



IEO | INDEPENDENT
Evaluation Office
United Nations Development Programme

ANNEXES

INDEPENDENT COUNTRY PROGRAMME EVALUATION - CÔTE D'IVOIRE

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Annex 1. TERMS OF REFERENCE

1. INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Program (UNDP) conducts country evaluations called “Independent Country Programme Evaluations (ICPEs)”¹ to capture and demonstrate evaluative evidence of UNDP’s contributions to development results at the country level, as well as the effectiveness of UNDP’s strategy in facilitating and leveraging national effort for achieving development results. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.² The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of the IEO is two-fold: (a) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (b) enhance the independence, credibility and utility of the evaluation function, and its coherence, harmonization and alignment in support of United Nations reform and national ownership. Based on the principle of national ownership, IEO seeks to conduct ICPEs in collaboration with the national authorities where the country programme is implemented.

UNDP Côte d’Ivoire has been selected for an ICPE since its country programme will end in 2020. The ICPE will be conducted in 2019 to feed into the development of the new country programme. The ICPE will be conducted in close collaboration with the Government of Côte d’Ivoire, UNDP Côte d’Ivoire country office, and UNDP Regional Bureau for Africa (RBA).

2. NATIONAL CONTEXT

Côte d’Ivoire, with a population of 22.61 million,³ is a lower-middle-income country. The country has gone through a long socio-political crisis (1999-2011) that has shaken the social fabric and undermined the country’s development gains. Following the 2011 post-election events, the new government implemented the 2012-2015 National Development Plan (NDP), focused on restoring the rule of law, promoting good governance and rehabilitating social and economic infrastructure. Since 2012, Côte d’Ivoire has experienced remarkable economic success, illustrated by rapid growth in GDP, driven by public and private investment, raw material exports and the service sector, thanks to an improved business environment. In December 2015, the government adopted its second NDP 2016-2020, which aims to

¹ The Assessment of Development Results “ADR” is now replaced by the Independent Country Program Evaluations “ICPE.”

² See UNDP Evaluation Policy: www.undp.org/eo/documents/Evaluation-Policy.pdf. The ICPE is conducted in adherence to the Norms and the Standards and the ethical Code of Conduct established by the United Nations Evaluation Group (www.uneval.org).

³ General Census of Population and Housing (RGPH 2014)

transform Côte d'Ivoire into a pre-emerging economy by 2020 and further reduce social inequalities. The economic outlook remains good, and the GDP growth rate is expected to be 7% in 2018 and 2019.⁴

Despite this progress, poverty in the country remains high, with a rate of 46.3% in 2015 as compared to 48.9% in 2008.⁵ This poverty is more pronounced in rural areas than in urban areas. In rural areas, the incidence of poverty is 56.8% compared with 35.9% in urban areas. However, while poverty is declining significantly in rural areas (from 62.5% in 2008 to 56.8% in 2015), it continues to increase in urban areas: 24.5% in 2002, 29.5% in 2008 and 35.9% in 2015.⁶ At the regional level, poverty is higher in the border regions from the northwest to the northeast and lower in the border regions from east to southwest. Interior (non-frontier) regions have an intermediate level of poverty between these two extremes.⁷ Poverty affects both women (47.4% of them are poor) and men (45.5% of men are poor) even if the latter contribute slightly more to this poverty (50.6% of the poor are men).⁸ As for literacy rates, the gaps between men and women are even greater: 53.3% of men are literate as compared to 36.3% of women.⁹ Poverty particularly affects young people: 51.4% of youth under 25 are poor.¹⁰ In terms of human development, Côte d'Ivoire is classified as a country with a low level of human development, with an estimated 2018 index of 0.492 in 2018. Disaggregated by sex, the index is 0.446 for women compared to 0.531 for men.¹¹

In terms of governance, security has improved, and the country has established a peaceful climate. Significant progress has been made in consolidating the rule of law. The country saw an improvement of 12.7 points on the Mo Ibrahim index between 2008 and 2017, and the country was ranked 22nd out of 54 African states in 2017 (it was 34th in 2014).¹² In addition, institutional capacity for governance, in particular the Parliament and the High Authority for Good Governance, as well as civil society organizations, remains insufficient to enable these entities to fully exercise their monitoring function.

The decentralization process remains incomplete. Public administration has greatly suffered greatly from years of crisis, and there are administrative capacity shortcomings in terms of skills, mastery of systems, procedures and methods, but also adequate equipment.¹³ Despite progress in the Transparency International Index (from 27 in 2013 to 36 in 2017, ranked 103 out of 180 in 2017),¹⁴ the country still faces the challenge of fighting corruption in order to effectively manage its resources and improve social justice. In addition, the limited capacity of national structures which lead the transitional justice process, the insufficiency of permanent frameworks of exchange and consultation for rapprochement between communities, along with the persistence of ethno-community tensions and conflicts in certain regions, weigh on the dynamics of social cohesion and national reconciliation.¹⁵

⁴ World Bank, <http://www.worldbank.org/en/country/cotedivoire/overview>, accessed October 25, 2018.

⁵ World Bank, <https://data.worldbank.org/indicator/SI.POV.NAHC?locations=CI>, accessed 25 October 2018.

⁶ Household Living Standards Survey 2015, p. 21

⁷ Household Living Standards Survey 2015, p. 24

⁸ Household Living Standards Survey 2015, p. 31

⁹ Household Living Standards Survey 2015, p. 33

¹⁰ Household Living Standards Survey 2015, p. 32

¹¹ UNDP, <http://hdr.undp.org/en/countries/profiles/CI>, accessed October 25, 2018.

¹² Mo Ibrahim Foundation, IIAG 2018 scores, rankings and trends– Côte d'Ivoire, <http://mo.ibrahim.foundation/iiag/downloads/>, accessed 29 October 2018.

¹³ CPD 2016-2020, p. 108.

¹⁴ https://www.transparency.org/news/feature/corruption_perceptions_index_2017#table, accessed October 29, 2018.

¹⁵ Survey report on the perception of the population on national, international and transitional justice,

With regard to sustainable development and resilience, climate change is a major concern for Côte d'Ivoire. Efforts must be made in energy, forestry and agriculture to reduce greenhouse gas emissions, safeguard the environment and preserve the balance of biodiversity. These sectors occupy an important place in industrialization, the economic transformation of the country and the fight against poverty. Forests in Côte d'Ivoire are degrading at a rate of about 200,000 hectares (ha) per year; the area of dense forest, which was 12 million ha in 1960, was estimated in 2014 at less than two million ha. Forest degradation is a threat to biodiversity. In addition, in general, high population and uncontrolled urbanization lead to increased conflicts in the use of natural resources.¹⁶ In response to these challenges, Côte d'Ivoire is engaged in the international process to reduce greenhouse gas emissions from deforestation and forest degradation (REDD +), has set up a National Program Climate Change as well as a platform for risk management and natural disasters and adopted a sustainable development orientation law.

With regard to the United Nations in Côte d'Ivoire, the United Nations Operation in Côte d'Ivoire (UNOCI) was deployed in April 2004, when the country was split in two, with North and South separated by a “zone of confidence” but in a political stalemate. The disputed 2010 presidential election resulted in a crisis in which approximately 3,000 people were killed and 600,000 were displaced, and the mandate of UNOCI was extended. Five years later, in April 2016, the Security Council commended Côte d'Ivoire's remarkable progress towards lasting peace, stability, economic prosperity and the successful October 2015 presidential election, and decided to extend the mandate of UNOCI for a final period ending on June 30, 2017.¹⁷ It is expected that the UN Country Team will continue to support Cote d'Ivoire to sustain its progress in peace and stability. In preparation for the closure of UNOCI, in 2017, a Peacebuilding Support Program (PACoP) was developed to address the remaining challenges of the transition – security, protection of human rights, and social cohesion, among others.

3. UNDP PROGRAMME STRATEGY IN CÔTE D'IVOIRE

The IEO conducted an Assessment of Development Results (ADR) in 2013, covering the 2003-2007, 2007-2008 and 2009-2013 programming cycles. UNDP then implemented a new country programme, initially planned for the 2013-2015 period and extended until 2016.

UNDP's strategy in Côte d'Ivoire for the period 2017-2020 is set within the Unique Programmatic Framework (CPU) of the United Nations System for Development Assistance, which is aligned with the priorities identified by the Government in its NDP 2016-2020. The CPU focused on three priorities: strengthening governance and social cohesion; development of human capital; and sustainable development. Through these three axes, the CPU aims to contribute to the reduction of inequalities making Côte d'Ivoire's process of emergence more inclusive and sustainable. The CPU also anticipates the departure of UNOCI, with uptake by the UN Country Team of residual matters (security sector reform, reintegration of ex-combatants, social cohesion and national reconciliation as well as remaining humanitarian needs)

Ivorian Coalition for the International Criminal Court, cited in the Cote d'Ivoire Country Programme Document 2017-2020.

¹⁶ Country programme document 2017-2020, p. 82.

¹⁷ United Nations Security Council, S/RES/2284 (2016).

UNDP puts human development and the reduction of inequalities at the center of its country programme for 2017-2020, which is structured around two pillars:

1. Governance, rule of law and social cohesion, built around two sub-components:
 - a. Democratic governance, with target support to the Government, Parliament, anti-corruption bodies, the Independent Electoral Commission and local authorities; and
 - b. Peace consolidation, access to justice and national reconciliation
2. Inclusive growth and sustainable development, with a focus on initiatives seeking to promote access to renewable energy; improve sustainable production capacities and forest protection; and create jobs and income generating opportunities benefitting the poor, especially women, youth and vulnerable populations.

Country Programme		Budget (US\$ million)	
Outcomes	Outputs	Planned budget	Expenditure to date
Outcome 1 State and non-state institutions implement public policies and inclusive and sustainable strategies that strengthen governance and social cohesion and reduce inequality.	Output 1.1. The follow-up of the implementation of the national development plan is operationalized and takes into account the sustainable development goals (SDGs), specifically the gender dimension. Output 1.2. Republican institutions, especially Government, High Authority for Good Governance, and Independent Electoral Commission, ensure the checks and balances of public action and citizen participation Output 1.3. Local institutions have reinforced capacities for national reconciliation and the prevention and peaceful management of conflicts. Output 1.4. Vulnerable populations, especially women and youth, have better access to justice services and have increased trust in security services at the community level	2017-2020: 13.2	2018 : 6.645 2017 : 10.965
Outcome 2: Public authorities implement policies that ensure sustainable production and consumption methods, income generation, and resilience to climate change for vulnerable populations	Output 2.1. Village communities not connected to the electrical network and actors of private sector have improved access to a renewable source of energy Output 2.2. Actors in the agricultural and forestry sectors adopt sustainable production and management practices Output 2.3. Populations most disadvantaged, in particular youth and women, have technical capacities and better access to financing, and undertake revenue-generating activities and/or jobs	2017-2020: 38.3	2018 : 0.539 2017 : 1.477

Source: UNDP Côte d'Ivoire Country Programme Document 2017-2020. UNDP Corporate Planning System – Programme Profile Côte d'Ivoire.

The country programme also aligns with UNDP's Strategic Plan and Gender Strategy¹⁸ and is expected to contribute to the achievement of Sustainable Development Goals (SDGs) 1, 5, 7, 10, 12, 13, 16 and 15. 17. The goal is to improve policy coordination, implementation capacity and accountability to strengthen inclusion, resilience and sustainability.

¹⁸ The country programme document, prepared in 2016, makes reference to the UNDP 2014-2017 Gender Strategy, In 2018, UNDP adopted a new gender strategy (DP/2018/21).

4. SCOPE OF THE EVALUATION

The ICPE is carried out during the penultimate year of the ongoing UNDP country programme to contribute to the process of developing the new country programme. Thus, the evaluation will cover the current program (2017-2020), covering the period of 2017-early 2019. Since the evaluation will cover a relatively short period, it will also examine, as appropriate, the results of key interventions during the previous programme. It will also examine the degree of adoption and follow-up of the recommendations of the last evaluation conducted by the IEO in 2013.

The evaluation will evaluate UNDP's contribution in the country, as defined by the outcome results in the country programme document, approved by UNDP's Executive Board. It will aim to draw lessons from current and, where appropriate, previous programme implementation in order to assess UNDP performance, and to make forward-looking recommendations that will contribute to the formulation of the next country programme. The ICPE will extend to all UNDP interventions and activities implemented by the Country Office, including interventions funded by regular UNDP resources, donors, and by the Government during the period covered by evaluation. It is important to note that a UNDP country office may also be involved in a number of activities that may not be included in a specific project. Some of these 'non-project' activities may be crucial for the political and social agenda of a country, and will be taken into account by the ICPE.

Special efforts will be made to capture the role and contribution of the United Nations Volunteers (UNV) and UNCDF programme through their collaboration and joint work with UNDP. This information will be used in the synthesis framework to provide evaluative evidence at the organizational level regarding the performance of programs and associated funds.

5. METHODOLOGY

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.¹⁹ The ICPE will address the following three key evaluation questions.²⁰ These questions will also guide the presentation of the evaluation findings in the report.

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. What factors contributed to or hindered UNDP's performance and eventually, the sustainability of results?

In addition, as gender equality is central to UNDP's support to countries to implement and achieve the 2030 Agenda for Sustainable Development and the Sustainable Development Goals, the evaluation will also analyze the extent to which UNDP (country) support was designed to and did contribute to gender equality.

The ICPE is conducted at the outcome level. To address question 1, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate. Discussions of the ToC will focus on mapping the assumptions behind the programme's desired change(s) and the causal linkages between

¹⁹ <http://www.uneval.org/document/detail/1914>

²⁰ The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria.

the intervention(s) and the intended country programme outcomes. As part of this analysis, the CPD's progression over the review period will also be examined. In assessing the CPD's evolution, UNDP's capacity to adapt to the changing context and respond to national development needs and priorities will also be looked at.

The effectiveness of UNDP's country programme will be analyzed under evaluation question 2. This will include an assessment of the achieved outputs and the extent to which these outputs have contributed to the intended CPD outcomes. In this process, both positive and negative, direct and indirect unintended outcomes will also be identified.

To better understand UNDP's performance, the specific factors that influenced - positively or negatively - UNDP's performance and eventually, the sustainability of results in the country will be examined under evaluation question 3. The utilization of resources to deliver results (including managerial practices), the extent to which the CO fostered partnerships and synergies with other actors (including through south-south and triangular cooperation), and the integration of gender equality and women's empowerment in design and implementation of the CPD are some of the aspects that will be assessed under this question.

6. DATA COLLECTION

Assessment of data collection constraints and existing data. A preliminary assessment was carried for each outcome to ascertain the available information, identify data constraints, to determine the data collection needs and methods. The assessment outlined the level of evaluable data that is available. The UNDP Evaluation Resource Centre (CRE) reports that 8 evaluations were planned as part of the country programme. As of February 2019, only one project evaluation had been completed. Two final outcome evaluations of the previous country programme were conducted in 2016. The UNDP Audit and Investigation Office conducted an audit in 2014.

In terms of indicators, the country programme framework document lists 7 CPD outcome indicators, and 36 indicators associated with the 7 specific UNDP program outputs. The indicators include reference data and targets, as well as their source of verification. To the extent possible, the ICPE will use these indicators and data to interpret the UNDP programme goals and to measure or assess progress toward the intended outcomes. The evaluation team will do a further assessment of existing data and possible constraints during the preparatory and desk analysis phases.

Data collection methods. The evaluation will use data from primary and secondary sources, including desk review of documentation, surveys and information and interviews with key stakeholders, including beneficiaries, partners and managers. The evaluation questions mentioned above and the data collection methods will be further detailed and outlined in the outcome analysis. A multi-stakeholder approach will be followed and interviews will include government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, and beneficiaries of the programme. Focus groups will be used to consult some groups of beneficiaries as appropriate.

The criteria for selecting projects for field visits include:

- Programme coverage (projects covering the various components and cross-cutting areas);
- Financial expenditure (projects of all sizes, both large and smaller pilot projects);
- Geographic coverage (not only national level and urban-based ones, but also in the various regions);
- Maturity (covering both completed and active projects);

- Programme cycle (coverage of projects/activities from the past and mainly the current cycles);
- Degree of “success” (coverage of successful projects, projects where lessons can be learned, etc.).

The IEO and the CO will identify an initial list of background and programme-related documents and post it on an ICPE SharePoint website. The following secondary data and others will be reviewed: background documents on the national context, documents prepared by international partners and other UN agencies during the period under review; programmatic documents such as workplans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports (ROARs); and evaluations conducted by the country office and partners, including the quality assurance reports.

All information and data collected from multiple sources will be triangulated to ensure its validity. The evaluation matrix will be used to organize the available evidence by key evaluation question. This will also facilitate the analysis process and will support the evaluation team in drawing well substantiated conclusions and recommendations.

In line with UNDP’s gender mainstreaming strategy, the ICPE will examine the level of gender mainstreaming across all of UNDP Côte d’Ivoire programmes and operations. Gender disaggregated data will be collected, where available, and assessed against its programme outcomes.

Stakeholder involvement: a participatory and transparent process will be followed to engage with multiple stakeholders at all stages of the evaluation process. During the initial phase a stakeholder analysis will be conducted to identify all relevant UNDP partners, including those that may have not worked with UNDP but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP’s contribution to the country.

7. MANAGEMENT ARRANGEMENTS

Independent Evaluation Office of UNDP: The UNDP IEO will conduct the ICPE in consultation with the UNDP Côte d’Ivoire country office, the Regional Bureau for Africa and the Government of Côte d’Ivoire. The IEO lead evaluator will lead the evaluation and coordinate the evaluation team. The IEO will meet all costs directly related to the conduct of the ICPE.

UNDP Country Office in Côte d’Ivoire: The country office will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information regarding UNDP’s programmes, projects and activities in the country, and provide factual verifications of the draft report on a timely basis. The country office will provide the evaluation team support in kind (e.g. arranging meetings with project staff, stakeholders and beneficiaries; and assistance for the project site visits). To ensure the anonymity of the views expressed in interviews with stakeholders for data collection purposes, country office staff will not participate. The country office will jointly organize the final stakeholder debriefing, ensuring participation of key government counterparts, through a video-conference with the IEO, where findings and results of the evaluation will be presented. Additionally, the country office will prepare a management response in consultation with the regional bureau and will support the use and dissemination of the final outputs of the ICPE process.

UNDP Regional Bureau for Africa: The UNDP Regional Bureau for Africa will support the evaluation through information sharing and participate in discussing emerging conclusions and recommendations.

Evaluation Team: The IEO will constitute an evaluation team to undertake the ICPE. The IEO will ensure gender balance in the team which will include the following members:

- **Lead Evaluator (LE):** IEO staff member with overall responsibility for developing the evaluation design and terms of reference; managing the conduct of the ICPE, preparing/ finalizing the final report; and organizing the stakeholder workshop, as appropriate, with the country office.
- **Consultants:** Two external consultants (preferably national but international will also be considered, as appropriate) specialized in peacebuilding and recovery and in local inclusive sustainable development will be recruited to carry out data collection and support evaluation of the program, or specific effects of the program. Under the supervision of the Lead Evaluator, the consultants will conduct preliminary research and data collection activities, prepare an effects analysis, and contribute to the drafting of the final report of the EIPP.
- **Research Assistant (RA):** A research assistant based in the IEO will support the background research.

8. EVALUATION PROCESS

The ICPE will be conducted according to the approved IEO process²¹. The following represents a summary of the five key phases of the process, which constitute framework for conducting the evaluation.

Phase 1: Preparatory work. The IEO prepares the TOR, evaluation design and recruits external evaluation team members, comprising international and/or national development professionals. They are recruited once the TOR is approved. The IEO start collecting data and documentation internally first and then filling data gaps with help from the UNDP country office, and external resources through various methods.

Phase 2: Desk analysis. Further in-depth data collection is conducted, by administering an advance questionnaire and interviews (via phone, Skype etc.) with key stakeholders, including country office staff. Based on these the key evaluation questions will guide the evaluation matrix containing detailed questions and means of data collection and verification to guide data collection based on an overall evaluation matrix for the ICPEs. Evaluation team members conduct desk reviews of reference material, prepare a summary of context and other evaluative evidence, and identify the outcome theory of change, specific evaluation questions, gaps and issues that will require validation during the field-based phase of data collection.

Phase 3: Field data collection. The phase will commence in March 2019. During this phase, the evaluation team undertakes an in-country mission to engage in data collection activities. The estimated duration of the mission is up to 2-3 calendar weeks, with planned dates of 18 March – 2 April. Data will be collected according to the approach outlined in Section 6. The evaluation team will liaise with CO staff and management, key government stakeholders and other partners and beneficiaries. At the end of the mission, the evaluation team holds a debrief presentation of the key preliminary findings with the country office.

²¹ The evaluation will be conducted according to the [ICPE Process Manual](#) and the [ICPE Methodology Manual](#)

Phase 4: Analysis, report writing, quality review and debrief. Based on the analysis of data collected and triangulated, the LE will undertake a synthesis process to write the ICPE report. The first draft (“zero draft”) of the ICPE report will be subject to peer review by IEO and the Evaluation Advisory Panel (EAP). Once the first draft is quality cleared, it will be circulated to the country office and the UNDP Regional Bureau for Africa for factual corrections. The second draft, which takes into account any factual corrections, will be shared with national stakeholders for further comments. Any necessary additional corrections will be made and the UNDP Côte d’Ivoire country office will prepare the management response to the ICPE, under the overall oversight of the regional bureau. The report will then be shared at a final debriefing where the results of the evaluation are presented to key national stakeholders. Ways forward will be discussed with a view to creating greater ownership by national stakeholders in taking forward the recommendations and strengthening national accountability of UNDP. Taking into account the discussion at the stakeholder event, the evaluation report will be finalized.

Phase 5: Publication and dissemination. The ICPE report will be written in English. A French version will be produced if necessary. The ICPE report and brief summary will be widely distributed in hard and electronic versions. The evaluation report will be made available to UNDP Executive Board by the time of approving a new Country Programme Document. It will be distributed by the IEO within UNDP as well as to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The Côte d’Ivoire country office and the Government of Côte d’Ivoire will disseminate the report to stakeholders in the country. The report and the management response will be published on the UNDP website²² as well as in the Evaluation Resource Centre (ERC). The regional bureau will be responsible for monitoring and overseeing the implementation of follow-up actions in the ERC.²³

9. TIMEFRAME FOR THE ICPE PROCESS

The timeframe and responsibilities for the evaluation process are proposed as follows in Table 3:²⁴

Table 3: Timeframe for the ICPE process going to the Board in 2020		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR – approval by the Independent Evaluation Office	LE	November 2018
Selection of other evaluation team members	LE	December 2018 – January 2019
Phase 2: Desk analysis		
Preliminary analysis of available data and context analysis	Evaluation team	January – mid-March 2019
Phase 3: Data Collection		
Data collection and preliminary findings	Evaluation team	18 March – 2 April 2019
Phase 4: Analysis, report writing, quality review and debrief		
Analysis and Synthesis	Evaluation team	April-May 2019
Zero draft ICPE for clearance by IEO and EAP	LE	June 2019

²² web.undp.org/evaluation

²³ erc.undp.org

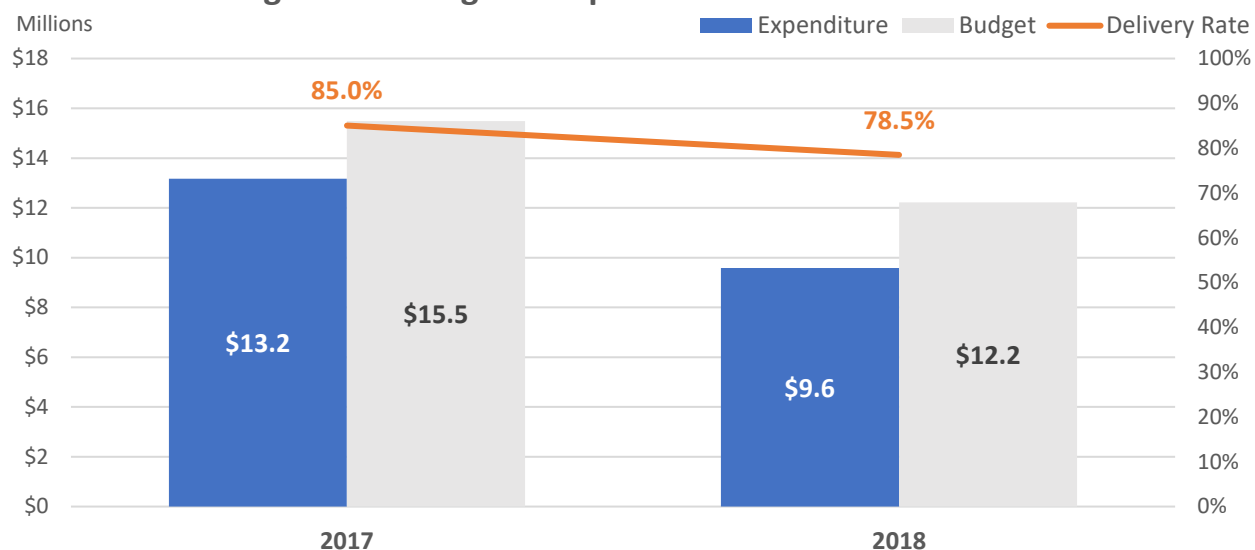
²⁴ The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.

First draft ICPE for CO/RB review	CO/RB	July 2019
Second draft ICPE shared with government	CO/Government	August 2019
Draft management response	CO	September 2019
Final debriefing with national stakeholders (video conference)	CO/LE	September 2019
Phase 5: Production and Follow-up		
Editing and formatting	IEO	October-November 2019
Final report and Evaluation Brief	IEO	December 2019
Dissemination of the final report	IEO/CO	January 2020

Annex 2. COUNTRY OFFICE AT A GLANCE

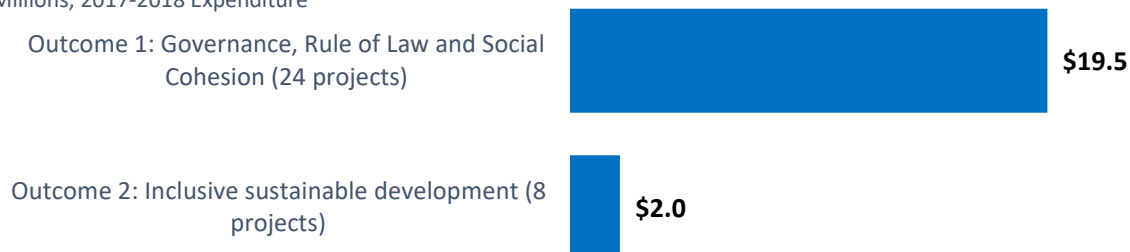
Source: All programme financial data extracted from the Atlas/PowerBI system on 30 May 2019.

Evolution of Programme Budget & Expenditure



Expenditure by Outcome

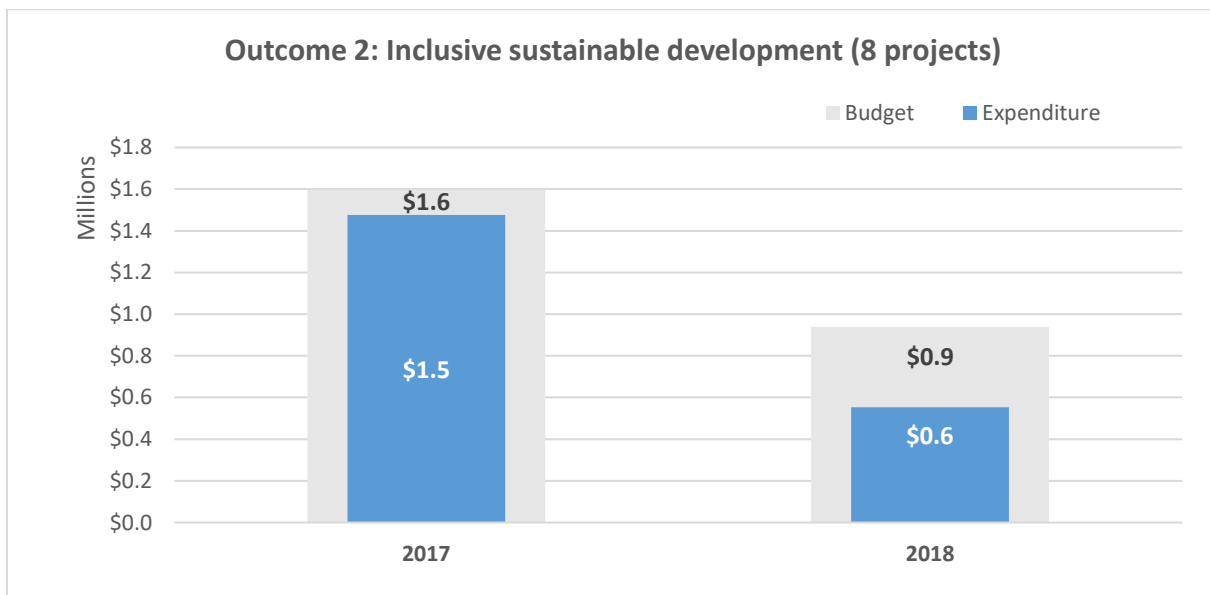
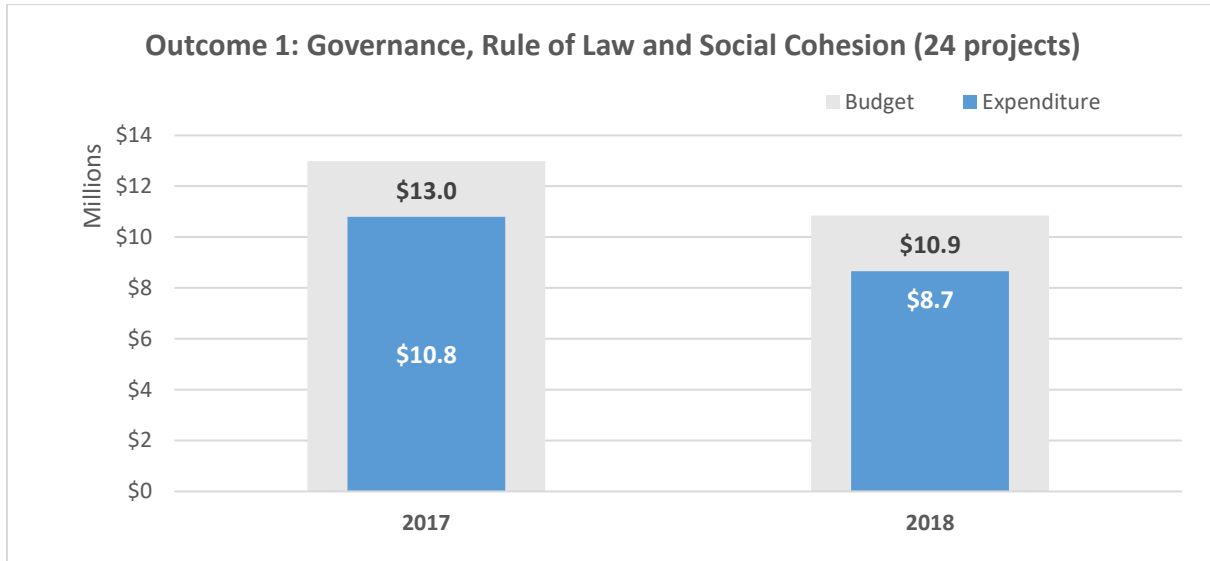
Millions, 2017-2018 Expenditure



Execution Rate by Outcome (2017-2018)

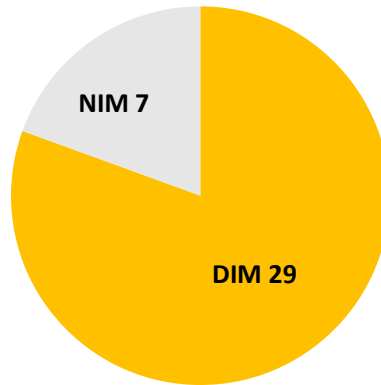


Note: Appui Reduction de Pauvrete PARP/OMD1 output is under the governance outcome, while the other outputs (PARP/OMD2: Appui Communautés and Programme Environnement) are under the development outcome; it is counted as one project for both outcomes.



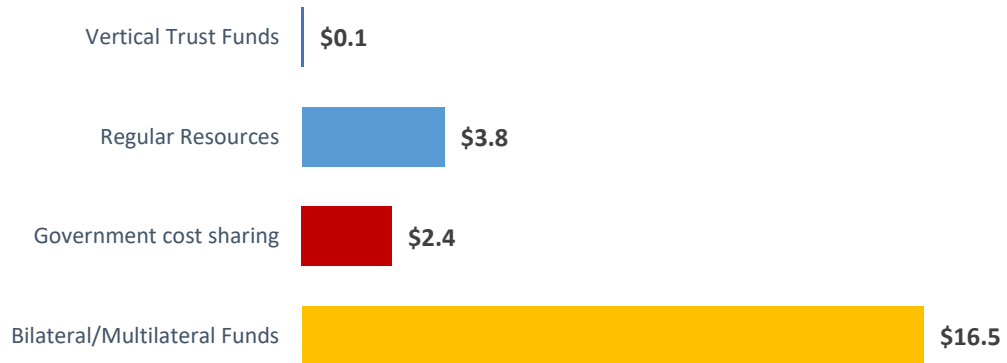
Implementation Modality

Number of Projects



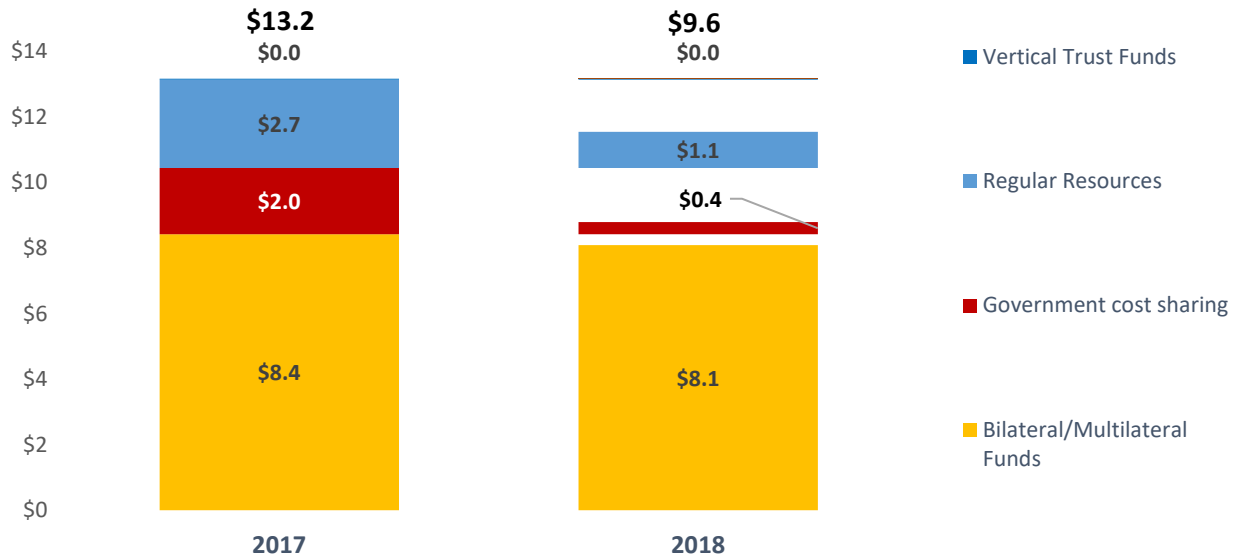
Total Expenditure by Fund Category, 2017-2018

Millions



Total Expenditure by Fund Category and Year

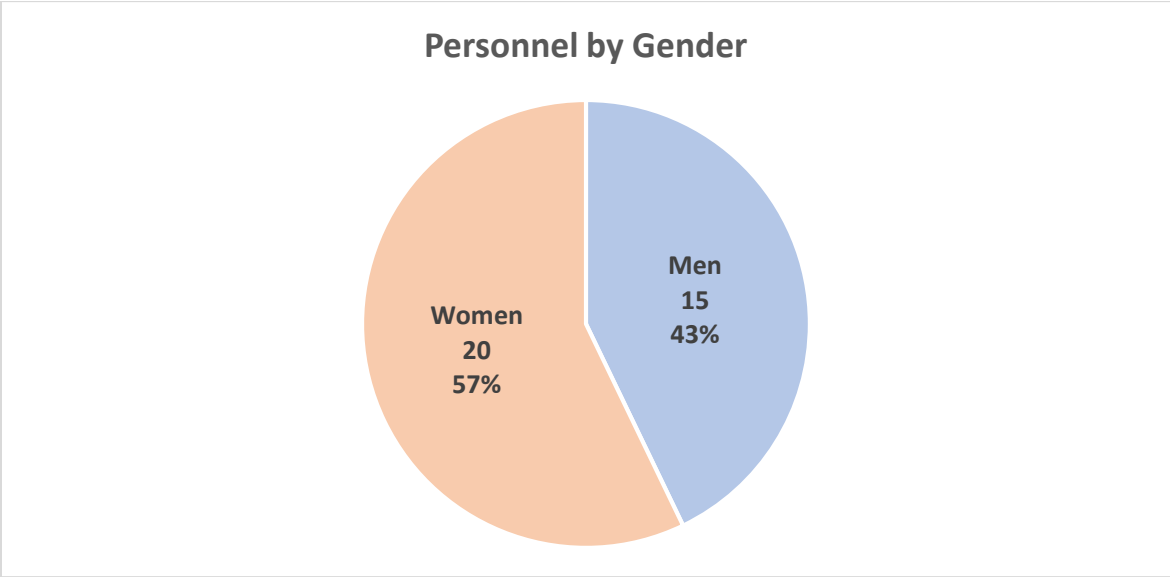
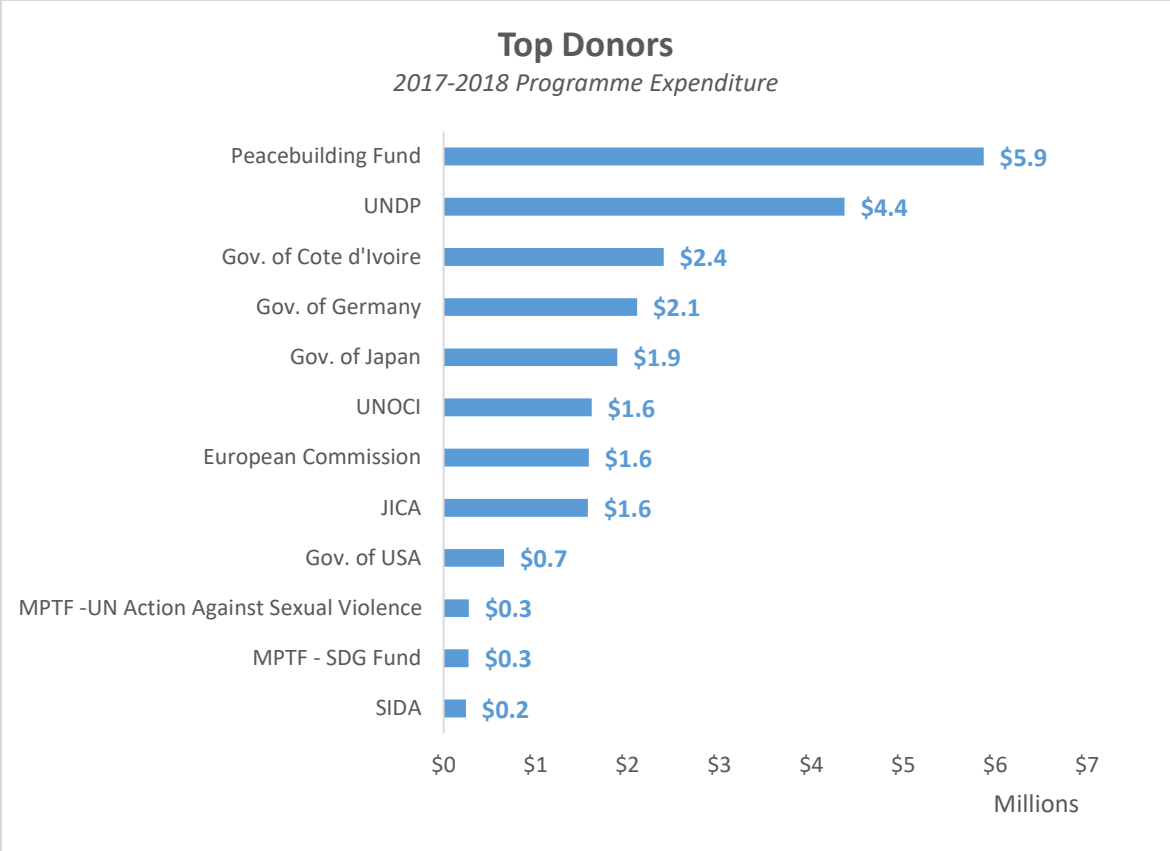
Millions



Programme Expenditure by Source

Millions

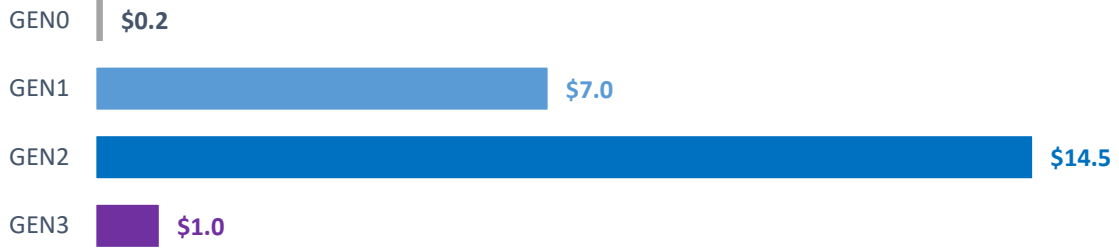




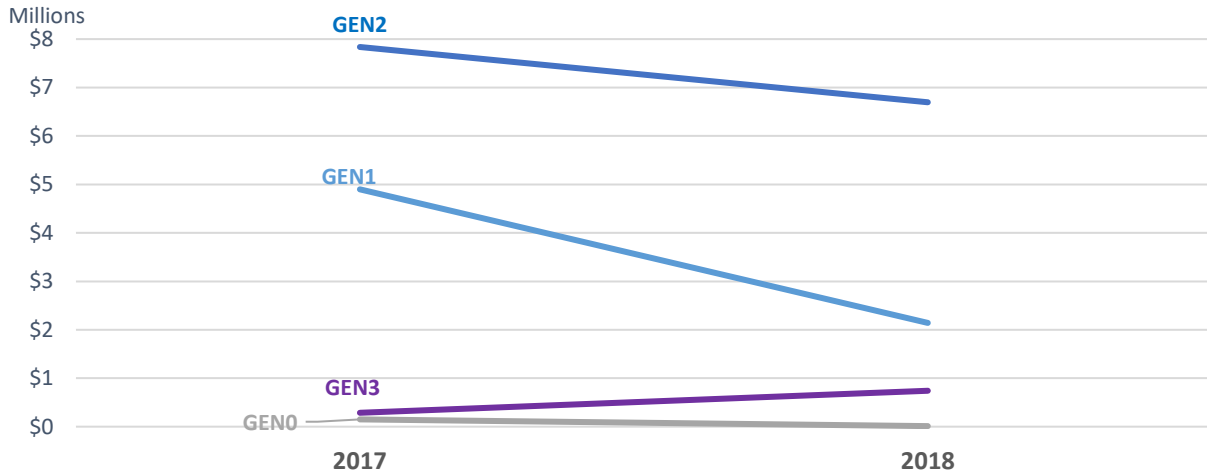
Source: UNDP Intranet Personnel List, 17 April 2019. Note: this list does not include personnel with service contracts.

Expenditure by Gender Marker

Millions, 2017-2018 Expenditure

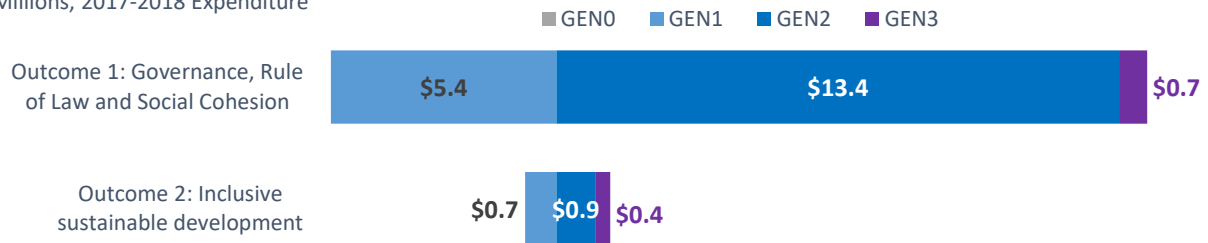


Expenditure by Gender Marker and Year

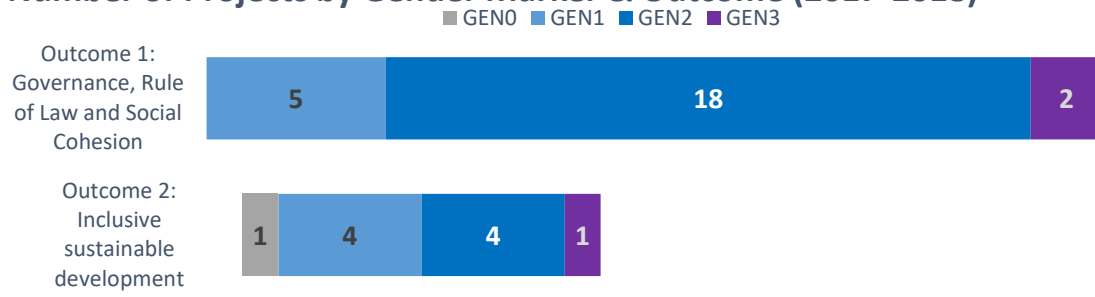


Expenditure by Gender Marker and Outcome

Millions, 2017-2018 Expenditure



Number of Projects by Gender Marker & Outcome (2017-2018)



Note: Some projects have multiple outputs with different gender marker labels.

Annex 3. PEOPLE CONSULTED

Gouvernement de Côte d'Ivoire – Niveau Centrale

Acakpo-Addra, Alain, Directeur des Services Législatifs et Secrétaire General de l'AN a.i, Assemblée Nationale

Achiaou, Jaques III, Directeur de la Sensibilisation et de l'Education, Haute Autorité pour la Bonne Gouvernance (HABG)

Adou, Antoine, Conseiller Spécial du Président, Commission Electorale Indépendante

Ahoulou Kouamé, Lieutenant-Colonel REDD+, Ministère de l'Environnement et du Développement Durable

Aya, Nina Vina Bechelin, Assistante Technique du Ministre, Compendium des Compétences Féminines de Côte d'Ivoire (COCOFCI)

Bamba, Abdoulaye, Directeur de Cabinet, Ministère de la Solidarité, de la Cohésion Sociale et de la Lutte contre la Pauvreté

Bakayoko, Youssouf, Président, Commission Électorale Indépendante

Bonaventure, Oulei Louis, Sous-Préfet, Direction Générale de l'Administration du Territoire (DGAT)

Bouadi, Jérôme, Colonel, Conseiller Cellule Défense – SCNS, Présidence de la République Secrétariat du Conseil National de Sécurité (S-CNS)

Coulibaly, Adama, Directeur du Cabinet, Ministère des Finances

Coulibaly, Commissaire Adama, Chef du Bureau d'Étude et des Projets à la Direction Générale de la Police Nationale (DGPN) (point focal des projets du PNUD), Ministère de l'Intérieur et de la Sécurité

Djokouehi, Leon, Commissaire Divisionnaire-Major, Secrétaire Exécutif, DGAT

Gnazalé, Séraphin, Commissaire, Sous-Directeur de la Formation Continue de l'École de Police Nationale, Ministère de l'Intérieur et de la Sécurité

Gnekre, Joseph Thierry, Directeur de Cabinet, Ministère de la Modernisation de l'Administration et de l'Innovation du Service Public

Kaba, Nialé, Ministre, Ministère du Plan et du Développement

Kacou, Annie, Conseiller Technique, Ministère du Plan et du Développement

Kacou, N'cho Richard, Chef de Services Etudes et Coordination (Head of Department Studies and Coordination), Haute Autorité pour la Bonne Gouvernance (HABG) / High Authority for Good Governance

Kadjo, Alloua, Chargée de l'engagement des Parties Prenantes, Ministère de l'Environnement et du Développement Durable, Secrétariat Exécutif Permanent, Projet REDD+

Kassi, Patrick, Responsable suivi-évaluation RSS/SCNS, Présidence de la République Secrétariat du Conseil National de Sécurité (S-CNS)

Kinapeya Gnienlin, Paul-Emile, Adjudant, Chargé de la Coordination des CCE au Cabinet du Directeur Général de la Police Nationale (DGPN), Ministère de l'Intérieur et de la Sécurité

Klofanhan Ngolo, Daniogo Direction des Affaires Civiles et Pénales (DACP), Ministère de la Justice et des Droits de l'Homme

Koffi, Kablan Marc Antoine, Secrétaire Général, Haute Autorité pour la Bonne Gouvernance (HABG)

Koffi, Takali, Capitaine, Sous-Direction de la Formation Continue de la Police Nationale, Ministère de l'Intérieur et de la Sécurité

Koffi, Koffi Kan Innocent, Directeur des Ressources Humaines de l'Administration du Territoire, DGAT

Konan Yao, Eric Landry, Spécialiste MNV, Ministère de l'Environnement et du Développement Durable, Secrétariat Exécutif Permanent, Projet REDD+

Kouadio, Jean Louis, Administrateur, Agence Emploi Jeunes, Ministre de la Promotion de la Jeunesse et de l'Emploi des Jeunes

Kouadja, Anzian, Secrétaire Exécutif Adjoint, DGAT

Kpidi, Hortense, Capitaine, Point focal Genre/ Bureau Accueil Genre (BAG) au Cabinet du Directeur Général de la Police Nationale (DGPN)

Kah, Modeste, Chargé d'Etudes, Ministère de la Solidarité, de la Cohésion Sociale et de la Lutte contre la Pauvreté

Kouassi, Bruno, Assistant du Directeur du Cabinet, Ministère de la Modernisation de l'Administration et de l'Innovation du Service Public

N'da Yoa, Ristide, Chef Service Programme National de Réconciliation et de Cohésion Sociale, Ministère de la Solidarité, de la Cohésion Sociale et de la Lutte contre la Pauvreté

N'guessam, Kouame, Chef de Cabinet, Ministère de la Solidarité, de la Cohésion Sociale et de la Lutte contre la Pauvreté

Oulobote, Bobi Grace, Directrice de la formation et du renforcement des capacités, Ministère de la Fonction Publique, Ecole Nationale d'Administration (ENA)

Ristide, N'da Yao, Chef Service Programme National de Réconciliation et de Cohésion Sociale, Ministère de la Solidarité, de la Cohésion Sociale et de la Lutte contre la Pauvreté

Sahin, Alla Maurice, Directeur Régional du Ministère du Plan

Seka, Michel, Directeur de la Solidarité et de la Cohésion Sociale, Ministère de la Solidarité, de la Cohésion Sociale et de la Lutte contre la Pauvreté

Soro, Bertim, CT-ADR, Agence Emploi Jeunes, Ministre de la Promotion de la Jeunesse et de l'Emploi des Jeunes

Tano-Fram, Mireille, Responsable Cellule Communication/SCNS, Présidence de la République Secrétariat du Conseil National de Sécurité (S-CNS)

Tchakpe, Alexis, Conseiller Technique, Compendium des Compétences Féminines de Côte d'Ivoire (COCOFCI)

Tiohozon, Coulibaly, Directeur Général Observatoire de la Solidarité et de la Cohésion Sociale, Ministère de la Solidarité, de la Cohésion Sociale et de la Lutte contre la Pauvreté

Traore, Salamata Directeur Général, Ministère de la Fonction Publique, École Nationale d'Administration (ENA)

Yapi, Fidel, Directeur des Études, de la Programmation et du Suivi-Évaluation (DEPSE), Ministère de l'Intérieur et de la Sécurité

Yapo, Judicaël, Assistant Suivi-Évaluation RSS/SCNS, Présidence de la République Secrétariat du Conseil National de Sécurité (S-CNS)

Yewe, Paulin, Conseiller Défense et Sécurité- Cabinet Président de la République, Présidence de la République Secrétariat du Conseil National de Sécurité (S-CNS)

Zahokilebié, Emmanuel, Chef de Cabinet, Ministère de la Modernisation de l'Administration et de l'Innovation du Service Public

Gouvernement de Côte d'Ivoire – Niveau Décentralisé

Bamba, Fatoumata, Directrice Régionale de la Jeunesse, Chef de la Délégation Régionale du Volontariat, Direction Régionale Emploi Jeune du Gbêkê (Bouaké)

Beugre, Donatien, Président du Conseil Régional de San Pedro

Binaté, Youssouf, Commissaire, Préfet de Police Yamoussoukro

Cissé, Madame, Economiste, Maison des poupons, Bouaké

Coulibaly, Hamadou, Directeur Régional, ANADER

Coulibaly, Ousmane, Préfet de Région, Préfet du département de San Pedro

Direction d'Aide et d'Assistance aux Réfugiés et Apatrides (DAARA) – Assistante Juridique, Tabou

GbeGbe, Armand, Représentant le Préfet de Police, Préfecture de Pólice de Daloa

Kahide, Jean-Richard Bright, Commissaire, Commissariat de Police de Toumodi

Ladji, Binate, Commissaire, Commissariat de Police de Guiglo

Mairie (Town Hall), Djebonoua

Mobio, Diangosse Maxime, Commissaire, Préfet de Police Bouaké

Nanga, Marie Louise, Directrice Régionale, Direction Régionale du Ministère de la Femme, Famille et Enfant

N'Guessa, Commissaire, Zaka Thomas, Commissariat du 1er arrondissement de Daloa

Ouattara, Siriki, Garde Pénitencier

Secrétaire Général, Préfecture de Tabou

Sohou, Victor-Emmanuel, Pdt Comité Civilo-Militaire (CCM) de Daloa

Tehora, Benoit, Commissaire, Commissariat de Police de Botro

Yode, Ruth, Lieutenant, Chef Bureau Accueil Genre, Commissariat de Police de Toumodi

Zegbeu, Dan Saï Josué, Suivi et évaluation du PNVCI, Direction Régionale Emploi Jeune du Gbêkê (Bouaké)

Zokolo, Lieutenant, Chef Bureau Accueil Genre, Commissariat de Police de Botro

Société Civile

Adja, Roland, Représentant la Présidente, Groupe des Organisations Féminines pour l'Egalité Homme-Femme (GOFEHF)

Angaman, Yao, Pdt, Comité Civilo-Militaire (CCM) de Bouaké

Bleu, Narcisse, Moniteur Protection, CARITAS, Tabou

Chamber of Trade, Bouaké

Coulibaly, Félix, vulcanisateur, Bouaké

Diabate, Fatimata, Secrétaire Générale, Association des Femmes Juristes de Côte d'Ivoire (AFJCI)

Diallo-Sissoko, Geneviève, Présidente Réseau Paix et Sécurité pour les femmes dans l'espace CEDEAO (REPSFECO-CI)

Dibeu, Luc, ASAPSU, Tabou

Diby, Yao Martin, Direction d'Aide d'Assistance aux personnes réfugiées et apatrides (DARRA)

Eké, Frederique, Clinique Juridique, Daloa

Fayes, Jocelyn, Vice-Président, Comité Civilo-Militaire (CCM) de Guiglo

Kady, Konate, Directrice, Clinique Juridique de San Pedro

Kakou, Adingra JS, Consultant, Coordination des Femmes de Côte d'Ivoire pour les Elections et la Reconstruction Post Crise (COFEMCI-REPC)

Kangah, Edgard Richmond, Charge de programmes alerte précoce et prévention des conflits, West Africa Network for Peacebuilding (WANEP-CI)

Kassi, Elia, Directeur Exécutif, Opportunités Centres d'Industrialisation Côte d'Ivoire (OIC-CI)

Keita, Aminata, Vice-Présidente, LEADAFRICAINES

Keletigui, Doriane, ASAPSU

Koffi, Eric d'Assan, Chargé de suivi-évaluation, Chaire UNESCO EFPOD/COCOFCI (Compendium des Compétences Féminines de Côte d'Ivoire)

Konate, Madame, Vendeuse de tissus, Bouaké

Kone, Sébastien, Juriste, Clinique Juridique, Daloa

Kofi, Ali, Responsable Formation, OIC-CI

Salimata, Epse Geuede Kone, Organisation des Femmes Actives de Côte d'Ivoire (OFACI), San Pedro

Kone, Antoinette, Présidente Nationale, Réseau des associations des femmes actives d'Afrique (RAFAA)

Kone, Mariam, GREVOLA, San Pedro

Kouakou, France Evelyne, Vice-Présidente, Femmes et technologies de l'information et de la communication (FTIC)

Kouakou, Yao N'Guessan Nathalie, Coordonnatrice, Plateforme Panafricaine des femmes et des jeunes (2PFJ)

Koye, Nativité, Juriste, Clinique Juridique, Daloa

Maiga, Mohamed, Président, Nouvelle Energie des Travailleurs du Riz (NETRARIZ)

N'Dry, N'Guessan Lambert, Assistant Administratif, OIC-CI

Ouattara, Djakalia, Directeur Exécutif, Centre d'Animation Sanitaire et d'Etudes Sociales (CASES), Tabou

Ouattara, Hiela, Chef de Bureau, ASAPSU

Ouattara, Kouma Ahoua, Présidente, Groupement Atelier de Formation en Coopérative Commerce

Plateforme de la société civile pour la paix et la démocratie, Bouaké

Sanogho Edwidge, Membre Fondatrice, Plateforme Panafricaine des femmes et des jeunes (2PFJ)

Sidiki, Diaby Bakari, Conseiller Spécial de la CADHA, Coordination Africaine des Droits de l'Homme pour les Armées (CADHA)

Traore, Innocent, Directeur, Clinique Juridique de Guiglo

Yao, Bertrand, Chargé de Suivi/Évaluation, CASES

Zahabi, Patrice, Directeur Stratégie et Développement, PASP

Entretiens de Groupe

Comité Civilo-Militaire (CCM) de Bouaké

Comité Civilo-Militaire (CCM) de Daloa

Comité Civilo-Militaire (CCM) de Guiglo

Comités Consultatifs d'Ethiques (CCE) des 6 commissariats d'arrondissement de Bouaké

Comités Consultatifs d'Ethiques (CCE) des 4 commissariats d'arrondissement de Daloa

Comités Consultatifs d'Ethiques (CCE) des 9 commissariats d'arrondissements de Yamoussoukro

Comités Consultatifs d'Ethique (CCE) de Guiglo

Cinq entrepreneurs soutenus par la Chambre de Commerce (réparation du téléphone, commerçant, cordonnier, et deux couturières), San Pedro

Groupe de rapatriés réintégrés dans le village de Degne

Groupe de rapatriés réintégrés dans le village d'Oukouté

Groupe d'artisans charpentiers réintégrés à Tabou

Préfecture de Police de Bouaké

Préfecture de Police de Daloa

Préfecture de Police Yamoussoukro

Bénéficiaires du projet d'activité génératrice de revenus de Yamoussoukro

Development Partners and UN agencies

Akpadji, Alain, Représentant Résident Adjoint, UNFPA

Aoki, Kyota, Premier Secrétaire, Chef de Coopération, Ambassade du Japon

Callegaro, Alexandre, Counselor, Ambassade de la République d'Allemagne (par email)

Cissé, Babacar, Coordonnateur Résident, Nations Unies

Coulibaly, Amina, Economiste, Banque Mondiale

Coulibaly, Dramane, Analyste de Programme, VNU

Girard, Charles, Conseiller Politique, Union Européenne

Grau, Michael, Ambassadeur, Ambassade de la République d'Allemagne

Kampo Dr. Aboubacar, Représentant Résident, UNICEF

Laag, Benjamin, First Secretary, Chef de Coopération, Ambassade de la République d'Allemagne

Lawson, Victoire Akoko, Spécialiste de Coopération, Bureau du Coordonnateur Résident

Mbaye, Idrissa, Conseiller pour la Sécurité, UNDSS

Molina, Elena, Agente de Programme, Ambassade de la République d'Allemagne

N'Gbaranou, Jean-Jaques A., Chargé de Suivi et Évaluation, ONU Femmes

Sanginga, Pascal C., Représentant Résident par intérim, FAO

Sanow, Labasse Ismael, Chargé de Coopération Économique

Tesake Masayo, Adjointe au Représentant Résident, JICA

Thilo, Représentant Résident, ONG Friedrich-Ebert-Stiftung (FES)

Tokpa, Constance, Chargée de Programme, JICA

UNDP

Assande, Arsene, Coordonnateur National

Baguia, El Allassane, Unité Politique et Stratégique

Brou, Bernard, Analyste de Programme, Pauvreté

Diagne, Idrissa, Économiste Principale

Diarra, Youssouf, Analyste de la Communication

Ezoua, Joseph, Spécialiste Programme Reduction de Pauvreté

Gnonlonfoun, Luc, Représentant Résident Adjoint

Grégoire, Luc Joël, Représentant Résident (RR)

Konate, Mamadou, Coordonnateur National Projet Police

Kouassi, Giscard, Spécialiste Programme Gouvernance

Ouattara, Peyogori, Analyste de Programme

Oji, Joseph, Advisor, Bureau Régional pour l'Afrique (New York)

Silue, Fatima, Coordonnatrice du Projet, PACIPIL

Tchakepele, Atoum, Coordonnateur, Programme National de Volontariat

Yangni N'da, Carol, Associée au Programme Gouvernance et Genre

Annex 4. DOCUMENTS CONSULTED

In addition to the documents named below, the evaluation reviewed all available programme/project documents, annual work plans, decentralized evaluations, briefs, and other material related to the programmes/projects under review.

Mo Ibrahim Foundation. Ibrahim Index of African Governance Snapshot: Côte d'Ivoire. 2018 <http://mo.ibrahim.foundation/iiag/downloads/>

Novosseloff, Alexandra. Lessons Learned from the UN's Transition in Cote d'Ivoire. International Peace Institute. December 2018. <https://www.ipinst.org/2018/12/lessons-learned-from-the-uns-transition-in-cote-divoire>

Novosseloff, Alexandra. The Many Lives of a Peacekeeping Mission: The UN Operation in Cote d'Ivoire. International Peace Institute. June 2018. <https://www.ipinst.org/2018/06/un-operation-in-cote-divoire>

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Republic of Côte d'Ivoire. Plan National de Développement 2016-2020 : Matrice d'Actions Prioritaires.

Republic of Côte d'Ivoire. Plan National de Développement 2016-2020 : Orientations Stratégiques.

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Republic of Côte d'Ivoire. Programme Social du Gouvernement 2019-2020. Echange avec les PTF.

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Republic of Côte d'Ivoire. Recensement général de la population et de l'habitat. 2014.

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United Nations. Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services. Country Programme Document for Côte d'Ivoire (2017-2020). 2016. <https://undocs.org/DP/DCP/CIV/2>

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United Nations. Security Council. Final Report of the Secretary General on the United Nations Operation in Côte d'Ivoire. S/2017/89. 31 January 2017.

United Nations. Security Council. Resolution 2284 (2016). S/RES/2284 (2016). 28 April 2016.

United Nations. Security Council. Role of the United Nations Operation in Côte d'Ivoire. Special report of the Secretary-General. S/2018/958. 29 October 2018.

World Bank. Situation Economique en Côte d'Ivoire: Et si l'Emergence était une Femme?. 5th Edition. July 2017.

<http://documents.worldbank.org/curated/en/374581499668123584/Situation-%C3%A9conomique-en-C%C3%B4te-d-Ivoire-et-si-l-emergence-%C3%A9tait-une-femme>

World Economic Forum. Global Gender Gap Report 2018. 2018. http://www3.weforum.org/docs/WEF_GGGR_2018.pdf

Annex 5. STATUS OF COUNTRY PROGRAMME OUTCOME INDICATORS

As reported by the Country Office in the Corporate Planning System

Indicator ²⁵	Baseline	Target	Progress	
			2017	2018
Outcome 1: State and non-state institutions implement public policies and inclusive and sustainable strategies that strengthen governance and social cohesion and reduce inequality.				
Country Policy and Institutional Assessment (CPIA) governance index	3.3	4.5	3.4	3.4
Perception index of corruption	34	40	36	35
Proportion of women in decision-making bodies (Government, parliament, municipality)	25% in Government in 2016, 10.7% in parliament in 2015 and 9% in the municipality	30% in Government, 30% in parliament, 30% at the municipality	Government: 21% Parliament: 12.4% Municipality: 9% La donnée renseignée concerne la proportion de femmes dans le gouvernement. Le pays n'a tenue ni d'élection législative ni d'élection locale cette année.	Government: 16% Les données concernent la proportion de femmes dans le gouvernement. Parliament: 11.37% Les données concernent les élections législatives de 2016. Les prochaines élections législatives se tiendront en 2020. Municipality: 7.96% Les données concernent les élections municipales de Décembre 2018.
Resolution rate of inter-community conflicts	32%	60%	32%	
Output 1.1. The follow-up of the implementation of the national development plan is operationalized and takes into account the sustainable development goals (SDGs), specifically the gender dimension				
Existence of an integrated system of follow-up of the implementation of the national development plan	No	Yes	No	No Décret présidentiel de mise en place du cadre de suivi du plan national de développement disponible depuis 2016, mais non encore opérationnalisé à travers un fonctionnement effectif des différents organes prévus
Number of ministries producing sectoral reports on the implementation of the national development plan integrating disaggregated statistics and SDGs	5	20	5	5 L'appui en 2018 d'une expertise du centre de service régional du PNUD (Addis Abeba) au renforcement des capacités des ministères lors de l'alignement, la priorisation et l'identification des accélérateurs devra permettre de réaliser des rapports sectoriels 2018, 2019 et 2020 intégrant les statistiques désagrégées des ODD.

²⁵ "Indicator," "baseline," "target" and "status/progress" were extracted from Corporate Planning System.

Indicator ²⁵	Baseline	Target	Progress	
			2017	2018
Number of ministries facilitating an integrated consultation framework on policies, systems and/or institutional measures with development partners, private sector and civil society at national and subnational levels	2	8	2	2 En liaison avec les 13 groupes sectoriels du groupe des partenaires au développement, il est envisagé de mettre en place un comité conjoint développement pour faciliter en 2019 la coordination sectorielle par deux ministères. Les élections régionales et municipales ont eu lieu en 2018 et il est prévu d'apporter un appui conjoint SNU aux régions disposant déjà d'un plan régional pour la revue de l'alignement des ODD au niveau méso
Number of regions implementing a regional development plan integrating SDGs	2	5	2	2 En liaison avec les 13 groupes sectoriels du groupe des partenaires au développement, il est envisagé de mettre en place un comité conjoint développement pour faciliter en 2019 la coordination sectorielle par deux ministères Un nouveau programme vient d'être conçu pour adresser cette question
Number of new partners (including from South-South cooperation and Côte d'Ivoire as a South-South cooperation provider) participating in institutional coordinating and financing mechanism of development	0	10	0	0
Output 1.2. Republican institutions, especially Government, High Authority for Good Governance, and Independent Electoral Commission, ensure the checks and balances of public action and citizen participation				
Number of parliamentary commissions conducting evaluation missions of the programme	0	5	0	0 The PRIME (national program to support institutional reforms and state modernization) in charge of the implementation of this output suffered from financial needs this year and was not able to implement all its programmed activity. CO will remedy this by involving other projects in the realization of key results.
Proportion of new registered voters on electoral lists, disaggregated by sex and age	0	10	Côte d'Ivoire did not hold any voters' list revision in 2017.	6.5% new registered voters 49% women 51% male Available data is not disaggregated by age and sex.
Number of new civil society organizations/networks that have a watch mechanism in place for transparency, representation and accountability in view of better citizen control	0	10	0	9 The PRIME (national program to support institutional reforms and state modernization) in charge of the implementation of this output suffered from financial needs this year and was not able to implement all its programmed activity. CO will remedy this by involving other projects in the realization of key results.
Output 1.3. Local institutions have reinforced capacities for national reconciliation and the prevention and peaceful management of conflicts.				
Number of local dialogue frameworks for effective, transparent mobilization of civil society, women and youth, in the social cohesion mechanism	0	10	6	8 8 dialogues intercommunautaires ont été réalisés impliquant les jeunes, les femmes, les organisations de la société civile, les leaders locaux en vue du renforcement de la cohésion sociale.

Indicator ²⁵	Baseline	Target	Progress	
			2017	2018
Number of new community conflicts peacefully solved through traditional/local mechanisms	0	50	0	0 Data not available.
Rate of women's participation in local bodies of social cohesion mechanism	0%	30%	0	15 Le bureau pays supporte le Ministère de la solidarité, de la cohésion sociale et de la lutte contre la pauvreté dans la mise en oeuvre des dialogues inter communautaires. Les données représentent la moyenne de femmes participants à ces dialogues.
Output 1.4. Vulnerable populations, especially women and youth, have better access to justice services and have increased trust in security services at the community level				
Number of new persons (such as women, vulnerable or migratory status, internally displaced persons), disaggregated by age, who have benefited from legal aid and/or judicial assistance in targeted areas	0	5,000	0	263 No disaggregated data available.
Level of trust of Ivorian populations regarding security force	46.8%	60%	46.8%	46.8% The security situation has been stable and no major changes are noted since 2015. Only the quantitative part of the SHASA survey was implemented in 2018. The opinion perception survey was not implemented for lack of resources. We are not able to update the actual value for 2018.
Outcome 2: Public authorities implement policies that ensure sustainable production and consumption methods, income generation, and resilience to climate change for vulnerable populations.				
Percentage of renewable energies (except hydroelectricity) in the energy mix	1.3%	10%	1.3%	1.3% Donnée actualisée non disponible En 2018, le CO n'a pas eu d'initiatives de terrain en vue de favoriser l'accès des populations aux sources durables d'énergies et par conséquent, nous n'avons pas eu de contribution en terme d'amélioration de la part des énergies renouvelables dans le mix énergétique.
Rate of national forestry coverage	19%	20%	19%	11% Donnée actualisée non disponible. En 2018, le CO n'a pas eu d'initiatives de terrain en vue de favoriser de la restauration du couvert forestier et par conséquent, nous n'avons pas eu de contribution en terme d'amélioration du taux de couverture forestière.
Output 2.1. Village communities not connected to the electrical network and actors of private sector have improved access to a renewable source of energy				
Number of new households and firms, disaggregated by sex and age of head of household, that use a new source of renewable energy in targeted areas	0 households	3,000 households	1,000 households En 2017, l'indicateur dans le ROAR portait sur l'accès des personnes à l'énergie : "total number of people with improved access to energy as a result of UNDP-supported	1,500 households Pas de données disponibles. En effet, l'initiative du Bureau sur l'amélioration de l'accès des communautés rurales aux sources aux énergies renouvelables n'a pas encore mobilisé les financements requis. En 2018, l'indicateur concerne le nombre de ménage ayant accès aux énergies renouvelables. Par conséquent, on ne peut pas faire de cumul sur la base du résultats de 2018 et 2018. En outre, en 2018, les appuis en matière de promotion des énergies renouvelables ont concerné surtout le niveau stratégique avec entre autres les différents plaidoyers conduits par le senior Management à l'Endroit du Ministère de l'énergie. D'où le chiffre de Zéro

Indicator ²⁵	Baseline	Target	Progress	
			2017	2018
			intervention " et les résultats donnaient 600 personnes ayant eu accès à l'énergie grâce aux interventions du PNUD.	
Number of small-scale businesses, disaggregated by sex and age, that use a new source of renewable energy in targeted areas	0	40	0	0 - En 2018, le CO n'a pas conduit d'initiatives de terrain pour faciliter l'accès aux énergies renouvelables aux micro-entreprises. D'où le chiffre de Zéro
Actors in the agricultural and forestry sectors adopt sustainable production and management practices				
Number of producers, disaggregated by sex and age, for the first time using inputs and/or improved agricultural techniques in targeted areas	0	3,000		
Surface area newly reforested	0 hectares	8,000 hectares		0 - Le CO n'a pas eu en 2018 d'interventions incluant des activités de reboisement. D'où pas de chiffre pour 2018 en terme de superficie reboisée.
Output 2.3. Populations most disadvantaged, in particular youth and women, have technical capacities and better access to financing, and undertake revenue-generating activities and/or jobs				
Number of people, disaggregated by sex and age, who benefit from a developed income-generating activity	15,000	35,000		151,301 - En 2018, 1301 jeunes et femmes ont bénéficié de l'appui du PNUD pour le développement d'activités génératrices de revenus 8,192 women - Il s'agit des femmes ayant bénéficié des appuis pour la mise en place d'activités génératrices de revenus pour à travers le projet réintégration 8,109 men - Il s'agit des jeunes (garçons) ayant bénéficié des appuis pour la mise en place d'activités génératrices de revenus pour à travers le projet réintégration
Number of new micro-enterprises, disaggregated by sex and age of heads of enterprises, and by sector, created	0	40		0 Sur le projet réintégration, le CO n'a pas eu de création de micro-entreprises.
Number of new jobs/means of subsistence created, spread by sector and subsector, disaggregated by sex and age	0	15,000	9,949 3,907 women 6,042 men	13,002 - Au total en 2018, on a eu 359 (dont 62% concernait les femmes) nouveaux emplois créés qui viennent s'ajouter à ceux créés en 2017. 5,423 women - 62% de femmes sur les 359 emplois créés à travers le projet réintégration 7,579 men - 38% de jeunes (Garçons) sur les 359 emplois créés à travers le projet réintégration

Annex 6. PROJECT LIST

Note: projects shaded in yellow were included in the ICPE analysis

Project ID	Project	Output ID	Output	Start	End	Imp. Mod.	Institution	Gender	2017-19 Budget	2017-19 Expenditure
Outcome 1: State and non-state institutions implement public policies and inclusive and sustainable strategies that strengthen governance and social cohesion and reduce inequality.										
00048028	Appui au bureau du représentant spécial du facilitateur	00107260	Appui bureau du facilitateur	Oct 2017	Dec 2017	DIM	Direct Execution	GEN1	\$1,000,000	\$1,000,000
		00107261	Appui bureau du facilitateur	Oct 2017	Dec 2017	DIM	Direct Execution	GEN1	\$619,954	\$619,456
00048089	Appui à la réintégration communautaire	00070211	PBF 1000 Micro-Projet	Mar 2009	Oct 2017	DIM	UNDP	GEN2	\$3,301	\$(3,309)
00058208	Appui réduction pauvreté/ OMD	00072205	PARP/OMD1: Appui Institutionnel	Sep 2009	Jun 2019	NIM	National Execution	GEN2	\$5,366	\$8,120
00059551	Appui à la Bonne gouvernance	00074516	Appui à la Bonne Gouvernance	Mar 2010	Mar 2018	NIM	National Execution	GEN2	\$403	\$233
00062870	Appui au rétablissement sécurité	00082521	Appui commission de conciliation	Apr 2012	Dec 2017	DIM	Direct Execution	GEN1	\$500	\$(8,957)
		00082527	Restauration ordre publique	Jan 2012	Oct 2017	DIM	Direct Execution	GEN2	\$100,000	\$(92,001)
		00082531	Appui renforcement capacités	Apr 2012	Jun 2017	DIM	Direct Execution	GEN1	\$542	\$541
		00091449	Initiative communautaire femme	Jun 2014	Dec 2015	DIM	Direct Execution	GEN3	\$7,999	\$7,999
		00107262	Restauration ordre publique	Oct 2017	Dec 2017	DIM	Direct Execution	GEN1	\$100,000	\$100,000
00065721	Appui à la lutte contre les ALPC & sécurité communautaire	00082085	Lutte contre les ALPC	Apr 2012	Dec 2015	NIM	National Execution	GEN1	\$43	\$(0)
00065721	Appui à la lutte contre les ALPC & sécurité communautaire	00095957	Programme ALPC Phase II	Jul 2015	Nov 2018	DIM	Direct Execution	GEN1	\$1,128,649	\$1,128,545
00077816	Appui renforcement des capacités de la police	00088406	Renforcement des capacités	Jan 2014	Jun 2016	DIM	Direct Execution	GEN2	\$378	\$378
		00090758	Dialogue socio-sécuritaire	Jun 2014	Jun 2019	DIM	Direct Execution	GEN2	\$1,895,898	\$1,594,524
00079362	Prog Conjoint Coordination Aide	00089360	Programme Conjoint Coord Aide	Mar 2014	Nov 2018	NIM	Ministère du Plan et du Développement	GEN1	\$1,017,391	\$816,985

Project ID	Project	Output ID	Output	Start	End	Imp. Mod.	Institution	Gender	2017-19 Budget	2017-19 Expenditure
00084594	Programme de Stabilisation Sécuritaire	00092536	Stabilisation Sécuritaire	Nov 2014	Dec 2018	DIM	Direct Execution	GEN2	\$643,843	\$595,629
00088543	Consolidation democratie participative	00095151	CONSO DEMOCRATIE PARTICI/JAPON	May 2015	Dec 2016	DIM	Direct Execution	GEN2	\$-	\$-
		00095152	CONSO DEMOCRATIE PARTICIP/PBSO	May 2015	Oct 2017	DIM	Direct Execution	GEN2	\$55,548	\$55,548
00089867 00089867	Appui renforcement confiance	00095928	Appui renforcement confiance	Jun 2015	Jun 2018	DIM	UNDP	GEN2	\$919,276	\$979,159
		00095929	Cohesion sociale	Jun 2015	Jun 2018	DIM	UNDP	GEN2	\$1,389,776	\$1,451,737
		00095930	Prevention gestion des crises	Jun 2015	Jun 2018	DIM	UNDP	GEN2	\$641,668	\$580,565
00089905	PROG APPUI PLANIFICATION COORDINATION PLAN PRIORITAIRE	00095943	Planification coordination	Jul 2015	Dec 2019	DIM	UNDP	GEN1	\$2,764,216	\$1,816,351
00096194	Service commun bureau de Guiglo	00100176	Service commun bureau de Guiglo	Jan 2016	Dec 2020	DIM	UNDP	GEN1	\$76,297	\$26,899
00097538	Appui aux réformes institutionnelles et modernisation	00101219	Reformes institutionnelles	Aug 2017	Dec 2020	NIM	Sec National Renforcement Cap.	GEN2	\$741,045	\$528,137
00097541	Appui Consolidation de la Paix	00101221	Renforcement Cohésion et Sécurité	Mar 2017	Dec 2019	DIM	Direct Execution	GEN2	\$1,600,000	\$1,592,570
00098298	Réintégration Personnes Déplacées et Cohésion	00101660	Réintégration	Jan 2017	Mar 2019	DIM	UNDP	GEN2	\$2,541,668	\$2,177,470
00100730	Appui formation continue de la police nationale de CI	00103531	Appui formation continue de la police nationale de CI	Jan 2017	Dec 2019	DIM	UNDP	GEN1	\$2,027,479	\$1,872,202
00103395	Coopération transfrontalière Cote d'Ivoire Liberia	00105391	COOPERATION TRANSFRONTALIERE	Jan 2017	Nov 2018	DIM	UNDP	GEN2	\$925,044	\$859,500
00104565	Lutte contre les violence basée sur le genre	00106063	Renforcement Reponse Violence	Oct 2017	Jul 2020	DIM	UNDP	GEN3	\$1,200,004	\$717,740
00105261	Coordination des projets du Plan Prioritaire sur la paix	00106473	Coordination Plan prioritaire	Aug 2017	Aug 2018	DIM	Direct Execution	GEN2	\$-	\$-

Project ID	Project	Output ID	Output	Start	End	Imp. Mod.	Institution	Gender	2017-19 Budget	2017-19 Expenditure
00106431	Renforcement des Capacités Prévention des Catastrophes	00107184	Prévention des catastrophes	Jul 2018	Jul 2021	DIM	UNDP	GEN2	\$2,947,896	\$579,352
00107436	Consolidation Reforme sécuritaire et post-désarmement	00107746	Post-Désarmement	Jan 2018	Oct 2020	DIM	UNDP	GEN2	\$1,945,778	\$893,853
00107476	Outils Prévention et Gestion des Conflits	00107776	Prévention & Gestion Conflits	Feb 2018	Dec 2019	DIM	UNDP	GEN2	\$267,364	\$213,535
00107478	Participation Jeune Consolidation de la Paix	00107778	Participation des Jeunes	Feb 2018	Dec 2019	DIM	UNDP	GEN2	\$748,266	\$614,714
00109031	Programme d'Appui Gouvernance sécuritaire et judiciaire	00108510	Gouvernance securitaire	Jan 2018	Dec 2020	DIM	UNDP	GEN2	\$1,625,267	\$1,007,630
00048028	Appui au Bureau du Représentant Special du Facilitateur	00058003	Appui bureau du facilitateur	Sep 2007	Dec 2017	DIM	Direct Execution	GEN1	\$4	\$(1,619,456)
dialo	Participation jeunes gestion forestière cohésion sociale	00110892	Jeunes et cohésion sociale	Nov 2018	May 2020	DIM	UNDP	GEN2	\$805,000	\$7,162
00112798	Renforcement Resilience Populations Catastrophes	00111156	Renforcement résilience population	Jul 2018	Dec 2019	DIM	UNDP	GEN2	\$121,667	\$86,069
00113331	Appui au processus démocratique en Côte d'Ivoire	00111529	Appui au processus démocratique	Sep 2018	Mar 2020	DIM	UNDP	GEN2	\$1,083,993	\$630,889
00114217	Etat de droit et droits humains	00112330	Etat de droit et droits humain	Nov 2018	Oct 2020	DIM	UNDP	GEN2	\$1,622,525	\$209,388
Outcome 2: Public authorities implement policies that ensure sustainable production and consumption methods, income generation, and resilience to climate change for vulnerable populations										
00058208	APPUI REDUCTION PAUVRETE/OMD Appui reduction pauvreté/ OMD	00072234	PARP/OMD2:Appui Communautés	Sep 2009	Nov 2018	NIM	National Execution	GEN2	\$35,700	\$26,060
		00072236	Programme environnement	Sep 2009	Dec 2017	NIM	National Execution	GEN1	\$ -	\$30
00078128	Appui au renforcement du système d'information	00088559	Système Info Environnemental	Jul 2013	Mar 2018	NIM	National Execution	GEN1	\$105,692	\$105,032
00079365	Programme National ONUREDD	00089362	Programme National ONUREDD	Jan 2015	Jul 2018	NIM	National Execution	GEN1	\$619,105	\$610,306
00082855	Préparation Post-2020 Changement Climatique	00091574	Préparation Post-2020 Changeme	Oct 2014	Dec 2016	NIM	National Execution	GEN1	\$ -	\$-

Project ID	Project	Output ID	Output	Start	End	Imp. Mod.	Institution	Gender	2017-19 Budget	2017-19 Expenditure
00085971	Programme Conjoint Pauvreté	00093418	Développement microentreprise	Dec 2014	Nov 2018	DIM	Direct Execution	GEN3	\$451,099	\$362,600
00096289	Appui au Programme national volontariat	00100248	Volontariat national	Jun 2016	Dec 2019	DIM	Direct Execution	GEN2	\$397,462	\$301,719
00097556	Appui Chaines de Valeurs et developpement local	00101229	Chaines de Valeurs Inclusives	Aug 2017	Dec 2020	NIM	Ministère du Plan et du Developpement	GEN2	\$799,003	\$394,820
00102191	Programme d'assistance preparatoire	00104338	Programme d'assistance preparatoire	Jan 2017	Mar 2018	DIM	Direct Execution	GEN2	\$315,402	\$292,831
00107072	Appui à la formulation projet transparence climatique	00107482	Appui préparation projet CBIT	Nov 2017	Mar 2019	DIM	UNDP	GEN1	\$30,000	\$29,895
00057219	Project de rehabilitation du parc national de Taï	00070610	Rehabilitation du parc national de Taï	Apr 2009	Jun 2019	NIM	National Execution	GEN1	\$-	\$-
00114340	NDC Support Programme en Côte d'Ivoire	00112399	NDC support Programme CI	Jan 2019	Dec 2020	NIM	Direction De l'environnement	GEN2	\$949,513	\$-

Source: Atlas/PowerBI, 29 January 2019.