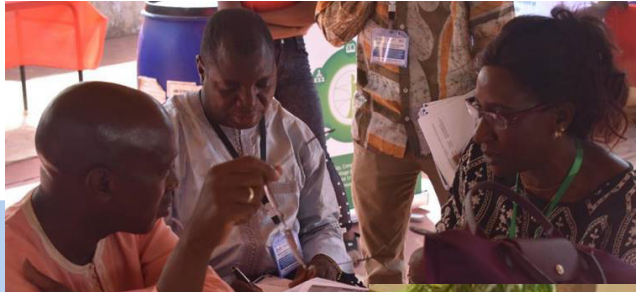


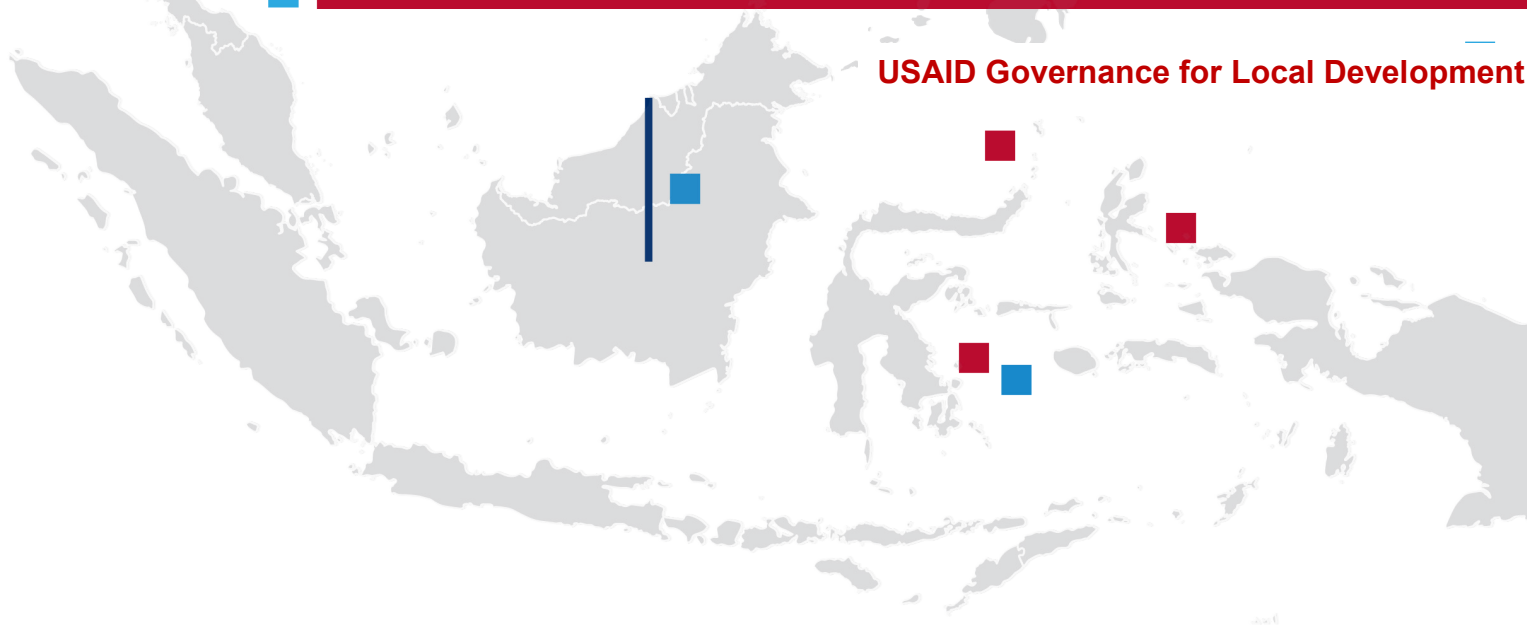


USAID
FROM THE AMERICAN PEOPLE



Annual Report FY 2019

USAID Governance for Local Development



USAID Governance for Local Development

Annual Report FY 2019

October 1, 2018 – September 30, 2019

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ACRONYMS AND ABBREVIATIONS

Accès	<i>Assainissement, Changement de Comportement et Eau pour le Sénégal</i>
ACT	CT facilitator (<i>Animateur Collectivité Territoriale</i>)
ADL	Agency for Local Development (<i>Agence de Développement Local</i>)
AFEX	<i>Afrique Enjeux</i>
AMELP	Activity Monitoring, Evaluation, and Learning Plan
ANE	non-state actors
ANIDA	National Agency for Agricultural Insertion and Development (<i>Agence Nationale d'Insertion et de Développement Agricole</i>)
ANSD	National Agency of Statistics and Demography (<i>Agence Nationale de la Statistique et de la Démographie</i>)
AOR	Agreement Officer's Representative
ARD	Regional Agency for Development (<i>Agence Régionale de Développement</i>)
ARLS	Rural Association Against HIV/AIDS (<i>Association Rurale de Lutte contre le Sida</i>)
ASC	sports and culture association (<i>Association Sportive et Culturelle</i>)
ASUFOR	water users' association (<i>Association des Usagers de Forage</i>)
AWP	Annual Work Plan
BP	participatory budgeting (<i>budgétisation participative</i>)
CBO	community-based organization
CDS	Health Development Committee (<i>Comité de Développement Sanitaire</i>)
CFL	Local Tax Commission (<i>Commission de Fiscalité Locale</i>)
CFPB	<i>Contribution Foncière des Propriétés Bâties</i>
CGE	School Management Committee (<i>Comité de Gestion d'École</i>)
CLA	Collaboration, Learning, and Adapting
CLM	Unit for the Prevention of Malnutrition (<i>Cellule de Lutte contre la Malnutrition</i>)
COP	Chief of Party
CSO	civil society organization
CT	<i>Collectivité Territoriale</i>
CVA	Citizen Voice and Action

DEMSG	Directorate of Middle and General Secondary Education (<i>Direction de l'Enseignement Moyen Secondaire Général</i>)
DES	<i>Développement Économique et Sociale</i>
DFID	Department for International Development of United Kingdom
DGCPT	General Directorate of Government Accounting and Treasury (<i>Direction Générale de la Comptabilité Publique et du Trésor</i>)
DGT	Regional Governance Directorate (<i>Direction de la Gouvernance Territoriale</i>)
DPBG	Directorate for the Promotion of Good Governance (<i>Direction de la Promotion de la Bonne Gouvernance</i>)
DRGP	Office of Democracy, Human Rights, Governance, and Peace
DSPL	National Treasury's Local Government Department (<i>Direction du Secteur Public Local</i>)
ECOPOP	<i>Espaces de Co Production des Offres Populaires pour l'Environnement et le Développement en Afrique</i>
EDIC	Forum for Citizen Dialogue and Interpellation (<i>Espace de Dialogue et d'Interpellation Citoyenne</i>)
EGO	Economic Growth Office (USAID)
FAFS	<i>Fédération des Associations Féminines du Sénégal</i>
FCFA	West African franc
FOG	fixed obligation grant
FRAO	Rural Foundation of West Africa (<i>Fondation Rurale de l'Afrique de l'Ouest</i>)
FtF	Feed the Future
FY	Fiscal Year
GAPP	Governance, Accountability, Participation, and Performance Program
GCP	Citizen Advocacy Group (<i>Groupe Citoyen de Plaidoyer</i>)
GoLD	Governance for Local Development
GPF	group for the promotion of women (<i>Groupement de Promotion Féminine</i>)
GPSA	Global Partnership for Social Accountability
GRDR	<i>Groupe de Recherche et de Réalisations pour le Développement Rural</i>
HR	Human Resources
IEF	Education and Training Inspectorate (<i>Inspection de l'Education et de la Formation</i>)
IGGB	Integrated Good Governance Barometer
IMF4	minimum tax – category 4 (<i>impôt du minimum fiscal 4ème catégorie</i>)
IP	implementing partner
MCTDAT	Ministry of CTs, Development, and Territorial Administration (<i>Ministère des Collectivités Territoriales, du Développement et de l'Aménagement du Territoire</i>)
M&E	monitoring and evaluation

MEL	monitoring, evaluation, and learning
MES	Monitoring and Evaluation System
MIF	Municipal Investment Finance (UNCDF program)
MSAS	Ministry of Health and Social Action (<i>Ministère de la Santé et de l'Action Sociale</i>)
MSI	Management Systems International
NGO	nongovernmental organization
NSA	non-state actor
ODP	<i>Occupation du Domaine Public</i>
OFFLOCC	Local Citizen Offensive for Community Resilience, and the Prevention and Reduction of Corruption and Tax Evasion (<i>Offensive Citoyenne Locale pour la Résilience Communautaire, la Prévention et Lutte Contre la Corruption et l'Évasion Fiscale</i>)
OFOR	<i>Office des Forages Ruraux</i>
ONT	<i>Observatoire National des Territoires</i>
P2RS	Multinational Program to Strengthen Resilience to Food and Nutritional Insecurity in the Sahel (<i>Programme Multinational de Renforcement de la Résilience à l'Insécurité Alimentaire et Nutritionnelle au Sahel</i>)
PACASEN	<i>Projet d'Appui aux Communes et aux Agglomérations du Sénégal</i>
PDC	Local Development Plan (<i>Plan de Développement Communal</i>)
PDD	Department Development Plan (<i>Plan de Développement Départemental</i>)
PELL	<i>Prix d'Excellence du Leadership Local</i>
PIA	Annual Investment Plan (<i>Plan d'Investissement Annuel</i>)
PISAM	Program Impact Sustainability Assessment Method
PMI	US President's Malaria Initiative
PNDL	<i>Programme National de Développement Local</i>
PNLP	National Malaria Control Program (<i>Programme National de Lutte Contre le Paludisme</i>)
POCT-Santé	health sector planning (<i>Plan d'Opérations de Collectivité Territoriale en Matière de Santé</i>)
PSBP	Participatory Strategic Budgeting and Planning
PTA	Annual Work Plan (<i>Plan de Travail Annuel</i>)
PV	<i>Procès-verbal</i>
RSS+	<i>Renforcement du Système de Santé</i>
SIGT	Territorial Geographic Information System
SIT	<i>Système d'Information Territorial</i>
SMP-CT	System for Performance Measurement for CTs (<i>Système de Mesure de Performance des Collectivités Territoriales</i>)
SOGES	<i>Société de Gestion des Eaux du Sénégal</i>
SR	sub-result

SRADL	Regional Service Unit for Local Development Support (<i>Service Régional d'Appui au Développement Local</i>)
UCA	Advanced Coordination Unit (<i>Unité de Coordination Avancée</i>)
UNCDF	United Nations Capital Development Fund
UNICEF	United Nations Children's Fund
URAC	<i>Union Radios Associatives Communautaires</i>
US	United States
USAID	United States Agency for International Development
UVS	Virtual University of Senegal (<i>Université Virtuelle du Sénégal</i>)
WASH	water, sanitation, and hygiene

1 EXECUTIVE SUMMARY

The US Agency for International Development (USAID) Governance for Local Development (GoLD) Activity is pleased to submit the Annual Report covering the period of October 1, 2018–September 30, 2019 (hereafter referred to as the Annual Report of fiscal year [FY] 2019).

1.1 MAIN RESULTS IN FY 2019

This year, USAID/GoLD continued to facilitate integration between different actors involved in local governance, expanding its partner base at the national and local levels. The Activity made considerable efforts to work with and adapt to the schedules of national and local government institutions, donors, civil society organizations (CSOs), and implementing partners (IPs). The coordination mechanisms GoLD put in place at the national and regional levels with key partners, including national and local authorities, USAID IPs, and other development organizations, all functioned, making it possible to develop and implement joint action plans.

Nationally, GoLD conducted activities in partnership with sectoral programs (*Assainissement, Changement de Comportement et Eau pour le Sénégal* [Accès]; *Renforcement du Système de Santé* [RSS+]; Neema; Feed the Future [FtF] Kawolor; Passerelles) following multiple meetings with different USAID offices (Economic Growth [EGO], Health, Education). These activities were written into joint action plans and implemented at the operational level. USAID/GoLD conducted joint activities with Kawolor and Accès in *collectivités territoriales* (CTs) outside of its intervention area (see page 23 – *Establishment and training of borehole management committees to manage rural water systems*). This collaboration allowed partners to share costs, co-produce tools, and harmonize their practices and approaches to more effectively and efficiently improve sectoral service delivery.

Signing specific agreements with institutional partners allowed GoLD to conduct strategic and operational activities with ministries (*Ministère des Collectivités Territoriales, du Développement et de l'Aménagement du Territoire* [MCTDAT]; *Ministère de la Santé et de l'Action Sociale* [MSAS]; etc.), agencies, and programs (Agency for Local Development [ADL], Unit for the Prevention of Malnutrition [CLM], National Malaria Control Program [PNLP], MCTDAT's Gender Unit, etc.). The co-production of tools, approaches, and materials provided added value to all partnership activities.

In its efforts to ensure the sustainability of its activities, GoLD used the Fixed Obligation Grant (FOG) mechanism at the regional level to empower Regional Development Agencies (ARDs) and encourage them to take ownership of the management tools and instruments the Activity has developed (Integrated Good Governance Barometer [IGGB], etc.).

CT plans were integrated through different processes (adapted Citizen Voice and Action [CVA] method, sector-specific participatory budgeting [BP], annual investment plans [PIAs], integration of cross-cutting dimensions into CT development plans [PDCs], etc.). The Activity assessed efforts to strengthen local support through communes' recruitment of CT facilitators (ACTs) and confirmed the relevance of the approach. It continued to equip ACTs in 26 CTs. A community facilitator was also recruited in each of the 13 *départements* and equipped by USAID/GoLD. Through these efforts, GoLD is helping to implement the policy of empowering CTs and building their intervention capacity.

Establishing the ACT mechanism will add a sustainable base of valuable competencies at the local level as the ACTs become valuable human resources in CT development.

During FY 2019, the Activity continued to adapt and implement tools (sector-specific IGGB, such as the Malaria IGGB; a simplified CVA implementation approach; *Système d'Information Territorial* [SIT], etc.). The *Programme National de Développement Local* (PNDL) and ARDs conducted the IGGB and *Système de Mesure de Performance des Collectivités Territoriales* (SMP-CT) in almost all CTs. Capacity building plans were developed and are currently being implemented. GoLD continued to use the SMP results in *départements* and tested Sen-Bridge¹ in the CT of Koumpentoum. It conducted a rapid assessment of Sen-Bridge's sustainability and decided to end its testing of the tool (see page 31 – Activity 2.3.2: *Expand Sen-Bridge to other CTs*). Instead, the Activity will now focus on the community engagement mechanism it developed to encourage the monitoring of service quality.

During FY 2019, GoLD conducted activities in 50 partner CTs. It achieved significant results in terms of improving actor leadership, mobilizing resources to fund sectors, and mobilizing actors to improve education; health; water, sanitation, and hygiene (WASH); and nutrition services.

1.2 LESSONS LEARNED, SUCCESS STORIES, AND BEST PRACTICES

The lessons USAID/GoLD learned during FY 2019 allowed it to adapt and refine its approach. The main lessons learned are as follows:

- *Integrating different sectors is key to ensuring effective and inclusive management within CTs.* The Activity continued to work with Neema, RSS+, and Accès to address health and WASH issues from a good governance perspective. Combining its efforts with IPs resulted in significant improvements in sectoral governance and, as a result, an improvement in service delivery. These integration efforts were extended to education programs (Passerelles) and nutrition programs (FtF Kawolor). The results of a national “sharing” workshop with strategic partners confirmed the relevance of the approach of integrating both partners and sectors. For learning purposes, this approach will be documented and modeled, and the results of the partnership study will be used to improve the approach. GoLD will incorporate partner expectations revealed by the study and implement recommendations for removing constraints.
- *Empowering actors and encouraging them to adopt tools, content, and approaches are the foundation for ensuring the sustainability of GoLD's interventions.* For example, ARDs in the Activity's intervention regions have adopted IGGB implementation and conducted the entire process. In addition, the consultant groups established or revitalized by ARDs, with GoLD's support, are now essential venues for discussing different sectors. They play a key role in helping CTs coordinate local development efforts.

Citizens' understanding of their role and of policies and norms in priority sectors (health, education, WASH, nutrition, etc.) leads to citizens who are better informed and equipped to monitor and evaluate the quality of their services. In FY 2019, community involvement led CTs, technical service units, and administrative and local authorities to respond to needs that citizens expressed in advocacy action plans.

¹ Sen-Bridge is an SMS tool used to encourage two-way communication between citizens and officials, allowing citizens to voice their questions or concerns and officials to respond directly.

- *CTs lack sufficient own-source revenue and government funds to meet the priority needs expressed by citizens through the participatory planning and budgeting processes* (annual budgeting, PIAs, PDCs, etc.). In FY 2019, in addition to the local resource mobilization strategy, USAID/GoLD organized its first partner forums. These forums gave CTs an opportunity to present their priorities and obtain additional funding from partners and investors and also allowed administrative authorities (regional governors), decentralized technical service units (ARDs, regional technical committees), and development partners to adopt the process.

The Activity also helped CTs look for innovative funding sources. As a result, projects in the CTs of Kédougou (electrification) and Balla (weekly market) were selected to receive funding from the Municipal Investment Fund (MIF), established by the United Nations Capital Development Fund (UNCDF) as part of its Local Finance Initiative. The value of the projects is estimated at US\$250,000 in Kédougou and US\$891,021 in Balla. UNCDF will conduct a study to structure the projects and determine their exact funding amounts.

- *Affirming the CT's leadership is essential in defining and implementing activities.* During FY 2019, the implementation of framework agreements the Activity signed with CTs helped strengthen CT leadership through targeted technical assistance (training, tools and materials, coaching, supervision, etc.). The Activity's support helped improve CT services with the integration of sectoral priorities into local planning tools (budget, PIAs, PDCs, etc.), an increase in local tax resources (increased tax potential, decisions on new taxes, public tax compliance, support for tax collection, etc.), and resulting allocations to fund sectoral activities. Mayors in certain CTs that had not collected the IMF4 (minimum tax–category 4) in years took the initiative to do so. This was made possible by processes put in place with the Activity's support, such as participatory budgeting and forums for citizen dialogue (EDICs).
- *Acting at the central level is necessary to improve the management of operational activities.* USAID/GoLD established strategic partnerships with central-level structures and institutions. For example, it worked with MCTDAT to integrate the Gender Institutionalization Plan into activities and assisted with the process of establishing the *Pôle [Hub] Casamance*. It used the same approach in helping the ADL develop a Territorial Geographic Information System (SIGT). These partnerships, however, are not enough to make an impact at the local level. Some of GoLD's results are limited by the current systems at the national level, such as electronic tax collection (Y-Tax), which requires authorization from the Ministry of Finance through the National Treasury's Local Government Department (DSPL) and General Directorate of Government Accounting and Treasury (DGCPT). RTI agrees with the recommendations of Management Systems International's (MSI's) learning evaluation on the need to expand GoLD's activities at the central level. USAID, through GoLD, could collaborate with other donors to support reforms related to decentralization, such as the mechanisms used to transfer funds to CTs, regulations on local electronic tax collection, and the promotion of local elected women's leadership. Expanding activities at the central level would require restructuring the Activity with a fourth Result, with its own objectives, results, and resources. GoLD has shared a concept note on the subject with USAID.

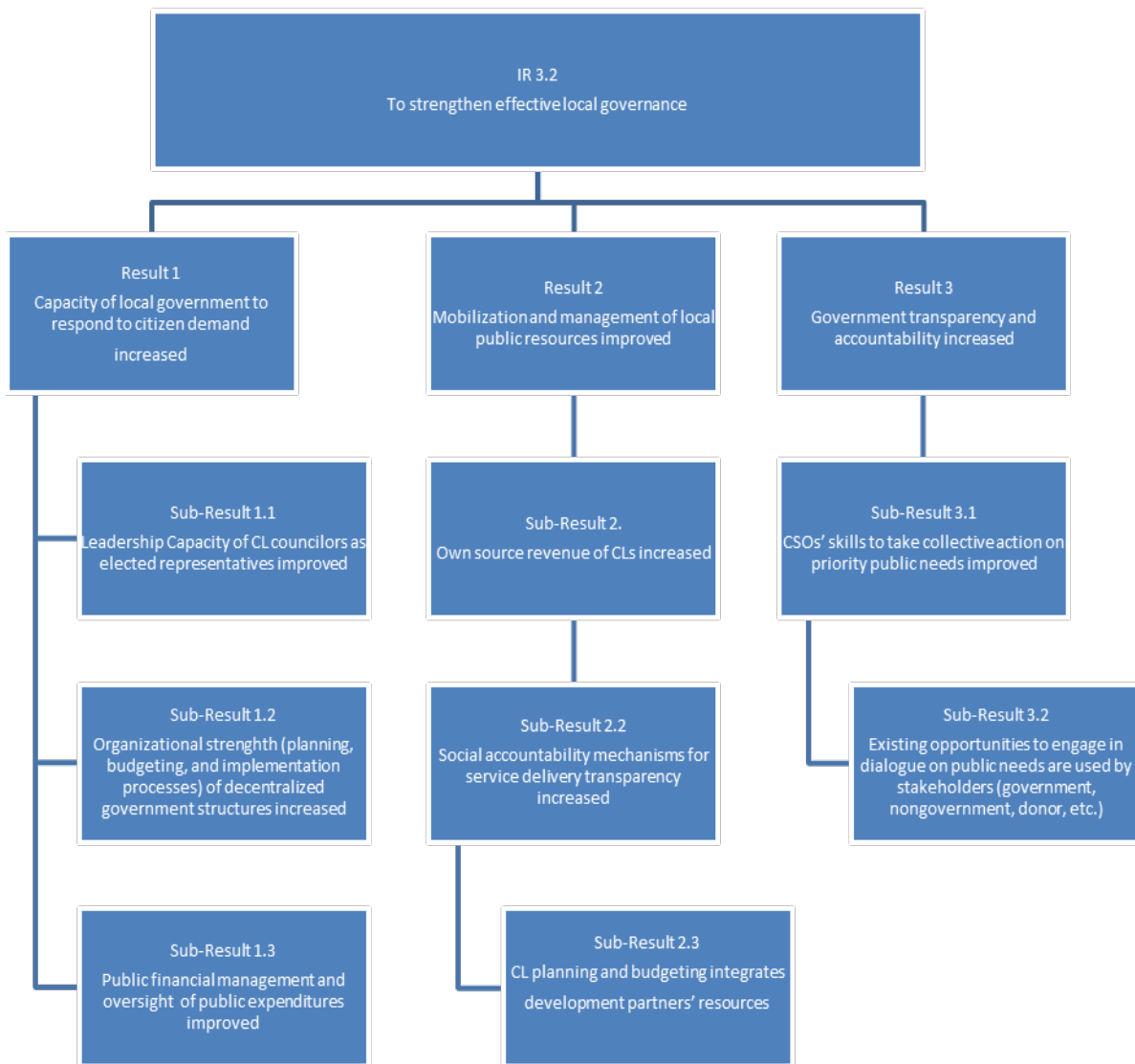
1.3 MAJOR CHALLENGES

USAID/GoLD faced several challenges in implementing activities in FY 2019.

Table 1. Challenges identified and proposed solutions

Challenges	Solutions
<i>Consolidating the approach and empowering local actors, including CTs and ARDs</i>	<p>GoLD is well into its implementation phase and will reinforce its sustainability strategy in line with USAID's new international self-reliance policy. The Activity will encourage greater community ownership of the CVA approach, which has so far helped them to better understand their role in managing sectoral interventions and mobilizing, planning, advocating, and monitoring CT activities.</p> <p>GoLD will document and share best practices and successes and organize peer-to-peer discussions.</p> <p>The Activity will consolidate ARDs' management of tools (IGGB), approaches, and activities through grant agreements. ARDs will facilitate the mobilization of technical service units that are members of regional technical committees.</p>
<i>Incorporating the results of the ongoing evaluation of phase 1 of the Acte III decentralization reform</i>	<p>The evaluation's overall objective is to identify the approach's strengths and weaknesses in order to develop a roadmap to build on the achievements of phase 1 and define and implement phase 2 of the reform. It should result in proposals for strengthening CTs' human and financial resources, promoting a framework to encourage inter-communal cooperation, and creating an environment that allows citizens to participate in local politics and takes their priorities into account. This evaluation could be an opportunity to allocate more resources to CTs to help them address their sectoral priorities. It could also strengthen the role of the <i>département</i> and position this decentralized entity to be integrated through inter-communal cooperation. The Activity will work with the actors involved in the evaluation to adapt its interventions to the government's new priorities.</p>
<i>Obtaining the DSPL/DGCPT's authorization to launch Y-Tax</i>	<p>The Activity will continue to meet with the new DSPL team to obtain its authorization to launch Y-Tax.</p> <p>It will also work on interfacing with the government's system.</p>
<i>Local actors' access to timely and reliable information</i>	<p>All CTs need local data, documents, and information that are reliable and relevant in order to make rapid, informed decisions. Working with partners, the Activity will continue to support the development of a Territorial Information System (SIT), which will make local information available to decision makers by coordinating existing systems.</p>
<i>The need to capitalize on GoLD's experience in order to expand upon it</i>	<p>After three years of effectively implementing activities, GoLD will conduct a process to capitalize on its achievements, experiences, and best practices. The aim will be to develop a culture of peer learning, improve practices, and make the Activity's achievements accessible and visible. This process will be conducted in collaboration with all stakeholders (IPs, CTs, communities, authorities, technical service units, and other partners).</p>

Figure 1. USAID/GoLD logical framework





2 PROJECT MANAGEMENT AND ACTIVITIES

2.1 INTRODUCTION

In FY 2019, the Activity strengthened its intervention approach. In Dakar, the management team pursued GoLD's strategic priorities by adopting an adaptive management approach. Significant progress was made in all regions. The regional offices adapted to the requirements of USAID/GoLD's applied governance approach and strengthened their organization through operational planning and by developing multifaceted partnerships, not only with other USAID IPs but also with other strategic partners.

2.2 ACTIVITY STAFF

[Redacted]

To improve its intervention in the Sédhiou Region, USAID/GoLD opened a regional coordination office there. The regional team is composed of a coordinator, a financial assistant, a monitoring and evaluation (M&E) intern, and a driver. This office has brought the Activity closer to regional actors and improved activity monitoring and implementation in CTs. It has also helped develop more synergies and partnerships with IPs and other technical and financial partners but especially with administrative authorities and decentralized service units.

GoLD has recruited accounting assistants and M&E interns for all of its regional offices so that its staff can manage the volume and pace of activities.

2.3 DAKAR OFFICE

Activity coordination

The management team (Chief of Party [COP]; Senior Technical Advisor; Administrative and Financial Manager; and Monitoring, Evaluation, and Learning [MEL] Specialist) met every Monday to discuss activity implementation and monitor performance in line with objectives.

The Technical Advisor held regular coordination meetings with technical staff based in Dakar and in the regions. Participants in the meetings regularly monitored activities based on monthly calendars. The Activity also held a review meeting with all technical staff at the end of every quarter to assess implementation of the Annual Work Plan (AWP).

USAID/GoLD learning evaluation

In FY 2019, USAID Senegal hired MSI to evaluate USAID/GoLD's learning system with the aim of providing information and recommendations to support the Activity's learning program. The evaluation covered GoLD's theory of change; the database, indicators, and processes put in place to collect, document, and share data; GoLD's approach to participation, integration, and cooperation; the tools adopted to promote participatory governance; and the impact of GoLD's activities on improving basic service delivery through strengthened participatory governance.

The results of the evaluation were used to develop a plan to monitor implementation of recommendations. The Activity established a monitoring mechanism managed by the Senior Technical Advisor with support from the MEL Specialist. Implementing the plan helped GoLD improve its interventions at the strategic and organizational levels.

Strategic discussions (USAID offices)

As part of its approach to integrated governance of the priority sectors of health, education, WASH, and food security, the Activity met with various USAID offices. The aim was to discuss the Activity's approach, its impact on CTs' addressing of sectoral priorities, and the monitoring of its effects. It also organized field visits with office directors (EGO, Education, and Health) so they could see the effects of its interventions and the involvement of CTs and communities in improving service delivery. The opinion shared at all of these meetings and field visits was that USAID/GoLD's approach is relevant and innovative in that it puts CTs at the center of efforts to address the needs expressed by communities. Contrary to the traditional governance approach, this approach impacts priority sectors and ensures sustainability by strengthening the leadership and accountability of local actors.

It was also decided with EGO that GoLD would report on WASH and food security indicators (*Annex 1: List of EGO indicators*).

Sharing GoLD's approach and strategy

In FY 2019, GoLD discussed its approach and strategy with other projects and institutions. This process allowed it to strengthen several aspects of its strategy.



Eva Matsiko, GAPP COP (center), with GoLD staff

GoLD hosted Harriet B. Muwanga, Governance Program Management Specialist in the USAID/Uganda Democracy, Governance, and Conflict Office, as part of an exchange of experiences between GoLD and the Governance, Accountability, Participation, and Performance (GAPP) Program in Uganda. Then Eva Matsiko, COP of the GAPP Program, visited to discuss GoLD's approaches and the effects of its interventions. Both women praised the Activity's achievements and effects on local governance, and in particular GoLD's integration and synergy approach of

working with sectoral programs within the USAID Senegal Mission.

After their visits, GoLD participated in an exchange and informational visit in Uganda to learn about the GAPP Program's interventions. During the visit, the two programs discussed GAPP's technical approach to providing institutional support to the government at the central level and its strategy for implementing activities at the district level.

GoLD's selection to participate in the World Bank's GPSA Global Partners Forum

USAID/GoLD was selected to participate in the sixth Global Partnership for Social Accountability (GPSA) Forum in Washington, DC, on November 17–23, 2019. The GPSA helps civil society and governments work together to tackle major governance challenges in developing countries. GoLD was selected to present its accountability approach based on CVA and BP.

FY 2019 AWP annual retreat

The fourth year of the Activity, FY 2020, will be one of consolidating and scaling up achievements based on past successes, lessons learned, and challenges. It will also focus on capitalizing on methods, practices, and tools in order to make the corrections needed to increase their impact. This year, GoLD decided to change its AWP development approach by inviting more actors involved in the Activity's implementation to participate. The process consisted of three steps. First, a meeting was organized in each region to share achievements, challenges, and lessons learned. Then the results of those regional sessions were consolidated at a national planning meeting. Finally, the AWP produced at the national meeting was shared and enhanced by contributions from strategic partners.



Strategic partner workshop participants

Operational capacity building

This year, the Activity expanded the Dakar office's workspace by renting an additional apartment in the same building. After the expansion, the office was reorganized to house the Communications Specialist, two interns/apprentices, the Grants Manager, the Power Africa staff, and RTI's Regional Human Resources (HR) Officer for West Africa. The Activity will be reimbursed for the cost of housing these staff members. Operational staff will provide ad hoc support to the Power Africa staff

and Regional HR Officer. USAID/GoLD's technical support and the various costs related to this collaboration will be reported as cost share.

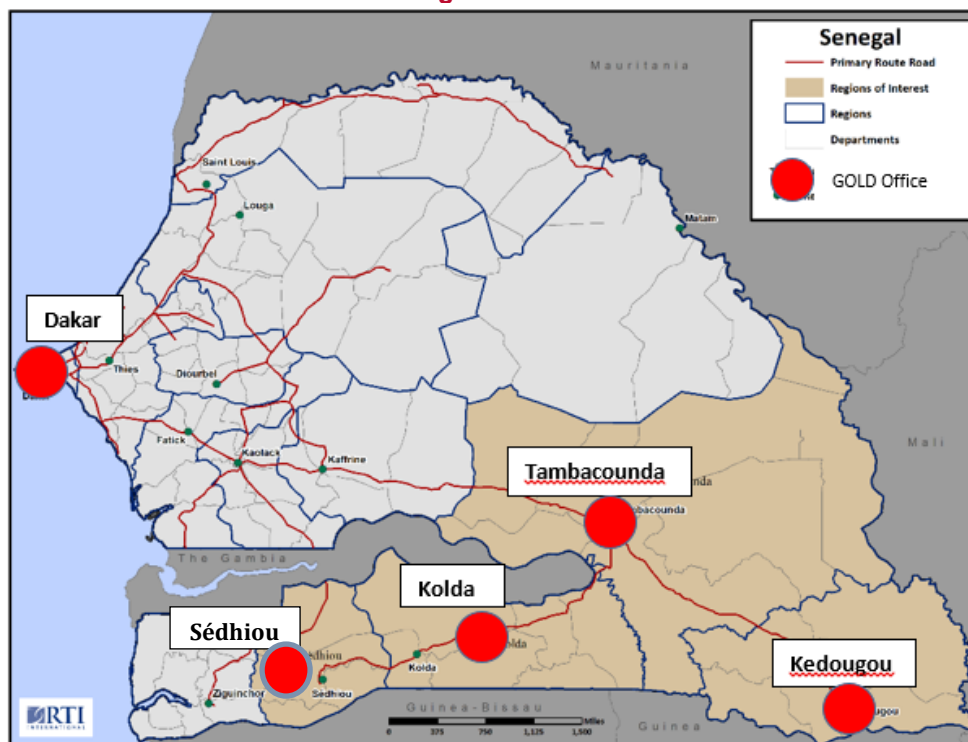
With USAID's approval, a new vehicle was procured to support the activities of the office opened in Sédhiou.

Capacity building for consortium members

RTI continued to provide technical support to USAID/GoLD's national consortium partners (Enda-ECOPOP, *Fédération des Associations Féminines du Sénégal* [FAFS], *Union Radios Associatives Communautaires* [URAC], and *Afrique Enjeux* [AFEX]). In FY 2019, RTI Headquarters, through the Program Coordinator and Program Assistant, held capacity building sessions on budgetary management of advances and reconciliations, time sheet completion, and cost share documentation. A clear improvement in compliance with budgetary and administrative and financial reporting procedures was observed.

2.4 REGIONAL OFFICES

Figure 2. GoLD offices



Quarterly meetings with IPs

USAID IPs working in the regions of Tambacounda, Kédougou, and Kolda held quarterly synergy meetings with the objective of reviewing progress in implementing their synergy action plan. Meetings focused on key achievements, challenges, and new synergy opportunities. These meetings were organized around USAID's focal points.

In Sédhiou, despite the absence of an integrated office, GoLD held meetings with the Passerelles and FtF Kawolor programs to plan and implement joint activities, such as training borehole committees and mobilizing resources to fund key sectors.

Opening of new offices

In Sédhiou, GoLD staff shared an office with Passerelles before finding a new office space after the termination of the initial lease between Passerelles and the lessor. The new office is expected to be operational in the first quarter of FY 2020.

The Activity opened a subsidiary office in Tambacounda to meet the regional office's need for more space. It allowed USAID/GoLD staff who could not work in the regional office due to a lack of space to work alongside the coordination team, as the subsidiary office is less than 100 meters from the regional coordination office.

CT capacity building

The Activity expanded its funding program by signing new in-kind grant agreements with 26 CTs, which received equipment. This expansion to new CTs was merited by the excellent results obtained in the first 24 beneficiary CTs, which demonstrated their ability to manage the equipment and its usefulness. This equipment will make ACTs more operational in monitoring the implementation of planned activities in CTs (*Annex 2: Success story – ACTs*).

Coordination of activities with FAFS, AFEX, and URAC

Regional offices maintained constant communication with regional focal points from URAC and FAFS to ensure their effective involvement and participation in the entire process of implementing activities in CTs. Through its network of community radio stations, URAC provides complete coverage of all activities conducted by regional offices. The Activity provided AFEX and URAC with computer equipment and office supplies as part of its institutional strengthening support efforts.

USAID/GoLD field visits

Several visits were organized in the Activity's intervention regions, including the EGO Director's visit to Médina Chérif, a visit of a delegation of donors (European Union delegation, French Embassy, Italian Embassy, the Canadian Cooperation, and UNICEF) to Bona, and the USAID Office of Democracy, Human Rights, Governance, and Peace (DRGP) and Health Offices' visit to Tambacounda and Kédougou to monitor the Activity's efforts. These visits showed the effects of GoLD's activities in the health, education, WASH, and nutrition sectors as well as the extent to which elected officials and communities have adopted GoLD's approach. Visitors noted an improvement in dialogue between citizens and authorities, local elected officials committed to transparency, and an improvement in the mobilization of resources to fund sectoral interventions.

Support for the organization of territorial conferences

Through its regional offices, USAID/GoLD actively participated in preparing, funding, and organizing territorial conferences to assess the implementation of priority investment programs. Supporting these conferences was an opportunity for GoLD to help ensure the integration and harmonization of development partner interventions in CTs.

New this year was the organization of *département*-level conferences in line with the *Acte III* decentralization reform. GoLD supported the organization of such conferences in the *départements* of Bakel, Koumpentoum, and Goudiry. These meetings allowed local actors to discuss local development challenges and constraints in the context of the territorialization of policies, measure the socioeconomic impacts of projects and programs, assess how well commitments were being met, and agree on the need to improve the coordination of interventions.

2.5 TOOLKIT ADAPTATION

Table 2. Status of the application of the GoLD governance tools

Tool	Objective	Activities during the year	Partners and participants
Integrated Good Governance Barometer (IGGB)	Measures CTs' good governance performance; informs on the overarching governance progress in each CT—key stakeholders from all Results will participate in the baseline and annual assessments	<ul style="list-style-type: none"> IGGB implemented in 28 CTs (16 municipalities, 3 <i>départements</i>, 8 pilot CTs [second evaluation] and 1 implemented for malaria) 28 action plans developed to improve sectoral governance 	<ul style="list-style-type: none"> ARDs Regional Planning Service Unit National Agency of Statistics and Demography (ANSD) Regional Service Unit for Local Development Support (SRADL) Community-based organizations (CBOs) CTs Regional Evaluation Committees
<i>Système de Mesure de Performance</i> (SMP)	Self-assessment tool that measures CT technical capacity against an appropriate set of benchmarks for successful municipal management and service delivery	<ul style="list-style-type: none"> Performance criteria to be monitored by GoLD (technical, institutional, and financial management capacity) analyzed and selected 	<ul style="list-style-type: none"> PNDL GoLD staff
<i>Système d'Information Territorial</i> (SIT)	Standardized referential database for cross-sectoral data integration; user-friendly interface to support decision making in planning and budgeting through access to available cross-sector data/information	<ul style="list-style-type: none"> Supported the collection of <i>Observatoire National des Territoires</i> (ONT) data with the ADL (Sédhiou and Kolda) Level 0 maps developed for 50 CTs, 13 <i>départements</i>, and 4 regions in GoLD's intervention area 	<ul style="list-style-type: none"> 63 CTs ADL ARDs IPs (Naatal Mbay, Neema, Accès)
<i>Participatory Strategic Budgeting and Planning</i> (PSBP)	Builds consensus on funding CTs' sectoral development priorities; provides support for the participation of women, youth, and people with disabilities; stakeholders openly discuss investments measured against available financial resources	<ul style="list-style-type: none"> Technical and financial assistance provided to CTs to conduct the BP process BP process implemented in 25 CTs 	<ul style="list-style-type: none"> CTs ARDs PNDL CLM UNICEF Local CSOs Resource persons
Yelen Tax (Y-Tax)	Improves effectiveness and transparency in local tax collection	<ul style="list-style-type: none"> New functions written Application tested 	<ul style="list-style-type: none"> CTs DSPL Office of Local Governments/ DGCP
E-learning	Cost-efficient transfer of skills and knowledge through web-based training, virtual classrooms, and digital collaboration	<ul style="list-style-type: none"> Joint action plan developed to test the E-learning system Vital records module developed E-learning launched 	<ul style="list-style-type: none"> CTs Virtual University of Senegal (UVS) Enda-ECOPOP PNDL

Table 2. Status of the application of the GoLD governance tools

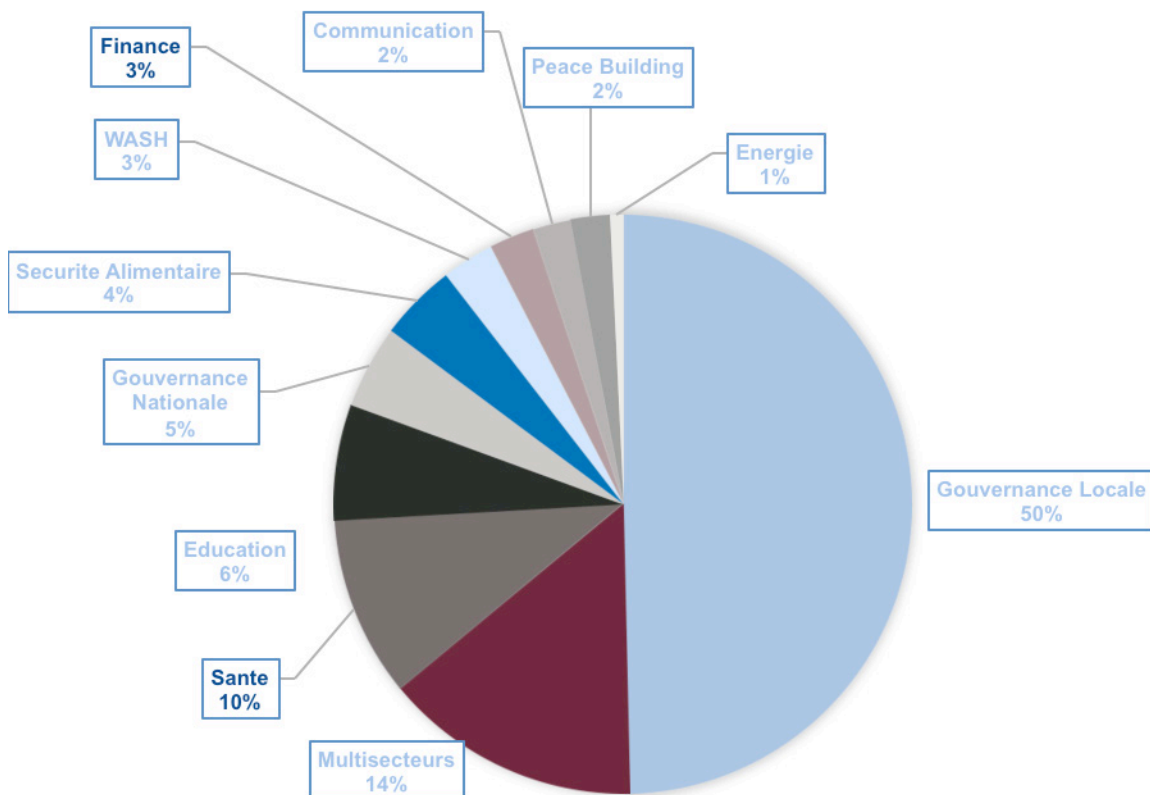
Tool	Objective	Activities during the year	Partners and participants
Citizen Voice and Action (CVA)	Social accountability approach building CSO capacity to take collective action and monitor service delivery	<ul style="list-style-type: none"> ▪ Norms evaluated in 121 infrastructures (health outposts, boreholes, schools) ▪ Performance measurements evaluated ▪ Collected data reported ▪ 114 corrective action plans developed with commitments from decision makers ▪ Advocacy conducted by Citizen Advocacy Groups (GCPs) on identified problems to improve the quality of public services 	<ul style="list-style-type: none"> ▪ Technical service units ▪ GCPs/community facilitators/ACTs ▪ Health Development Committees (CDSs), Water Users' Associations (ASUFORs), School Management Committees (CGEs) ▪ Neema and Accès community staff ▪ Administrative authorities ▪ Local authorities
Program Impact Sustainability Assessment Method (PISAM)	Provides understanding of the most important contextual elements influencing the sustainability of selected program impacts	<ul style="list-style-type: none"> ▪ PISAM applied to Sen-Bridge to assess its sustainability 	<ul style="list-style-type: none"> ▪ CTs ▪ Local Governance Specialist ▪ GoLD IT team

3 COORDINATION AND INTEGRATION

"Alone one goes fast, together we go far." (Proverb)

A sectoral governance approach can only produce results with a sustained partnership among multiple actors—partnerships are key to the success of this approach. GoLD's intervention is based on collaborating with IPs, government programs and institutions, and other projects and programs in order to encourage them to help CTs meet citizens' needs. Major achievements have been noted in the area of integration. Synergy plans have been developed, implemented, and regularly evaluated and updated.

Figure 3. Partnerships broken down by sector



In FY 2019, GoLD worked with FtF Kawolor to co-produce training tools and materials and monitor borehole management committees in line with the rural water system reform. It also provided additional support outside of its intervention area. Working with Accès, local commissions and committees developed and implemented WASH action plans. GoLD worked with Neema and RSS+ to involve CTs in malaria control efforts and establish and train CDSs. Regional offices implemented

their action plans with the close involvement of USAID focal points. The Activity conducted several actions with various ministries (MCTDAT, MSAS) and their programs and agencies (PNLP, ADL, PNDL, Gender Unit, CLM, etc.). Finally, GoLD developed synergies with other partners, such as UNCDF, in searching for additional funding to supplement local tax resources and government transfers.

The Table 3 shows the main activities GoLD conducted with its partners this year.

Table 3. Main activities with IPs and institutional partners

Main activities with IPs and institutional partners	
USAID Neema and RSS+	<ul style="list-style-type: none"> Development and implementation of synergy plans Support for the development of 2020 CT health sector plans (POCT-Santé) Malaria control awareness-raising campaign Advocacy workshops on improving health services for women
USAID Accès	<ul style="list-style-type: none"> Discussions between Accès, Kawolor, GoLD and the <i>Office des Forages Ruraux</i> (OFOR) to refine the strategy for supporting reforms in USAID program intervention areas Monitoring of WASH action plans Training of borehole management committees With EGO, definition of WASH indicators to be monitored by GoLD
FtF Kawolor	<ul style="list-style-type: none"> Definition of possible synergies Co-production of tools and training of borehole management committees Development of a nutrition-sensitive PIAs Support for the definition of a financial resource mobilization strategy for CTs outside of GoLD's intervention area Training of borehole management committees
USAID Passerelles	<ul style="list-style-type: none"> Development of a synergy action plan between USAID Passerelles and GoLD
PNLP/President's Malaria Initiative (PMI)	<ul style="list-style-type: none"> Joint missions to establish an advanced coordination unit (UCA) in Kolda Advocacy for increased CT participation in malaria control efforts in Tambacounda Application of the IGGB to malaria control efforts in Bagadadji Development of action plans to increase women's involvement in malaria control efforts Evaluation of the pilot UCA in the Kolda region
CLM/Africa Lead	<ul style="list-style-type: none"> Development of a joint action plan and roadmap for Africa Lead, CLM, and GoLD Training of trainers from the Kolda, Sédhiou, Tambacounda, and Kédougou Regions on nutrition-sensitive territorial governance in Kolda Strengthening the leadership of regional actors in implementing nutrition policies in the CTs of Médina Chérif and Saraya while updating the PDCs Testing of the tool to integrate nutrition into planning documents in CTs in Kédougou and Kolda
MCTDAT	<ul style="list-style-type: none"> Support for the process to establish <i>Pôles Territoires</i> for Casamance and Sénégal Oriental Synergistic activities with ministerial agencies (PNDL and ADL) Strategic planning Support for the organization of local conferences in the regions of Kolda, Tambacounda, and Kédougou
Ministry of Justice/Directorate for the Promotion of Good Governance (DPBG)	<ul style="list-style-type: none"> Process to identify IGGB activities at the <i>département</i> level Modeling and adapting of the IGGB process at the <i>département</i> level Training of Ministry for the Promotion of Good Governance officials on IGGB implementation

Table 3. Main activities with IPs and institutional partners

Main activities with IPs and institutional partners	
MSAS	<ul style="list-style-type: none"> Support for the training of pools of trainers and CDS members on health management and governance in CTs (with RSS+, Neema, and UNICEF) Support for training CDS members in the Tambacounda and Kolda regions
PNDL	<ul style="list-style-type: none"> Sharing of 50 baseline results as part of the SMP-CT Implementation of the synergy plan
ADL	<ul style="list-style-type: none"> Training of CT and <i>département</i> focal points and ACTs on using the ONT platform and integrating indicators into the SIGT Support for the collection of ONT data Monitoring of training and establishment of a baseline for ONT indicators in the Kolda region Partnering on the inter-communal cooperation initiative in the Sédhiou region
MCTDAT Gender Unit	<ul style="list-style-type: none"> Support for the approval of the gender guide and manual Testing of the gender mainstreaming guide and manual in Kolda and Sédhiou
UNCDF	<ul style="list-style-type: none"> Development of a framework memorandum of agreement Support for partner CTs in finalizing 14 project proposals for UNCDF funding CTs of Kédougou and Balla selected by UNCDF to receive project funding
UVS	<ul style="list-style-type: none"> Identification of possible synergies Establishment of an E-learning steering committee Development of training materials for the selected module (vital records) Launch of E-learning training in Kolda
ARDs	<ul style="list-style-type: none"> Signature and implementation of grant agreements with ARDs in GoLD's four intervention regions Signature of FOGs for ARDs to conduct baseline assessments in <i>départements</i> in Tambacounda, Sédhiou, and Kédougou Support for IGGB implementation in <i>départements</i> in the region of Kolda Support for the process of identifying taxpayers and collecting the IMF4 tax Monitoring of capacity building plans
Oshun	<ul style="list-style-type: none"> Identification of possible synergies Signature of a framework memorandum of agreement
Partners in the areas of democracy, human rights, and governance (Rural Association Against HIV/AIDS [ARLS]/ Développement Économique et Sociale [DES]—Suxali Jiggen, Non-State Actors [ANE] Platform, CTs of Gueule Tapée, Fass Gounass, and Colobane)	<ul style="list-style-type: none"> Identification of possible synergies in the area of social inclusion, particularly in strengthening women's leadership Development of action plans

4 CROSS-CUTTING THEMES

4.1 GENDER AND SOCIAL INCLUSION

The *Code Général des Collectivités Locales* lays out the principle of the participation of all actors, without exclusion, in the management of local affairs, in keeping with the policies and strategies defined by the Government of Senegal, such as the national strategy for gender equality and equity. Gender inequality hinders effective and sustainable development. The situation has improved with the law on parity in access to elective and political functions, but including vulnerable groups is a challenge for inclusive local development in CTs, because few women, youth, and people with disabilities are involved in forums for discussion, negotiation, and planning. USAID/GoLD has made social inclusion an essential priority in the implementation of its activities through its focus on gender mainstreaming.

Main achievements

In FY 2019, the Activity reviewed its gender strategy following the recommendations of the learning evaluation conducted by MSI and drawing from the results framework in USAID's 2016–2022 Country Development Cooperation Strategy, Senegal's national strategy for gender equality and equity, and the gender equality law. It also developed an action plan.

The Activity's strategy is to mainstream gender into all three of its Results, by conducting capacity building activities specifically for women and female elected officials, involving women in the management of local public resources, and conducting activities that impact their specific needs.

The Activity also committed to diversifying its partnerships in order to better address the issue of social inclusion. It held meetings with organizations such as the ANE Platform and ARLS/DES to promote the leadership of women, youth, and disabled persons.



Gender Unit promoting gender guides in Kolda

At the institutional level, GoLD continued to work with the MCTDAT Gender Unit and National Local Planning Platform to promote gender mainstreaming tools in planning documents and approve the planning guide, which integrates cross-cutting issues, including gender, into CT planning documents.

At the operational level, USAID/GoLD conducted activities that helped involve women and address their specific needs in the improvement of service delivery (health,

WASH, education, etc.). Through its community engagement efforts, advocacy action plans were developed and implemented. The Activity's actions helped address the needs of women, youth, and children. For example, in Bambali, learning conditions were improved through the construction of two classrooms in the village of Sorance for 100 students who had previously been learning in

temporary shelters. This was also the case with the extension of a water supply network, which helped ease the burden of domestic work on women (see *section on the implementation of community engagement action plans*). The Activity focused on health and specifically on malaria control efforts in the regions of Tambacounda and Kolda, which were deemed priority areas due to a rise in malaria infection and mortality rates.

Main lessons learned

Several lessons were learned from implementing activities:

- *The need to diversify partners in implementing the gender strategy.* Diversifying partners makes it easier to strengthen the leadership of women, youth, and disabled persons; involve them in improving sectoral service delivery; and address their specific needs.
- *Social inclusion should be strengthened in the Activity's Results beyond actions specifically designed for vulnerable groups.* GoLD reviewed its indicators, oriented its staff on the need to ensure inclusion in Result activities, and defined gender mainstreaming activities for each of its Results.
- *Women's organizations play a key role in mobilizing and collecting local financial resources.* In FY 2019, the involvement of women's associations was a determining factor in raising citizen awareness and collecting taxes. Their experiences will be shared through exchanges. The Activity will monitor to ensure that women's involvement results in having their needs addressed in the identification, planning, and budgeting processes.
- GoLD's involvement in various institutional and strategic processes (Gender Institutionalization Plan, National Planning Guide) makes its gender interventions more sustainable and expands its reach in the implementation of local activities. GoLD will continue to support the MCTDAT Gender Unit in implementing its guides at the CT level.

4.2 COMMUNICATION

In FY 2019, USAID/GoLD implemented several communication activities, including producing radio programs on improving sectoral service delivery, conducting field visits, producing information and communication materials, and organizing major events with significant media coverage. All of these activities allowed GoLD to share its achievements with its partners and improved its visibility.

The year was also marked by the recruitment of a Communications Specialist to improve the coordination and implementation of communication activities. GoLD also updated its communication strategy to refocus its efforts and identify new activities, which it began implementing in May 2019. It used its partnerships with the media (URAC and national press) and outreach with IPs, technical service units, and CTs to implement its communication activities.

Main achievements

The main achievements of FY 2019 were as follows:

- Update of the operational communication plan
- Identification of themes and subjects related to sectoral service improvement and the production of 105 programs on the governance of key sectors, aired through URAC member radio stations
- Training of 11 hosts from 11 URAC member community radio stations on priority themes and production techniques to improve the quality of radio programs
- Production of weekly newsletters (17 *GoLD Weeklys*)

- Production of seven success stories on the effects of the Activity's interventions
- *Production of communication materials:* printing of materials for regional offices to improve local visibility (5,800 flyers on BP, IGGB, CVA, and SMP-CT; 1,700 pamphlets; 1,700 folders; 6 *kakémonos*; 10 banners; 63 ZOI maps; 60 signs; and 50 nameplates)
- Support for the organization of partners' and investors' forums (production of banners, exhibits, media coverage, photographs, interviews)
- Orientation of staff on communication activities (photos, *GoLD Weekly*, private WhatsApp group, etc.)



USAID/GoLD sign at the entrance to Sédhiou

Main lessons learned

The lessons learned from implementing activities will be used to strengthen communication in FY 2020:

- *IPs' participation in identifying radio program themes* and addressing specific sectoral needs ensures greater IP involvement in producing radio programs.
- *The GoLD Weekly* is an important tool for sharing information and the Activity's achievements. Partners have praised the quality and frequency of the newsletter.
- *Organizing major events such as the partners' and investors' forums* strongly increased the Activity's visibility.

4.3 CONFLICT MANAGEMENT AND MITIGATION

In FY 2019, the Activity continued to implement its conflict prevention and resolution strategy in sectoral management and the mobilization of local financial resources. It trained members of technical commissions and sectoral committees (in health, education, WASH, and food security) in its partner CTs to better equip them to prevent and resolve conflicts in service delivery. This year, GoLD trained a total of 249 community leaders, technicians, heads of decentralized service units, and CSO members, including 163 men, 27 women, and 59 youth. As a result, conflict prevention and resolution has become a key component of improving services. In addition, GoLD observed the following results:

- Technical commissions and sectoral committees adopted conflict prevention and resolution techniques thanks to training provided by AFEX.
- Sectoral conflict prevention and resolution action plans were developed and monitored in Bounkiling, Bona, Sare Yoba, Koussanar, Koumpentoum, Khossanto, Saraya, Médina Yoro Foula, and Ballou.
- Conflicts among various actors were resolved. For example:
 - GoLD's successful mediation led to an agreement between SOGES (*Société de Gestion des Eaux du Sénégal*, the public service concession holder under the OFOR reform) and borehole users in Koussanar and Koumpentoum. In Koussanar, misunderstandings of the rural water system reform and a lack of citizen awareness of SOGES's mission, high water bills, and recurring service interruptions created a

climate of latent conflict. Training actors with support from the prefect and mayor and a commitment from SOGES and water users to work together helped ease tensions.

- In Médina Yoro Foula, drug shortages and the poor quality of patient reception and accommodations were also frequent sources of conflict between patients/ accompanying family members and health district staff. Training led health facility managers to commit to improving the quality of patient accommodations in the health district and the management of drug supplies in the pharmacy.

Main lessons learned

The main lessons learned from implementing activities were as follows:

- Conflict management is an important and necessary component of improving service delivery in key sectors (health, WASH, education, nutrition).
- Administrative authorities' involvement in the conflict management process is necessary for monitoring each party's commitments.
- Effective communication with actors and applying the principle of accountability helps reduce gray areas and suspicions about service management and greatly reduces the risk of conflicts.

5 CAPACITY OF LOCAL GOVERNMENT TO RESPOND TO CITIZEN DEMAND INCREASED

5.1 INTRODUCTION

During FY 2019, the Activity made significant progress in building the capacity of actors, particularly in procurement procedures, sector-specific knowledge, and leadership. The implementation of action plans helped improve their capacity to meet citizens' demands.

5.2 MAIN RESULTS

The main results of FY 2019 were as follows:

- The conducting of a performance analysis (SMP-CT, IGGB) in the Activity's CTs and *départements*
- The on-time development of administrative and financial documents by USAID/GoLD's partner CTs, thereby meeting one eligibility criterion for receiving funding from the *Programme d'Appui aux Communes et Agglomérations du Sénégal* (PACASEN)
- The development and updating of local planning documents integrating the health, education, WASH, and nutrition sectors
- The implementation of 16 WASH action plans by CT technical commissions and local committees
- The development of an E-learning platform to build the capacity of elected officials and local workers
- The strengthening of CT actors' knowledge and roles in procurement procedures and managing local public contracts for the delivery of services in the health, WASH, education, and nutrition sectors
- The strengthening of actors' knowledge, roles, and practices (mayors, procurement officials, municipal workers, local/management committees) in methods, approaches, and constraints related to CT administrative and financial management
- The building of the capacity of local human resources (ACTs and community facilitators) to implement activities in CTs.

5.3 LESSONS LEARNED, SUCCESS STORIES, AND BEST PRACTICES

An analysis of the Activity's intervention in Year 3 revealed the main lessons learned in capacity building:

- Affirming CT leadership is essential in defining and implementing activities (see *Executive Summary*).
- Empowering actors and encouraging them to take ownership of tools, content, and approaches are the foundation for ensuring the sustainability of GoLD's interventions (see *Executive Summary*).
- Successful synergies with partners' interventions generate greater results and impacts in CTs (for example, the synergy between GoLD, Kawolor, and Accès in training borehole management committees).

5.4 SUMMARY OF PROGRESS UNDER RESULT 1

5.4.1 SR 1.1: Leadership capacity of CT councilors improved

Activity 1.1.1: Develop a baseline of local decision maker and actor capacities

Continued implementation of the first IGGB

In FY 2019, USAID/GoLD implemented the IGGB in 16 CTs, including 10 in Sédhiou and 6 in Kédougou. The IGGB was implemented by regional training committees through FOGs signed with ARDs, as part of GoLD's approach to encouraging local actors to adopt its tools. Every region now has resource persons who are certified to implement the IGGB.

Kédougou Region	Sédhiou Region	
Fongolimbi	Marsassoum	Boukiling
Dar Salam	Médina Wandifa	Goudomp
Kevoye	Djiredji	Simandi Balante
Khossanto	Bona	Samine
Dakatély	Sédhiou	Yarang Balante
Sabodala		

By the end of the second quarter, 50 CTs were implementing an action plan for improving governance.

Application of the IGGB to malaria in Bagadadji

As part of the establishment of a UCA in the region of Kolda, USAID/GoLD, in partnership with the PNL, adapted the IGGB to malaria control and piloted it in the CT of Bagadadji. This activity made it possible to collect data on perceptions and secondary data and measure the CT's performance in managing malaria control efforts. An action plan was developed and is currently being implemented, with the active involvement of communities and the municipal council.

Midterm evaluation of pilot CTs

The Activity conducted a second IGGB in its eight pilot CTs to measure their progress in improving governance. The good governance indicator rose in all eight CTs. For example, the IGGB score in Médina Chérif rose from 58% to 72% (*Annex 3: Initial IGGB analysis report*).

These results are a product of the mayors' leadership, the Activity's contribution to building actors' capacities, advocacy for improving service delivery in key sectors (health, education, and WASH), support for developing planning documents, on-time voting on administrative accounts and budgets, and activities aimed at increasing resources (see *Analysis of Indicator 2*).

Measurement of départements' governance performance



Group work in the département of Vélingara while implementing the IGGB

The Activity used the IGGB to conduct the first governance performance measurements in the *départements* of Kolda, Vélingara, and Médina Yoro Foula. This resulted in the development of action plans to improve governance based on four priorities: capacity building, resource mobilization, dialogue and citizen oversight, and gender considerations. Recommendations focused on promoting inter-communal cooperation and searching for innovative sources of funding, such as contributions from the diaspora and corporate social responsibility funds.

Activity 1.1.2: Implement CTs' integrated action plans (IGGB, SMP-CT, training needs, CVA, sectoral action plans, and those of other partners)

In FY 2019, with the Activity's support, CTs in all four intervention regions produced planning documents by the legal deadline, namely 50 PIAs, 3 PDCs, and 38 sector-specific Priority Action Plans, including 33 in CTs and *départements* in the regions of Tambacounda and Kédougou. These documents integrate citizens' priority needs and the priority sectors of health, education, WASH, and nutrition/food security. They were developed with assistance from ARDs, technical service units, IPs (FtF Kawolor, Neema, Accès, and Africa Lead), and partners such as UNICEF and the CLM.

These planning tools will make CTs' priority development actions more coherent and visible.

Activity 1.1.3: Measure CT performance for a midterm evaluation of pilot CTs (SMP-CT)

Conducting the SMP-CT in départements

Data were collected from 13 *départements* using the SMP-CT. This process provided the Activity with information on each *département's* technical, organizational, and functional strengths and weaknesses. It was conducted in partnership with the PNDL. With GoLD's support, the PNDL plans to conduct a second SMP-CT in pilot CTs during the first quarter of FY 2020.

SMP-CT implementation in CTs

The Activity analyzed several performance criteria from the SMP-CT related to CTs' technical, institutional, and financial management capacity. An initial analysis of these criteria shows an overall improvement in partner CTs' performance. The 50 CTs analyzed are paying much closer attention to the availability of management documents and compliance with management principles. The most positive change is reflected in the timely development of planning documents (budget, administrative accounts, PIAs) and decisions on municipal taxes and duties.

Activity 1.1.4: Develop and/or adapt sector-specific training materials

In FY 2019, USAID/GoLD continued to adapt and produce facilitation and learning tools for local actors. It developed or adapted materials and approaches for capacity building in administrative and financial management, public procurement, rural water systems, etc., such as the facilitation materials it co-produced with USAID Kawolor to train borehole management committees. These tools helped increase local elected officials', local workers', and local committees' knowledge of their roles, the content of sectoral reforms, and management methods and approaches.

The Activity developed a training module to help CT technical committee members better understand their roles and responsibilities and help municipal councils meet citizens' priority needs in the health, education, nutrition, and WASH sectors. The module was approved with contributions from USAID IPs, technical service units, and associations of local elected officials.

USAID/GoLD also assisted the national local planning platform in the process of developing a local planning guide integrating cross-cutting themes (gender, nutrition, migration, and climate change).

Activity 1.1.5: Develop and test an E-learning platform

This year saw a major innovation in approaches to capacity building for local actors and elected officials with the design and development of a distance learning (E-learning) platform for elected officials and local workers. Initiated by GoLD in partnership with Enda-ECOPOP, the PNDL, the *Cellule d'Appui aux Élus Locaux*, the MCTDAT Training Unit, and UVS, the platform aims to reduce training costs, make it easier to respond to training needs, and modernize capacity building techniques and approaches. A technical committee determined the outline and content of the platform and produced training tools and materials.

The platform was officially launched at the new Digital Space in Kolda, at a ceremony chaired by the MCTDAT technical adviser in charge of training. A total of 80 trainees, including 11 women, participated in the first session on the importance and necessity of vital records. Training is currently under way. USAID/GoLD will evaluate the platform before expanding it to its other intervention regions.

5.4.2 SR 1.2: Organizational strengths (planning, budgeting, and implementation processes) of decentralized government structures increased

Activity 1.2.1: Build the capacity of CT actors in decentralization and sectoral governance

Establishment and training of borehole management committees to manage rural water systems

In collaboration with FtF Kawolor and Accès, the Activity established and trained seven borehole management committees in Kandiaye and Mampatim on their roles and responsibilities so they could provide interim management. Committee members were trained on rural water system norms and policies and good financial and administrative management practices.

The Activity also organized post-training follow up visits, during which it noted shortcomings related to the irregular production of meeting minutes and reports, a lack of traceability of certain financial transactions, and a lack of savings. However, it also noted improvements in regular water delivery, fewer service outages, regular monitoring and maintenance of the network, and the availability of meters for payment thanks to coaching, support, and guidance provided by partners (*Annex 4: Success story – Improved governance of the Kandiaye borehole*).

Peer learning between GoLD CTs (Linkéring and Bambali)

This year, USAID/GoLD launched its peer learning strategy by organizing a peer-to-peer visit between the CTs of Linkéring (Kolda Region) and Bambali (Sédhiou Region) to discuss and share experiences, best practices, and knowledge. During the visit, Linkéring shared its experience in mobilizing resources, promoting tax compliance, and ensuring transparency in the governance of resources. After the visit, actors in Bambali committed to using and adapting the best practices they learned about (*Annex 5: Success story – Peer-to-peer learning in Bambali*).

Promoting CTs' best practices and innovations

During FY 2019, the Activity helped its partner CTs document best practices and innovations in participatory governance so they could participate in the second edition of the *Prix d'Excellence du Leadership Local* (PELL), which awards CTs' best practices so they can serve as a model for

everyone involved in decentralization. With GoLD's support, 27 partner CTs submitted candidacies, out of a total of 125 CTs nationally. After the selection process, 10 of the 30 CTs (more than 30%) chosen by the scientific committee were GoLD partner CTs.

All five nominees (100%) in the "Transparency and accountability" category were GoLD partner CTs (*Annex 6: List of nominated CTs*).

List of GoLD partner CTs nominated for the PELL

Transparency and accountability (five):

CTs of Dakatély, Médina Yoro Foula, Salémata, and Diaobé Kabendou and *départemental* council of Salémata

Territorialization of policies and international development agendas (one):

Départemental council of Kédougou

Citizen participation and engagement in CTs (two):

CTs of Linkéring and Tambacounda

Inclusion, equality, and equity (one):

CT of Méréto

Solidarity and aid to vulnerable communities (one):

CT of Kéréwane

Activity 1.2.2: Support and monitor the implementation of action plans developed by technical commissions and local management committees

The Activity continued to support and monitor the implementation of action plans developed by technical commissions and local management committees, monitoring the action plans of 9 technical commissions and 18 local committees. Most of these were WASH action plans. The Activity's monitoring revealed the active involvement of local actors. It built the capacity of committees in synergy with Kawolor, Accès, Neema, and RSS+, which resulted in an improvement in how WASH sector needs were addressed by committees, communities, and technical service units. Examples include regular cleaning of public spaces and community institutions (maternity clinics, administrative buildings, schools), the creation of garbage dumps, and improved water distribution management.

5.4.3 SR 1.3: Financial management and oversight of public expenditures improved

Activity 1.3.1: Conduct a survey of budget design, management, and transparency

This year, data for FY 2017 were collected. As a reminder, for 2018 data, administrative accounts are prepared and voted on during the year following budget implementation. In other words, the administrative accounts for FY 2018 will be prepared and voted on no later than December 2019. All of GoLD's partner CTs prepared their budget implementation records on time and are currently collecting financial data and documents for FY 2018. All 63 partner CTs have their administrative accounts prepared and will vote on them by December 31, 2019 (legal deadline).



6 MOBILIZATION AND MANAGEMENT OF LOCAL PUBLIC RESOURCES IMPROVED

6.1 INTRODUCTION

In FY 2019, USAID/GoLD continued to build CTs' technical capacities so they could manage their tax base and tax potential. Its support helped improve the collection of local revenue, particularly the IMF4 tax.

6.2 MAIN RESULTS

In FY 2019, the Activity achieved the following in its implementation of Result 2:

- Documentation and analysis of improved CT management and resource mobilization performance
- Support for the establishment of 21 functional local tax committees
- Organization of campaigns to promote tax compliance
- Updating of taxpayer databases in 50% of CTs, with over 40,000 newly identified taxpayers
- Organization of two regional forums for partners and investors (90 partners and 240 participants)
- An improvement in the mobilization of CTs' local public resources to fund basic services (through taxpayer databases, awareness-raising forums, documentation, etc.)
- Monitoring of CT investments in delivering sectoral services
- Consolidation and continuation of sector-specific participatory budgeting in CTs
- Conducting and continuation of EDIC days to promote accountability and citizen oversight and monitoring of budget management and sectoral services.

6.3 LESSONS LEARNED, SUCCESS STORIES, AND BEST PRACTICES

Main lessons learned:

- Raising citizen awareness and using local financial resources to meet the community's priority needs builds trust between elected officials and citizens and encourages them to participate by paying local taxes and duties.
- The leadership of mayors who honor their commitments is a crucial factor for success in mobilizing tax revenue and providing services to citizens.
- The partners' and investors' forum is a powerful mechanism for mobilizing financial resources for CTs (see *Executive Summary*).

6.4 SUMMARY OF PROGRESS UNDER RESULT 2

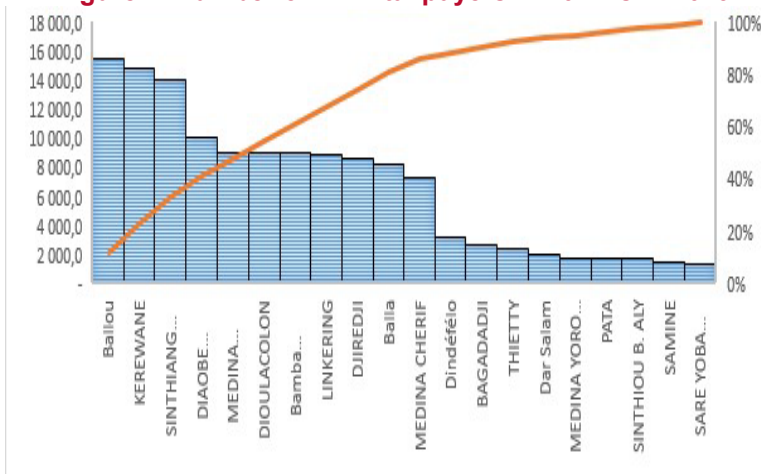
6.4.1 SR 2.1: Own-source revenue of CTs increased

Activity 2.1.1: Monitor the tax, budgetary, and financial situations of CTs

In FY 2019, USAID/GoLD, in collaboration with technical service units and administrative authorities, helped its partner CTs in all four regions to evaluate and update tax base and tax potential information, to help them manage and expand their tax base to optimize opportunities to collect local taxes. Its actions related to the IMF4 helped increase opportunities to collect municipal revenue by expanding the taxpayer database.

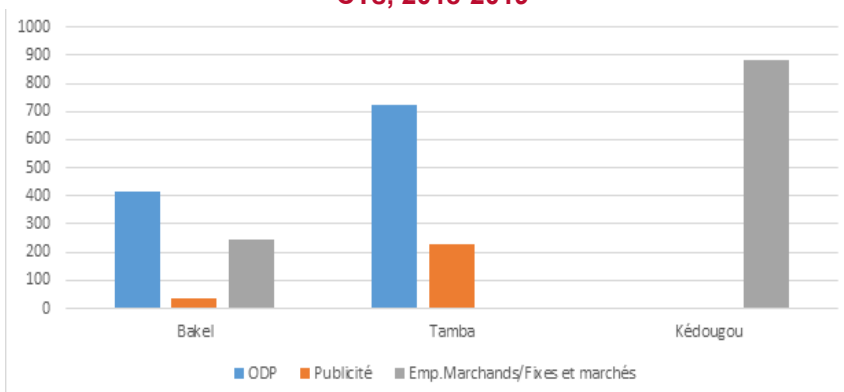
GoLD assessed the tax base in 20 CTs in its four intervention regions. Their databases identified 132,877 taxpayers, 51% of whom are women. The expected tax potential for this year is an estimated 77,497,000 FCFA.

Figure 4. Number of IMF4 taxpayers in 20 CTs in 2019



CTs assessed their tax base and tax potential for other local taxes (public domain occupation taxes [ODP], advertising tax, merchant tax). In Kédougou and Bakel, respectively, 885 and 243 taxpayers subject to fixed and mobile merchant taxes were identified. In Bakel and Tambacounda, respectively, 414 and 724 ODP taxpayers were identified. Finally, the number of advertising taxpayers identified was 35 in Bakel and 229 in Tambacounda. These identification efforts are one way to expand the tax base and taxpayer databases and give CTs reliable tax collection information.

Figure 5. Number of taxpayers subject to other local taxes in GoLD CTs, 2018-2019



Activity 2.1.2: Develop and implement plans to increase CTs' own-source revenue mobilization



Identifying taxpayers at the market in Kédougou

- *Development of municipal resource mobilization action plans*

GoLD supported its 50 partner CTs in developing resource mobilization action plans so that each CT could identify priority taxes and taxpayers required to pay them in order to increase revenue and fund basic services. Prior to developing the action plans, the Activity held capacity building workshops on taxation, budgeting, and administrative and financial management.

- *Increase opportunities for CTs to generate sources of revenue*

In FY 2019, the Activity helped 48 CTs increase opportunities to generate revenue by expanding their tax base. Twenty CTs received support in identifying taxpayers subject to the IMF4, ODP, advertising taxes, fixed vendor taxes, etc. However, local resources and government transfers remain insufficient to meet citizens' priority needs. For that reason, USAID/GoLD helped CTs look for other funding opportunities, such as contributions from partners (such as UNCDF), financial contributions from communities and the diaspora, and the organization of partner forums.

The Activity helped CTs in the regions of Tambacounda and Kédougou search for and connect with technical and financial partners by organizing forums, which were attended by a large number of development partners, projects, and programs; decentralized technical service units; and administrative authorities. The forums allowed 44 CTs to present their projects or priority actions in the health, education, WASH, and food



Discussion between CTs and partners at the Tambacounda forum

security/nutrition sectors and obtain commitments from partners and investors (*Annex 7: Report on the partners' and investors' forum in the Kédougou Region*). The Kédougou forum brought together all of the region's 22 CTs, 14 of which are GoLD partners, and the Tambacounda forum was attended by 17 GoLD CTs out of all the CTs present.

In monitoring the commitments made by partners and investors, the Activity noted the following achievements:

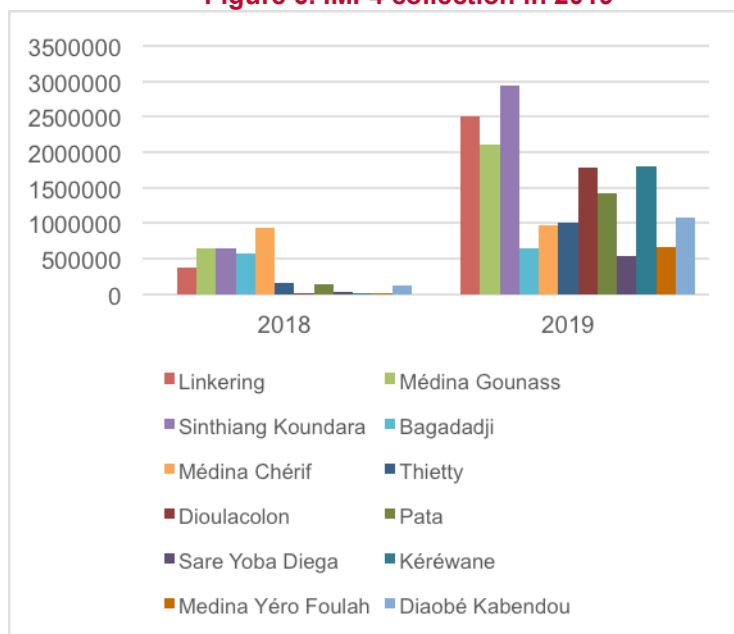


Construction of a borehole in Ndamé

- *Construction of a borehole in Ndamé:* The mayor presented the plan for a borehole, which had been in the works since 2011, to the water service unit and SOGES at the forum. A 100 m³ borehole is now currently under construction (*Annex 8: Success story – Ndamé finally gets a borehole after a 10-year effort*).
- In Sinthiou Bocar Aly, SOGES began construction of a water tower.
- In Ndamé, Neema and GoLD held a malaria awareness-raising meeting.

- *Support for the mobilization of the minimum tax (IMF4)*

Figure 6. IMF4 collection in 2019



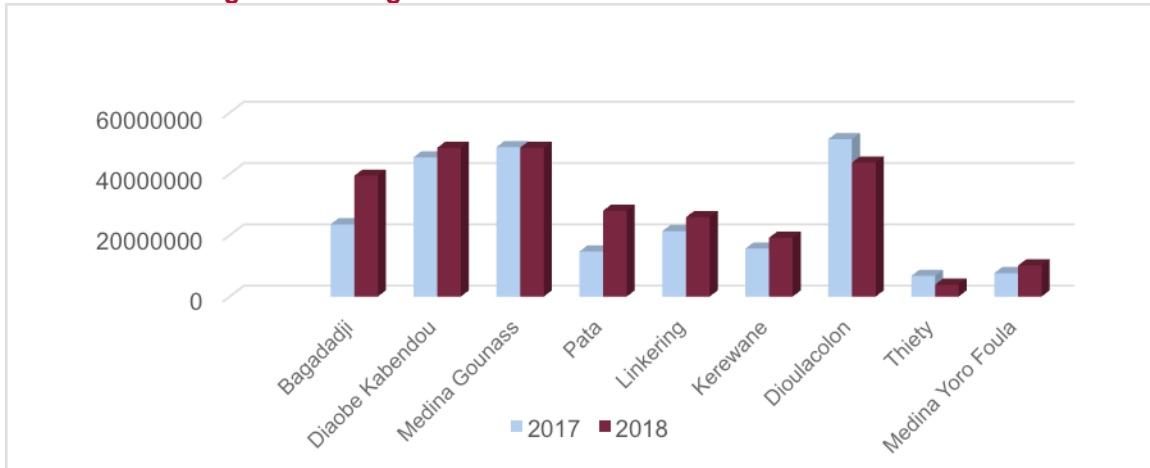
Women collecting the IMF4 in the CT of Thiétty (Kolda Region)

The trends show growth in revenue from local resources from 2018 to 2019 in CTs in the regions of Kolda and Sédhiou. USAID/GoLD, in collaboration with the ARD and Treasury, conducted awareness raising and supported the development of an IMF4 collection mechanism. Thanks to these efforts, revenue rose in 12 CTs. This revenue will fund activities and services in the areas of health and education and for vulnerable groups.

- *Mobilization of other own-source revenue from 2017 to 2018*

An initial analysis of the collection of CTs' own-source revenue shows a general improvement. Collection of own-source revenue rose from 2017 to 2018 as a result of the real efforts of GoLD's partner CTs to increase their own-source revenue and adopt good practices. These positive results show the real impact of the different forms of support offered to CTs. However, there are disparities. In Dioulacolon and Thiety, for example, the resource mobilization strategy was not implemented until the last quarter of FY 2019.

Figure 7. Change in own-source revenue mobilization from 2017 to 2018



Once the current collection of FY 2019 data is complete, GoLD will analyze the change in own-source revenue mobilization in all of its partner CTs.

- *Own-source revenue invested in priority sectors by CTs*

USAID/GoLD assisted CTs with the technical process of developing budgets, PDCs, and PIAs integrating WASH, education, health, and nutrition sector needs.

Data from 2018 will show the level of investments by sector.

Activity 2.1.3: Pilot Y-Tax

En FY 2019, GoLD developed new Y-Tax functions and tested the application to verify the functioning of its modules before deploying it in target CTs. The Activity is finalizing a memorandum of agreement with the DGCPT to test Y-Tax in the CTs of Koumpentoum, Kédougou, Bagadadji, and Tanaf.

Activity 2.1.4: Support the establishment and functioning of local tax committees (CFLs)

USAID/GoLD helped regional taxation departments establish CFLs in CTs, facilitating the creation and functioning of 21 CFLs (11 in Kolda, 4 in Sédhiou, 4 in Tambacounda, and 2 in Kédougou). Thanks to CFLs, citizens are more involved in evaluating the property tax base and monitoring property tax collection. This will eventually allow CTs to considerably increase their tax revenue in order to fund basic social services.

6.4.2 SR 2.2: Social accountability mechanism for service delivery transparency increased

Activity 2.2.1: Support implementation of participatory budgeting (BP) in CTs

The Activity launched and tested a BP process that is more integrative of priority sectors such as health, WASH, education, and nutrition, with a high level of inclusion. This year, 25 CTs

implemented the BP process, some at their own initiative (such as Bagadadji and Médina Chérif), showing that they have taken ownership of the tool.

Activity 2.2.2: Support the development of inter-communal cooperation as a mechanism for mobilizing own-source revenue in CTs

In FY 2019, the Activity helped the ADL test two inter-communal development initiatives in the Sédhiou Region:

- Inter-communal cooperation among five CTs (Tanaf, Dioudoubou, Simbandy Brassou, Baghere, and Niangha), which would help implement the sustainable development project in the Tanaf Valley, one of the largest in Casamance, with a population of approximately 40,000 inhabitants in these CTs.
- Inter-communal cooperation in Balantacounda, made up of eight CTs (Kaour, Diattacounda, Samine, Mangarougousanto, Djibanar, Simbandi Balante, Yarang Balante, and Goudomp), which would allow them to pool their efforts and strategies to better structure and profit from the cashew sector.

The ADL, Enda-ECOPOP, and USAID/GoLD held the first workshop to consider and identify ways to frame the process of developing inter-communal cooperation. A total of 28 actors from CTs, administrative authorities, the ADL, CLM, civil society, the ARD, and the regional private sector attended the workshop, which aimed to analyze and review the dynamics and potential for inter-communal development in the Sédhiou Region, raise awareness of the need for advocating and building the capacity of elected officials and local actors on the issue of inter-communal development, and support the identification of priorities for an inter-communal development action plan on mobilizing resources among CTs. The workshop provided a forum for discussing the opportunities and challenges of inter-communal development. The recommendations made at the workshop will be used to design the first inter-communal development activities and projects in the Sédhiou Region.



Opening of the inter-communal cooperation workshop by the prefect of Goudomp

The success of this initiative will require the strong commitment and leadership of local decision makers and the support of the government and development partners.

Activity 2.2.3: Develop local information maps for CTs and départements

USAID/GoLD produced baseline maps for its 63 partner CTs. In organizing the Kédougou partners' and investors' forum and preparing the Kolda forum, GoLD updated baseline maps for its partner CTs and developed new ones for all other CTs in the two regions.

The Activity worked to design a SIT in three pilot CTs so they could have access to reliable databases. CTs will administer the databases themselves. GoLD will then expand this activity to other CTs.

The Activity continued to implement its partnership agreement with the ADL. The two partners trained *Pôle Casamance* CT and *département* focal points on using the SIG-Géoportail platform and integrating ONT indicators. GoLD also helped the ADL develop an indicator baseline for the years of 2015, 2016, 2017, and 2018 for CTs in the regions of Kolda and Sédhiou.

6.4.3 SR 2.3: CT planning and budgeting integrates development partners' resources

Activity 2.3.1: Perform a diagnostic of tools to ensure social accountability and monitor citizen satisfaction with public services

USAID/GoLD continued to support the organization of social accountability days initiated by CTs around EDIC activities. Eight CTs in the Kédougou Region (Sabadola, Salémata, Dindéfelo, Fongolimbi, Dar Salam, Dakatély, Bandafassi, and Kédougou) held EDICs. The objective of this activity is to encourage CTs to be accountable for their management to communities and citizens. The EDIC days allowed mayors to take stock of their management and present the challenges they face, particularly in delivering basic services to citizens.

Activity 2.3.2: Develop Sen-Bridge in other CTs

This year, the Activity conducted a rapid assessment of the sustainability of Sen-Bridge in CTs using the PISAM tool developed by RTI. Sen-Bridge, an important and relevant tool, allowed citizens to interact with CT leaders, authorities, and suppliers to communicate about service quality. However, administrative authorities and technical service units were not committed enough to using it. Some saw it as a tool for criticizing others, and there was no institutional backing for it. In light of those findings, USAID/GoLD decided to end its implementation of the tool and re-allocated the resources intended for Sen-Bridge to other activities that better meet citizens' needs

7 COMMUNITY PARTICIPATION IN SERVICE DELIVERY MANAGEMENT (HEALTH, EDUCATION, WASH, AGRICULTURE) INCREASED

7.1 INTRODUCTION

USAID/GoLD's Result 3 activities focus on promoting citizen engagement in identifying and analyzing priority service delivery problems and planning the essential steps needed to improve the quality of health, education, WASH, and agriculture services so CTs can integrate them into their participatory budgeting process.

This year, the Activity made significant progress in mobilizing community actors, monitoring norms, and evaluating the performance of several new infrastructures in different sectors. New commitments were made to correct problems in the evaluated infrastructures. Implementation of advocacy action plans also helped improve sectoral service delivery.

7.2 MAIN RESULTS

There were several successes during FY 2019. USAID/GoLD will build on its achievements to continue to improve its community engagement efforts.

- 147 local advocacy action plans were implemented, 114 of which were developed in FY 2019.

Table 4. Summary of achievements during FY 2019

	NORMS MONITORING		PERFORMANCE EVALUATIONS		LOCAL ADVOCACY DAYS
	Total infrastructures	Compliance rate	Focus groups	Participants	Advocacy action plans developed
WASH	29	46%	63	699	35
Health	28	71%	82	1,155	33
Education	64	60%	194	2,154	46

- Action plans implemented by 65 GCPs in 27 CTs.

Table 5. Status of action plan implementation

Health	549	137	25%
Education	654	77	12%
WASH	360	65	18%
Total	1,563	279	18%

- Sectoral service delivery was improved (health, education, WASH). For example: upgrading of technical equipment at the Koumpentoum health center thanks to awareness raising and advocacy activities included in action plans and conducted by GCPs.
- A health governance booklet was developed in collaboration with MSAS.

7.3 LESSONS LEARNED, SUCCESS STORIES, AND BEST PRACTICES

Main lessons learned in FY 2019 include the following:

- Citizens' understanding of their role and of policies and norms in priority sectors (health, education, WASH) led to citizens who are better informed and equipped to monitor and evaluate their services and to demand a higher quality of those services.
- Adapting the original CVA process to GoLD's context and strategy made it possible to quickly develop advocacy action plans and obtain results in health, education, and WASH service delivery.
- GCPs helped bring together different sectoral committees that already existed in the community, building citizens' capacity to advocate to have their priority needs met.

7.4 SUMMARY OF PROGRESS UNDER RESULT 3

The implementation of Result 3 activities allowed communities to become better organized in order to have more information on public policies and be more engaged in improving service quality.

7.4.1 SR 3.1: CSOs' skills to take collective action in priority public needs improved

Activity 3.1.1: Develop an analysis of the CVA context and a Result 3 baseline

GoLD reviewed the process of developing community engagement baselines. It targeted CBOs that are members of GCPs to administer forms to collect data on knowledge of policies and norms in the health, education, rural water, and food security sectors. Community facilitators and ACTs collected the information.

Activity 3.1.2: Develop IEC (information, education, and communication) and BCC (behavior change communication) materials

In FY 2019, the Activity continued the process of developing appropriate communication tools and materials to inform, train, and raise community awareness about managing and monitoring the quality of public service delivery.

Table 6. Development of training and facilitation materials/tools

Document	Status in FY 2019	Actors involved
Illustrated health governance booklet	<ul style="list-style-type: none"> Draft available Submitted to the MSAS for approval 	MSAS, GoLD, Neema, RSS+, Accès, health technical service units, CTs
Illustrated school norms and standards booklet	<ul style="list-style-type: none"> Draft written Currently being illustrated 	Ministry of National Education/DEMSG, GoLD, Passerelles, Regional Academic Inspectorates, CTs
Community engagement booklet	<ul style="list-style-type: none"> Currently being finalized 	GoLD staff

Activity 3.1.3: Establish implementation structures through consultant groups and Citizen Advocacy Groups (GCPs)

Consultant groups and GCPs are community dialogue groups that aim to improve relationships between different actors. By the end of FY 2019, the Activity's 50 partner CTs had established or revitalized consultant groups in collaboration with the ARDs in its intervention regions. These groups promote dialogue among all actors working in the CT in order to ensure participative local development. Thanks to these entities, communities can communicate and interact with elected leaders, service providers, and administrative authorities about issues related to education, health, and water.

In addition to consultant groups, 81 GCPs were established, including 40 in FY 2019, to strengthen and promote citizen participation and community engagement in service delivery planning and monitoring.

Activity 3.1.4: Facilitate organizational capacity building for CBOs



GoLD's COP talking to participants at the regional training committee training in Sédhiou

During FY 2019, USAID/GoLD organized 10 training sessions for 200 actors, including 30 women, in all four regions, targeting actors capable of implementing and monitoring local community engagement activities (regional training committees, municipal secretaries, community facilitators, ACTs). This initiative aimed to encourage these actors to take ownership of the community engagement approach.

Table 7. Summary of training

CBO capacity building				
TRAINING TOPIC	REGION	Men	Women	Total
Training of regional training committees on the Activity and the CVA approach	Tambacounda	16	3	19
	Sédhiou	11	2	13
Training on facilitating the CVA approach (ACTs, community facilitators, FAFS, AFEX/students, URAC)	Kolda (Kolda/Sédhiou)	32	4	36
	Ziguinchor	22	11	33
Training of community facilitators on taking videos and photos and using databases	Tambacounda (Tambacounda, Kédougou, Kolda, and Sédhiou)	12	0	12
Training of community facilitators and ACTs on entering data into the GoLD database (online and offline)	Kédougou	4	0	4
	Tambacounda	6	0	6
	Kolda/Sédhiou	11	0	11
	Kédougou	28	8	36
Total		142	28	170

Activity 3.1.5: Build community capacity in public policy in collaboration with IPs working in relevant sectors

The Activity continued to build community engagement capacity in its intervention regions to encourage citizen participation in monitoring service delivery. It organized 42 sessions on the CVA approach; actor roles and responsibilities; health, education, and WASH policies and norms; and monitoring and evaluating performance measurements. Thanks to these sessions, GCPs now understand governance norms in the health, education, and water sectors, which has allowed them to monitor and supervise service delivery norms and advocate to local decision makers to improve basic social service delivery.

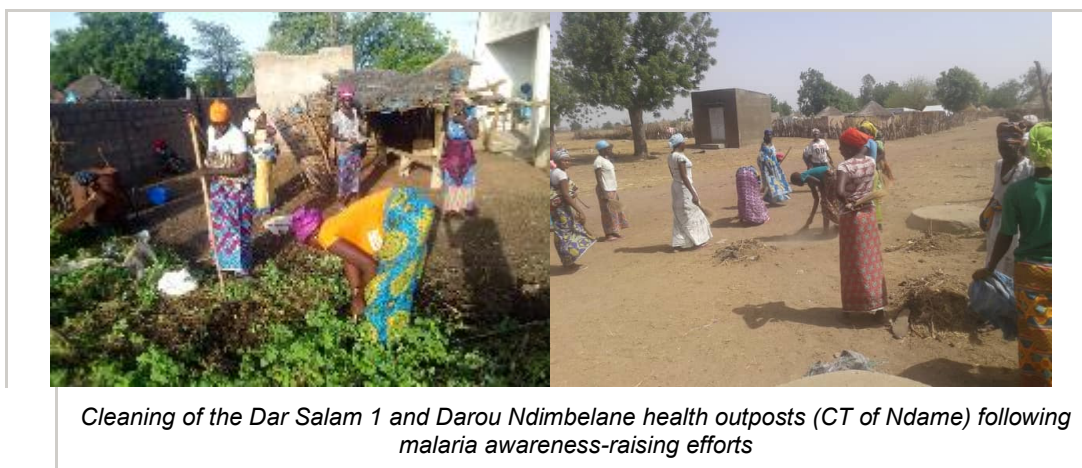
Among those trained were CDSs in the seven *départements* in the regions of Kolda and Tambacounda. These newly created committees were trained on their roles and responsibilities with support from USAID/Neema, USAID/RSS+, Catholic Relief Services, and UNICEF and in collaboration with the medical regions and health districts. CDS members in GoLD's partner CTs joined GCPs and participated in the development and implementation of advocacy action plans to improve health service delivery.

Table 8. Training of CDSs on their mission and functioning

Region	Département	Men	Women	Total
Kolda	Kolda	23	74	97
	Médina Yoro Foula	6	19	25
	Vélingara	20	92	112
Tambacounda	Bakel	31	97	128
	Goudiry	15	36	51
	Koumpentoum	9	31	40
	Tambacounda	11	35	46
Total		115	384	499

Activity 3.1.6: Organize advocacy campaigns for issues such as resource mobilization, malaria control, etc.

Malaria eradication remains a priority for the Government of Senegal. Despite many efforts, the disease remains a public health problem, with its prevalence and severity varying across the country. As part of its implementation of the malaria action plan developed in FY 2018, the Activity co-organized malaria awareness and advocacy days in the Koussanar, Dawadi, Fass Gounass, and Darou Salam health outposts, during which 423 people, including 238 women, learned about the roles and responsibilities of elected officials and communities (CBOs, religious leaders, women, and youth) in malaria control efforts. Women and religious leaders made major commitments during the development of a malaria control action plan for their community. This activity was organized in collaboration with USAID/Neema.



Cleaning of the Dar Salam 1 and Darou Ndimbelane health outposts (CT of Ndame) following malaria awareness-raising efforts

Three *département*-level workshops were also held in the Kolda Region to strengthen the role of women in malaria control efforts. A total of 51 women, including 25 elected local women officials, participated in the training, co-organized with USAID Neema and with the participation of the Vélingara District Chief Medical Officer.

Activity 3.1.7: Organize radio programs on sectoral governance

In FY 2019, GoLD focused on the quality of radio programs to provide information and raise public awareness on topics related to governance in the education, health, WASH, and food security sectors by organizing workshops for URAC radio stations with the participation of IPs.

URAC network radio stations produced radio programs raising citizen awareness of the basic services provided and promoting the use of such services. The programs provided actors with a communication forum to make citizens more informed and aware of the four sectors and encourage them to participate more in addressing these sectors. Radio stations produced 105 programs this year (*Annex 9: List of FY 2019 radio programs*).

Activity 3.1.8: Support the involvement of youth and women's associations in improving service delivery in key sectors

(See section on social inclusion.)

Activity 3.1.9: Provide training on social mediation of sectoral conflicts

(See section on conflict management.)

7.4.2 SR 2.2: Stakeholders (Government of Senegal, nongovernmental organizations [NGOs], donors, etc.) use existing opportunities to engage in dialogue on public needs

Activity 3.2.1: Facilitate citizen engagement through community meetings

The Activity continued to organize community meetings to monitor norms and evaluate performance measurements for selected infrastructures. With the support of community facilitators, ACTs, and service providers, GCPs organized meetings on 121 infrastructure facilities (24 health outposts, 4 health centers, 64 elementary schools, and 29 boreholes) in 19 partner CTs.

Meetings that focused on norms monitoring and performance measurement evaluation made it possible to compare education, health, and rural water system norms established by the Senegalese Government with the current local situation and allowed citizens themselves to assess and evaluate the quality of basic social service delivery.



Health focus group in Dakatély

Tableau : nombre d'infrastructures couvertes par les rencontres communautaires en FY19

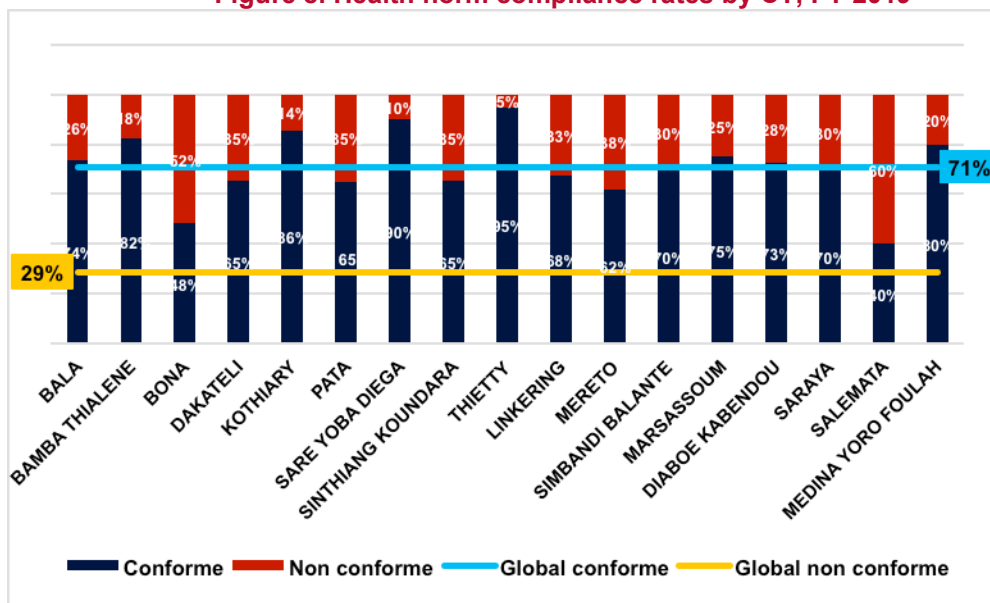
	SANTE	EDUCATION	WASH	TOTAL
Bona	3	6	1	10
Boukiling	1	3	1	5
Marsassoum	1	4	1	6
Simbandi Balante	2	4	1	7
Dakateli	2	4	2	8
Fongolimbi	1	4	3	8
Sarava	1	2	1	4
Bala	2	4	2	8
Bamba Thialene	2	3	2	7
Goudiry	1	3	1	5
Kothiary	1	2	1	4
Mereto	1	0	2	3
Thietty	1	3	1	5
Saré Yoba Diéga	1	1	1	3
Sinthiang Koundara	2	6	3	11
Diabé Kabendou	2	3	1	6
Linkéring	2	5	3	10
Médina Yoro Foulah	1	4	1	6
Pata	1	3	1	5
TOTAL	28	64	29	121

Compliance with the current norms established by the Government and satisfaction with service delivery performance vary from one location to another and one sector to another. Reported norm compliance rates were as follows.

For the health sector:

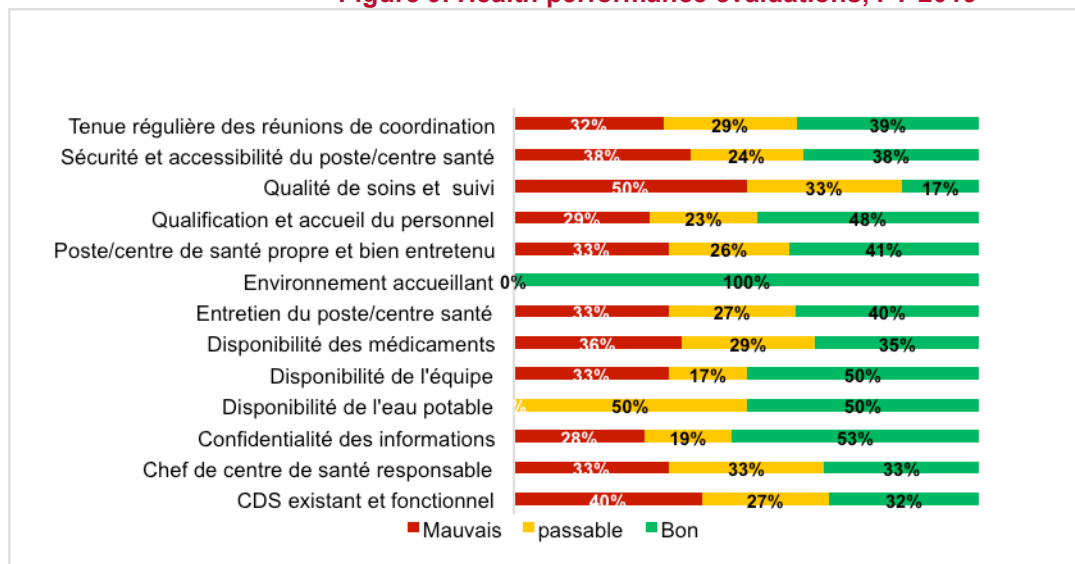
This year's overall norm compliance rate was 71%.

Figure 8. Health norm compliance rates by CT, FY 2019



These findings were complemented by community evaluations of health infrastructure performance through focus groups (men, pregnant and nursing women, adolescents, CDSs, and health workers).

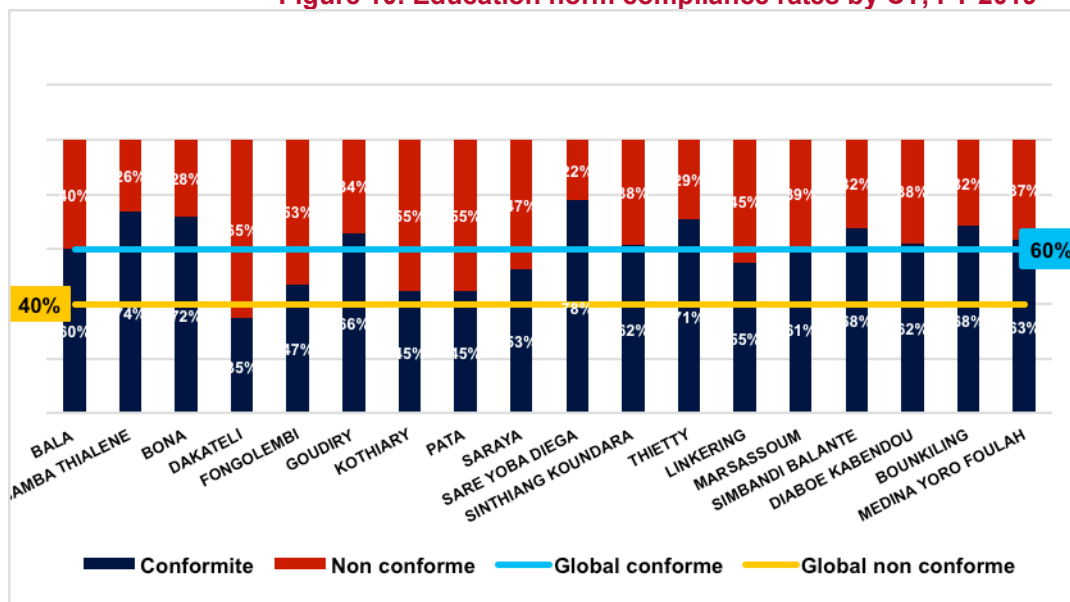
Figure 9. Health performance evaluations, FY 2019



Non-compliance in the health sector was related to the lack of healthcare personnel, insufficient and defective infrastructure and equipment, the poor quality of services provided by health facilities, drug stockouts, etc.

For the education sector:

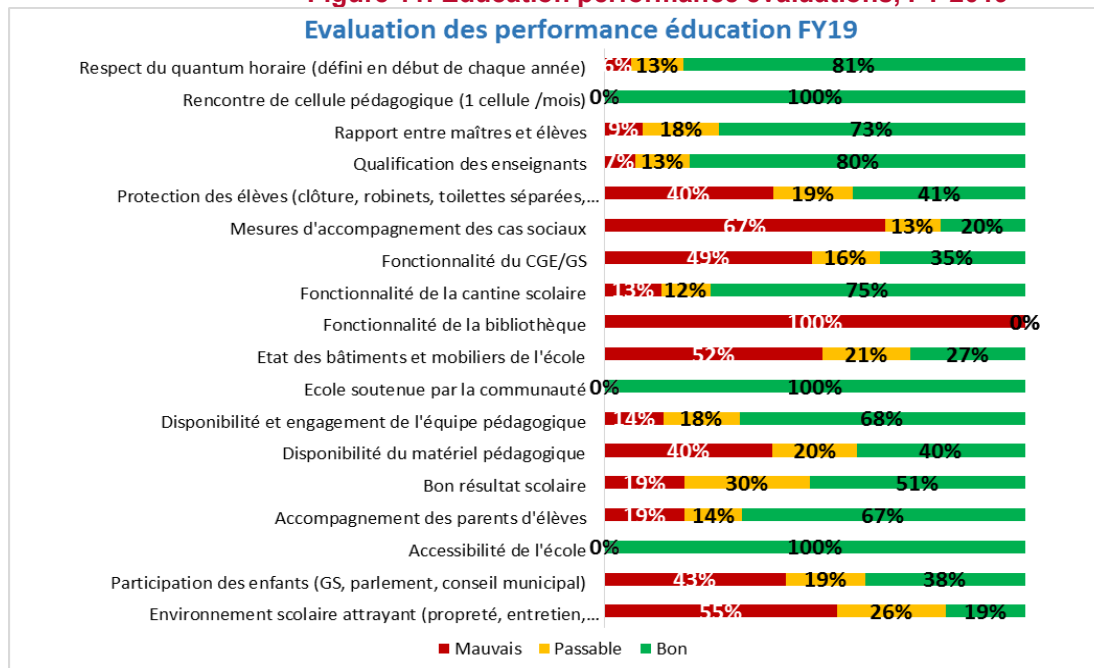
Figure 10. Education norm compliance rates by CT, FY 2019



This year's overall norm compliance rate was 60%. The gaps identified concern a shortage of teachers; a lack of tables and benches, teaching materials, books, and drinking water for students; etc.

Figure 11 shows the results of stakeholder performance evaluations.

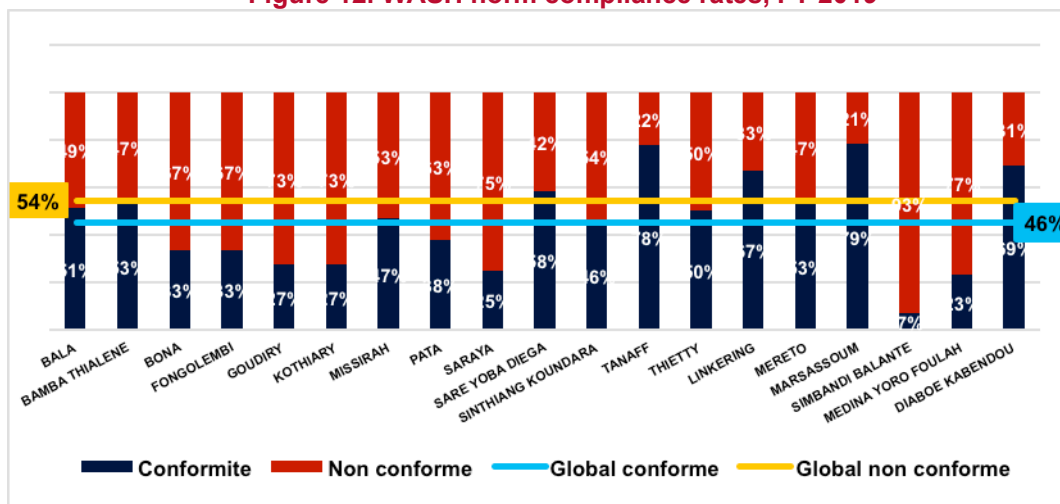
Figure 11. Education performance evaluations, FY 2019



For the WASH sector:

WASH sector infrastructure had a 46% norm compliance rate. The major problems identified in the rural water sector were related to the poor condition of the water network, recurring service interruptions, unhygienic conditions, insufficient coverage, the lack of engagement of the ASUFOR, and non-payment of bills by water users. These findings were confirmed by performance evaluations.

Figure 12. WASH norm compliance rates, FY 2019



Some of this data have already been reported, and action plans have been developed.

Activity 3.2.2: Support the development and implementation of action plans

This year, local authorities developed and approved 114 community engagement action plans aimed at improving the quality of service delivery, in addition to the 33 action plans from FY 2018. A total of 147 action plans (47 for health, 55 for education, and 45 for WASH) are currently being implemented.

These action plans reflect the will and commitment of local authorities, service providers, partners, and communities to resolve the problems that were identified at meetings to monitor norms and evaluate performance in the above-named sectors.

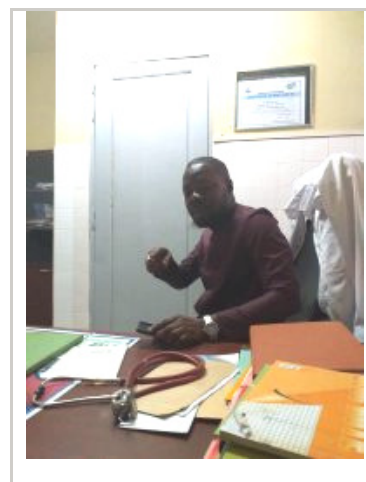
Monitoring of sectoral action plans has shown significant improvements in sectoral service delivery.

For the health sector:

- Upgrading of technical equipment at the Koumpentoum health center thanks to awareness raising and advocacy activities included in action plans.

"I really like USAID/GoLD's approach because it has allowed the community to monitor and have a clearer picture of their needs and quickly determine priorities. Since the reporting meeting, progress has been made in implementing the CVA action plan, with the equipment of the operating room and laboratory, the ambulance repair and acquisition of a new ambulance, the building of a biomedical waste disposal site, etc. All of these actions in the CVA action plan were completed with the community's own revenue and support from the Health Development Committee."

Dr. Kalidou Bâ, District Chief Medical Officer in Koumpentoum



Emergency room at the Salémata health outpost

- Improvement in service delivery conditions at the Salémata health center: GCPs' advocacy efforts helped improve the quality of health services for 7,522 residents through the development and renovation of an emergency room for 150,000 FCFA, thanks to a performance-based funding bonus from the MSAS and support from the CDS; the procurement of resuscitation equipment for emergency treatment, funded by the MSAS; regular cleaning of the health center by women's groups as part of the implementation of committee action plans, developed with support from USAID Accès and GoLD; the beginning of construction of an enclosure wall by the CT for 5,000,000 FCFA, funded by the PNDL

(USAID/GoLD helped mobilize the cost share through an IMF4 tax awareness-raising and collection campaign); and a decision by the municipal council to construct a 625 m² site to incinerate biomedical waste.

For the education sector:

- Improvement of the learning environment for students in the CT of Bambali: GCPs' implementation of their advocacy action plans helped improve learning conditions through the construction of two classrooms in the village of Sorance for 100 students who had previously been learning in temporary shelters. In Badiara, access ramps are being built for classrooms and restrooms to facilitate access for students with disabilities. The mayor, teaching staff, USAID Passerelles, and GCPs also took steps to help students obtain their identity documents.

For the WASH sector:

- Improved access to water for citizens in the CT of Tanaf. Implementation of the community engagement action plan and GCP monitoring helped improve citizens' access to water and considerably reduced disruptions of the water supply. Connecting the Tanaf borehole to the electrical grid and extending the drinking water supply network pushed the number of water network customers from 197 to 230. Awareness-raising efforts led citizens to agree to a system of installing meters on homes to better monitor

and manage water consumption. The tripartite committee (formerly the ASUFOR) is continuing to extend the drinking water supply network in the neighborhood of Bading.



Household benefiting from the water network extension in the CT of Tanaf (Sédhiou Region)



Tanaf borehole generator

- Improved access to drinking water for citizens in the Grand Ville 1 and Grand Ville 2 (Travaux area) districts of Koumpentoum: Citizens in these districts lacked access to drinking water due to recurring electricity and diesel outages, reduced pumping hours, the poor state of the network, and the slow pumping rate, which negatively impacted their health and hygiene. This situation became worse after water management was transferred to the SOGES. Advocacy by the GCP led SOGES to conduct a complete inspection of the water supply network in the Grand Ville 2 district, repair leaks, clean the water tower, and begin to extend the water supply network. These combined efforts considerably improved households' access to drinking water.



8 GRANTS PROGRAM

The Activity organized visits to monitor equipment in the 24 CTs that received grants in FY 2018. These visits gave the Activity the opportunity to observe the good condition of the equipment, label it, and begin providing fuel for motorbikes. After the visits, all 24 grants were renewed. The CTs in Kolda and Sédhiou all documented their cost share contributions as part of their partnership with USAID/GoLD, and their performance led GoLD to award grants to 24 new CTs, for a total value of [Redacted].

The Activity also granted four fixed amount awards to the ARDs in Kédougou, Kolda, Tambacounda, and Sédhiou.

9 COST SHARE

[Redacted]

Table 9. Cost share status

Approved amount of cost share	[Redacted]
Approved amount of cost leverage	[Redacted]
<i>Cost share collected to date</i>	[Redacted]
<i>Cost share reported to USAID</i>	[Redacted]
<i>Cost leverage collected to date</i>	[Redacted]

10 FINANCIAL MANAGEMENT

[Redacted]

Table 10. Funding status

Obligation	[Redacted]
Expenditure previously reported (October 2019)	[Redacted]
Expenditure – November–December 2019	[Redacted]
Total expenditure	[Redacted]
Total pipeline	[Redacted]



11 COLLABORATION, LEARNING, AND ADAPTING

Monitoring, evaluation, research, and learning are central to the GoLD approach. The Monitoring & Evaluation System (MES) should serve as a decision-making tool and meet the internal management and supervision needs of all GoLD stakeholders, i.e., direct and indirect actors, USAID, other implementing partners, and the Government of Senegal.

In FY 2019, the Activity developed an online database to record data and produce dashboards for analysis and organized periodic meetings to discuss progress on the AWP and indicators. The learning process began with a partnership analysis with the aim of maximizing efforts at every step of the Activity's implementation.

In the areas of monitoring, evaluation, and research, the Activity achieved the following:

- Establishment of a remotely accessible data management platform (with available data and dashboards and regularly updated databases)
- Provision of community M&E tools to ACTs, GCPs, and local committees
- Drafting of the AMELP (Activity Monitoring, Evaluation, and Learning Plan) according to the new template and submission to USAID for approval
- Staffing up of the MEL unit
- Enhancement of the technical team's understanding of the M&E function thanks to regular communication between the MEL unit and technical teams
- Holding of discussion and training sessions and quarterly review meetings on AWP progress and indicators
- Databases available to the CTs of Bona and Médina Yoro Foula (in synergy with other USAID IPs)
- Participation in MEL Working Group meetings
- Preparation of a partnership study report
- Launching of a study on the added value of an integrated approach on health service delivery (forming of a research team and preparation of a draft research concept note).

11.1 ACTIVITY 1: DEVELOP AND OPERATIONALIZE THE ACTIVITY MONITORING, EVALUATION, AND LEARNING PLAN (AMELP)

CLA Activity 1.1: Organize meetings to share and adopt the new AMELP and MEL tools

The AMELP was updated with support from the technical team and under the supervision of RTI's Evaluation and Learning Specialist. USAID integrated a learning component into the new template. Two key moments in the process were choosing a reasonable number of performance indicators and reviewing and finalizing indicator reference sheets. GoLD also integrated the indicators proposed by the USAID EGO into its AMELP.

CLA Activity 1.2: Organize visits to support field staff in data collection and reporting

Having timely, quality data is a constant concern for the MEL team. For that reason, GoLD assisted URAC in controlling the quality of data collected from different radio stations and reviewing all of the radio programs produced since the Activity began.

It also organized field visits and meetings with support partners and all staff to improve their understanding of the importance of time sheets and how to fill them out.

CLA Activity 1.3: Organize meetings to share progress in GoLD's implementation

During FY 2019, GoLD organized quarterly meetings in Dakar to review the previous quarter's activities, with regional office staff participating by videoconference. At the end of each meeting, participants defined recommendations and priorities.

After the learning study conducted by MSI, the Activity held a meeting to incorporate its recommendations.

CLA Activity 1.4: Assist CTs in developing databases

As part of the implementation of their synergy plan, USAID programs Naatal Mbay, Neema, RSS+, Accès, Kawolor, and GoLD, with the support of the Sédhiou and Kolda ARDs, helped the CTs of Bona (Sédhiou Region) and Médina Yoro Foula (Kolda Region) develop a database. Completed Excel databases are now available for each of these CTs.

Monitoring visits in the field showed that municipal councils—primarily municipal secretaries—are using these databases in the planning process. Bona's database was also used to report on indicators for the ONT established by the ADL. The Activity plans to evaluate and scale up this experience in its other partner CTs.

In addition, GoLD worked with a consultant to develop the SIT, which should give CTs access to reliable, accurate data and above all, a database they will administer themselves.

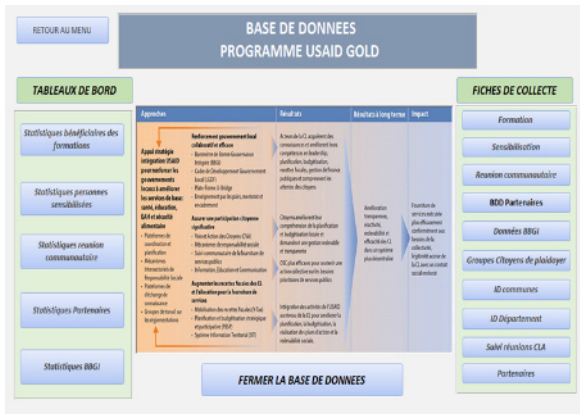
CLA Activity 1.5: Organize periodic data quality audits

Data quality control is an ongoing activity within GoLD's MEL unit. To ensure data quality (reliability, integrity, validity, etc.), the team regularly verifies the consistency and completeness of information contained on time sheets and other data it receives.

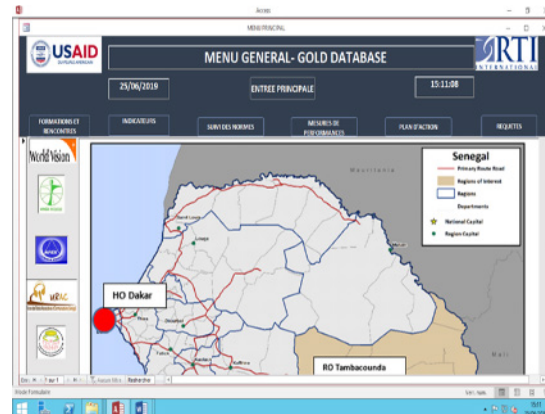
CLA Activity 1.6: Digitize the M&E System and train staff to use it

In order to monitor its activities, USAID/GoLD designed a database with support from the World Vision M&E Specialist for collecting, monitoring, and archiving information on activity progress.

The Activity migrated all of its databases, which were developed in Excel and are now managed on the platform. GoLD trained its interns and facilitators to use the application and update databases.



Online interface to access GoLD databases



Interface to access GoLD's M&E platform

CLA Activity 1.7: Help facilitate the MEL Working Group

GoLD and MSI work together to facilitate the MEL Working Group, whose members held three meetings in FY 2019. The Group reviewed its 2018 activities and discussed its outlook for 2019. Meeting participants discussed the SIG, the preparation of an annual report, the content of the new AMELP template, and how to complete the Performance Indicators Tracking Table.

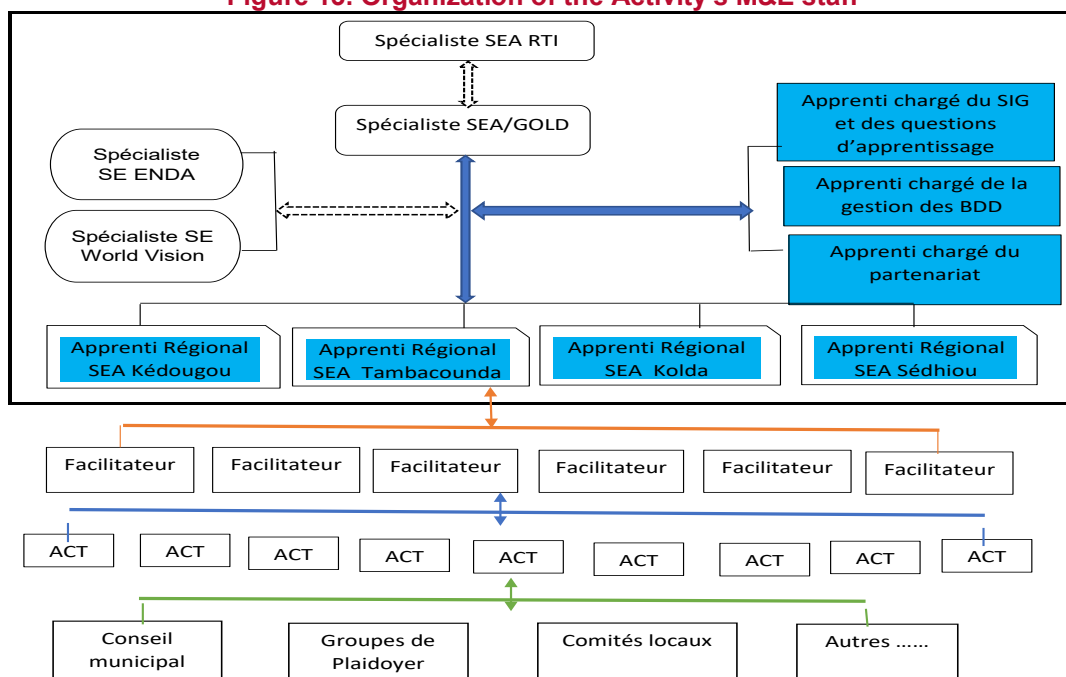
CLA Activity 1.8: Develop community M&E tools and build the capacity of CT actors (ACTs, GCPs, local committees, etc.)

The MEL unit continued designing tools to monitor activities at the community level, namely sector-specific data collection forms to better recognize the efforts made by CTs and partners to address and meet citizens' priority needs.

CLA Activity 1.9: Staff up the M&E unit

To strengthen its MEL approach, the Activity recruited an intern in each of its intervention regions, in addition to its three national-level interns. GoLD's MEL unit now includes a MEL Specialist, two M&E focal points in strategic partners (World Vision and Enda-ECOPOP), and seven interns. The unit also includes *département*-level facilitators and ACTs at the community level.

Figure 13. Organization of the Activity's M&E staff



11.2 ACTIVITY 2: COLLABORATION AND LEARNING ACTIVITIES

CLA Activity 2.1: Conduct a partnership study

See analysis of Indicator 25.

CLA Activity 2.2: Evaluate the approach and adapt it for other partners (CTs, other decentralized entities, etc.)

Discussions are under way to evaluate the approach used for the IP partnership study in order to expand it to other partners.

CLA Activity 2.3: Produce capitalization documents on GoLD

The Activity developed terms of reference to recruit a consultant who will assist the staff with training and producing two capitalization documents.

A summary sheet of GoLD's achievements ("GoLD in Numbers") was updated and will serve as an important tool for communicating about the Activity's achievements and impacts.

11.3 ANALYSIS OF PROGRESS TOWARD OBJECTIVES, RESULTS, AND TARGETS IN FY 2019

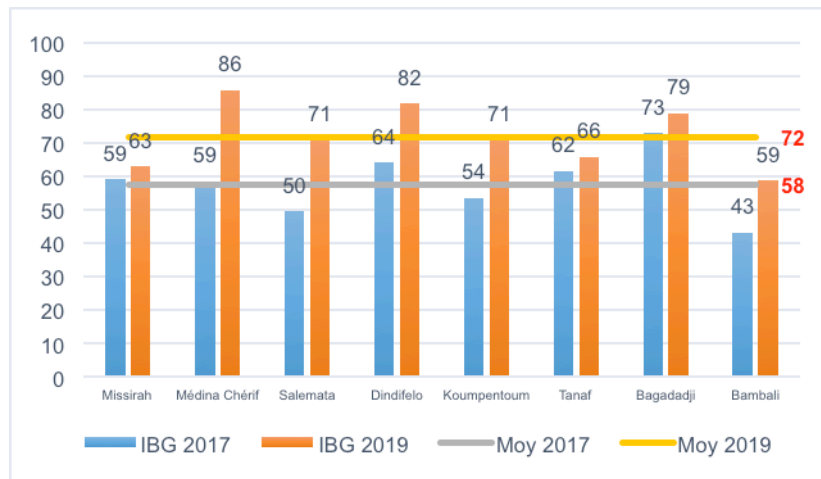
Indicator 1: Number of mechanisms for external oversight of public resource use supported by USG assistance (DR.2.4-2)

These mechanisms refer to EDICs organized by mayors. EDICs give citizens opportunities to talk to one another, give decision makers constructive criticism, and propose solutions. Their aim is to foster political and social dialogue and create a forum where all local actors (administration, elected officials, civil society, political leaders, citizens, etc.) can express themselves and better understand the CT's functioning and management of its affairs. This year, eight EDICs were held in eight CTs in the Kédougou Region (Sabadola, Salémata, Dindéfelo, Fongolimbi, Dar Salam, Dakatély, Kédougou, and Badafassi). A total of 640 people, including 230 women and 410 men, participated in these EDICs.

Indicator 2: Percentage change in integrated governance performance in target CTs

USAID/GoLD conducted its second integrated governance performance assessment in its eight pilot CTs. The results show an average score that rose from 58 in 2017 to 72 in 2019, or an increase of 24%, compared with the target of 15%.

Figure 14. Comparative analysis of governance performance in pilot CTs from 2017 to 2019

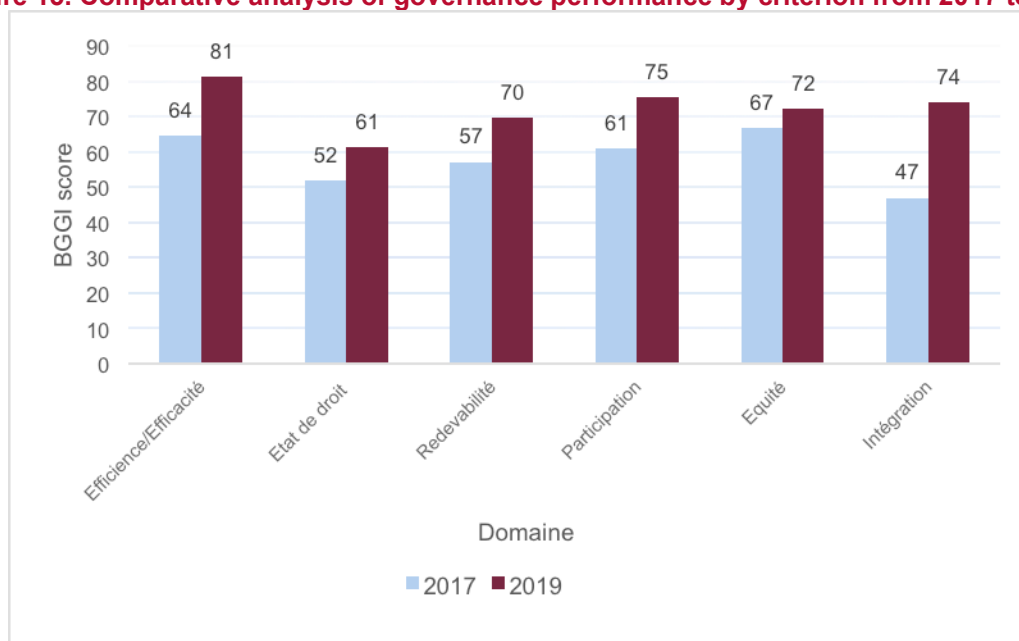


The results also show that on average, there was an increase in all criteria, even though performance scores varied from one CT to another (see Figure 14). Three CTs scored above average on the criteria: Dindéfelo, Médina Chérif, and Bagadadji. They maintained their positive performance, having also scored above average in 2017.

This positive trend is the result of the wide range of activities conducted in CTs by GoLD and other partners. Different efforts to build the capacity of CTs and communities (support for the development of planning documents; timely preparation and adoption of administrative accounts and budgets; increase in own-source revenue through activities aimed at collecting taxes, identifying taxpayers, and developing a taxpayer database; training; advocacy; etc.) impacted CT performance.

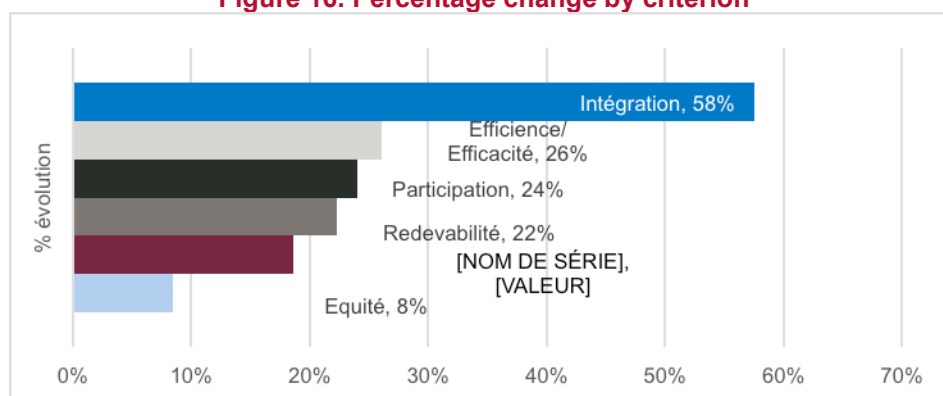
Three CTs saw their scores in certain criteria fall. In Missirah, the equity score fell from 73 to 58, the accountability score fell from 60 to 59, and the rule of law score fell from 42 to 41. In Koumpentoum, the equity score fell from 69 to 66. And in Tanaf, the equity score fell from 73 to 63, while the integration score fell from 66 to 59. Bambali's accountability score remained the same, at 32.

Figure 15. Comparative analysis of governance performance by criterion from 2017 to 2019



The analysis shows that the biggest change from 2017 to 2019 was in the integration criterion (up 58%), followed the effectiveness/efficiency and participation criteria. Figure 16 shows the detailed results by criterion.

Figure 16. Percentage change by criterion



Specific action plans have been developed in response to these results.

Indicator 3: Percentage change in technical capacities of target CTs

With GoLD's support, the PNDL plans to conduct a second SMP-CT in pilot CTs during the first quarter of 2020.

11.3.1 Result 1: Capacity of local government to respond to citizen demand increased

Indicator 4: Percentage of target CTs using a participatory budgeting process

In 2019, 25 of GoLD's 63 partners (40%, compared with a target of 30%) used a participatory budgeting and planning process addressing specific sectors. This rate is the result of the fact that CTs are beginning to understand the importance of BP and are making the political decision themselves to implement it. In Bagdadji and Médina Chérif, local authorities conducted the process themselves. A total of 1,395 people, including 471 women and 924 men, participated in the BP

process, from budget priority talks to community and village/neighborhood forums. This reflects how important citizens believe this activity to be. Women made up nearly 50% of the participants in these community meetings, a good start for allowing women and youth to express their concerns and specific needs so they can be taken into account in the next budget.

The number of CTs using the BP process is rising each year. It rose from 8 CTs in 2017 to 12 CTs in 2018 and 25 CTs in 2019, for respective achievement rates of 13%, 19%, and 40%, compared with the targets of 10% in 2017, 20% in 2018, and 30% in 2019. Certain pilot CTs such as Bagadadji, Médina Chérif, Tanaf, and Missirah have consistently implemented the BP process.

Indicator 5: Number of CTs mentoring another CT

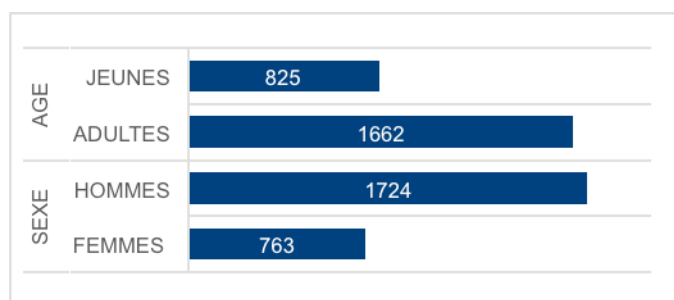
This year, GoLD supported the organization of a visit between the CTs of Linkéring and Bambali to discuss and share experiences, best practices, and knowledge. The theme of the visit, "Municipal leadership, resource mobilization, and women's fiscal civic-mindedness," was chosen because of the high rate of tax compliance in GoLD's CTs (Linkéring, Sinthiang Koundara, etc.).

GoLD has achieved 50% of this indicator (one out of two mentoring activities conducted), because its strategy was to hold one meeting and learn lessons from it before replicating the experience in other CTs.

Indicator 6: Number of people having received training to strengthen local governance and leadership

Capacity building for local actors is one of GoLD's main activities. This year, it organized several training sessions on different themes, and the data show that 2,487 people were trained on governance and local leadership, including 1,724 men (69%) and 763 women (31%). Of those trained, 67% were adults (men and women), while 33% were youth (boys and girls).

Figure 17. Number of people having received training to strengthen local governance and leadership



The breakdown of people trained by region in FY 2019 is shown in Table 11.

Table 11: Number of people trained by region, gender, and age

REGION	PARTICIPANTS				Total
	Women		Men		
	15 to 35	Over 35	15 to 35	Over 35	
KEDOUGOU	74	82	169	215	540
KOLDA	72	150	125	313	660
SEDHIOU	20	55	53	177	305
TAMBACOUNDA	120	190	192	480	982
Grand total	286	477	539	1,185	2,487

This number does not reflect people who attended multiple trainings, because the total number of governance and leadership training attendees was 3,709. The number of people who attended multiple sessions is shown in Table 12.

Table 12. Number of people trained by number of sessions attended

NUMBER OF SESSIONS	PARTICIPANTS				
	Women		Men		TOTAL
	15 to 35	Over 35	15 to 35	Over 35	
People who attended one session	286	477	539	1,185	2,487
People who attended two sessions	50	88	152	355	645
People who attended three sessions	15	22	65	164	266
People who attended four sessions	5	8	30	74	117
People who attended five or more sessions	3	4	59	128	194
Total	359	599	845	1,906	3,709

This indicator rose significantly from 2017 to 2019. In 2019, the value achieved was triple that of the target.

A total of 3,353 people have been trained on topics related to local leadership and governance (217 in 2017, 649 in 2018, and 2,487 in 2019), far exceeding the targets of 100 in 2017, 600 in 2018, and 1,000 in 2019. This is a result of the fact that the Activity aims to improve the performance of CTs so they can do their jobs effectively. Training is also essential to ensuring that local actors can fully participate in the management of local public affairs.

Table 13 breaks down trainees by gender, age, and the year in which they were trained. Women made up 1/3 of those trained, primarily due to the highly technical nature of certain training topics (financial management, procurement, etc.) and the actors targeted. The proportion of young people (men and women) trained rose from 23% in 2017 to 33% in 2019. The same is true for women. In 2020, the Activity will conduct specific trainings to increase the participation of women and youth.

Table 13. Number of people trained by gender, age, and fiscal year

FISCAL YEAR	PARTICIPANTS				
	Women		Men		Grand total
	15 to 35	Over 35	15 to 35	Over 35	
FY 2017	16	45	33	123	217
FY 2018	57	169	126	297	649
FY 2019	286	477	539	1,185	2,487
TOTAL	359	691	698	1,605	3,353

Indicator 7: Percentage of target CTs with at least one technical committee in place to create and monitor a social service delivery plan

Nine technical committees in 8 pilot CTs out of the Activity's 63 partner CTs (13%, compared with the target of 20%) have action plans that are currently being implemented. Eight of these committees work in the WASH sector and one in health. Action plan implementation monitoring has shown a high level of implementation. A total of 324 people, including 237 men and 87 women, have been mobilized to implement these 9 action plans.

The Activity did not meet its target for this indicator in 2019, as the Government's new reforms in the WASH and health sectors (creation of CDSs) slowed the implementation of activities.

Indicator 8: Number of sectoral service management committees having improved their management performance

In 2019, 18 sectoral service management committees improved their performance, compared with the target of 10 (6 borehole management committees, 8 sanitation committees, and 4 CDSs). Members of these committees were trained on sectoral governance, and each of these committees has a service delivery improvement plan. All capacity building activities for these committees were conducted in synergy with Kawolor, Accès, Neema, and RSS+. Action plan implementation monitoring has shown positive results in terms of service improvements.

Indicator 9: Percentage of target CTs complying with legal procedures for procuring local goods and services

The documentation obtained showed that 30 of the 63 CTs (48%, compared with the target of 15%) comply with legal procurement procedures. GoLD conducted several training sessions to build the capacity of elected officials and municipal secretaries in procurement techniques and procedures. A total of 309 people, including 257 men and 52 women, participated in these trainings. They are now using what they learned to speed up the local procurement process.

11.3.2 Result 2: Mobilization and management of local public resources improved

Indicator 10: Change in the percentage of local resources invested in public sectoral services by target CTs

CTs are currently voting to adopt their administrative accounts for FY 2018. The Activity will collect the data, and the results will be available in late November 2019.

Indicator 11: Percentage change in CTs' own-source revenue

See Indicator 10.

Indicator 12: Number of target CTs having increased the number of opportunities to generate revenue

A total of 48 CTs have increased the number of opportunities to generate revenue, compared with a target of 4. This year, the Activity dedicated a great deal of effort to helping CTs expand their tax base and tax potential. It helped 20 CTs identify taxpayers subject to the IMF4 and other municipal taxes (ODP, advertising tax, fixed vendor taxes). All of these CTs now have taxpayer databases, some even for the first time (Koussanar, Sinthiou Bocar Aly, etc.). The databases in these 20 CTs identify 132,877 taxpayers, 51% of whom are women. Their expected tax potential is an estimated 77,497,000 FCFA. These databases will help improve CTs' tax, budget, and financial documentation. They will also provide demographic information about the population broken down by age (0–5, 6–13, 14–69, 70 and over) and sex (male and female). This information will allow CTs to develop appropriate municipal policies that take into account the needs of all segments of the population (men and women) and provide them with a reliable baseline to assess changes in the

number of taxpayers and the efforts made by citizens. To better assist CTs in looking for financial resources to fund development, the Activity supported the organization of two investors' and partners' forums in Tambacounda and Kédougou, which allowed 41 CTs (33 GoLD partner CTs: 26 municipal and 7 *départemental* councils) to present their projects to partners. It is monitoring the commitments made by partners, which have already yielded positive results. GoLD is also putting CTs in contact with partners such as UNCDF to look for innovative funding sources. As a result, two projects in two partner CTs (Kédougou and Balla) have been selected by UNCDF to receive funding. In the CT of Médina Chérif, GoLD facilitated the funding of a project for a private service provider (Oshun) to install two water kiosks.

GoLD helped mayors and Regional Tax Centers establish 21 local tax committees to monitor and evaluate building and land assessments in accordance with Article 308 of the General Tax Code.

The Activity also provided 12 CTs with technical assistance in meeting minimal mandatory conditions and performance indicators in order to access their first disbursement of PACASEN funds.

Indicator 13: Percentage of CTs providing citizens with social accountability tools

GoLD helps its partner CTs develop social accountability tools. In FY 2019, 31 of the 63 CTs (49%, compared with a target of 20%) established social accountability tools for their citizens such as EDICs and CVA, through reporting and advocacy meetings aimed at addressing gaps identified in health, education, and water service delivery. The factors leading to these results could be explained by the fact that CTs have integrated the community engagement (community reporting meetings, action plan implementation monitoring meetings) and participatory budgeting (EDICs) processes with support from GoLD and other programs such as the PNDL. These accountability tools for citizens, authorities, and technical service units allow citizens to be informed about the management of their CT, advocate to have their needs met, and be engaged. They also allow authorities and technical service units to report on their management (transparency and accountability) and obtain feedback from the community. In FY 2019, these activities mobilized 2,709 people, including 1,802 men and 907 women.

This indicator has risen significantly from 12 CTs (19%) to 31 CTs (49%), showing how important these social accountability tools are for CTs.

Indicator 14: Percentage of CTs whose plans integrate development partners' planned interventions in the four key sectors

100% of GoLD's partner CTs have a PIA that integrates partners' planned interventions. The Activity's challenge was helping all of its CTs develop or update their PIAs to integrate partners' planned interventions in the four key sectors. These updated plans served as reference documents for CTs to present their projects at the partners' and investors' forums in Tambacounda and Kédougou. Visits to support CTs in developing and updating their documents, conducted in partnership with ARDs, mobilized over 1,000 people, 40% of whom were women.

This indicator has risen exponentially from 7 CTs (11%) in 2018 to 63 CTs (100%) in 2019, as a result of the fact that GoLD's actions aim to make each CT an entity for integrated local development.

11.3.3 Result 3: Community participation in service delivery management (health, education, WASH, agriculture) increased

Indicator 15: Number of GCPs developing and implementing a service delivery supervision plan in their CT

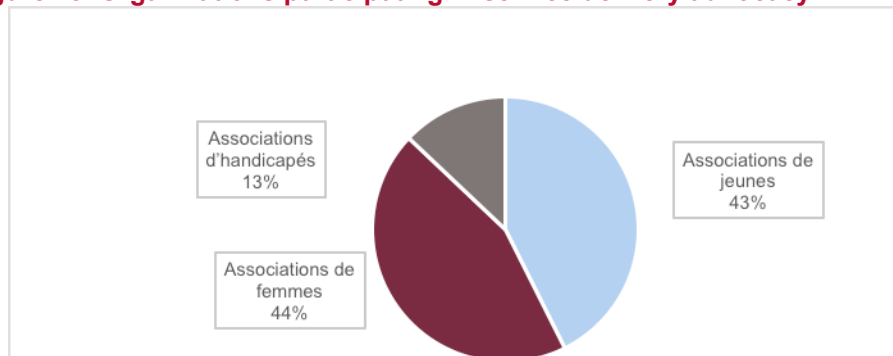
An analysis of the data shows that 65 GCPs developed action plans after a process of training members and evaluating infrastructure, compared with a target of 50 (130%), thanks to a review of the strategy for implementing the community engagement process.

This indicator rose significantly from 22 GCPs in 2018 (compared with a target of 30) to 65 GCPs (compared with a target of 50). A total of 147 action plans (47 for health, 55 for education, and 45 for WASH) have been developed.

Indicator 16: Number of women's, youth, and vulnerable group organizations participating in the budgeting process and service delivery advocacy

A total of 54 organizations participated in advocating to improve service delivery, compared with a target of 30 (180%). These organizations include 23 youth associations, 24 women's associations, and 7 associations of people with disabilities. This indicator has risen from 24 associations (compared with a target of 20) to 54 associations (compared with a target of 30), thanks to the fact that these organizations were mobilized at meetings to evaluate health, education, and water infrastructure performance.

Figure 18. Organizations participating in service delivery advocacy in FY 2019



Indicator 17: Number of USG-supported activities designed to promote or strengthen the civic participation of women (F 2.4-6)

In FY 2019, 65 USG-supported activities designed to promote or strengthen the civic participation of women (F 2.4-6) were implemented. In 2017, the number of activities was 26 out of a target of 20. In 2019, the number of activities was 65 out of a target of 60 (108%).

This increase is the result of GoLD developing new priorities after the review of its gender strategy. In addition to its regular activities, it also conducted activities specifically designed to involve more women. For example, FAFS organized three *département*-level capacity building workshops in Kolda on the role of women's associations and female elected officials in improving service delivery to control malaria.

In collaboration with the MCTDAT's Gender Unit and other IPs, GoLD organized two regional workshops in Kolda and Sédhiou to test tools for integrating gender into planning tools.

The Activity worked to diversify its partners, developing new partnerships with the ARLS/DES and the ANE Platform to encourage the civic participation of women, youth, and persons with disabilities in the next elections. Synergy action plans have been developed.

Indicator 18: Number of programs (radio, television, newspaper, social media, etc.) raising citizen awareness of the basic services provided and promoting the use of such services

This year, through its partner URAC's radio stations, the Activity produced 223 out of a target of 300 radio programs (74%), as it opted to restructure programs after MSI's evaluation in order to increase their impact in communities. Improvements were made to the internal quality control of programs, from identifying the topic to production/broadcasting, and the number of radio stations was reduced from 25 to 17. Another factor that explains the completion rate is that Quarter 2 coincided with the presidential elections, when radio stations were required to suspend program production.

Since the Activity began, a total of 336 programs have been produced, including 113 in FY 2018 (compared with a target of 200) and 223 in FY 2019 (compared with a target of 300), meeting 57% and 74% of the indicator targets, respectively.

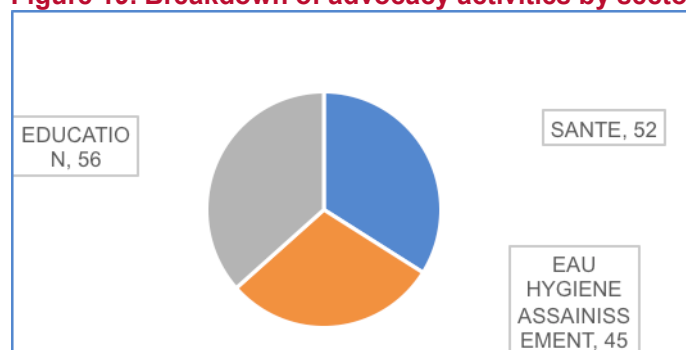
Indicator 19: Number of advocacy campaigns organized by CSOs on issues identified by the community

In FY 2019, USAID/GoLD helped communities organize 153 activities to advocate for issues identified by the community, compared with a target of 80 (191%). These included the following:

- 147 activities to advocate for greater engagement in implementing community engagement action plans (47 in health, 55 in education, and 45 in WASH)
- 1 regional activity in Tambacounda in collaboration with the PNL and health projects (Neema, RSS+) to advocate for greater CT involvement in malaria control efforts
- 4 malaria awareness and advocacy days in health outposts in the CTs of Ndam and Koussanar
- 1 meeting of actors to advocate for integrated management of the school in Dakatély.

The breakdown of these advocacy activities by sector is shown in Figure 19.

Figure 19. Breakdown of advocacy activities by sector



A total of 2,632 people, including 1,676 men and 956 women, participated in these advocacy campaigns.

Thanks to a review of the CVA approach, this indicator quickly rose from 4 advocacy activities in FY 2018 to 153 in FY 2019.

These advocacy campaigns are considerably improving basic social service delivery in communities. The Result 3 section of this report includes several examples of how citizens' quality of life has improved thanks to the commitment of mayors and contributions by the community.

Indicator 20: Number of CSOs receiving USG assistance that are involved in advocacy activities (F-2.4. 1-9)

In 2019, 65 CSOs receiving USG assistance were involved in advocacy activities. These organizations are GCPs that the Activity supports in their advocacy and community engagement efforts.

This indicator has risen significantly from 4 in FY 2018 to 65 in FY 2019. The community engagement approach, implemented through GCPs that have been trained and equipped, has proven to be an effective way to encourage citizens to participate in improving sectoral service delivery. This approach has also helped strengthen relationships between all CT-level actors (elected officials, service providers, service management committees, NGOs, etc.).

Integration process indicators

Indicator 21: Number of other USG-funded programs with which GoLD organized meetings

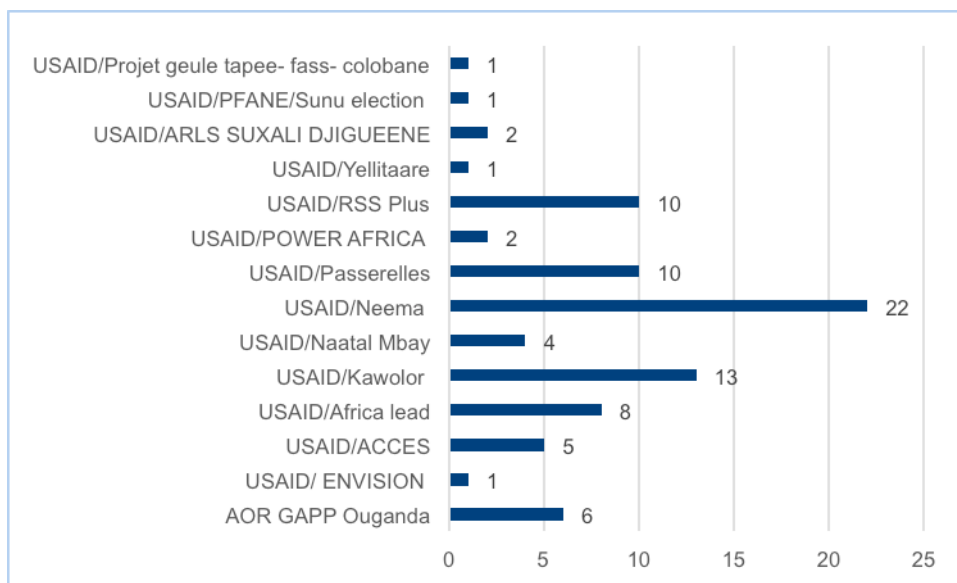
GoLD is an integrated governance activity. It seeks out synergies with other programs to co-produce activities in order to develop models to make its interventions more sustainable. In FY 2019, the Activity continued its partnership with other USAID-funded programs (Neema, Accès, RSS+, and Kawolor) and developed new partnerships with Passerelles, Yellitaare, Sunu Election, Suxali Jiggen (ARLS), GAPP, and Africa Lead.

In FY 2019, the Activity organized meetings and developed activities with 14 other USG-funded programs out of a target of 5 (280%), thanks to the launch of new sectoral projects (Passerelles, Yellitaare, etc.) and seeking out synergies to increase impacts.

Indicator 22: Number of activities conducted in collaboration with another USG-funded program

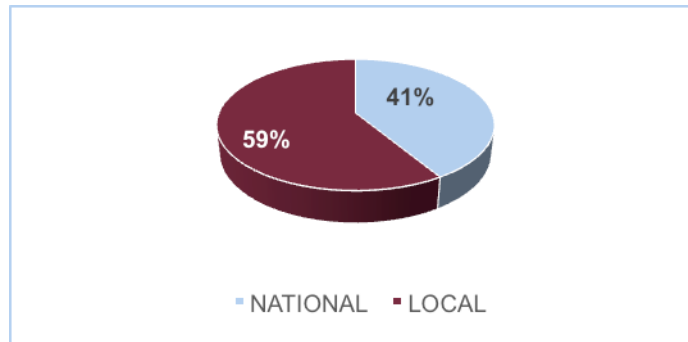
In FY 2019, the Activity conducted 86 out of a target of 70 activities (123%) in collaboration with another USG-funded program.

Figure 20. Partner and number of activities conducted



This result is thanks to GoLD's high level of integration with sectoral programs, which involves implementing multiple activities at the operational level. Figure 21 shows that 59% of these activities were implemented at the local level.

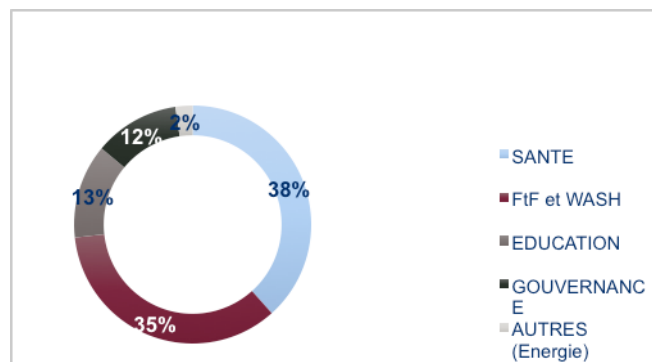
Figure 21. Breakdown of synergy activities at the national and local levels



The sectoral breakdown of activities conducted by GoLD with its partners shows that its collaboration with health programs has increased, making up 38% of its synergy activities, followed by the WASH and agriculture/nutrition sectors (35%), education (13%), and governance (12%). Partnerships in the education and governance sectors were just recently launched.

GoLD's collaboration with other programs has resulted in the co-production of documents (guides, booklets, etc.) and training modules, the co-facilitation of capacity building sessions, and the implementation of activities (advocacy, forums, field visits, etc.). In FY 2020, it will strengthen its partnership with Passerelles.

Figure 22. Sectoral breakdown of activities conducted by GoLD with other USAID-funded programs



Since it began, USAID/GoLD has conducted 172 activities in collaboration with other USAID-funded programs, compared with a cumulative target of 170 (101%).

Indicator 23: Number of other programs/institutions with which GoLD organized meetings

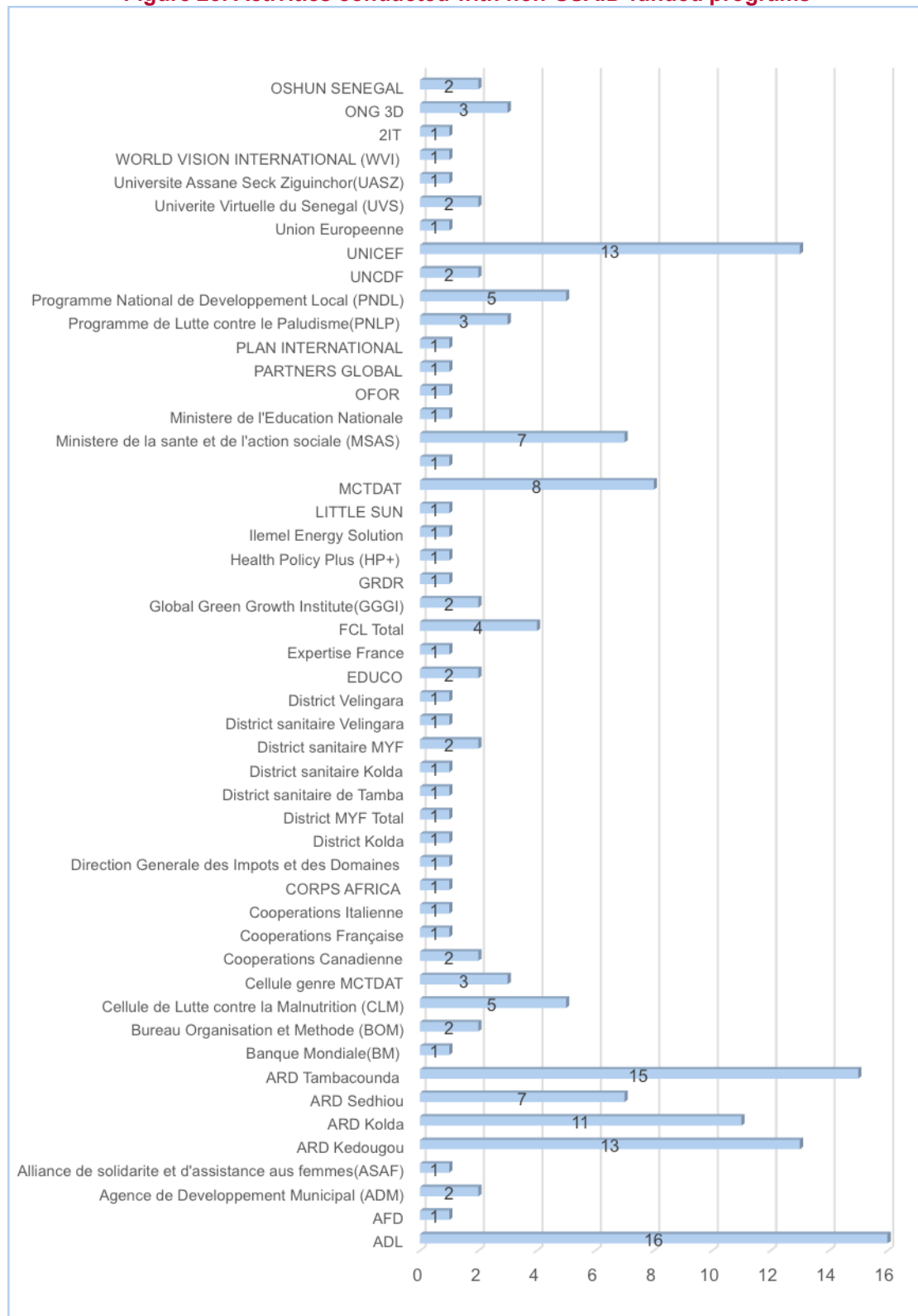
In FY 2019, USAID/GoLD organized activities or meetings with 50 programs and institutions. It continued to implement activities with its long-standing partners (PNLP, ADL) while also working with 22 new partners to help CTs search for partners to fund their priority projects.

Indicator 24: Number of activities conducted in collaboration with another program or institution

In FY 2019, USAID/GoLD conducted 158 activities in collaboration with another program or institution, out of a target of 50. Most notable was the implementation of activities by ARDs through

FOGs. At the national level, GoLD worked with other partners (MCTDAT, MSAS, Ministry of National Education, PNDL, ADL) to approve tools and methodologies.

Figure 23. Activities conducted with non-USAID-funded programs



Internal learning indicators

Indicator 25: Number of studies conducted

The Activity finalized the partnership study report, which was coordinated by Derick Brinkerhoff, Distinguished Fellow Emeritus at RTI, and which used an analytic partnership framework developed by Professor Jennifer Brinkerhoff from the Elliott School of International Affairs at George Washington University.

Another study is under way on the added value of an integrated governance approach in health service delivery. A consultant has been recruited to coordinate and supervise the study, which will examine 50 GoLD partner CTs and 60 Neema partner CTs.

Indicator 26: Number of learning activities directly applied to the adapting of GoLD activities

USAID/GoLD directly applied two learning activities. The first was the methodology for organizing partners' and investors' forums. The Tambacounda forum served as a pilot for testing the implementation methodology and strategy. Lessons were learned to make improvements in organizing the Kédougou forum.

The other learning activity involved adapting the CVA process to GoLD's context in terms of the duration of implementation and the integration of sectors in forming GCPs.

It is also worth noting that the learning assessment conducted by MSI allowed GoLD to make several adjustments, including a review of its gender and communication strategy.

EGO indicators

WASH

Indicator HL.8.5-1: Number of people benefiting from the adoption and implementation of measures to improve water resources management as a result of USG assistance

In FY 2019, 1,420 households, or 14,200 people, benefited from water services as a result of GoLD's interventions. (*According to the last ANSD census, a rural household contains an average of 10 people.*)

FtF

Indicator EG.3.2: Number of individuals participating in USG food security programs [IM-level]

A total of 130 people, including 103 men and 27 women, participated in USG food security programs. Three activities were conducted: a training of trainers on improving nutrition-sensitive local governance and support for the CTs of Médina Chérif (Kolda Region) and Saraya (Kédougou Region) in integrating nutrition into their planning documents (PDCs).

Indicator RESIL-1: Number of host government or community-derived risk management plans formally proposed, adopted, implemented, or institutionalized with USG assistance [IM-level]

For this indicator, GoLD supported three CTs (Sinthiang Koundara and Médina Chérif in the Kolda Region and Saraya in the Kédougou Region) in developing their PDCs. These PDCs integrate cross-cutting issues such as gender, migration, climate change, and nutrition. GoLD also assisted the PNDL and other partners in the process of approving the integration of cross-cutting issues into the national local planning guide. Sinthiang Koundara has adopted its PDC, while Saraya and Médina Chérif are in the process of approving theirs.

12 SUMMARY TABLE OF FY 2019 INDICATORS, TARGETS, AND ANNUAL RESULTS

No.	Indicator	2019										Comments
		Annual target	Q1 target	Achieved on January 31	Q2 target	Q2 achieved	Q3 target	Q3 achieved	Q4 target	Q4 achieved	Annual value achieved on Sep 30	
1	DR.2.4-2 Number of mechanisms for external oversight of public resource use supported by USG assistance	8	0	0	0	0	8	8	0	0	8	New DRGP indicator proposed to GoLD in 2019
2	Percentage growth in integrated governance performance in target CTs	10%	0%	0%	0%	0%	0%	0%	10%	24%	24%	Numerator: 14 (72-58) Denominator: 58 The score rose from 58 in 2017 to 72 in 2019, for a positive increase of 24%. Different efforts to build the capacity of CTs and communities (support for the development of planning documents; timely preparation and adoption of administrative accounts and budgets; increase in own-source revenue through activities aimed at collecting taxes, identifying taxpayers, and developing a taxpayer database; training; advocacy; etc.) impacted CT management performance.

No.	Indicator	2019										Comments
		Annual target	Q1 target	Achieved on January 31	Q2 target	Q2 achieved	Q3 target	Q3 achieved	Q4 target	Q4 achieved	Annual value achieved on Sep 30	
Result 1: Capacity of local government to respond to citizen demand increased												
3	Percentage growth in technical capacities of target CTs	10%	0%	0%	0%	0%	0%	0%	10%	0%	0%	With GoLD's support, the PNDL plans to conduct a second SMP-CT in pilot CTs during the first quarter of 2020, so there is currently not enough data to report on this indicator.
4	Percentage of target CTs using a participatory budgeting process	30%	30%	27%	5%	10%	0%	0%	0%	3%	40%	Numerator: 25 Denominator: 63 25 of GoLD's 63 partner CTs (40%, compared with a target of 30%) used a participatory budgeting and planning process addressing specific sectors, as CTs are beginning to become more involved in evaluating performance norms, and some are even conducting the process without help from partners.
5	Number of CTs mentoring another CT	2	0	0	0	0	0	0	2	1	1	This year, GoLD supported the organization of a peer-to-peer learning visit between the CTs of Linkéring and Bambali to discuss and share experiences, best practices, and knowledge, with the theme "Municipal leadership, resource mobilization, and women's fiscal civic-mindedness." After reflection, the Activity decided to hold one meeting and learn lessons from it before replicating the experience in other CTs, which is why it only achieved 50% of the target.

No.	Indicator	2019										Comments
		Annual target	Q1 target	Achieved on January 31	Q2 target	Q2 achieved	Q3 target	Q3 achieved	Q4 target	Q4 achieved	Annual value achieved on Sep 30	
<i>Sub-result 1.1: Leadership capacity of CT councilors as elected representatives improved</i>												
6	Number of people having received training to strengthen local governance and leadership	1,000	250	269	300	308	250	389	100	1,521	2,487	In FY 2019, a total of 2,487 people were trained on local leadership and governance, including 1,724 men (69%) and 763 women (31%). Of those trained, 33% were youth (boys and girls) and 67% were adults (men and women). These high numbers are due to the fact that GoLD is working to fill large gaps in capacity building in local leadership and governance and above all to improve the performance of CTs so they can do their jobs effectively.
7	Percentage of target CTs with at least one technical committee in place to create and monitor a social service delivery plan	20%	0%	0%	10%	13%	10%	13%	7%	0%	13%	Numerator: 8 Denominator: 63 GoLD continued to support nine committees (eight WASH and one health) in monitoring the implementation of their action plans, but the government's new reforms in the health sector slowed the implementation of activities. In education, the Passerelles project has just begun its activities. The process of getting modules approved by different actors took longer than expected.

No.	Indicator	2019										Comments
		Annual target	Q1 target	Achieved on January 31	Q2 target	Q2 achieved	Q3 target	Q3 achieved	Q4 target	Q4 achieved	Annual value achieved on Sep 30	
<i>Sub-result 1.2: Organizational strengths (planning, budgeting, and implementation processes) of decentralized government structures increased</i>												
8	Number of sectoral service management committees having improved their management performance	10	0	0	0	0	0	0	10	18	18	In 2019, GoLD evaluated 18 sectoral service management committees (6 borehole management committees, 8 sanitation committees [WASH sector], and 4 CDSs). This result is due to the fact that these activities were conducted in synergy (with USAID programs and the ministry in the health sector and with Accès, OFOR, and Kawolor in the WASH sector). The community engagement process greatly contributed to improving these committees' performance.

No.	Indicator	2019										Comments
		Annual target	Q1 target	Achieved on January 31	Q2 target	Q2 achieved	Q3 target	Q3 achieved	Q4 target	Q4 achieved	Annual value achieved on Sep 30	
<i>Sub-result 1.3: Public financial management and oversight of public expenditures improved</i>												
9	Percentage of target CTs complying with legal procedures for procuring local goods and services	15%	0%	0%	0%	0%	0%	0%	15%	48%	48%	Numerator: 30 Denominator: 63 30 of GoLD's 63 partner CTs comply with legal procurement procedures. This achievement is the result of the nine regional and <i>département</i> -level procurement training sessions and CT coaching conducted by ARDs and GoLD staff. GoLD conducted several training sessions to build the capacity of elected officials and municipal secretaries in procurement techniques and procedures. A total of 309 people, including 257 men and 52 women, participated in these trainings. They are now using what they learned to speed up the local procurement process.
Result 2: Mobilization and management of local public resources improved												
10	Change in the percentage of local resources invested in public services by target CTs	10%	0%	0%	0%	0%	0%	0%	10%	0%	0%	CTs are currently voting to adopt their administrative accounts for FY 2018. The Activity will collect the data and the results will be available in late November.
11	Percentage growth in CTs' own-source revenue	10%	0%	0%	0%	61%	0%	0%	10%	0%	0%	CTs are currently voting to adopt their administrative accounts for FY 2018. The Activity will collect the data and the results will be available in late November.

No.	Indicator	2019										Comments
		Annual target	Q1 target	Achieved on January 31	Q2 target	Q2 achieved	Q3 target	Q3 achieved	Q4 target	Q4 achieved	Annual value achieved on Sep 30	
<i>Sub-result 2.1: Own-source revenue of CTs increased</i>												
12	Number of target CTs having increased the number of opportunities to generate revenue	4	0	0	0	0	0	0	4	20	55	55 CTs (48 municipalities and 7 <i>départements</i>) increased the number of opportunities to generate revenue. This was the result of the fact that the Activity dedicated a great deal of effort to helping CTs expand their tax base and tax potential, look for partners by organizing two investors' and partners' forums, look for innovative sources of funding (UNCDF), and establish partnerships with the private sector (Oshun).
<i>Sub-result 2.2: Social accountability mechanisms for service delivery transparency increased</i>												
13	Percentage of CTs providing citizens with social accountability tools	20%	20%	27%	10%	13%	0%	0%	0%	10%	49%	Numerator: 31 Denominator: 63 In FY 2019, 31 of the 63 CTs (49%) provided their citizens with social accountability tools. Reviewing the community engagement strategy and reducing its duration resulted in a large number of citizen reporting sessions. The Activity also supported CTs in organizing EDICs.

No.	Indicator	2019										Comments
		Annual target	Q1 target	Achieved on January 31	Q2 target	Q2 achieved	Q3 target	Q3 achieved	Q4 target	Q4 achieved	Annual value achieved on Sep 30	
<i>Sub-result 2.3: CT planning and budgeting integrates development partners' resources</i>												
14	Percentage of CTs whose plans integrate development partners' planned interventions in the four key sectors	20%	15%	14%	5%	16%	0%	13%	0%	57%	100%	Numerator: 63 Denominator: 63 100% of GoLD's partner CTs have a PIA integrating the planned interventions of partners such as the PNDL, Caritas, Accès, GoLD, ANIDA, Sani Tamba, etc. Every CT should have a plan so they can present it to partners at future partners' and investors' forums.
Result 3: Community participation in service delivery management (health, education, WASH, agriculture) increased												
15	Number of Citizen Advocacy Groups developing and implementing a service delivery supervision plan in their CT	50	5	4	25	26	5	3	17	32	65	65 GCPs developed service delivery supervision action plans in their CTs following reporting sessions, thanks to a review of the strategy for implementing the community engagement process, particularly in terms of its duration. This made it possible for GCPs to quickly develop their community engagement action plans.

No.	Indicator	2019										Comments
		Annual target	Q1 target	Achieved on January 31	Q2 target	Q2 achieved	Q3 target	Q3 achieved	Q4 target	Q4 achieved	Annual value achieved on Sep 30	
16	Number of women's, youth, and vulnerable group organizations participating in the budgeting process and service delivery advocacy	30	20	20	10	10	0	0	0	24	54	54 organizations out of a target of 30 (180%) participated in advocating to improve service delivery. These organizations include 23 youth associations, 24 women's associations, and 7 disabled persons' associations. This is the result of the many activities implemented by GoLD, which mobilizes these organizations at meetings to evaluate infrastructure performance in the health, education, and water sectors. The strategy GoLD adopted in 2019 consists of conducting more activities specifically designed to involve more women, in addition to its regular activities.
17	Number of USG-supported activities designed to promote or strengthen the civic participation of women (F 2.4-6)	60	5	5	15	15	20	20	20	25	65	In FY 2019, 65 USG-supported activities designed to promote or strengthen the civic participation of women (F 2.4-6) were implemented. The gender strategy was reviewed to better target activities that address women's issues. The strategy GoLD adopted in FY 2019 consists of conducting more activities specifically designed to involve more women, in addition to its regular activities.

No.	Indicator	2019										Comments
		Annual target	Q1 target	Achieved on January 31	Q2 target	Q2 achieved	Q3 target	Q3 achieved	Q4 target	Q4 achieved	Annual value achieved on Sep 30	
<i>Sub-result 3.1: CSOs' skills to take collective action in priority public needs improved</i>												
18	Percentage of members of CSOs supported by the Activity who understand CT public service performance norms	10%	0%	0%	0%	0%	0%	0%	10%	0%	0%	The Activity plans to conduct surveys in the first half of 2020.
19	Number of programs (radio, television, newspaper, social media, etc.) raising citizen awareness of the basic services provided and promoting the use of such services	300	90	88	90	0	50	0	200	135	336	This year, through its partner URAC's radio stations, the Activity produced 223 radio programs, in addition to the 113 programs produced in FY 2018. In FY 2019, GoLD opted to restructure programs after MSI's evaluation in order to increase their impact in communities. Improvements were made to the internal quality control of programs, from identifying the topic to production/broadcasting, with more involvement by URAC focal points and regional offices in the process (development of a standard quality control form). The number of radio stations was also reduced from 25 to 17.

No.	Indicator	2019										Comments
		Annual target	Q1 target	Achieved on January 31	Q2 target	Q2 achieved	Q3 target	Q3 achieved	Q4 target	Q4 achieved	Annual value achieved on Sep 30	
<i>Sub-result 3.2: Stakeholders (CTs, NGOs, donors, etc.) use existing opportunities to participate in dialogue on public needs</i>												
20	Number of advocacy campaigns organized by CSOs on issues identified by the community	80	20	20	20	16	30	44	10	73	153	In FY 2019, USAID/GoLD helped communities organize 153 activities to advocate for issues identified by the community, including 56 in the education sector, 52 in the health sector, and 45 in the WASH sector. This indicator has risen significantly due to the increase in community engagement activities and the shortening of the CVA approach (through adaptive management of GoLD's approach). In synergy with health programs and technical service units, GoLD also participated in malaria control efforts and in advocating for integrated school management.
21	Number of civil society organizations (CSOs) receiving USG assistance that are involved in advocacy activities (F-2.4. 1-9)	50	5	4	25	26	5	3	20	32	65	65 CSOs receiving USG assistance were involved in advocacy activities. These organizations are GCPs that the Activity supports in their advocacy and community engagement efforts. Reviewing the community engagement strategy to adapt it to GoLD's context boosted the implementation of community engagement activities.

No.	Indicator	2019										Comments
		Annual target	Q1 target	Achieved on January 31	Q2 target	Q2 achieved	Q3 target	Q3 achieved	Q4 target	Q4 achieved	Annual value achieved on Sep 30	
Integration process indicators												
22	Number of other USG-funded programs with which GoLD organized meetings	5	2	2	2	2	2	3	0	7	14	In FY 2019, GoLD organized meetings and developed activities with 14 other USG-funded programs out of a target of 5 (280%), thanks to the launch of new sectoral projects (Passerelles, Yellitaare, etc.) and seeking out synergies to make a greater impact on communities.
23	Number of activities conducted in collaboration with another USG-funded program	70	10	10	15	15	30	25	25	36	86	In FY 2019, the Activity conducted 86 activities in collaboration with another USG-funded program. This result is thanks to GoLD's high level of integration with sectoral programs, which involves implementing multiple activities at the operational level and impacts citizens.
24	Number of other programs/institutions with which GoLD organized meetings	15	1	1	5	5	5	5	4	39	50	GoLD organized activities or meetings with 50 programs and institutions. It continued to implement activities with its traditional partners (PNLP, ADL, etc.) to identify synergy activities in order to make interventions more sustainable while also working with 22 new partners to help CTs search for partners to fund their priority projects.

No.	Indicator	2019										Comments
		Annual target	Q1 target	Achieved on January 31	Q2 target	Q2 achieved	Q3 target	Q3 achieved	Q4 target	Q4 achieved	Annual value achieved on Sep 30	
25	Number of activities conducted in collaboration with another program or institution	50	10	11	10	10	15	18	15	119	158	In FY 2019, GoLD conducted 158 activities in collaboration with another program or institution, supporting its new focus of finding partners to fund CTs' priority projects. One highlight was the implementation of activities by ARDs through FOGs.
Internal learning indicators												
26	Number of studies conducted	1	0	0	0	0	0	0	1	1	1	
27	Number of learning activities directly applied to the adapting of GoLD activities	2	0	0	0	0	0	0	2	2	2	GoLD directly applied two learning activities. (1) The methodology for implementing partners' and investors' forums. The Tambacounda forum served as a pilot for testing the implementation methodology and strategy. After the forum, lessons were learned to make improvements in organizing the Kédougou forum. (2) Adapting the CVA process to GoLD's context in terms of length of implementation and integration of sectors in forming GCPs.

No.	Indicator	2019										Comments
		Annual target	Q1 target	Achieved on January 31	Q2 target	Q2 achieved	Q3 target	Q3 achieved	Q4 target	Q4 achieved	Annual value achieved on Sep 30	
WASH indicators												
28	HL.8.5-1 Number of people benefiting from the adoption and implementation of measures to improve water resources management as a result of USG assistance	14,000	0	0	0	0	0	0	14,000	14,200	14,200	In FY 2019, 1,420 households, or 14,200 people, benefited from water services as a result of GoLD's interventions.
FtF indicators												
29	EG.3.2: Number of individuals participating in USG food security programs [IM-level]	120	0	0	0	0	0	0	120	120	130	This year, which was the first year GoLD reported on this indicator, a total of 130 people, including 103 men and 27 women, participated in USG food security programs, namely a training of trainers on improving nutrition-sensitive local governance.

No.	Indicator	2019										Comments
		Annual target	Q1 target	Achieved on January 31	Q2 target	Q2 achieved	Q3 target	Q3 achieved	Q4 target	Q4 achieved	Annual value achieved on Sep 30	
30	RESIL-1: Number of host government or community-derived risk management plans formally proposed, adopted, implemented or institutionalized with USG assistance [IM-level]	3	0	0	0	0	0	0	3	3	3	For this indicator, GoLD supported three CTs (Sinthiang Koundara and Médina Chérif in the Kolda region and Saraya in the Kédougou region) in developing their PDCs. These PDCs integrate cross-cutting issues such as gender, migration, climate change, and nutrition. GoLD also assisted the PNDL and other partners in the process of approving the integration of cross-cutting issues (gender, migration, climate change, and nutrition) into the national local planning guide. Sinthiang Koundara has adopted its PDC, while Saraya and Médina Chérif are in the process of approving theirs.