



Impact analysis Guinea Report Unité – SAM global

Martin Schreiber / Andreas Zurbrügg

Winterthur-Bern, 10/12/2018



Photo Andreas Zurbrügg: Women's promotion – workshop with peasants in Kissidougou

Impact analysis Guinea: Abstract

Goal

By using a participatory qualitative method, the analysis shows the changes achieved by SAM global in Guinea through the sending of qualified personnel, and the financing of projects in health, basic training, vocational training and agriculture/ecology sectors. The case study obtained results supporting the analysis carried out by Unité in its desire to demonstrate the relevance of the effects of development co-operation through the exchange of personnel.

In addition, an enhancement of SAM global experience, within the framework of Unité, is achieved using an exemplary analysis of the following challenges: development co-operation (through the exchange of personnel) in fragile contexts, religion and development co-operation (through the exchange of personnel), influence on local partner organisations, the sending of specialised personnel and/or the financing of projects as well as the nationalisation of programmes or projects.

The programmatic approach and professional skills of SAM global have been strengthened at the methodological level. At the same time, the qualitative-participative method of impact assessments has been adapted for internal use by SAM global, as well as for Unité and its members, and simplified where necessary.

Methodology

In a first phase, the applicability of existing concepts and studies in the development co-operation of SAM global in Guinea are tested, and on this basis a «*Concept de la vérification des effets de quatre secteurs dans quatre régions en Guinée de SAM global selon la méthode de United Nations Volunteers¹*» is developed. At a practical level, the impact analysis was conducted in three stages: workshops in Guinea at the project level (first level) and at the national project management level (second level), as well as in Switzerland at the programme management level (third level), on the institutional and country programmes of SAM global. A detailed and elaborate evaluation and analysis process, with detailed documentation (including feedback on from Unité's Quality Assurance Commission) concluded the endeavour.

Context

Within our society, as well as in current politics, development co-operation is regularly called into question. Questions about efficiency, effectiveness, impact, relevance and sustainability require relevant and concrete answers. Development organisations must address the following questions in particular: Are we achieving the desired effects and changes with our activities? Are the effects presented in this way really related to our activities? Until now, aid agencies have often been satisfied only with monitoring and evaluation, comparing planned and actual outputs. When the comparison was positive, it was presumed that the Outcome and Impact were automatically achieved. In addition, while changes in partner organisations are easily identifiable, at the beneficiary population level or even at the system level, there are contrary *Attribution Gaps*. The impact analysis presented here attempts to address these difficulties.

Concept

The concept used is based on the «*Participatory Methodology for Assessing the Contribution of Volunteering to Development*» model of the *United Nations Volunteers*, and has been adapted by SAM global in its practical development work:

- (1) Bottom up: Project ⇒ Sector or country programme ⇒ Institutional programme.
- (2) Qualitative approach and the principle of participatory triangulation.
- (3) Pragmatic application of different methods (on which the methodological strength is based): Logframe; Outcome Mapping; Story Telling/Most Significant Change; SEPO/SWOT.
- (4) Inclusion of partners and beneficiaries.
- (5) Workshop methodology enabling critical reflection and collective learning.
- (6) Detailed workshops structuring in order to achieve unified and comparable results.
- (7) In addition, and for comparison with the workshops, the authors conducted interviews with regional authorities.

¹ *Concept to verify the effectiveness of four SAM global sectors in four regions in Guinea according to the United Nations Volunteers method.*

Results

The timeline of the analysis incorporates the presence of SAM global in Guinea from the early 80's until the present day, which means more than thirty years presence in the health sector and about ten years in the other sectors. The study shows that through the personnel allocation and funding from SAM global projects in Guinea in the health, basic training, vocational training and agriculture/ecology sectors significant changes (planned and unplanned) have been achieved. The results of the analysis demonstrate the relevance in terms of the effects of the co-operation through the exchange of personnel by using a case study. It was also confirmed that:

- SAM global, a faith-based organisation, is proving to be a relevant Christian development actor when it comes to working in fragile contexts, and in its position on religion and development co-operation.
- The ongoing sending of specialised personnel continues to be relevant and is unanimously considered necessary by the Guinean Stakeholders (*Human/Social Capital*), if required in combination with project funding.
- In terms of *Capacity Development*, the influence of SAM global (or the exchange of personnel in development co-operation) on local partner organisations is substantial and requires the continuation of, both the exchange of personnel in development co-operation and project funding, as *Capacity Development* together with infrastructure support are considered necessary by all stakeholders.
- This also applies to the nationalisation of SAM global programmes and projects when the following fundamental core factors (which are applicable to other organisations from the exchange of personnel in development co-operation) are met: local competences; recognition by the State and society as well as efficient project structure; articulation of the partnership; common path towards financial independence; gradual withdrawal with advice; common basic objectives.

At the methodological level, the programmatic approach and methodological skills of SAM global have been strengthened. This is an important input to the programme work of the 2021 - 2024 phase. In general, the qualitative-participative approach thus strengthens the programmatic logic of the exchange of personnel in development co-operation. The «*Participatory Methodology for Assessing the Contribution of Volunteering for Development*» is applicable in a flexible way to the qualitative analysis of effects. However, deviations from the methodological approach, which has a high internal coherence, are only possible to a limited extent. This method therefore leads to clear consistent results with respect to the changes achieved and can be applied by SAM global, as well as by Unité and its members, in a context-specific way in other country programmes. The contribution of an external perspective (in this analysis, Unité) is necessary.

In its development co-operation in Guinea, SAM global already implicitly applies the multi-level² approach in combination with the *Capacity Development Model*. Focusing its work at the micro and meso levels, SAM global is also active at the macro national level (system level) within the framework of national co-operation contracts, in the fields of health, vocational training and basic training, particularly in the recognition and implementation of dual vocational training (combination of theory and practice like the Swiss model), or as a national medical reference centre for leprosy, tuberculosis and HIV/AIDS in the Forested Guinea. Institutional links also exist at the international level in the field of medicine and vocational training. The collaboration with the *Evangelical Protestant Church of Guinea* is similarly structured. In the new institutional programme, there is an opportunity to implement these promising approaches, in combination with the *Capacity Development Model*, in an explicit way, in order to further improve the potential for change.

In this sense, the two-level impact model of personnel assignments currently used (*Capacity Development* with changes at the level of the partners, and development co-operation with changes at the level of the beneficiary groups) can be extended to the system level (socio-political-economic changes).

Conclusions

In relation to content

- SAM global has generated changes (Outcomes and Impacts) in a fragile context. The results of the analysis demonstrate the relevance of the effects of the exchange of personnel in development co-operation through case studies.

² «The multi-level approach connects interventions at different levels of action, from local, regional and national levels (also called "Micro", "Meso" and "Macro" levels). Interventions must be harmonized with each other.» (DEval in 2015). An increase in effects is achieved by connecting these three levels”.

- The combination of the «exchange of personnel in development co-operation and project financing» has effects at the micro, meso and macro levels (*Capacity Development*). The explicit implementation of the multi-level approach, incorporated in a three-level effect model (partner, beneficiary and system levels) is a potential means of effecting change.
- SAM global as a faith-based organisation is an important Christian actor, which is aware of the weaknesses, risks and fragilities of its development co-operation work.
- The work of the free evangelical churches is based on professionalism combined with *Bridging Social Capital*, which has been factually proven to Unité, the SDC and the taxpayers.

Methodological level

- In terms of communication, the impact of SAM global and the exchange of personnel in development co-operation in general should be shared.
- The qualitative-participative method works: in particular, the final beneficiaries also have the right to speak and the dialogue between partners is deepened. In a complementary and reinforcing sense, that is to be complemented by using quantitative indicators.

The SAM global programmatic approach is being implemented, so the results of the analysis will be incorporated into the current programme as well as the new institutional programme 2021-2024. The qualitative-participative method thus strengthens the programmatic logic of the exchange of personnel in development co-operation.



Photo Andreas Zurbrugg: Inclusion of traditional authorities – Patriarch of Macenta and his advisers