\$3,745.09	Closed	20-Jun-12	30-Nov-12	8. Rule of Law (RoL) Infrastructure
CDI072	Strengthening the Judiciary through purchase of a Judicial Printing Press	Ministry of Justice	\$135.81	Closed	01-Jul-12	15-Apr-13	8. Rule of Law (RoL) Infrastructure

Grant Number	Grant Title	Awardee	Amount Disbursed USD	Status	Start Date	End Date	Cluster Name
CDI077	Restoring rule of law through a justice open house in Divo	Divo Courthouse	\$1,721.38	Closed	16-Jul-12	31-Oct-12	5. Increase access to credible information and education on critical issues
CDI078	Restoring confidence in the rule of law through a court open house in Lakota	Lakota Courthouse	\$3,179.03	Closed	17-Jul-12	30-Sep-12	5. Increase access to credible information and education on critical issues
CDI079	Increasing national unity through cultural exchange among regional artists	Les dauphins du Guemon	\$2,754.67	Closed	13-Jul-12	21-Sep-12	2. Reduce violence and insecurity in communities
CDI080	Increasing security through street lights assessment & community organizing	Community of Pere Tete	\$25,598.63	Closed	03-Sep-12	15-May-13	2. Reduce violence and insecurity in communities
CDI081	Supporting recovery process by building capacity for inclusive action planning	AVICOM-CI	\$10,578.84	Closed	01-Oct-12	15-Feb-13	7. Strengthen participatory planning, budgeting, and monitoring
CDI082	Building problem-solving skills through community mapping in Divo	Jeunesse communale de Divo	\$11,330.34	Closed	26-Sep-12	31-Jan-13	2. Reduce violence and insecurity in communities
CDI085	Building Social Cohesion with Inclusive Problem-Solving on the Anonkoua Market	Association des Commerçantes du Marché d Anonkoua Kouté	\$18,326.24	Closed	21-Mar-13	20-Mar-14	2. Reduce violence and insecurity in communities
CDI086	Restoring confidence in the rule of law through a court open house in Sinfra	Sinfra Courthouse	\$1,306.52	Closed	29-Jul-12	31-Jan-13	5. Increase access to credible information and education on critical issues
CDI087	Increase access to Information through repairs to AIP Compound in Gagnoa	Agence Ivoirienne de Presse - Gagnoa	\$19,297.39	Closed	31-Oct-12	15-Oct-13	5. Increase access to credible information and education on critical issues
CDI088	Increase access to local information through repairs to AIP office in Agboville	Agence Ivoirienne de Presse - Agboville	\$18,461.33	Closed	31-Oct-12	20-Oct-13	5. Increase access to credible information and education on critical issues

Grant Number	Grant Title	Awardee	Amount Disbursed USD	Status	Start Date	End Date	Cluster Name
CDI089	Support to Strengthening the Judiciary in Bouaké	Bouaké Court of Appeal	\$44,100.10	Closed	10-Sep-12	30-Nov-12	8. Rule of Law (RoL) Infrastructure
CDI093	Support to Strengthening the Court of First Instance of Bouaké	Bouaké Court of First Instance	\$46,355.21	Closed	10-Sep-12	30-Nov-12	8. Rule of Law (RoL) Infrastructure
CDI094	Creating Opportunities For Shared Experiences Through The Arts	Les Dauphins du Guemon	\$3,983.93	Closed	31-Oct-12	15-May-13	2. Reduce violence and insecurity in communities
CDI096	Strengthening Rule of Law through Courthouse Expansion in Dabou	Court of First Instance - Section Dabou	\$384,387.02	Completed	12-Feb-13	15-Aug-14	8. Rule of Law (RoL) Infrastructure
CDI097	Strengthening Rule of Law through Courthouse Expansion in Bouaké	Bouaké Court of First Instance	\$533,679.05	Completed	12-Feb-13	20-Jun-14	8. Rule of Law (RoL) Infrastructure
CDI100	Strengthening Rule of Law through Courthouse Expansion in Dimbokro	Court of First Instance - Section Dimbokro	\$255,621.15	Cleared	15-Apr-13	15-Aug-14	8. Rule of Law (RoL) Infrastructure
CDI101	Strengthening Rule of Law through Courthouse Expansion in Bouna	Court of First Instance - Section Bouna	\$160,292.93	Cleared	26-Aug-13	15-Aug-14	8. Rule of Law (RoL) Infrastructure
CDI103	Strengthening Rule of Law through Courthouse Expansion in Sinfra	Court of First Instance - Section Sinfra	\$254,201.34	Cleared	26-Aug-13	15-Aug-14	8. Rule of Law (RoL) Infrastructure
CDI104	Strengthening Rule of Law through Courthouse Expansion in Man	Man Court of First Instance	\$64,274.07	Cleared	26-Aug-13	27-Oct-14	8. Rule of Law (RoL) Infrastructure
CDI106	Revitalizing economic activity through government-business interaction in Bouaké	Mairie de Bouaké	\$21,289.07	Closed	11-Oct-12	15-Apr-13	4. Support the resolution of instances of impunity and lack of justice
CDI107	Increasing public confidence in Bouaké through a government accountability forum	Prefecture of Gbêké Region	\$25,010.12	Closed	11-Oct-12	15-May-13	4. Support the resolution of instances of impunity and lack of justice
CDI108	Bridging community divides through the sharing of recovery strategies	Association des Femmes de Toulepleu	\$10,376.74	Closed	28-Sep-12	15-May-13	2. Reduce violence and insecurity in communities

Grant Number	Grant Title	Awardee	Amount Disbursed USD	Status	Start Date	End Date	Cluster Name
CDI109	Reducing Violent Conflict Through Training on Public Outreach and Communications	Préfet de Duékoué	\$18,888.98	Closed	31-Jan-13	25-Oct-13	2. Reduce violence and insecurity in communities
CDI110	Reducing Social Tension in Divided Communities through Information Sharing	Youth leaders of Duékoué	\$58,501.12	Closed	31-Oct-12	20-Oct-13	2. Reduce violence and insecurity in communities
CDI111	Supporting community-led problem-solving skills through youth mapping in Lakota	Jeunesse communale de Lakota	\$7,137.91	Closed	02-Oct-12	31-Jan-13	2. Reduce violence and insecurity in communities
CDI112	Strengthening social cohesion through a youth cultural festival in Abengourou	Municipality of Abengourou (Direction du Service Socio-Culturel)	\$15,210.43	Closed	19-Sep-12	31-Jan-13	2. Reduce violence and insecurity in communities
CDI113	Restoring Confidence in the Rule of Law through a Court Open House in Adzopé	Adzopé Courthouse	\$5,730.48	Closed	30-Oct-12	15-Jun-13	5. Increase access to credible information and education on critical issues
CDI114	Increasing Awareness of State Employment Services through an Open House	Region of Indenie-Djuablin	\$10,093.69	Closed	31-Dec-12	20-Aug-13	5. Increase access to credible information and education on critical issues
CDI116	Increasing the effectiveness of the National Assembly through perception surveys	National Assembly	\$73,157.41	Closed	21-Sep-12	30-Jun-13	9. National Assembly Support
CDI117	Strengthen Efficiency of the Parliament through Rehabilitation Assessment	National Assembly	\$46,117.10	Closed	28-Sep-12	15-Aug-13	9. National Assembly Support
CDI118	Strengthening Parliament Through IT Equipment Drop	National Assembly	\$49,256.57	Closed	27-Sep-12	31-Jan-13	9. National Assembly Support
CDI120	Increasing Public Confidence through an Improved Birth Registration Process	Prefecture de Bouaké	\$51,218.78	Closed	03-Dec-12	15-Jun-13	1. Clarify and support implementation of laws and rights

Grant Number	Grant Title	Awardee	Amount Disbursed USD	Status	Start Date	End Date	Cluster Name
CDI121	Improving Public Confidence in Séguéla through Problem-Solving Workshops	Municipalité de Séguéla	\$22,326.35	Closed	30-Oct-12	18-Mar-13	1. Clarify and support implementation of laws and rights
CDI122	Increasing Dialogue through Civil Society Training and Town Hall Meeting	Mairie de Bolequin	\$36,650.24	Closed	31-Jan-13	15-Aug-13	6. Create space for citizen-government collaboration
CDI123	Increasing access to credible information through community radio in Bloléquin	Fédération des Jeunesses de Bloléquin	\$17,106.97	Closed	27-Feb-13	20-Aug-13	5. Increase access to credible information and education on critical issues
CDI126	Strengthening National Assembly Work Planning for the Second Session	National Assembly	\$10,518.63	Closed	27-Sep-12	20-Nov-12	9. National Assembly Support
CDI130	Restoring Confidence in Public Education through an Anti-Corruption Mechanism	Bouaké Ministry of Education Regional Office (DREN 1)	\$25,173.11	Closed	30-Oct-12	15-Sep-13	1. Clarify and support implementation of laws and rights
CDI131	Increase Public Confidence in Bouaké through Improved Waste Management	Coordination Générale des Comites d'Assainissement de Bouaké (CGCAB)	\$19,279.70	Closed	05-Nov-12	15-Jun-13	1. Clarify and support implementation of laws and rights
CDI132	Enhancing Political Stability through Community Dialog in Sakassou	Prefecture of Sakassou	\$30,777.52	Closed	11-Nov-12	15-May-13	2. Reduce violence and insecurity in communities
CDI133	Facilitating Community Rebuilding in Toa Zéo by Purchasing Sound System	Village de Toa Zéo	\$8,115.90	Closed	31-Oct-12	15-Apr-13	2. Reduce violence and insecurity in communities
CDI134	Enhancing governance process through support to the Abobo Sanitation Commission	Mairie d'Abobo	\$21,462.55	Closed	28-Nov-12	20-Nov-13	6. Create space for citizen-government collaboration
CDI135	National Assembly Commission Strengthening Through Legal Expertise	National Assembly	\$5,682.16	Closed	16-Nov-12	28-Feb-13	9. National Assembly Support

Grant Number	Grant Title	Awardee	Amount Disbursed USD	Status	Start Date	End Date	Cluster Name
CDI136	Introduction of communications system for Members of the National Assembly	National Assembly	\$75,437.36	Closed	20-Nov-12	20-Nov-13	9. National Assembly Support
CDI137	Increase Stability in the Guémon Region by Strengthening Ties among Chiefs	Chiefdom of Guémon Region	\$9,869.35	Closed	20-Nov-12	28-Feb-13	2. Reduce violence and insecurity in communities
CDI138	Strengthening the governance process in Duékoué through resident registration	City of Duékoué	\$73,577.63	Closed	30-Apr-13	20-Feb-14	1. Clarify and support implementation of laws and rights
CDI139	Restoring peace in Sakassou through Joint Baoulé/ Malinké Activities	Sous-prefecture de Sakassou	\$64,510.67	Closed	31-Dec-12	20-Dec-13	2. Reduce violence and insecurity in communities
CDI140	Improving Engagement between Local Authorities and Communities in Bouaké	Prefecture de Bouaké	\$54,151.14	Closed	28-Jan-13	15-Oct-13	6. Create space for citizen-government collaboration
CDI141	Preventing Election Violence by Building Resistance to Political Manipulation	Centre Culturel Jacques Aka de Bouaké	\$62,572.17	Closed	03-Dec-12	15-Jun-13	2. Reduce violence and insecurity in communities
CDI142	Improving Governance in Korhogo Through a Government Accountability Forum	Prefecture of Korhogo	\$47,106.31	Closed	28-Jan-13	20-Jul-13	6. Create space for citizen-government collaboration
CDI143	Restoring Engagement between Local Authorities and Communities in Korhogo	Prefecture of Korhogo	\$49,762.12	Closed	28-Jan-13	15-Oct-13	6. Create space for citizen-government collaboration
CDI144	Reducing Corruption in Public Education in Korhogo	Korhogo Ministry of Education Regional Office	\$32,743.51	Closed	14-Jan-13	15-Oct-13	1. Clarify and support implementation of laws and rights
CDI145	Improving Engagement between Local Authorities and Communities in Sakassou	Prefecture of Sakassou	\$40,925.15	Closed	28-Jan-13	15-Oct-13	6. Create space for citizen-government collaboration

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CDI146	Enhancing Governance by Supporting Abobo Commission on Women's Participation	Mairie d Abobo	\$9,362.86	Closed	31-Dec-12	30-Nov-13	6. Create space for citizen-government collaboration
CDI147	Enhancing Governance by Supporting the Abobo Commission on Insecurity	Mairie d Abobo	\$9,905.42	Closed	27-Dec-12	30-Nov-13	6. Create space for citizen-government collaboration
CDI148	Enhancing Governance by Supporting the Abobo Commission on Health Practices	Mairie d Abobo	\$7,916.41	Closed	27-Dec-12	30-Nov-13	6. Create space for citizen-government collaboration
CDI149	Strengthening the Capacity of the National Assembly through a Logistics STTA	National Assembly	\$6,542.67	Closed	31-Dec-12	20-Jul-13	9. National Assembly Support
CDI150	Preparing for Local Elections through Training of Communal Secretary Generals	Direction Générale de la Décentralisation et Développement Local	\$25,086.47	Closed	31-Dec-12	20-Jul-13	1. Clarify and support implementation of laws and rights
CDI151	Rehabilitating Ministry of Justice Facilities through a Consultant Engineer	Marco Hrescak	\$89,941.17	Closed	31-Jan-13	20-Nov-13	8. Rule of Law (RoL) Infrastructure
CDI154	Enhancing Governance by Supporting the Abobo Commission on High Cost of Living	Mairie d Abobo	\$22,935.51	Closed	24-Jan-13	20-Nov-13	6. Create space for citizen-government collaboration
CDI155	Enhancing Governance by Removing Barriers to School Enrollment in Abobo	Mairie d Abobo	\$25,917.52	Closed	06-May-13	20-Mar-14	6. Create space for citizen-government collaboration
CDI156	Reducing Election Violence in Bloléquin by Monitoring Candidates Code of Conduct	Fédération des Jeunesses de Bloléquin	\$23,237.82	Closed	19-Mar-13	20-Aug-13	2. Reduce violence and insecurity in communities
CDI157	Reducing Election Violence in Abobo by Monitoring Candidates Code of Conduct	Comités de Développement Communautaire d Abobo	\$27,127.75	Closed	25-Mar-13	20-Aug-13	2. Reduce violence and insecurity in communities

Grant Number	Grant Title	Awardee	Amount Disbursed USD	Status	Start Date	End Date	Cluster Name
CDI158	Supporting Parliament through the Rehabilitation of the Speaker's Office	National Assembly	\$208,504.36	Closed	28-Feb-13	20-Jun-14	9. National Assembly Support
CDI159	Promoting enhanced governance through youth empowerment in Bouaké	Alliance des Jeunes pour la Paix (AJP)	\$51,619.95	Closed	19-Mar-13	20-Oct-13	1. Clarify and support implementation of laws and rights
CDI160	Restoring public confidence through administrators' capacity building in Korhogo	Direction Générale de l'Administration du Territoire - DGAT	\$52,323.63	Closed	04-Mar-13	15-Oct-13	1. Clarify and support implementation of laws and rights
CDI161	Restoring public confidence through administrators' capacity building in Bouaké	Direction Générale de l'Administration du Territoire - DGAT	\$47,782.90	Closed	04-Mar-13	15-Oct-13	1. Clarify and support implementation of laws and rights
CDI162	Revitalizing Economic Activity through Govt-Business Interaction in Korhogo	Prefecture of Korhogo	\$24,382.07	Closed	25-Mar-13	30-Sep-13	4. Support the resolution of instances of impunity and lack of justice
CDI163	Restoring Confidence in Public Education via an AntiCorruption Mechanism in Divo	DREN de Divo	\$32,198.98	Closed	19-Mar-13	15-Oct-13	4. Support the resolution of instances of impunity and lack of justice
CDI164	Increasing Public Confidence by Improving the Birth Registry Process in Korhogo	Prefecture of Korhogo	\$47,386.42	Closed	19-Mar-13	29-Jul-13	1. Clarify and support implementation of laws and rights
CDI165	Improving Bouaké's local economy by empowering transporters' associations	Transportation Issues Monitoring Committee	\$71,425.18	Closed	19-Apr-13	20-Oct-13	4. Support the resolution of instances of impunity and lack of justice
CDI166	Preventing Electoral Violence in Abengourou Through Awareness Raising Campaigns	FEMFECA	\$25,475.44	Closed	29-Mar-13	20-Aug-13	2. Reduce violence and insecurity in communities
CDI167	Improving access to secure economic space through governance in Bouaké	Regional Department of the Environment, Sanitation & Sustainable Devt	\$36,021.36	Closed	19-Mar-13	15-Oct-13	3. Clarify and support implementation of policy, laws, regulations and issues pertaining to land tenure

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CDI168	Strengthening Reconciliation Efforts Through Truth Commission Workshops	Dialogue Truth and Reconciliation Commission (CDVR)	\$19,846.36	Closed	12-Apr-13	15-Jul-13	2. Reduce violence and insecurity in communities
CDI169	Increasing Community Cohesion Through Peace-building Training in Bangolo	Social cohesion commission of Bangolo	\$10,718.94	Closed	30-Apr-13	15-Aug-13	2. Reduce violence and insecurity in communities
CDI171	Improving Public Confidence in Korhogo through Better Waste Management	General Coordination of Sanitation Committees of Korhogo (CGCAK)	\$46,741.59	Closed	06-May-13	20-Nov-13	1. Clarify and support implementation of laws and rights
CDI172	Improving local government and transporters relationships in Korhogo	Regional Direction of Transport - Korhogo	\$26,049.91	Closed	30-Apr-13	18-Oct-13	4. Support the resolution of instances of impunity and lack of justice
CDI173	Mitigating conflict through inter-community dialogue in Korhogo	Animation Rurale de Korhogo (ARK)	\$36,152.54	Closed	06-May-13	20-Oct-13	2. Reduce violence and insecurity in communities
CDI174	Improving Bouaké's local economy through empowering vendors' associations	Chambre de Commerce et Industrie de Bouaké	\$99,364.22	Completed	05-May-13	20-May-14	4. Support the resolution of instances of impunity and lack of justice
CDI175	Improving Public Confidence in Bouaké through Birth Registration	Prefecture de Bouaké	\$78,228.56	Closed	05-May-13	20-Nov-13	1. Clarify and support implementation of laws and rights
CDI176	Increasing Community-Level Security in Bangolo through Advocacy Training	Mairie de Bangolo	\$16,107.29	Closed	30-Apr-13	20-Jan-14	2. Reduce violence and insecurity in communities
CDI177	Strengthening the Rule of Law Through a Legal Consultant on Prosecution	Josée d Aoust	\$85,496.60	Closed	13-May-13	20-Dec-13	10. Support to the Special Cell
CDI178	Strengthening Rule of Law Through a Registry Expert to the Special Cell	Sabrina Fofana	\$32,830.70	Closed	21-May-13	15-Oct-13	10. Support to the Special Cell

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CDI179	Strengthening Rule of Law through a Witness Protection Expert to the CSE & DTRC	Solange-Sylvie Lihon BECKY-KAKOU	\$89,046.07	Closed	13-Jun-13	20-Feb-14	10. Support to the Special Cell
CDI180	Ensuring Quality of Rule of Law Infrastructure through a Control Company	Ministry of Justice	\$53,478.11	Closed	16-May-13	20-Apr-14	8. Rule of Law (RoL) Infrastructure
CDI182	Improving Governance through the Transfer of Power and Information Sharing	Direction Générale de la Décentralisation et Développement Local-DGDDL	\$27,288.02	Closed	27-May-13	20-Feb-14	7. Strengthen participatory planning, budgeting, and monitoring
CDI184	Supporting the Building of Relations through a Public Cultural Event	Marie de Duékoué	\$10,258.59	Closed	12-Jun-13	15-Aug-13	2. Reduce violence and insecurity in communities
CDI186	Enhancing Political Stability through Community Dialogue in Divo	Plate Forme de la Société Civile - Divo	\$73,837.58	Closed	22-Jul-13	20-Apr-14	2. Reduce violence and insecurity in communities
CDI187	Enhancing Political Stability through Community Dialogue in Bouaké	Préfecture de Bouaké	\$65,351.31	Closed	22-Jul-13	20-Apr-14	2. Reduce violence and insecurity in communities
CDI188	Restoring public confidence in the judiciary in Divo through a dialogue forum	Court of First Instance - Section Divo	\$40,368.01	Closed	22-Jul-13	20-Mar-14	5. Increase access to credible information and education on critical issues
CDI189	Empowering civil society for improved governance in Bouaké	Bouaké Civil Society Platform	\$64,381.12	Closed	28-Oct-13	21-Mar-14	7. Strengthen participatory planning, budgeting, and monitoring
CDI191	Support for Urgent Budgeting Needs through DGDDL-led Training Workshops	Direction Générale de la Décentralisation et Développement Local	\$111,416.32	Closed	24-Jul-13	20-Oct-13	7. Strengthen participatory planning, budgeting, and monitoring
CDI192	Strengthening stability in Divo through improved birth registration services	Prefecture de Divo	\$120,275.62	Cleared	10-Feb-14	11-Jul-14	1. Clarify and support implementation of laws and rights

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CDI193	Improving security in Abobo by strengthening local transporters' associations	Ministry of Transport	\$38,285.81	Completed	15-Jan-14	20-Jun-14	4. Support the resolution of instances of impunity and lack of justice
CDI194	Preventing instability in Abidjan through photo exhibitions	UNPICI	\$45,535.26	Closed	20-Jan-14	20-Jun-14	2. Reduce violence and insecurity in communities
CDI195	Improving Security in Abobo by Strengthening Local Trader Associations	Coordination des Associations et Syndicats de Commerçants d Abobo	\$40,251.92	Completed	10-Feb-14	30-Apr-14	2. Reduce violence and insecurity in communities
CDI195	Improving Security in Abobo by Strengthening Local Trader Associations	Coordination des Associations et Syndicats de Commerçants d Abobo	\$40,251.92	Completed	10-Feb-14	30-Apr-14	4. Support the resolution of instances of impunity and lack of justice
CDI196	Building Confidence in the Recovery in Yopougon through a Town Hall Meeting	Yopougon Town Hall Coordinating Committee	\$63,434.50	Closed	22-Jul-13	20-Dec-13	6. Create space for citizen-government collaboration
CDI198	Training of Trainers for Participatory Governance Capacity Building	Direction Générale de la Décentralisation et Développement Local-DGDDL	\$180,303.22	Closed	09-Sep-13	20-Jan-14	7. Strengthen participatory planning, budgeting, and monitoring
CDI200	Empowering Civil Society for Improved Governance in Abobo	Abobo Civil Society Platform	\$44,346.68	Closed	28-Oct-13	20-Feb-14	7. Strengthen participatory planning, budgeting, and monitoring
CDI204	Empowering Civil Society for Improved Governance in Divo	Plate-forme Société Civile Divo	\$52,496.41	Closed	28-Oct-13	20-Feb-14	7. Strengthen participatory planning, budgeting, and monitoring
CDI205	Empowering Civil Society for Improved Governance in Duékoué	Duékoué Civil Society Platform	\$39,933.21	Closed	28-Oct-13	21-Mar-14	7. Strengthen participatory planning, budgeting, and monitoring
CDI206	Empowering civil society for improved governance in Korhogo	Korhogo Civil Society Platform	\$54,460.41	Closed	21-Oct-13	21-Mar-14	7. Strengthen participatory planning, budgeting, and monitoring

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CDI209	Empowering Civil Society Organizations for Improved Governance in Yopougon	Yopougon Civil Society Platform	\$54,381.74	Closed	29-Oct-13	20-Feb-14	7. Strengthen participatory planning, budgeting, and monitoring
CDI215	Local Government Capacity-Building for Improved Governance in Bouaké	Mairie de Bouaké	\$47,108.21	Closed	29-Oct-13	21-Mar-14	7. Strengthen participatory planning, budgeting, and monitoring
CDI216	Local government capacity building for improved governance in Divo	Mairie de Divo	\$33,137.94	Closed	28-Oct-13	20-Feb-14	7. Strengthen participatory planning, budgeting, and monitoring
CDI217	Local Government Capacity-Building for Improved Governance in Duékoué	Mairie de Duékoué	\$32,249.69	Closed	29-Oct-13	21-Mar-14	7. Strengthen participatory planning, budgeting, and monitoring
CDI218	Local Government Capacity-Building for Improved Governance in Korhogo	Mairie de Korhogo	\$57,828.67	Closed	28-Oct-13	21-Mar-14	7. Strengthen participatory planning, budgeting, and monitoring
CDI221	Local Government Capacity-Building for Improved Governance in Yopougon	Mairie de Yopougon	\$23,894.36	Closed	29-Oct-13	20-Feb-14	7. Strengthen participatory planning, budgeting, and monitoring
CDI227	Improving Accountability through a Social Audit in Bouaké	Mairie de Bouaké	\$67,063.55	Completed	13-Jan-14	20-Jun-14	7. Strengthen participatory planning, budgeting, and monitoring
CDI228	Improving Accountability through a Social Audit in Divo	Mairie de Divo	\$45,590.93	Cleared	13-Jan-14	21-Jun-14	7. Strengthen participatory planning, budgeting, and monitoring
CDI229	Improving Accountability through a Social Audit in Duékoué	Mairie de Duekoué	\$49,762.81	Completed	06-Jan-14	20-Jun-14	7. Strengthen participatory planning, budgeting, and monitoring
CDI230	Improving Accountability through a Social Audit in Korhogo	Mairie de Korhogo	\$73,270.54	Completed	13-Jan-14	20-Jun-14	7. Strengthen participatory planning, budgeting, and monitoring

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CDI233	Improving Accountability through a Social Audit in Yopougon	Mairie de Yopougon	\$88,411.54	Completed	13-Jan-14	21-Jun-14	7. Strengthen participatory planning, budgeting, and monitoring
CDI239	Current Affairs Radio Program Production to Enhance Citizen-Government Exchange	Radio Media Plus	\$68,751.09	Closed	07-Oct-13	20-May-14	5. Increase access to credible information and education on critical issues
CDI251	Fighting Impunity by Empowering Private Sector Associations	Chambre de Commerce et Industrie de Cote d'Ivoire	\$10,212.05	Completed	09-Apr-14	20-Jun-14	4. Support the resolution of instances of impunity and lack of justice
CDI252	Fighting Impunity in Duékoué by Empowering Community Leaders in Duékoué	Femmes Leaders de Duékoué	\$38,941.40	Completed	01-Apr-14	01-Jun-14	4. Support the resolution of instances of impunity and lack of justice
CDI254	Fighting Impunity in Korhogo through Public Town Hall Meetings	Plate-forme Société Civile Korhogo	\$15,690.81	Completed	12-Mar-14	15-Jun-14	4. Support the resolution of instances of impunity and lack of justice
CDI258	Promoting Peaceful Political Discourse via Films of Secondary School Debates	Center for the Promotion of Human Rights and Development in Africa	\$28,339.46	Cleared	27-Sep-13	15-Jun-14	2. Reduce violence and insecurity in communities
CDI259	Enhancing Governance Process through Support to the Abobo Roads Commission	Mairie d'Abobo	\$13,541.72	Closed	09-Sep-13	20-Feb-14	6. Create space for citizen-government collaboration
CDI260	Ensuring Quality of Rule of Law Infrastructure through a Control Company	Ministry of Justice	\$45,521.19	Cleared	02-Sep-13	15-Aug-14	8. Rule of Law (RoL) Infrastructure
CDI261	Supporting Parliament through the Furnishing of the Speaker's Offices	National Assembly	\$50,800.76	Closed	02-Sep-13	20-May-14	9. National Assembly Support
CDI262	Financial Empowerment of the Women of Abobo by Government-Citizen Collaboration	Mairie d'Abobo	\$24,859.86	Closed	09-Sep-13	20-Mar-14	6. Create space for citizen-government collaboration

Grant Number	Grant Title	Awardee	Amount Disbursed USD	Status	Start Date	End Date	Cluster Name
CDI263	Tackling Overcrowded Sidewalks: Abobo Citizens and Government Work Together	Mairie d Abobo	\$23,499.27	Closed	19-Sep-13	20-Mar-14	6. Create space for citizen-government collaboration
CDI264	Building Capacity for Improved Transparency and Accountability	Direction Générale de la Décentralisation et Développement Local-DGDDL	\$117,332.09	Closed	09-Sep-13	20-Jan-14	7. Strengthen participatory planning, budgeting, and monitoring
CDI265	Increasing Access of Bouaké Residents to Birth Registration Services	Prefecture de Bouaké	\$119,927.55	Completed	02-Jan-14	30-May-14	1. Clarify and support implementation of laws and rights
CDI267	Contributing to Electoral Reform through Civil Society Advocacy	Coalition de la société civile pour la reforme électorale	\$12,281.22	Closed	30-Oct-13	20-Apr-14	1. Clarify and support implementation of laws and rights
CDI269	Improving governance in Duékoué through city hall repairs	Mairie de Duékoué	\$69,321.71	Completed	24-Oct-13	20-Jul-14	6. Create space for citizen-government collaboration
CDI272	Supporting the End of Impunity on Public Lands Acquisition in Bouaké	Comité de Suivi sur la Gestion du Domaine Public à Bouaké	\$57,983.05	Cleared	01-Oct-13	10-Jun-14	3. Clarify and support implementation of policy, laws, regulations and issues pertaining to land tenure
CDI273	Reducing Tensions Surrounding the Management of Radio Bloléquin	Prefecture de Bloléquin	\$30,555.35	Closed	31-Oct-13	20-Mar-14	2. Reduce violence and insecurity in communities
CDI274	Creating Space for Participative Governance in Bouaké	Mairie de Bouaké	\$66,427.42	Completed	24-Oct-13	20-May-14	6. Create space for citizen-government collaboration
CDI275	Improving Efficiency of School Corruption Reporting Hotlines	Bouaké Ministry of Education Regional Office (DRENET 1)	\$45,414.45	Completed	25-Nov-13	20-May-14	1. Clarify and support implementation of laws and rights
CDI276	Technical Oversight of the Rehabilitation of Ministry of Justice Facilities	Rommel ABELLARD	\$64,337.11	Closed	30-Sep-13	30-Apr-14	8. Rule of Law (RoL) Infrastructure

Grant Number	Grant Title	Awardee	Amount Disbursed USD	Status	Start Date	End Date	Cluster Name
CDI277	Enhancing Intercommunity Dialogue in Divo Through Cultural Center Rehabilitation	Mairie de Divo	\$83,702.70	Cleared	25-Nov-13	10-Jul-14	6. Create space for citizen-government collaboration
CDI278	Empowering Youth in Abobo to Tackle Insecurity through Sports	Mairie d Abobo	\$46,674.51	Closed	31-Oct-13	31-Mar-14	2. Reduce violence and insecurity in communities
CDI280	Reinforcing Access to Civil Records Through Rehabilitation of Infrastructure	Mairie de Yopougon	\$69,644.66	Cleared	29-Nov-13	11-Jul-14	1. Clarify and support implementation of laws and rights
CDI281	Reducing tensions in Yopougon through improved civil registration services	Mairie de Yopougon	\$49,941.05	Cleared	07-Jan-14	14-Jul-14	1. Clarify and support implementation of laws and rights
CDI284	Strengthening Rule of Law by Equipping Bouaké Courthouse Offices	Bouaké Court of First Instance	\$89,785.68	Completed	18-Nov-13	20-May-14	Rule of Law (RoL) Infrastructure
CDI285	Fighting Impunity in Korhogo by Empowering Vendors' Associations	Delegation Regionale de la Chambre de Commerce et d'Industrie/Korhogo	\$42,988.01	Closed	18-Nov-13	20-Feb-14	4. Support the resolution of instances of impunity and lack of justice
CDI286	Restoring Peace through Joint Baoulé / Malinké Activities in Bouaké	Alliance des Jeunes pour la Paix (AJP)	\$26,058.82	Cleared	14-Apr-14	20-Jun-14	2. Reduce violence and insecurity in communities
CDI289	Increasing Korhogo Resident Access to Birth Registration Services	Préfecture de Korhogo	\$127,234.73	Completed	02-Dec-13	30-May-14	1. Clarify and support implementation of laws and rights
CDI290	Improving Security in Abobo by Creating Sport Opportunities for Youth	Mairie d Abobo	\$100,156.57	Cleared	16-Dec-13	18-Jul-14	2. Reduce violence and insecurity in communities
CDI291	Rehabilitating Yopougon Facilities to Increase Citizen-Government Engagement	Mairie de Yopougon	\$69,862.99	Cleared	02-Dec-13	11-Jul-14	6. Create space for citizen-government collaboration

Grant Number	Grant Title	Awardee	Amount Disbursed USD	Status	Start Date	End Date	Cluster Name
CDI292	Strengthening Rule of Law by Equipping Dabou Courthouse Offices	Court of First Instance - Section Dabou	\$19,397.26	Cleared	18-Nov-13	15-Jul-14	8. Rule of Law (RoL) Infrastructure
CDI293	Strengthening Rule of Law by Equipping Dimbokro Courthouse Offices	Court of First Instance - Section Dimbokro	\$17,318.56	Completed	18-Nov-13	20-Jun-14	8. Rule of Law (RoL) Infrastructure
CDI294	Using community-led solutions to solve land conflicts in Fengolo	Sous-Prefecture de Duékoué	\$81,176.89	Completed	13-Jan-14	31-May-14	3. Clarify and support implementation of policy, laws, regulations and issues pertaining to land tenure
CDI295	Mobilizing motorcycle taxis against insecurity in Bouaké	Bouaké Motorcycle Taxi Association	\$87,980.32	Cleared	06-Jan-14	20-Jun-14	2. Reduce violence and insecurity in communities
CDI295	Mobilizing motorcycle taxis against insecurity in Bouaké	Bouaké Motorcycle Taxi Association	\$87,980.32	Cleared	06-Jan-14	20-Jun-14	4. Support the resolution of instances of impunity and lack of justice
CDI296	Improving the Korhogo Local Economy by Empowering Transporters' Associations	Korhogo Transportation Issues Monitoring Committee	\$54,541.67	Closed	16-Dec-13	18-Apr-14	4. Support the resolution of instances of impunity and lack of justice
CDI298	Strengthening Rule of Law by Equipping Sinfra Courthouse Offices	Bouaké Court of First Instance - Section Sinfra	\$11,321.78	Cleared	18-Apr-14	20-Jul-14	8. Rule of Law (RoL) Infrastructure
CDI299	Strengthening Rule of Law by equipping the Bouna courthouse	Abengourou Court of First Instance - Section Bouna		Cleared	02-Jun-14	15-Aug-14	8. Rule of Law (RoL) Infrastructure
CDI300	Reducing the Prevalence of Impunity in Public Procurement in Bouaké	Direction Regionale des Marchés Publics du Bandama	\$42,254.21	Completed	07-Mar-14	15-Jun-14	4. Support the resolution of instances of impunity and lack of justice
CDI301	Reducing the Prevalence of Impunity in Public Procurement in Korhogo	Direction Régionale des Marchés Publics des Savanes	\$43,138.23	Completed	07-Mar-14	15-Jun-14	4. Support the resolution of instances of impunity and lack of justice

Grant Number	Grant Title	Awardee	Amount Disbursed USD	Status	Start Date	End Date	Cluster Name
CDI302	Supporting the End of Impunity on Illegal Public Land Acquisition in Korhogo	Préfecture de Korhogo	\$60,160.07	Completed	04-Feb-14	20-Jun-14	3. Clarify and support implementation of policy, laws, regulations and issues pertaining to land tenure
CDI303	Supporting the End of Impunity on Illegal Public Land Acquisition in Duekoué	Préfecture de Duekoué	\$42,309.17	Completed	10-Feb-14	26-May-14	4. Support the resolution of instances of impunity and lack of justice
CDI304	Fighting Impunity in Bouaké by Empowering Artisans' Associations	Chambre Regionale des Metiers de la Vallée du Bandama	\$61,566.64	Completed	19-Mar-14	06-Jun-14	4. Support the resolution of instances of impunity and lack of justice
CDI305	Increasing access to citizen's rights through birth registration nationwide	UVICOCI	\$178.04	Cleared	19-May-14	04-Jul-14	1. Clarify and support implementation of laws and rights
CDI306	Restoring Public Confidence in the Ivoirian Judiciary Sector	Direction des Affaires Civiles et Penales (DCAP)	\$6,431.58	Cleared	17-Mar-14	11-Jul-14	1. Clarify and support implementation of laws and rights
CDI307	Technical Oversight of the Expansion of Ministry of Justice Facilities	Alison McKelvie	\$10,151.53	Cleared	21-Mar-14	18-Jul-14	8. Rule of Law (RoL) Infrastructure
CDI308	Preventing instability through a travelling photo exhibition	UNPICI	\$5,597.91	Completed	12-May-14	02-Jun-14	5. Increase access to credible information and education on critical issues
CDI309	Reducing tensions in Sakassou through the establishment of a community radio	Mairie de Sakassou		Cleared	31-May-14	20-Jul-14	5. Increase access to credible information and education on critical issues
CDI310	Technical Oversight of the Expansion of Man Tribunal	Jean Marc Kouadio		Cleared	01-Aug-14	24-Oct-14	8. Rule of Law (RoL) Infrastructure
CDI311	Ensuring Quality of Man Tribunal Expansion through a Control Company	Ministry of Justice		Cleared	07-Jul-14	24-Oct-14	8. Rule of Law (RoL) Infrastructure

ANNEX VI: INTERVIEW LIST

N°	Name	Affiliation	Location
1	Mme Diarra née Diabaté Massandjé	Association des femmes de Bouaké	Divo
2	Mme Samaké née Doumbia Rokia	Association des femmes de Bouaké	Divo
3	Chérif Mariam	Association des femmes de Bouaké	Divo
4	Yohou Guy Raoul	AECOM Grant Specialist	Bouaké
5	Timité Mariam	AECOM Grant Specialist	Bouaké
6	Tiégnon Tadé Raymond	AECOM Grant Specialist	Bouaké
7	Coulibaly Inza	Transporter	Korhogo
8	Yéo Vamara	Transporter	Korhogo
9	Coulibaly Ahoua	Secretary, transporter union	Korhogo
10	Koné Lassina	Transporter	Korhogo
11	Dossou Isidore	SG SNTMVCI	Korhogo
12	Soro Issa	SNTMVCI	Korhogo
13	Catherine Etchai	CGCAB (waste mgmt co)	Bouaké
14	Konaté Mobio	CGCAB (waste mgmt co)	Bouaké
15	Bangaly Sylla	CGCAB (waste mgmt co)	Bouaké
16	N'dri Jean Louis	CGCAB (waste mgmt co)	Bouaké
17	Kouamé K. Désiré	CGCAB (waste mgmt co)	Bouaké
18	Emmanuel Kouassi	AECOM PDO	Bouaké
19	Félix Youl	AECOM PDO	Bouaké
20	Soro Sona	Trader / Chamber of Commerce	Korhogo
21	Yéo Piébé	Secrétaire Général FENACCI (traders' union)	Korhogo
22	Silué Fatoumata	Chamber of Commerce	Korhogo
23	Coulibaly Seydou	Trader /Chamber of Commerce	Korhogo
24	Sorho Valérie Tiépé	Directrice ARK organization	Korhogo
25	Coulibaly Lassina	Président UF Banaforo	Korhogo
26	Coulibaly Kafana Emmanuel	ARK Société civile	Korhogo
27	Coulibaly Mourlaye	AJAO	Korhogo
28	Kouadio Konan	FOSCAO-CI	Abobo
29	Fofana Mamadou	WANEPCI	Abobo
30	Bamba Sindou	RAIDH	Abobo
31	Attah Akua Claude Olga	Municipality	Djébonoua
32	Bongoua Valentin	Municipality	Djébonoua
33	Aka Kouamé Noel	Municipality	Djébonoua
34	Assi Yapi Patrice	Municipality	Djébonoua
35	Kouamé Kouadio Eugène	None	Djébonoua
36	Dié Gonzan Hedwugues	Mayor's chief of Staff	Divo
37	Comoé Patrice	S G Mairie	Divo
38	Dago Gnabo Basile	1er Adjoint au Maire	Divo
39	N'guessan Hippolyte	Chef service Socio-culture de la Mairie	Divo
40	Ossiri Serge Modeste	SG civil society platform	Divo
41	Kregbé Alphonse	Deputy Coordinator Civil society platform	Divo

N°	Name	Affiliation	Location
42	Yoro Isidore Lohoreri	Coordinator Civil society platform	Divo
43	Wablé BI D. Paulin	Président comité DRENET	Divo
44	Koffi Koffi	Membre du comité DRENET	Divo
45	Beugré A. Yannick	S G du comité DRENET	Divo
46	Koffi Konan Mathieu	Président / Plateforme des organisations de la société civile (POSCA)	Abobo
47	Djida Koffi Flavien	Membre POSCA/	Abobo
48	Koné Soungalo	Président CM3	Abobo
49	Konan Diby Delphine J.	Rapporteur Membre POSCA	Abobo
50	Koné Aboudramane	Président communication	Abobo
51	Diakaridia Traoré	Président, membre POSCA	Abobo
52	Soro Bakary	S G POSCA	Abobo
53	Sangaré Bamory	SG OPCCB (Transporters)	Bouaké
54	Dao Bakary	Chauffeur (Transporters)	Bouaké
55	Sacko Oumar	Président UPTCB (Transporters)	Bouaké
56	Aboudramane Souma	Président Taxi- Moto (Transporters)	Bouaké
57	N'goran Jules Ferry	AECOM Grant Specialist	Bouaké
58	Kadio T. Aimée Patricia	AECOM Grant Specialist	Bouaké
59	Hamet Marie Laure	AECOM Grant Specialist	Bouaké
60	Timité Bema Assiekou	AECOM Grant Specialist	Bouaké
61	Dosso Aboudramane Lamé	Alliance de jeune pour la paix Bouaké(AJB)/ Directeur de cabinet CYB	Bouaké
62	Fanny Brahima	Président /RJR	Bouaké
63	Mabaté Haoodoo	Responsable recherche et développement	Bouaké
64	Kouamé Charles	Président /AJB	Bouaké
65	Kanga François	Président /JPDCI	Bouaké
66	Zéhia Zido Bertin	Chef du service Multimédia	Bouaké
67	Assoua Sassou André R.	AECOM Grants Specialist	Bouaké
68	Diaby Bamba	AECOM PDO	Abidjan
69	Bohi Ho Mathias	AECOM PDO	Abidjan
70	Kamaté Mariam	AECOM Grant specialist	Abidjan
71	Kprie Kouamé Germain	CITI/PDO	Abidjan
72	Touré Youssouf	CITI/PDO	Abidjan
73	Hamadou Bamba	2è adjoint au Maire	Bouaké
74	Abdrmane T. Miéro	Directeur de Cabinet	Bouaké
75	Lagouth D. Ruffin	SG de Mairie	Bouaké
76	Seh Bi Toa Emile	Chef de centre de Niangon/ Bureau de l'Etat civil	Yopougon
77	Diarrassouba Diakaridia	Bureau de l'Etat civil	Yopougon
78	Koné Mahomed	Bureau de l'Etat civil	Yopougon
79	Ouattara Nabintou née Diaby	Société Civile	Yopougon
80	Yoboué Rolande	Société Civile	Yopougon
81	Doufo B Fabrice	S.O./Plateformes des Jeunes	Duekoué

N°	Name	Affiliation	Location
83	Guela Renaud	S.M./ Plateformes des Jeunes	Duekoué
84	Sylla Vazoumana	Président/Plateformes des Jeunes	Duekoué
85	Konaté Abdoulaye	Plateformes des Jeunes	Duekoué
86	Arthur Gui Kan	Plateformes des Jeunes	Duekoué
87	Camara Drissa	Plateformes des Jeunes	Duekoué
89	Kelifala kalo	Adjoint au Maire	Duekoué
90	Aka A. Simon Pierre	C S A	Duekoué
91	Lehekpahé Eugène	Chef état civil	Duekoué
92	Doumbia Momboyé	Informaticien	Duekoué
93	Diakaridia Traoré	Commission 10 occupation anarchique	Abobo
94	Koné Sungalo	Commission sécurité	Abobo
95	Coulibaly Abdoulaye	Commission Assainissement Salubrité	Abobo
96	Dao Sourou	Commission 3 sécurité	Abobo
97	Sangaré Ladji	Radio Yopougon	Yopougon
98	Diomandé Inza	Directeur radio	Yopougon
99	Kamenan Edia René	ONG HANDI- ESPOIR	Cocody (Angré)
100	Traoré Siaka	ONG HANDI- ESPOIR	Cocody (Angré)
101	Kaboré Dramane	ONG HANDI- ESPOIR	Cocody (Angré)
102	Doumbia Ramata	ONG HANDI- ESPOIR	Cocody (Angré)
103	Koné Aboudramane	Plateforme des associations de commerçants d'Abobo (PACA)	Abobo
104	Diakaridia Traoré	PACA	Abobo
105	Amah Justine	PACA	Abobo
106	Touré Salimata	PACA	Abobo
107	Sarr épouse Bakassa Traoré	PACA	Abobo
108	Sanogo Souleymane	ADDC	Abobo
109	Coulibaly Mamadou	ADDC	Abobo
110	Doumbia Abou	S G ADDC	Abobo
111	Anougré Nicole	Société Civile	Yopougon/Niangon
112	Rev. Coulibaly Géorges	Société Civile	Yopougon/Niangon
113	Apotre Diago J B F	Société Civile	Yopougon/Antenne
114	Traoré Lacina	Société Civile	Yopougon /Wassakara
115	N'dri Aya Colette	Société Civile	Yopougon /Niangon Sud
116	Appia Moulou Mathieu	Société Civile	Yopougon /Niangon Sud
117	Kouakou Ekra Anderson	Société Civile	Yopougon /Niangon
118	Pasteur Koffi Sylvain	Société Civile	Yopougon /Banco 2
119	Noh Kouamé Sinclair	Société Civile	Yopougon /Bel Air
120	Sohou Mireille épse Gohoré	Société Civile	Yopougon /Micao
121	Déssi A Alain	Société Civile	Yopougon /Niangon Sud Antenne
122	Coulibaly Zié Ibrahim	Société Civile	Yopougon /Selmer
123	Addy Arsène	Société Civile	Yopougon /St Mathias
124	Donh Yves	Société Civile	Yopougon /Toit Rouge
125	Sevedé Ichaka	Société Civile	Yopougon /Gfci

N°	Name	Affiliation	Location
126	Tohou Valerie	Société Civile	Yopougon /Ananeraie
127	Yoro Anselme	Société Civile	Yopougon /Sicogi
128	Nabintou Diaby	Société Civile	Yopougon /Toit Rouge
129	N'drin Bi Sylvain	Société Civile	Yopougon /Nouveau Quartier
130	Koffi A Bossan	Société Civile	Yopougon/Prison Civile
131	N'guessan Kouamé	Société Civile	Yopougon /Prison Civile
132	Moussa Soumahoro	Société Civile	Yopougon /Port6bouet 2
133	Gba Boniface	Société Civile	Yopougon /Micao Z.I
134	Coulibaly Témoko	SG Chambre des Métiers (Artisan)	Bouaké
135	Ouattara Siaka	Président régional de la chambre de commerce	Bouaké
136	Ouattara Mamadou	Président du collectif des parents d'élève	Bouaké
137	Losseni Sawadogo	SG du collectif des parents d'élève	Bouaké
138	Chikaya Kouakou	Préfet	Sakassou
139	Kamenan	Société civile (« Groupe Moteur »)	Sakassou
140	Père curée Cyprien Nebout Ahouré	Mission Catholique	Duékoué
141	Maman Ya	Présidente femmes leaders (communauté Baoulé)	Duékoué
142	Hamidou Kouakou	DG Radio Guémon	Duékoué
143	El Hadj Adama Dembéle	Chef Communauté Malinké	Duékoué
144	Rebecca Gnanhoué	Sécrétaire coopérative des femmes	Duékoué
145	Yvonne Diévaho	Président/coopérative des femmes	Duékoué
146	Anne-Marie Boyé	coopérative des femmes	Duékoué
147	Abdoulaye M'Bané	SG 1 /Préfecture	Duékoué
148	Chef Batahi François	Chef Canton Guéré	Duékoué
149	Chef Serel Pierre	Chef Tribu Guéré	Duékoué
150	Imam Doumbia	Porte-parole des Imams	Duékoué
151	Emily Bremmer	Program Manager, Africa Team USAID - Office of Transition Initiatives	Abidjan
152	Nicole Widdersheim	Former Acting CITI Country Rep/CITI PPR team member	Washington
153	Karana Olivier (RPM)	Former Regional Program Manager	Washington
154	. Tom Bayer	Director, Crisis Response and Stabilization AECOM	Washington
155	Kim Mahling Clark	Senior Manager, Crisis Response	Washington

N°	Name	Affiliation	Location
		and Stabilization AECOM	
156	Kerry Spinks	Program Manager, Crisis Response and Stabilization AECOM	Washington
157	Amandine Weinrob	Program Coordinator, Crisis Response and Stabilization AECOM	Washington
158	Graeme Frelick	SRS Lead Facilitator	Washington
159	Aurora Deuss	SRS Facilitator, TRG	Washington
160	Mme BONI KONAN Liliane	Chef de Cellule, Cellule d'Exécution pour l'élaboration d'une politique sectorielle du Ministère de la Justice, PARMSJP - Programme d'appui au Ministère de la Justice	Abidjan
161	Victor Tameny	Chef de la communauté Burkinabè	Duékoué
162	Chef Zéhia Denis	Chef du Quartier Carrefour	Duékoué
163	Dénis Déi	Président du comité de paix	Fengolo
164	Koné Miengo	Président des Jeunes	Fengolo
165	Konan Kouamé François	Sous-Préfet	Diéouzon
166	Marcel Hien	Juge d'Instruction au Tribunal de Guiglo	Guiglo
167	Etienne Blo	Cef central Wê	Bloléquin
168	Victorien Tieh-Bouhon	Président des fédérations de jeunesse départementale	Bloléquin
169	Benjamin Olagboyé	Démocracy and and Governance specialist/USAID	Abidjan
170	M. Etden Tano Emmanuel	Association de photojournalistes (président)	Abidjan
171	Coulibaly Abdoulaye	photojournalistes (vice-président)	Abidjan
172	Féla Né Gbeuly Félix	Président des fédérations de club d'écoute de la radio Yopougon	Yopougon/Abidjan
173	Kipré François	Chef coutumier/ club d'écoute « Koweit »	Yopougon/Abidjan
174	Bédi N. Clovis	président/ club d'écoute « Koweit »	Yopougon/Abidjan
175	Baguo Hortense	club d'écoute « Koweit »	Yopougon/Abidjan
176	Goudé Léontine	club d'écoute « Koweit »	Yopougon/Abidjan
177	Kah Diane	club d'écoute « Koweit »	Yopougon/Abidjan
178	Gnagne Agnéro Ismaeal	président/ club d'écoute « Nouveau Quartier »	Yopougon/Abidjan
179	Yeman Jean-Noel	club d'écoute « Nouveau Quartier »	Yopougon/Abidjan
180	Kakpa Constant	club d'écoute « Nouveau Quartier »	Yopougon/Abidjan
181	Adiéomé Guy Fernandez	club d'écoute « Nouveau	Yopougon/Abidjan

N°	Name	Affiliation	Location
		Quartier »	
182	Ouattara Yedioussigue	club d'écoute « Adiopodoumé »	Yopougon/Abidjan
183	Irie Bi djo Bernard	club d'écoute « Adiopodoumé »	Yopougon/Abidjan
184	Koffi Koffi Venance	club d'écoute « Adiopodoumé »	Yopougon/Abidjan
185	Gnaba Logon Solange	club d'écoute « Adiopodoumé »	Yopougon/Abidjan
186	Yeri Pale Edeline	club d'écoute « Adiopodoumé »	Yopougon/Abidjan
187	Zokou Balet Eric	club d'écoute « Adiopodoumé »	Yopougon/Abidjan

ANNEX VII: FIELDWORK ITINERARY

Trip One (9-21 March)

10 March	Abidjan
11 March	Abidjan
12 March	Abidjan
13 March	Abidjan-Divo
14 March	Divo-Bouaké
15 March	Bouaké
16 March	Bouaké
17 March	Bouaké
18 March	Bouaké-Korhogo
19 March	Korhogo
20 March	Korhogo-Bouaké-Abidjan
21 March	Abidjan

Local Evaluation Analyst fieldwork in East (14-17 May)

14 May	Abidjan-Adzopé
15 May	Adzopé-Abengourou
16 May	Abengourou
17 May	Abengourou-Abidjan

Trip Two (19 May – 06 June)

19 May	Abidjan
20 May	Abidjan
21 May	Abidjan
22 May	Abidjan
23 May	Abidjan
24 May	Abidjan-Divo-Man
25 May	Man
26 May	Duékoué
27 May	Duékoué-Bangolo
28 May	Duékoué-Fengolo-Danané
29 May	Diéhouzon
30 May	Duékoué-Guiglo-Bloléquin
31 May	Duékoué-Daloa-Bouaké
01 June	Bouaké
02 June	Bouaké-Sakassou
03 June	Bouaké-Abidjan
04 June	Abidjan
05 June	Abidjan
06 June	Abidjan

ANNEX VIII: DOCUMENTS CONSULTED

Not included in the table below are the grant documents in the CITI database, including full grant proposals, weekly comments, and attached reports. The evaluation team reviewed in detail the grant documentation for approximately 50 CITI grants.

No.	Title of Document Côte d'Ivoire	Category of Document	Date	Author
1	"Côte d'Ivoire: Ensuring Credible Elections"	Political & social context/background	April 2008	ICG
2	"Côte d'Ivoire: What's Needed to End the Crisis"	Political & social context/background	July 2009	ICG
3	"Whose Land is this? Land Disputes and forced displacement in the western forest area of Côte d'Ivoire"	Political & social context/background	October 2009	Internal Displacement Monitoring Centre and Norwegian Refugee Council
4	"Côte d'Ivoire: Securing the Electoral Crisis"	Political & social context/background	May 2010	ICG
5	"Afraid and Forgotten: Lawlessness, Rape, and Impunity in Western Côte d'Ivoire"	Political & social context/background	October 2010	Human Rights Watch
6	"Côte d'Ivoire: Finally Escaping the Crisis?"	Political & social context/background	November 2010	ICG
7	<i>Making War in Côte d'Ivoire</i>	Political & social context/background	2011	Mike McGovern Yale University
8	"Côte d'Ivoire: Is War the Only Option?"	Political & social context/background	March 2011	ICG
9	"Next Steps in Côte d'Ivoire": Statement before the Senate Foreign Relations Committee, Subcommittee on African Affairs	USG	May 2011	Jennifer Cooke, Director, Africa Program, CSIS
10	Written Testimony of Nancy E. Lindborg before the Foreign Relations Subcommittee on African Affairs, United States Senate, May 19, 2011	USG	May 2011	Assistant Administrator Nancy Lindborg, USAID/DCHA
11	"Reconstruction and Reconciliation in Côte d'Ivoire": Testimony by Deputy Assistant Secretary William Fitzgerald, Bureau of African Affairs, US Department of State, Senate Foreign Relations Committee, Subcommittee on African Affairs, May 19, 2011	USG	May 2011	Deputy Assistant Secretary William Fitzgerald, Bureau of African Affairs, US Department of State

No.	Title of Document Côte d'Ivoire	Category of Document	Date	Author
12	Testimony on "The Reconstruction and Reconciliation Process in Côte d'Ivoire", US Senate Foreign Relations Committee	USG	June 2011	Mike McGovern, PhD, Assistant Professor of Anthropology, Yale University
13	"Defending Democracy in Côte d'Ivoire: Africa Takes a Stand"	Political & social context/background	July 2011	Thomas J. Bassett and Scott Straus in <i>Foreign Affairs</i>
14	CITI Theory of Change	Strategy	Unknown	Unknown
15	Justification for a CCF-supported program in Côte d'Ivoire	USG	August 2011	DCHA/OTI
16	"A Critical Period for Ensuring Stability in Côte d'Ivoire"	Political & social context/background	August 2011	ICG
17	"Thought on the Dynamics of Rebel Organization: Evidence from Zanzan" (Northern Côte d'Ivoire, 2002-2010)	Political & social context/background	November 2011	Jeremy Speight, PhD Candidate, Dept. of Political Science, Concordia University
18	"Côte d'Ivoire: Continuing the Recovery"	Political & social context/background	December 2011	ICG
19	CITI Quarterly Report: October 1 – December 31, 2011	Task Order Item	January 2012	AECOM
20	CITI Quarterly Report: January 1 – March 31, 2012	Task Order Item	April 2012	
21	Lessons Learned – May 2012	M&E	May 2012	AECOM
22	CITI Management Review Report	MPR	June 2012	OTI
23	CITI Quarterly Report: April 1 – June 30, 2012	Task Order Item	July 2012	AECOM
24	Lessons Learned – July 2012	M&E	July 2012	AECOM
25	Lessons Learned – September 2012	M&E	September 2012	AECOM
26	CITI Draft M&E Plan	M&E	September 2012	AECOM
27	2012 Côte d'Ivoire PPR	PPR	October 2012	OTI
28	CITI Quarterly Report: July 1 – September 30, 2012	Task Order Item	October 2012	AECOM
29	"Côte d'Ivoire: Defusing Tensions"	Political & social context/background	November 2012	ICG
30	Grant Development Guidance (memo from OTI CR to AECOM SMT and PDOs)	Strategy	January 2013	OTI
31	CITI Annual Report 2012	Task Order Item	January 2013	AECOM
32	"Côte d'Ivoire: The Victors"	Political & social	February 2013	Amnesty

No.	Title of Document Côte d'Ivoire	Category of Document	Date	Author
	Law – the Human Rights Situation Two Years after the Post-Electoral Crisis”	context/background		International
33	Report: USAID/OTI Strategic Review Session – CITI – March 13-15, 2013.	Strategy	March 2013	TRG
34	Côte d'Ivoire transition Initiatives Strategy – April 2013	Strategy	April 2013	
35	Lessons Learned – April 2013	M&E	April 2013	AECOM
36	CITI Quarterly Report: January 1 – March 31, 2013	Task Order Item	April 2013	AECOM
37	M&E TDY Report	M&E	June 2013	OTI
38	Support of Good Governance Processes after the Recent Municipal Elections (version 9)	Strategy	July 2013	AECOM
39	Statement of Record before the Committee on Foreign Relations, US Senate	USG	July 2013	Ambassador-Designate to Côte d'Ivoire Terence P. McCulley
40	CITI Quarterly Report: April 1 – June 30, 2013	Task Order Item	July 2013	AECOM
41	Program Performance Review Report – Côte d'Ivoire	PPR	September 2013	OTI
42	Côte d'Ivoire Transition Initiative – City Context (draft)	Strategy	September 2013	AECOM
43	CITI Quarterly Report: July 1 – September 30, 2013	Task Order Item	October 2013	AECOM
44	CITI Annual Report 2013	Task Order Item	January 2014	AECOM
45	“Côte d'Ivoire's Great West: Key to Reconciliation”	Political & social context/background	January 2014	ICG
46	Monitoring and Evaluation Highlights (ppt)	M&E	March 2014	AECOM
47	CITI Quarterly Report: January 1 – March 31, 2014	Task Order Item	April 2014	AECOM

ANNEX IX: IN-DEPTH ABOBO COMMISSION INTERVIEWS

In June, Dr. Assi Kimou of the evaluation team led a series of in-depth interviews with the leadership of most of the nine commission launched by CITI-I in Abobo with the aim of trying to see what, if anything could be salvaged, from that effort. The results of his field work are summarized below, in French.

Note: the Commissions are named after the problem they aim to tackle.

COMMISSION 1: Cherté de la vie (High cost of living)

Note : Cette commission a été inopérante durant toute la période de l'entretien.

COMMISSION 2 : Objet : Mauvaise état des voiries et enclavement des quartiers (Poor state of roads and crowded neighborhoods)

Personne rencontrée : M Brou Marius, président

Objet : S'occuper de la question des voiries et du désenclavement de la commune d'Abobo.

Les actions menées :

- Organisation d'atelier
- Enquête de terrain
- publication des résultats
- Une cérémonie de plan d'action a menée pour l'année 2013

La motivation des membres :

- La commission continue de travailler sur le terrain malgré le désintérêt de la Mairie ;
- Tenue régulière de réunions mensuelles ;
- Adhésion continue de la population ;
- Création de 15 sections (de quartier ?)
- Chaque section tient des réunions périodiques et rend compte à la commission centrale.
- Signature de partenariats avec des structures étatiques (Ministère de l'industrie, de l'environnement) et des ONG œuvrant dans le domaine des voiries.
- Cette commission, au vu de l'entretien, demeure active malgré le manque de volonté politique communale.

L'impact des actions de la commission sur la population

De l'avis du répondant, les actions de la commission ont eu un impact sur la population, voilà pourquoi elle a réussi à mettre en place des sections

Limite des actions :

- Manque de moyen financier et matériel
- Problèmes de leadership (au niveau des autorités communales et commissions)

COMMISSION 3 : Insécurité (Insecurity)

Membres rencontrés : Dao Sourou, Koné Soungalo, Koné François

Objet : Apporter une solution à la question de l'insécurité dans la commune d'Abobo.

Actions menées :

- Organisation d'atelier de restructuration de la commission
- Enquête de terrain
- Cérémonie de publication au centre culturel de la commune.
- Organisation d'un match de football entre les enfants délinquants (« microbes »)

La motivation des membres

- Seuls quelques membres de la commission restent toujours motivés ;
- Réunions périodiques totalement arrêtées ;
- Actions individuelles et non coordonnées de certains membres dans leurs quartiers;

L'impact des actions de la commission sur la population

- atténuation des agressions au niveau des responsables des « microbes »;
- renforcement de la cohésion et du dialogue avec les leaders

Limites des actions

- Sentiment d'abandon de la part des jeunes à risques (« microbes ») ;
- baisse de la motivation des membres ;
- absence de coordination des initiatives individuelles ;
- manque de moyens financiers et matériels
- Problèmes de leadership (autorités communales)
- Dissension entre la commission et la Mairie dans la mise en œuvre et le suivi de l'activité relative à l'intégration des « microbes ».

COMMISSION 4: Assainissement et insalubrité (Sanitation and unhealthy conditions)

Personnes rencontrées : Soro Bakary, Losseni Traoré, Touré Almamy, Coulibaly Abdoulaye

Objet : S'occuper de la question de l'assainissement et de l'insalubrité dans la commune d'Abobo

Actions menées :

- Enquête de terrain pour capter le niveau du besoin sur la question.
- Publication au centre culturel de la commune
- Présentation de plan d'action
- Séance de nettoyage dans les quartiers chaque mois
- Mise en place dans chaque quartier de la commune d'un agent collecteur d'ordures ménagères

Motivation des membres de la commission et de la population

- membres restent motivés malgré le désengagement de la Mairie
- Poursuite de certaines activités sur le terrain.
- Enregistrement de nouvelles adhésions

- Organisation de réunions mensuelles
- création de 24 sections
- chaque section tient des réunions périodiques et rend compte à la commission centrale.
- constitution en ONG
- fonctionnement normal avec le statut d'ONG
- acteurs (membres et populations) motivés.

L'impact des actions de la commission sur la population

- Mobilisation spontanée des populations lors des opérations de nettoyage.

Limite des actions

- Manque de moyen financier et matériel de travail
- Manque de leadership au niveau de la commune
- Absence de volonté politique à la mairie et chez les autorités de tutelle

COMMISSION 6 : Faible scolarisation des enfants (Low school enrollment)

Personne rencontrée : Mme Anon Brice Ronaldine

Objet : Trouver une solution à la question de la faible scolarisation des enfants de la commune d'Abobo

Les actions menées :

- Enquête de terrain
- Cérémonie de publication
- Sensibilisation rapprochée (porte à porte) sur la nécessité de la scolarisation des enfants.

La motivation des membres :

- démotivation générale
- La fréquence des réunions quasi-inexistante, voire zéro

L'impact des actions de la commission sur la population :

- Cette commission dit pouvoir avoir un impact significatif avec l'appui financier des autorités.

Limite des actions

- Manque de moyens financiers
- Manque d'appui politique
- Absence d'extraits de naissance pour les enfants (la majorité des enfants de la commune n'ont pas d'extrait)

COMMISSION 7: Mauvaises pratiques dans les centres de santé (Poor practices in health centers)

Les rendez-vous avec Koffi Mathieu, point focal et président de cette commission, ont toujours été pris en vain.

COMMISSION 8: Difficultés d'accès au financement des femmes et Promesses non tenues par les hommes politiques (Poor access to credit for women and unkept promises by politicians)

Personnes rencontrées : Koné Aboudramanne, Mme Mabati Diabaté,

Objet : Rechercher des solutions aux problèmes d'accès au financement des femmes et s'assurer de la réalisation des promesses hommes politiques au niveau communal

Actions menées

- Identification des causes des contraintes aux financements des activités des femmes
- Enquête de terrain
- Publication des résultats
- Proposition et adoption de plan d'action
- Recherche de financement après le séminaire
- Plaidoyer pour la mise en place d'un fonds de garantie

De la motivation des membres

- Confiance intacte
- Membres de la commission toujours motivés malgré le désengagement de la Mairie
- poursuite des activités sur le terrain :
 - rencontre de suivi auprès des institutions de microfinance
 - démarches auprès d'institutions internationales (BOAD,...)
 - recensement de 153 associations féminines (formelles et informelles)
 - démarche pour obtenir des prêts de groupes ;
 - organisation de séminaire de formation au profit des femmes ;

L'impact des actions de la commission sur la population

- Prise de conscience collective des commerçantes ;
- Constitution d'une base de confiance solide entre institutions de microcrédit ;
- Le plaidoyer pour la constitution du fonds de garanti a renforcé la confiance et la motivation des femmes ;
- Projet de formation in-situ (au sein du marché) de 50 femmes (1000FCFA de contribution individuelle)
- Forte demande pour la poursuite des activités
- Projet de formalisation des associations informelles

Limites des actions

- Non exécution du plan d'action
- Absence de soutien et de motivation politique pour la constitution du fonds de garanti

COMMISSION 9 : Faible représentativité des femmes dans les instances communales (Low female representation in municipal institutions)

Personne rencontrée: Koné Brahima, président

Objet : apporter une solution à la faible représentativité des femmes dans les instances communales

Les actions menées par la commission

- Organisation d'atelier de restructuration de la commission
- Enquête de terrain
- publication des résultats de l'enquête
- Une cérémonie de présentation du plan d'action de l'année 2013

La motivation des membres de la commission et de la population

- Démotivation totale des membres
- Arrêt total des réunions et dispersion des membres.
- La population accuse les membres de la commission de malhonnêteté et les traite d'« arnaqueurs »

L'impact des actions de la commission sur la population

- Pas d'impact réel sur la population car aucune activité n'a été menée sur le terrain

Limite des actions

- Manque de moyens financiers et matériels
- Aucun leadership communal

COMMISSION 10: Occupation anarchique des trottoirs (Illegal occupation of sidewalks)

Personnes rencontrées : Diakaridia Traoré, président

Objet : Libérer les trottoirs de la commune de la présence illégale et anarchique de commerces, activités commerciales, activités de transport

Actions menées :

- Atelier diagnostic
- Enquête de terrain
- Publication des résultats
- Identification des sites les plus illégalement occupés
- Proposition et adoption de plan d'actions
- Sensibilisation

De la motivation des membres

- Démotivation
- Pas d'actions d'envergure sur le terrain
- Quelques visites a certains responsables communaux

L'impact des actions de la commission sur la population

- Confiance entre la commission et les acteurs
- Mise en place de deux comités de veille (somnolents ?)
- Meilleure connaissance des mécanismes d'occupation anarchique par la population
- Meilleure connaissance des procédures de déguerpissement
- Proposition de site de réinstallation par les comités de veille
- La commission souvent associée aux opérations de déguerpissement

Limite des actions

- Absence de volonté politique réelle en raison de la corruption de certains agents municipaux
- Non exécution du plan d'action

ANNEX X: CHALLENGES AND SOLUTIONS FOR THE HAND-OVER TO CITI-2

Thoughts on the Handover from CITI to the Follow-on Program

(Prepared as part of the interim report, submitted to OTI, April 2014)

Beginning in early summer of 2014 and through the end of August, there will be two OTI programs on the ground in Côte d'Ivoire. One team will be closing down CITI activities. Another will be ramping up OTI's follow-up in the country. The handover between SWIFT teams is often professional and even collegial, especially in the field. But experience shows that the transition from an outgoing to an incoming project creates a number of challenges -- even if the incumbent, AECOM, is the winning offeror.

These challenges will have consequences – for the closedown of the existing program, for the startup of the follow-on program, and for a smooth transition from one to the other. The overall effectiveness of OTI's effort to support the normalization process in Côte d'Ivoire will hinge on addressing these challenges.

Challenges to be expected

- A successful handover requires much time and energy

The transition to the new program will be a time- and energy-intensive process. This will drain existing resources, especially for the out-going team and its close-down activities. It will also take a toll on the work-load of the in-country OTI team – they will be, in essence, managing two programs, each in a critical phase of its existence.

In Haiti, for example, when the programs of two SWIFT contractors were melded into one under a new procurement, transition meetings took so much time as to impinge on the closedown of the outgoing SWIFT partner to, yet they were necessary for the launch of the second-phase program.

- Close-out remains important

Yet, while there is an understandable tendency to prioritize the start-up of the new program, the close-down of the outgoing program is also very important – for administrative and due diligence reasons, of course, but also because the close-down of CITI will affect how partners view the incoming program and even impact the process value of activities. If the CITI close-down is rushed or, worse, botched, the new program will suffer as a result.

- Competition for staff

The program winding down and the one starting up will compete for staff, especially the better and more experienced staff, and especially the linchpin staff of OTI programs, PDOs and GMs. The outgoing program needs them to pull off an orderly close-down and the new program will need them to achieve a strong start-up. The staff members themselves will want to ensure continued employment. Experience shows that the outcome is, in fact, a foregone conclusion: most of the best staff will move to the new program, and that is probably a good thing. But the competition will create tension – and it will occur even if the incumbent contractor wins.

- The grant-making gap

A gap in grant-making will occur during the transition from old program to new. According to CITI's closedown plan, the last grants were developed and submitted to OTI in the last week of March. All grants are to be completed by the second week of May (with a few exceptions) and all grants closed by the mid-June. The timeline for the follow-on program is less definite, but OTI is hopeful for an early/mid-June start – and can take a while for a new program to hit its grant-making stride. This means a likely three-month period – from mid-March to mid-June – during which there will be little development of new activities. The challenge will be to maintain momentum. How to keep activity ideas fresh and forthcoming? How to follow through on existing activities and not miss opportunities that arise during this period? How to maintain relationships with local partners (authorities, civil society counterparts, grantees, etc.)?

(Note: The migration of quality staff from the old program to the new, while problematic for other reasons, will help mitigate this problem.)

- Handover of relationships

The new program will benefit from the relationships CITI has developed over the last 2.5 years. But the handover can pose challenges. Grantees are nervous or confused, not knowing how the future will play out (something the evaluation team witnessed firsthand on several occasions). The roles and responsibilities between USAID and the contractor can be confusing for some partners on the ground, and the switch to a new program may heighten questions. Also, some authorities complain of a lack of continuity in CITI's engagement with them and will see the switch with concern. It will take time to explain and reassure counterparts.

- Uncertainty over funding

The funding environment remains difficult and Côte d'Ivoire no longer generates the interest in U.S. foreign policy it did at the time of the Ouattara-Gbagbo stand-off – in part the curse of a relatively smooth-moving transition and also a general dearth of interest in West Africa. At the same time, there is hope that the run-up to the 2015 elections will generate new urgency around the need to support the transition in Côte d'Ivoire. This means that OTI is not entirely certain about how funding for the follow-on program will play out. The uncertainty will compound the handover challenges listed above, as the new program must decide which areas and activities to prioritize, and how to manage local relationships in the process.

Stabilizing factors

At the same time, there are a number of stabilizing factors that will help lessen the above challenges:

- Continuity and country experience within the OTI in-country team
- Côte d'Ivoire's permissive environment for transitional programming
- The fact that the new program will have about a year between start-up and the time when the pre-electoral period will start in earnest – more time than many OTI programs have the luxury of.
- The generally collegial relationship that exists between SWIFT contractor field teams.

Some proposed solutions

At the request of the OTI team in-country, this evaluation provides here a list of suggestions that could help make the transition to the new program smoother.

- Do not underestimate challenges -- The general recommendation is to not underestimate how difficult a handover can be, even with the best of intentions on all sides. Most importantly, it will take time and continuous effort to address the problems that will arise, and OTI will have to take the lead in orchestrating the handover.

Handing over relationships with local counterparts (grantees, authorities) is especially time-consuming. Multiple meetings are required to ensure the continuity in trust. Simple meet-and-greet meetings will not do.

- OTI should identify a strong, experienced (and preferably French-speaking) TDY to help the follow-on program start-up team develop and write grants.
- The incumbent SWIFT partner will need to send experienced STTA (operations and administration) to help with close-down. Having additional manpower on board will help achieve a more orderly close-down. It will alleviate tensions. And it will help free up the PDOs and GMs to concentrate on the handover and relationships with local counterparts, or simply to migrate to the new program.
- OTI should lead tier-based scenario-planning for the different levels of funding. These scenarios should also reflect levels of concern regarding potential obstacles in Côte d'Ivoire's transition process for the next 18 months. These scenarios will explore where (geographically) to invest, which relationships to prioritize, and what the operational implications are.

For instance, if the team deems the West to be top priority because of potential spoiler action around the 2015 elections, then it should also take stock of past difficulties programming there: lack of continuity in programming, difficulties in fielding staff, travel time. What solutions are needed: opening an office in the West (but the budget is a problem) or other arrangements that can facilitate programming, such as local stringers.

- Review non-submitted grant ideas, those not proposed for yellow light approval. These are low-hanging fruit: work has already gone into their development, contacts exist on the ground. The time might be right to develop them further. OTI and the follow-on partner should also look at rejected grants. There may be interesting, salvageable ideas. (This will require good cooperation between the outgoing and incoming teams.)
- Review existing grants for tangible follow-on activities. These could (and most likely will!) include workshops that could lead to tangible activities. Also of interest would be activities that require continued support and that could suffer in the hand-over to the new program. This will help both improve the transition from CITI to the new program and reduce the gap in grant-making.
- OTI should schedule two weekly standing closedown-startup coordination meetings that would bring together the program's six corners (or five, if AECOM wins the follow-on). We suggest calling them 'hex meetings' (as in hexagonal).

A final thought. OTI's leadership in managing the transition, especially in-country, will be the most important factor in ensuring the transition is successful. OTI's in-country team knows the country and local dynamics well. It will need SSTA support from OTI/W to help manage the intricacies and challenges of the handover, make its presence felt in the field, accelerate the generation of new grant ideas, and continue to ensure coordination with the U.S. Embassy. Regarding this last point, the new program may require political cover as the 2015 elections draw nearer and U.S. Embassy and USAID may grow more directive in what the new program should do.

U.S. Agency for International Development
1300 Pennsylvania Avenue, NW
Washington, DC 20523