



IEO | INDEPENDENT
Evaluation Office
United Nations Development Programme

ANNEXES

INDEPENDENT COUNTRY PROGRAMME EVALUATION: BURKINA FASO

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Annex 1. TERMS OF REFERENCE

1. Introduction

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) conducts country evaluations called “Independent Country Programme Evaluations (ICPEs)” 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 efforts 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.¹ 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 Burkina Faso has been selected for an ICPE since its country programme will end in 2020 and the evaluation is conducted to feed into the development of the new country programme. This is the second independent country programme evaluation of UNDP in Burkina Faso conducted by IEO, with the last one dating 2009. The ICPE will be conducted in close collaboration with the Government of Burkina Faso based on the UNDP programmatic delivery, UNDP Burkina Faso country office, and UNDP Regional Bureau for Africa.

2. National context

Burkina Faso is a landlocked and least developed country located in Western Africa. It’s bordered in the south by Togo and Ghana, southeast by Benin, Ivory Coast to the southwest, Niger to the east and Mali to the north. Estimated at 20,239,400 in 2018, the population of Burkina Faso is young (45% under 15 years old). 2017 data shows that almost 44% of the population lives below the poverty line of 1.9 dollars a day² with a significant disparity between rural and urban areas (poverty rate in rural areas is three times the poverty rate in urban areas)³. Burkina Faso ranked 183rd out of 189 countries in the human development index in 2018, the limited access of the population to education and health services heavily affecting the country’s human development index⁴.

In the past five years, Burkina Faso has been hit by multiple terrorist attacks concentrated in the North and Sahel regions, areas bordering Mali and Niger as well as in the capital, Ouagadougou. In June 2019, an attack by armed

¹ 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).

² World Development Indicators, World Bank, 2019

³ The rural poverty headcount ratio at national poverty lines was 47.5% in 2014 while it was 13.7% in urban areas (WDI, 2019)

⁴ The World Bank in Burkina Faso, Overview: <https://www.worldbank.org/en/country/burkinafaso/overview>

men in a village bordering Mali caused the death of at least 19 people⁵. Burkina Faso is a member and since February 2019, Chair of the G5 Sahel countries alongside Chad, Mali, Mauritania, and Niger. The G5 intergovernmental framework was established in 2014 and intended to fight insecurity and support development in the Sahel region⁶. Burkina Faso's commitment to G5 Sahel has led to a 21 percent military and security spending increase in the 2017 budget over 2016, and a further increase of 50 percent was planned for 2018⁷, presenting new challenges in resource mobilization towards national priorities in the socioeconomic and environmental sectors.

The country experienced an important popular uprising started in 2014, protesting against a revision of the constitution introduced by the former president Blaise Compaore, leading to his resignation after 27 years in power and the establishment of a transitional regime, and later to peaceful and transparent presidential and legislative elections on 29 November 2015. In 2016, the new government developed the National Economic and Social Development Plan (NESDP) 2016-2020 with three strategic objectives revolving around institutional reforms, human capital development and economic growth⁸.

Burkina Faso has recorded a relatively high GDP growth since 2010, with growth rates above 5% in most years. Since 2000, the structure of the country's economy has shifted, with a significant increase of the services sector's contribution to GDP reaching over 55% in 2017, while the contribution of the agricultural and industrial sectors dropped. The services sector also became the largest employer over the same period, alongside a drastic drop of the employment rate in the agricultural sector, from 80% to 29%. Overall, employment stands at 62.6% of the active population in 2018, however, 86% of the total employment is vulnerable with women representing the most affected (90% of female employment is vulnerable)⁹.

Notwithstanding the decline in the agricultural labor force, Burkina Faso remains the most important cotton producer in Africa¹⁰ with cotton exports representing about 60% of total agricultural exports¹¹. But the country's mostly agriculture-based economy is dominated by subsistence production and characterized by low crop and livestock productivity¹². With an export base highly dominated by gold (62% of total exports in 2016) and cotton (17% in 2016), the Burkinabe economy remains vulnerable to both the price volatility of commodities and to environmental shocks.

National efforts for access to health care and investments in health infrastructure and personnel have resulted in important decreases in infant and child mortality and stunting, but significant regional disparities persist.¹³ Maternal and infant mortality rates in Burkina Faso are among the highest in the world. Gender inequality is pervasive as women lack significant access to education, health care, economic opportunities and political

⁵https://www.lemonde.fr/afrique/article/2019/06/10/au-burkina-au-moins-19-morts-dans-une-attaque-dans-le-nord_5474259_3212.html (Consulted on June 11, 2019)

⁶ <https://www.diplomatie.gouv.fr/en/french-foreign-policy/defence-security/crisis-and-conflicts/g5-sahel-joint-force-and-the-sahel-alliance/> (Consulted on May 16, 2019)

⁷ IMF <https://www.imf.org/en/Publications/CR/Issues/2018/03/15/Burkina-Faso-Request-for-a-Three-Year-Arrangement-Under-the-Extended-Credit-Facility-Press-45730>

⁸ NESDP 2016-2020 http://cns.bf/IMG/pdf/pndes_2016-2020-4.pdf

⁹ World Development Indicators, World Bank, 2019

¹⁰ FAOSTAT 2017 : http://www.vib.be/en/about-vib/Documents/vib_fact_CottonAfrican_EN_2017_0901_LR_FINAL.pdf (Table 1.1: Leading cotton producers in Africa in 2014)

¹¹ <https://www.worldbank.org/en/results/2017/06/29/burkina-faso-agriculture-as-a-powerful-instrument-for-poverty-reduction> (Consulted on May 17, 2019)

¹² <https://www.worldbank.org/en/results/2017/06/29/burkina-faso-agriculture-as-a-powerful-instrument-for-poverty-reduction> (Consulted on May 17, 2019)

¹³ https://www.unicef.org/infobycountry/burkinafaso_2074.html (Consulted on May 14, 2019)

representation¹⁴, bringing Burkina Faso to the 145th rank out of 160 countries on the gender equality index¹⁵. In education, Burkina Faso experienced a decrease in access to technical and professional education in 2017, while access rates to primary education increased slightly¹⁶. But security issues remain a threat to educational attainment, particularly in the affected areas. On January 15, 2019, approximately 1,035 primary, post-primary, and secondary schools were closed in the regions affected by terrorist attacks, impacting 141,000 pupils¹⁷.

Social cohesion remains fragile given the extremist groups' attacks and unprecedented public sector strikes, having a negative impact on revenue collection and putting upward pressure on wages and transfers¹⁸. The current account deficit remained high (8.1% in 2017), and the total public debt was estimated at 41% of GDP in 2018 (compared to 30.4% in 2014)¹⁹. However, the country enjoys a moderate risk of external debt distress according to the IMF's assessment²⁰.

Regarding environmental issues, Burkina Faso faces significant challenges including deforestation, desertification, and rainfall shortage. The country is highly exposed to extreme weather events such as floods, droughts, strong winds and high volatility in the duration of the wet and dry seasons²¹ which is detrimental to the sustainable management of natural resources in the sectors of agriculture, fisheries, and forestry, also affecting agricultural yields²², and exposing the country to food insecurity.

3. UNDP programme strategy in Burkina Faso

Based on the CPD for the period under review (2018-2020), the country programme focused on the following three outcome areas:

1. Institutional efficiency, rule of law, social cohesion, and security
2. Inclusive and sustainable growth, decent work and food security
3. Resilience to the effects of climate change, natural disasters, and humanitarian emergencies

These are expected to contribute to the UNDAF outcomes, in line with the UN principle of "Delivering as one" which promotes joint programming and implementation as well as Global Partnership for development effectiveness.

Under the outcome on institutional efficiency, UNDP has developed a governance programme with the objectives to enhance rule of law, access to justice and political governance, improve the efficiency and accountability of public administration at central and local levels, and strengthen national capacities for the elaboration of pro-poor policies. Total expenditure in this area represents around \$ 4.3 million for the period under review. One of UNDP's major initiatives was the Cross Border project, aiming at promoting local security and social cohesion in the region of Liptako Gourma, bordering Mali and Niger, through mitigating conflict risk factors such as marginalization of youth and lack of trust among communities. Total expenditure for this project amounts \$1.48 million since 2018.

¹⁴ UNDP 1990-2017 Data, Share of seats in parliament (% held by women)

¹⁵ UNDP 2018 Statistics, Table 5. Gender Inequality Index

¹⁶ 2017 Performance Report of NESDP

¹⁷ <https://www.worldbank.org/en/country/burkinafaso/overview> (Consulted on May 14, 2019)

¹⁸ IMF <https://www.imf.org/en/Publications/CR/Issues/2018/03/15/Burkina-Faso-Request-for-a-Three-Year-Arrangement-Under-the-Extended-Credit-Facility-Press-45730>

¹⁹ IMF <https://www.imf.org/en/Publications/CR/Issues/2018/03/15/Burkina-Faso-Request-for-a-Three-Year-Arrangement-Under-the-Extended-Credit-Facility-Press-45730>

²⁰ IMF <https://www.imf.org/en/Publications/CR/Issues/2018/03/15/Burkina-Faso-Request-for-a-Three-Year-Arrangement-Under-the-Extended-Credit-Facility-Press-45730>

²¹ <https://www.adaptation-undp.org/explore/western-africa/burkina-faso> (Consulted on May 16, 2019)

²² <https://climateknowledgeportal.worldbank.org/country/burkina-faso> (Consulted on May 17, 2019)

Regarding the inclusive and sustainable growth, decent work and food security outcome, UNDP has developed a programme covering sustainable management of land, adaptation of ecosystems to climate induced risks, and support to the development of local economies and promotion of women entrepreneurship. Projects on adaptation of ecosystems and development of local economies (PADEL) represent the main initiatives, and account for \$1.8 million and \$2.3 million of expenditure, respectively, out of \$5.9 million of the outcome expenditure over the review period. The PADEL has been positioned as a major programme in the implementation of the national development plan (NESDP) as it responds to the goal of structural transformation of the economy for sustainable growth, decent jobs and social welfare. This project covers all the thirteen regions in Burkina Faso and consists of building socioeconomic infrastructure, providing energy services, enhancing social protection for vulnerable households, as well as inclusive financial services at the local level.

As for the outcome on resilience to climate change, natural disaster and humanitarian emergencies, UNDP's programme has focused on the establishment of effective climate information (CI) and early warning systems (EWS), enhancing national and local capacities for resilience, adequate response to emergencies and natural disasters, and promoting weather insurance systems for small holder farmers. The CI/EWS initiative aims at building the population's climate risk awareness and national weather forecasting capacities for effective climate risk management. Total expenditure for the CI/EWS project reaches \$0.4 million out of \$0.62 million for the outcome over the review period.

Table 1. UNDAF and UNDP outcomes (2018-2020)

UNDAF Outcomes involving UNDP	UNDP Outputs (Areas of Contribution)	Planned Resources (US\$ million) 2018-2020	Expenditure* (US\$ million) 2018-2019
<p>Outcome 1.1: By 2020, the effectiveness of institutions is improved and the people of Burkina Faso, particularly those most exposed to the risks of conflict and insecurity, live in peace and security in a state governed by the rule of law.</p>	<p>1.1: Selected institutions at national and decentralized levels with functional capacities, including procedures, systems, and tools for efficient and transparent public procurement</p> <p>1.2: Secretariat for coordinating NESDP and decentralized entities with technical capacities and tools to formulate and monitor programmes based on SDG aligned indicators</p> <p>1.3: Institutions in charge of rule of law, legal aid and national reconciliation with operational capacity to deliver justice services to the population and facilitate the reconciliation process</p> <p>1.4: National security framework and security sector actors with knowledge and tools to carry out their mission in accordance with democratic principles</p> <p>1.5: Civil society organizations (CSO), Community leaders (including women) at central and local levels and border areas have inclusive dialogue forums and citizen oversight mechanisms</p>	<p>Regular: 7.383</p> <p>Other: 1.5</p>	<p>Regular: 0.96</p> <p>Other: 3.01</p>
<p>Outcome 3.2: By the end of 2020, populations, especially young people and women in intervention areas (urban/rural), increase their income, adopt sustainable production and consumption patterns, and improve their food security</p>	<p>2.1: Targeted households have modern energy services for their livelihood and domestic consumption</p> <p>2.2: Youth and women have leadership and business skills to create and benefit from green and information communication technology (ICT) related job opportunities in targeted areas</p> <p>2.3: Central and local institutions, communities and CSOs in target areas with technical knowledge to adapt new practices and capacities to integrate management of sustainable natural resources in their development plans</p> <p>2.4: Local communities in the Sahel, Mouhoun, Central North, Central-South and Central West enabled to apply sustainable and climate-adapted agricultural techniques</p>	<p>Regular: 7.279</p> <p>Other: 353.018</p>	<p>Regular: 1.83</p> <p>Other: 4.10</p>
<p>Outcome 4.2: By 2020, populations, especially vulnerable groups, in target areas are more resilient to climatic and environmental shocks</p>	<p>3.1: National and local institutions have a gender-sensitive risk management/governance system in place focusing on disaster prevention, preparedness interventions and recovery</p> <p>3.2: National and local institutions involved in disaster risk management have strengthened technical capacities to address disasters and other emergencies</p> <p>3.3: Central and local institutions in charge of emergency response have the capacity to ensure coordinated response in case of disasters</p>	<p>Regular: 5.5</p> <p>Other: 2.5</p>	<p>Regular: 0.18</p> <p>Other: 0.43</p>
		<p>Regular: 20.162</p> <p>Other: 357.018</p> <p>Total: 377.18</p>	<p>Regular: 4.79</p> <p>Other: 7.96</p> <p>Total: 12.74</p>

Source: UNDP Burkina Faso Country Programme Document 2018-2020

*Financial figures extracted from UNDP Atlas/PowerBi tool as of May 2019

4. Scope of the evaluation

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme in order to feed into the process of developing the new country programme. The last independent country programme evaluation in Burkina Faso was conducted by the IEO in 2009, covering the CPD for the period 2002-2008. This ICPE will cover the current programme cycle 2018-2020 and will focus on the results UNDP intended to achieve in support of the implementation of the UNDAF 2018-2020, as approved by the Executive Board.

As the country-level evaluation of UNDP, this ICPE will focus on the formal UNDP country programme defined in the Country Programme Document (CPD). The scope of the ICPE includes the entirety of UNDP's activities in the country and therefore covers interventions funded by all sources, including core UNDP resources, donor funds, government funds. Initiatives stemming from regional and global programmes as relevant will also be included in the scope of the ICPE.

Special efforts will be made to capture the role and contribution of UNV and UNCDF through undertaking joint work with UNDP in line with the UN approach of "Delivering as One". This information will be used for synthesis in order to provide corporate level evaluative evidence of performance of the associated fund and programme.

5. Methodology

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.²³ The ICPE will address the following three key evaluation questions.²⁴ 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?

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 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

²³ <http://www.uneval.org/document/detail/1914>

²⁴ The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria.

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.

The evaluation of the Burkina Faso Country Programme will particularly look at the joint programming and implementation in line with the UN approach of "Delivery as One" promoted by the UNDAF for development effectiveness and coordination. The evaluation will also focus on innovative practices implemented by the Programme and assess their contribution to the delivery of results.

6. Data collection

Assessment of data collection constraints and existing data. An assessment was carried for each outcome to ascertain the available information, identify data constraints, and determine the data collection needs and method. The assessment outlined the level of valuable data that is available.

The assessment indicates that a total of six decentralized evaluations of projects were carried out by the country office during the period under review. Four of these evaluations were planned for the current country programme cycle, and evaluated projects representing about 25% of the programmatic expenditures across the three outcome areas of the CPD under review. The coverage by decentralized evaluations has been focused on the inclusive and sustainable growth, decent work, and food security outcome area. Only one project was evaluated under the resilience to the effects of climate change, natural disasters, and humanitarian emergencies outcome area. No decentralized evaluations are currently available for projects in the area of institutional efficiency, rule of law, social cohesion, and security. 3 out of the 6 decentralized evaluations were quality assessed by the IEO, two moderately satisfactory and one moderately unsatisfactory, indicating that they might provide limited evaluative information for this exercise. There is no Country Programme evaluation of the previous programme period available, and only a mid-term review of the 2011-2017 UNDAF (conducted in 2014).

With respect to indicators, the CPD, UNDP Results-Oriented Annual Report (ROAR) and the corporate planning system associated with it also provide baselines, indicators, targets, as well as annual data on the status of the indicators.

Although Burkina Faso has been experiencing terrorist attacks in the capital as well as inside the country, the security situation prevailing is quite stable, and the data collection mission is expected to be conducted smoothly. However, the evaluation team will maintain continuous consultations with the country office and UNDSS for the preparation of the in-country mission and monitor the evolving security situation to determine the feasibility of accessing project sites and meetings key stakeholders during the data collection phase in Burkina Faso.

Data collection methods. The evaluation will use data from primary and secondary sources, including desk review of documentation, and interviews with key stakeholders, including beneficiaries, partners, government counterparts, and managers. The data collection phase of the evaluation will include an in-country mission to Burkina Faso. The evaluation questions mentioned above and the data collection method 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, new and long standing projects);
- 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);
- Ability to access projects based on security situation in the country and regions of projects implementation

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 will be reviewed, among others: 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 Burkina Faso programmes and operations. Gender disaggregated data will be collected, where available, and assessed against its programme outcomes. This information will be used to provide corporate level evidence on the performance of the associated fund and programme.

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 Burkina Faso country office, the Regional Bureau for Africa and the Government of Burkina Faso, as appropriate, based on UNDP programmatic engagement in the country. 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 Burkina Faso: 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 in the preparation and conduct of country level data collection missions (e.g. arranging meetings with project staff, stakeholders and beneficiaries; and assistance for the project site visits, including providing all necessary security related information in liaison with local UNDSS officers). To ensure the anonymity of the views expressed in interviews with stakeholders for data collection purposes, CO 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 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.
- **Associate Lead Evaluator (ALE):** IEO staff member with the general responsibility to support the LE, including in the preparation of terms of reference, data collection and analysis and the final report. Together with the LE, she/he will help backstop the work of other team members.
- **Consultants:** 1 or 2 external thematic consultants (preferably national/regional but international consultants will also be considered, as needed) will be recruited to collect data and help assess the programme and/or the specific outcome areas. Under the guidance of LE, they will conduct preliminary research and data collection activities, prepare outcome analysis, and contribute to the preparation of the final ICPE report. The consultants will support the data collection process in Ouagadougou and inside the Country.
- **Research Assistant (RA):** A research assistant based in the IEO will support the background research, data collection and analysis.

8. Evaluation process

The ICPE will be conducted according to the approved IEO process²⁵. 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 data collection will consist in an in-country mission in Burkina Faso in September 2019. The estimated duration of the in-country mission is up to 2 calendar weeks. Data will be collected according to the approach outlined in Section 6 with responsibilities outlined in Section 8. 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 formal debrief presentation of the key preliminary findings at the country office.

²⁵ 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 Burkina Faso 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 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 Burkina Faso country office and the Government of Burkina Faso will disseminate the report to stakeholders in the country. The report and the management response will be published on the UNDP website²⁶ 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.²⁷

²⁶ web.undp.org/evaluation

²⁷ erc.undp.org

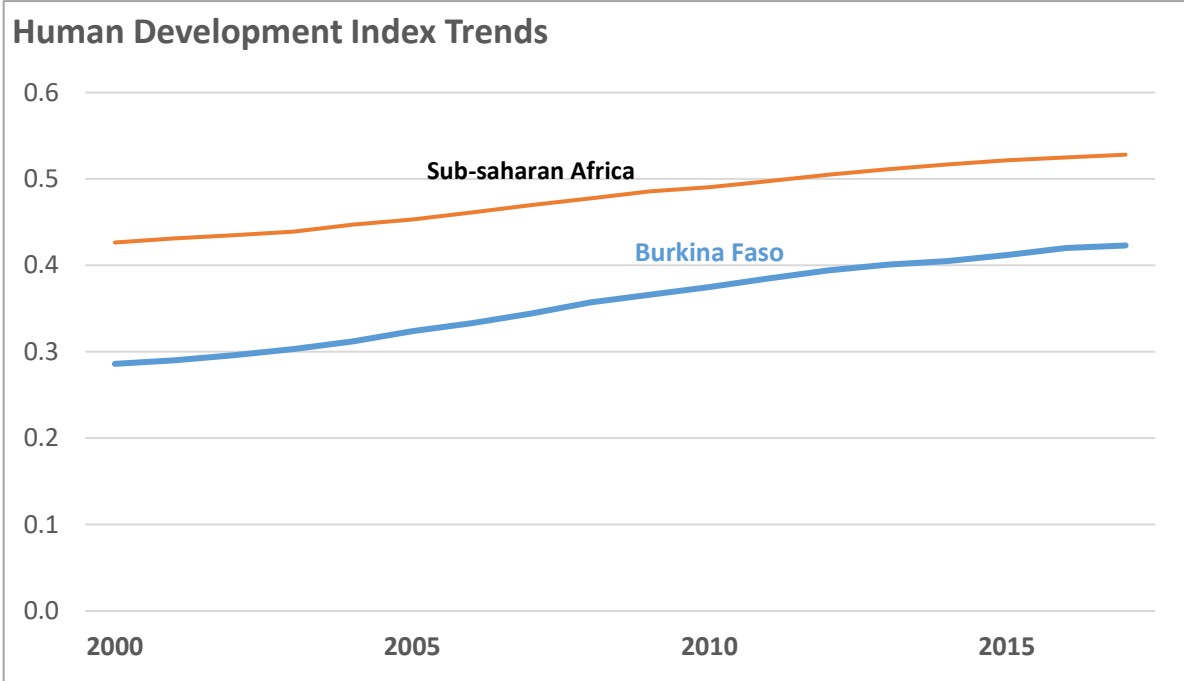
9. Timeframe for the ICPE process

The timeframe and responsibilities for the evaluation process are tentatively²⁸ as follows in Table 3:

Table 3: Timeframe for the ICPE process going to the Board in June 2020		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR – approval by the Independent Evaluation Office	LE	June 2019
Selection of other evaluation team members	LE	June-July 2019
Phase 2: Desk analysis		
Preliminary analysis of available data and context analysis	Evaluation team	July-August 2019
Phase 3: Data Collection		
Data collection and preliminary findings – Burkina Faso	Evaluation team	30 Sept-11 October 2019
Phase 4: Analysis, report writing, quality review and debrief		
Analysis and Synthesis	LE	October - November 2019
Zero draft ICPE for clearance by IEO and EAP	LE	Mid-December 2019
First draft ICPE for CO/RB review	CO/RB	January 2020
Second draft ICPE shared with GOV	CO/GOV	February 2020
Draft management response	CO/RB	February 2020
Final debriefing with national stakeholders	CO/LE	March 2020
Phase 5: Production and Follow-up		
Editing and formatting	IEO	May 2020
Final report and Evaluation Brief	IEO	May 2020
Dissemination of the final report	IEO/CO	June 2020

²⁸ The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.

Annex 2. COUNTRY AT A GLANCE



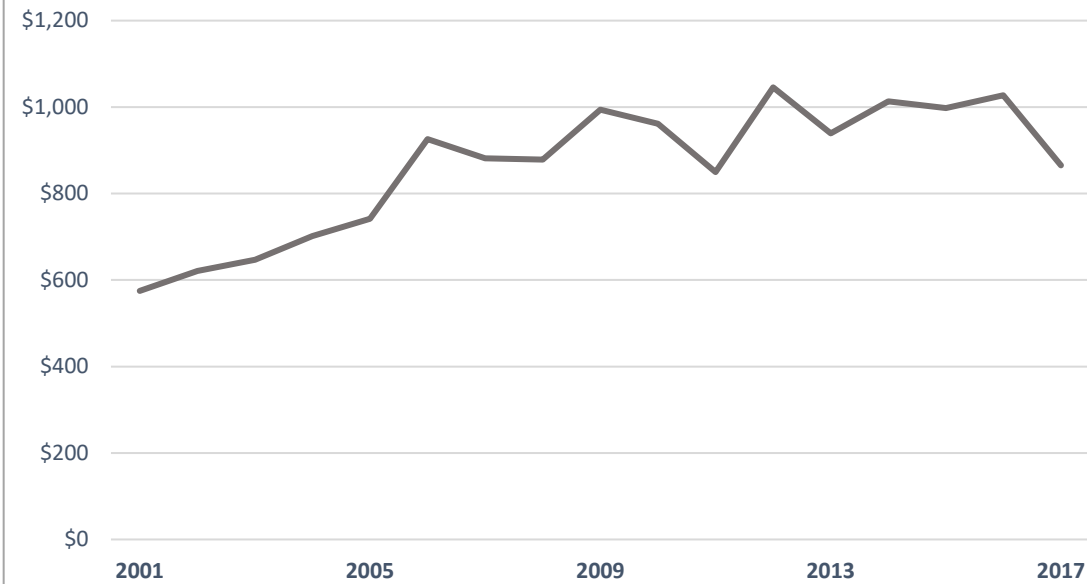
Source: Human Development Data, 1990-2017



Source: World Development Indicators, World Bank, 2019

Net ODA received

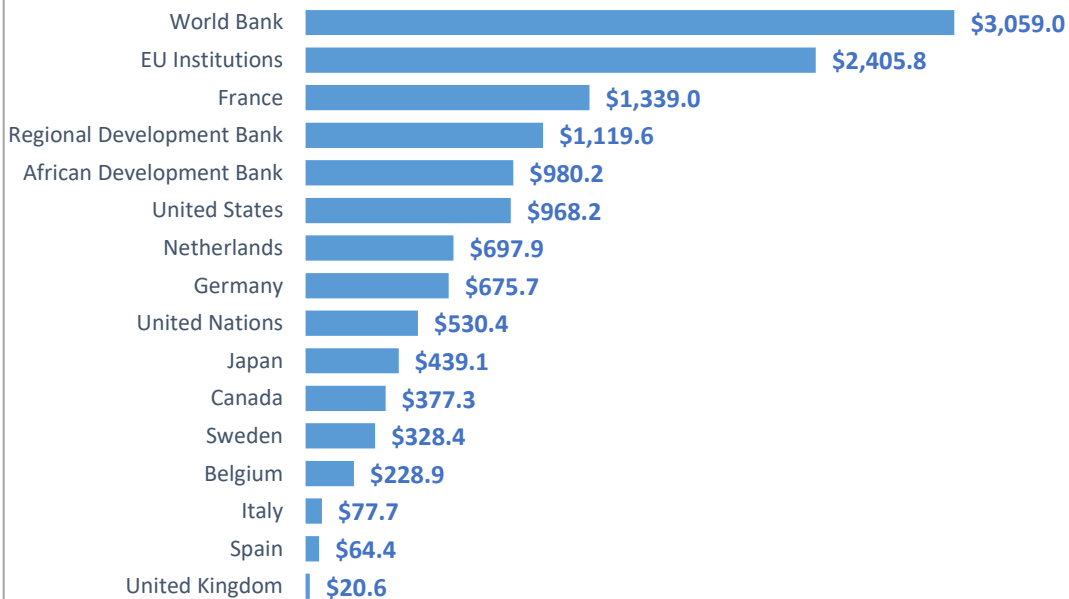
constant 2015 USD in millions



Source: World Development Indicators, World Bank, 2019

Official Development Assistance Disbursements (2001-2017)

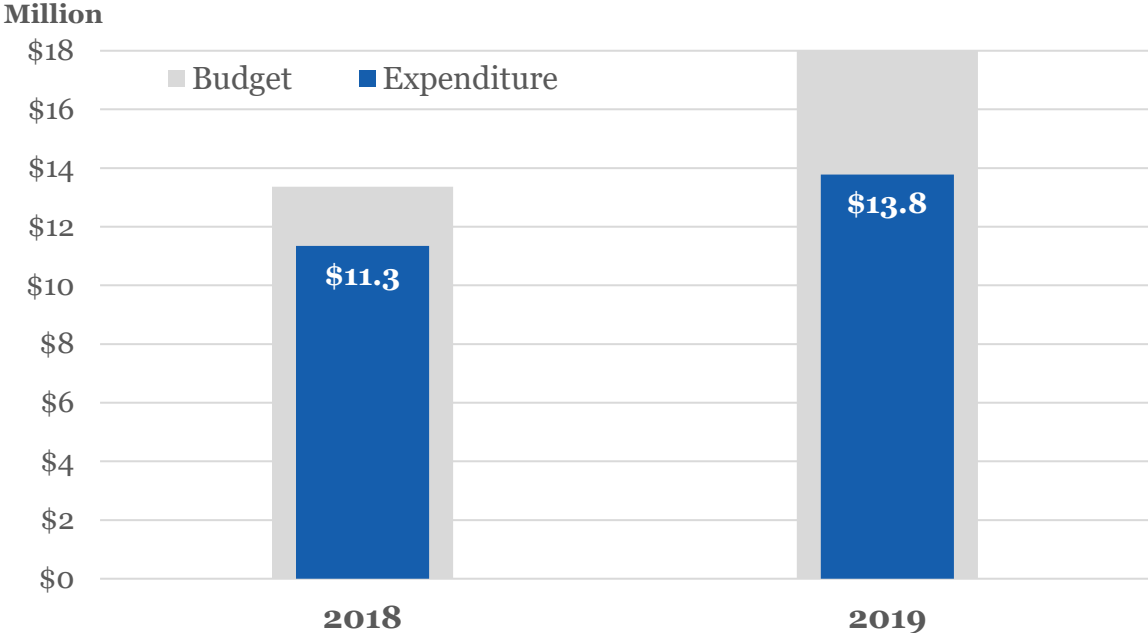
Millions USD



Source: OECD QWIDS, September 2019

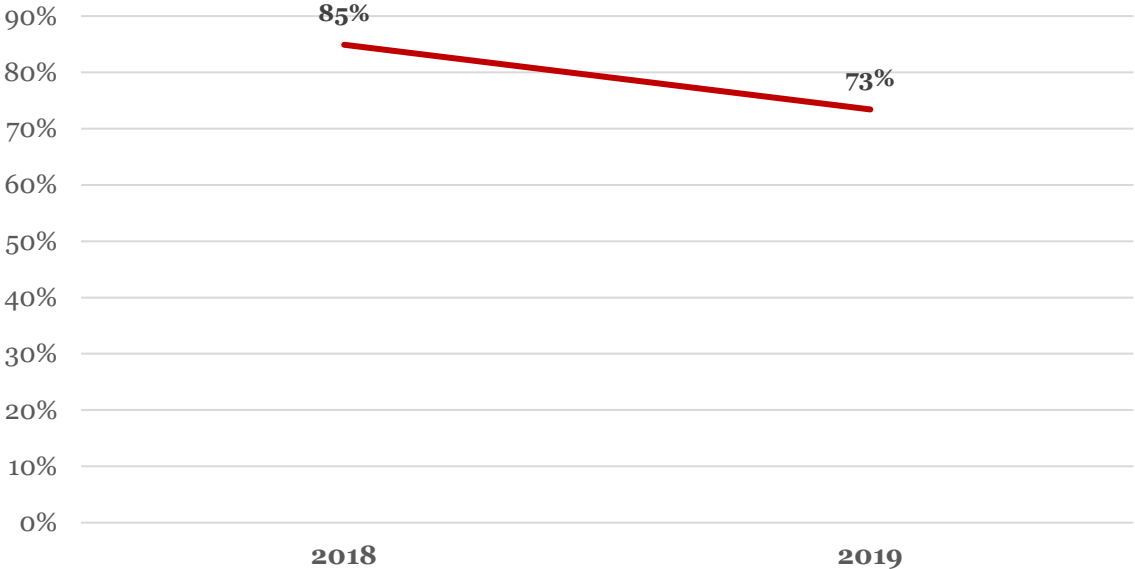
Annex 3. COUNTRY OFFICE AT A GLANCE

Evolution of Programme Budget & Expenditure, 2018-2019



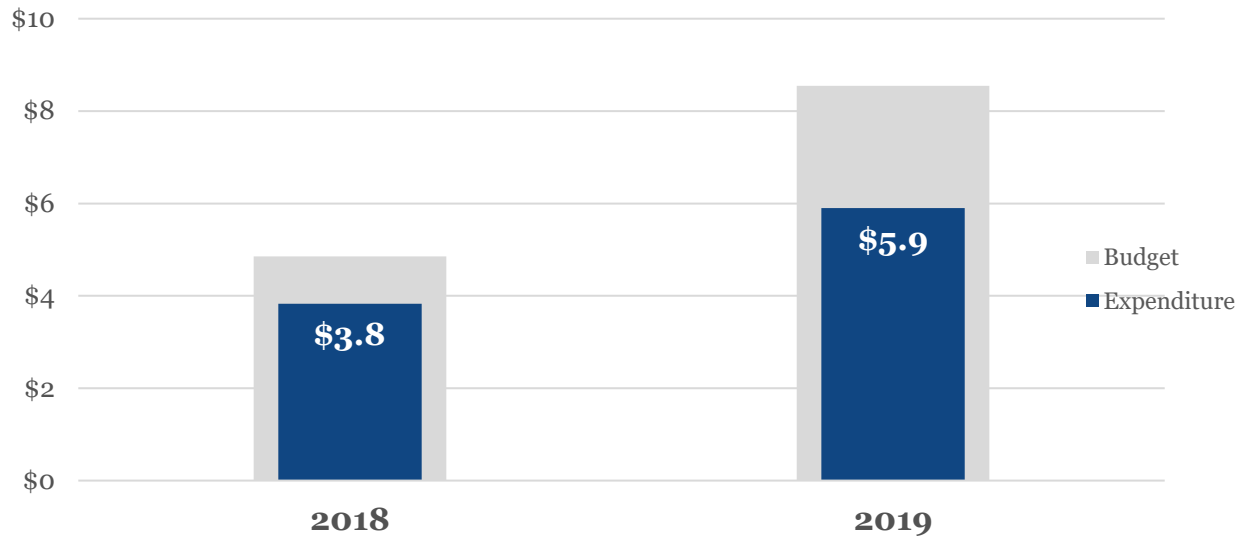
Source: Atlas Project data, Power Bi, February 2020

Execution Rate by Year



Source: Atlas Project data, Power Bi, February 2020

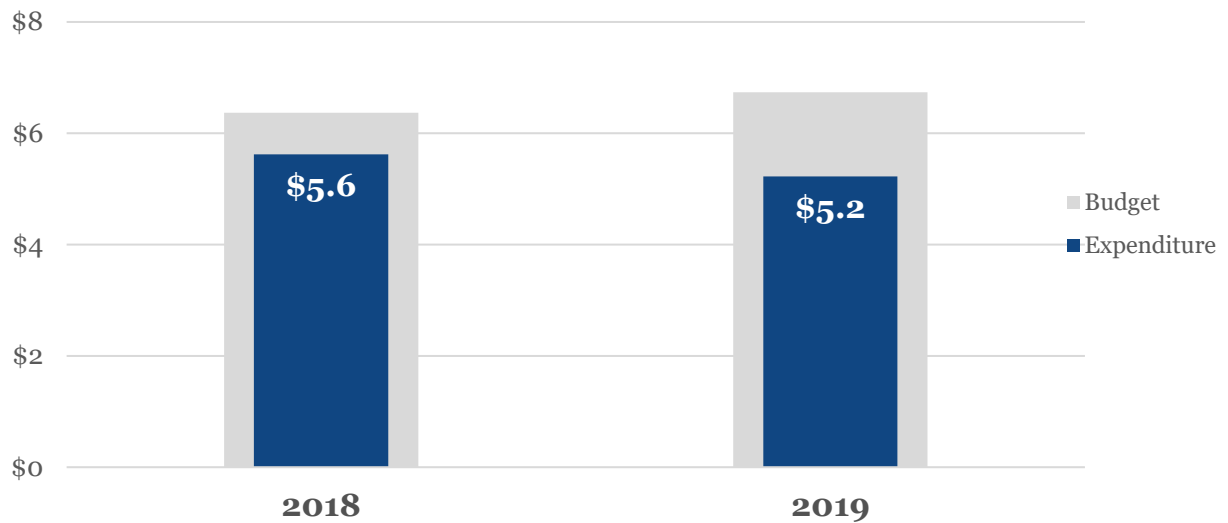
Outcome 11A: By 2020, the effectiveness of institutions is improved and the people of Burkina Faso, particularly those most exposed to the risks of conflict and insecurity, live in peace and security in a state governed by the rule of law.



Source: Atlas Project data, Power Bi, February 2020

Outcome 12A: By the end of 2020, populations, especially young people and women in intervention areas (urban/rural), increase their income, adopt sustainable production and consumption patterns, and improve their food security.

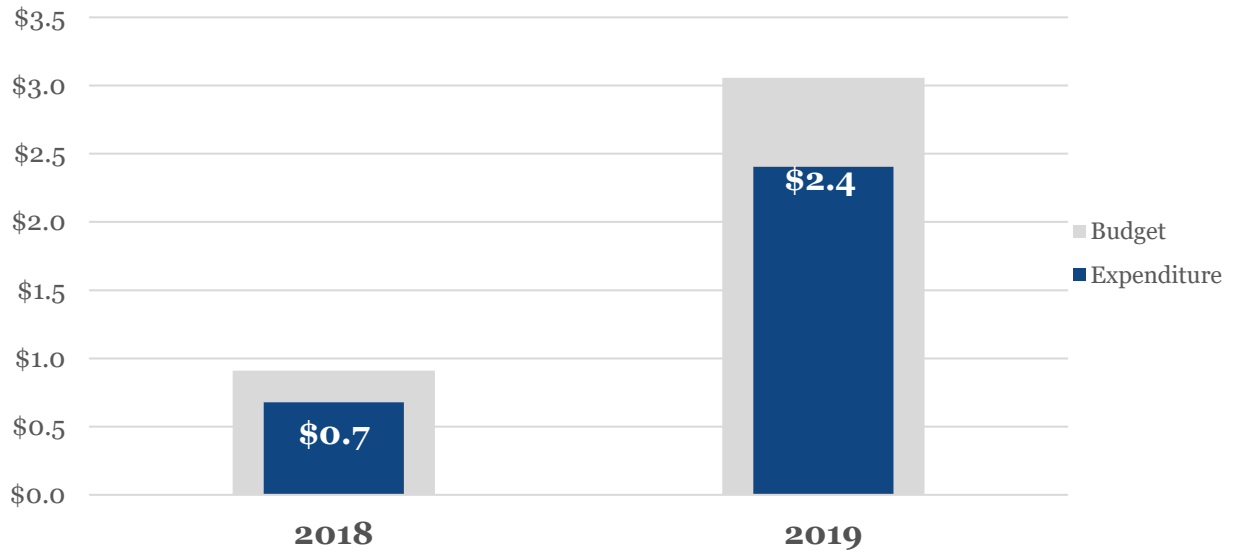
Millions



Source: Atlas Project data, Power Bi, February 2020

Outcome 13A: By 2020, populations, especially vulnerable groups, in target areas are more resilient to climatic and environmental shocks

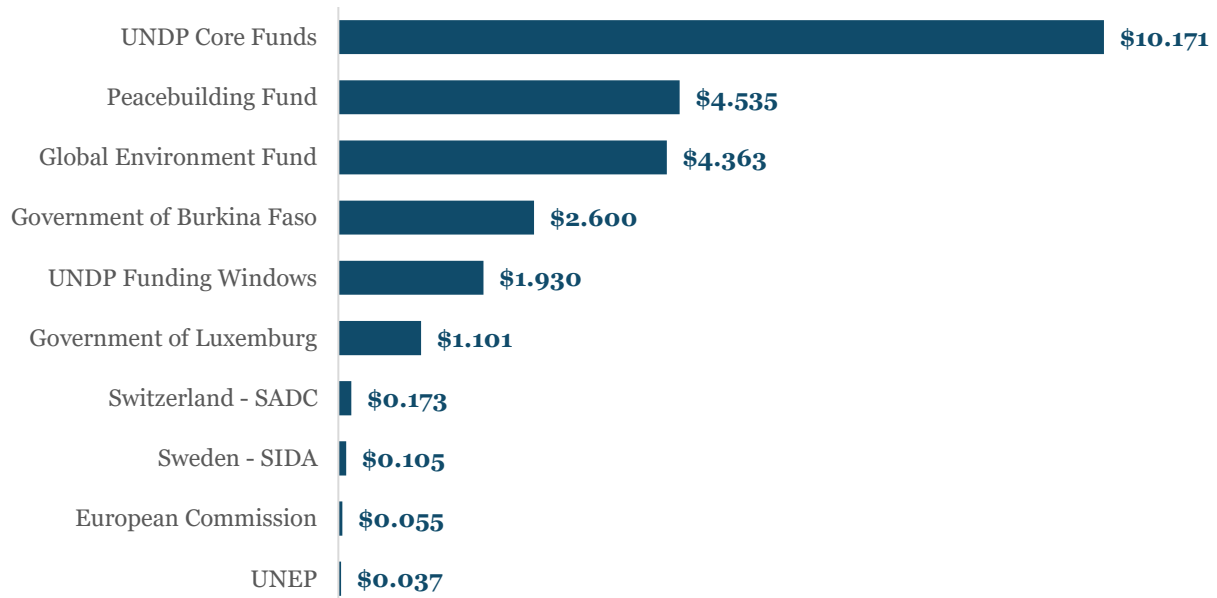
Millions



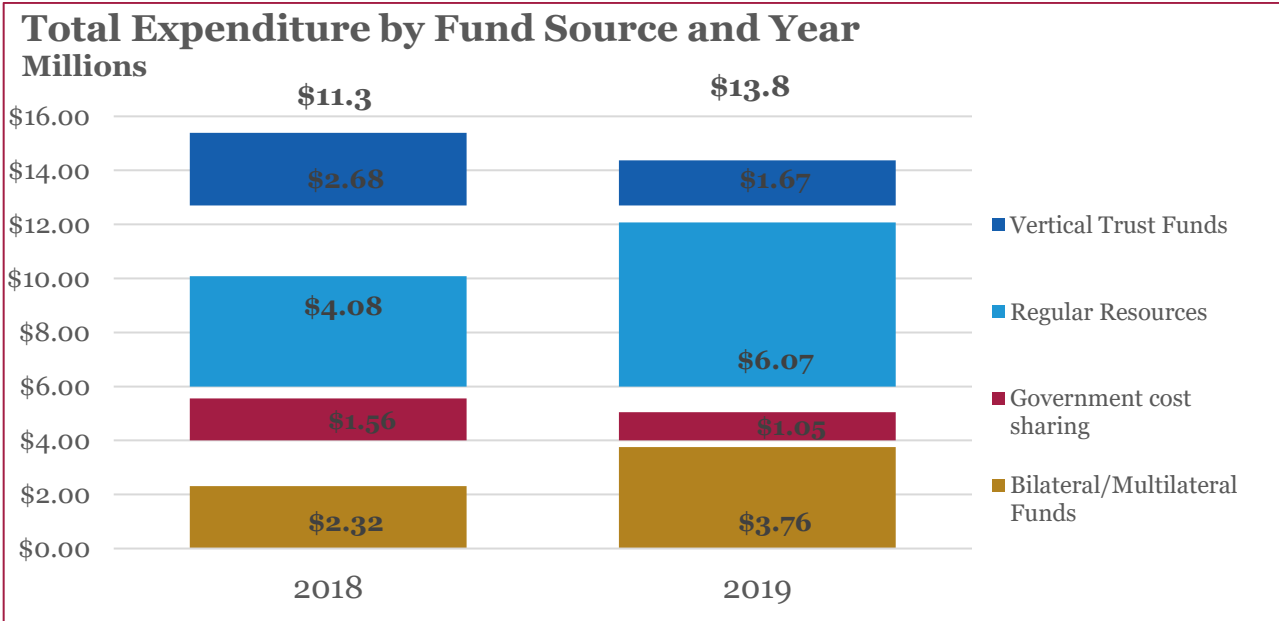
Source: Atlas Project data, Power Bi, February 2020

Top 10 Donors to UNDP, by Programme expenditure 2018-2019

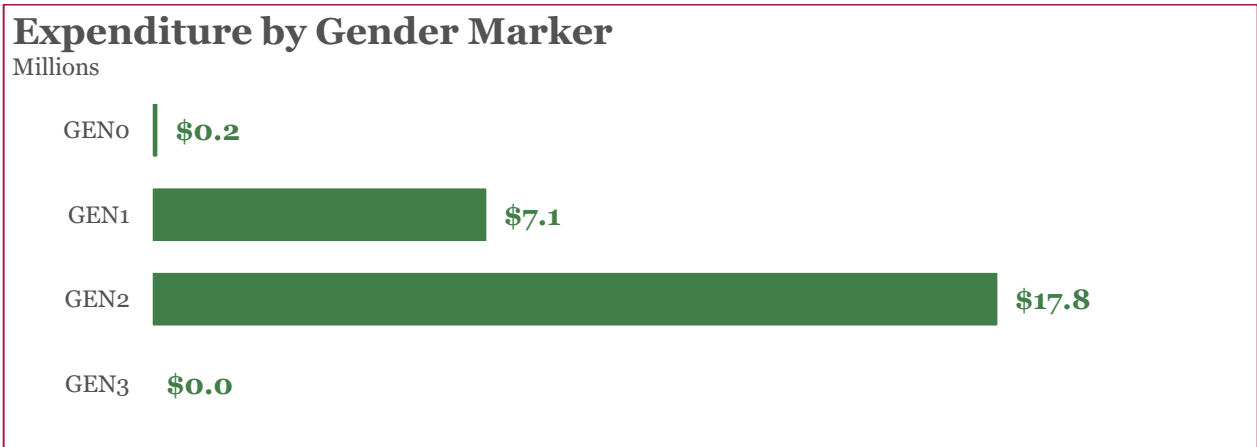
Millions



Source: Atlas Project data, Power Bi, February 2020



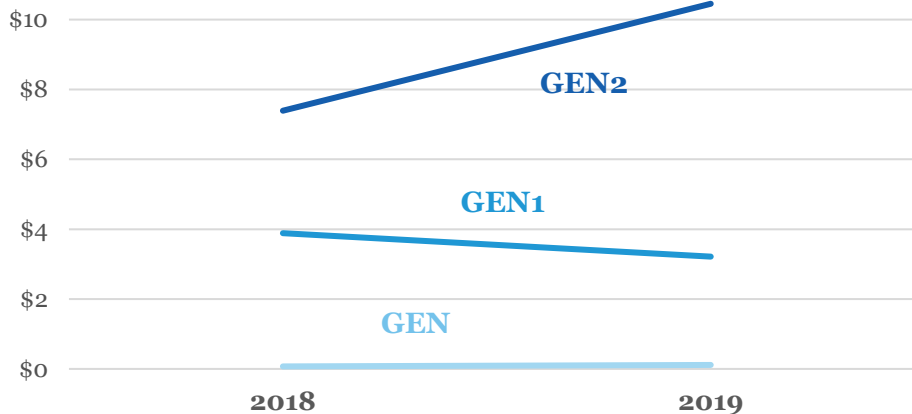
Source: Atlas Project data, Power Bi, February 2020



Source: Atlas Project data, Power Bi, February 2020

Expenditure by Gender Marker and Year

Millions



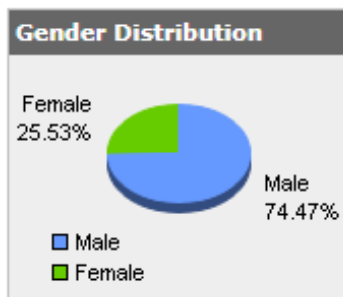
Source: Atlas Project data, Power Bi, February 2020

Programme Expenditure by Source, 2018-2019

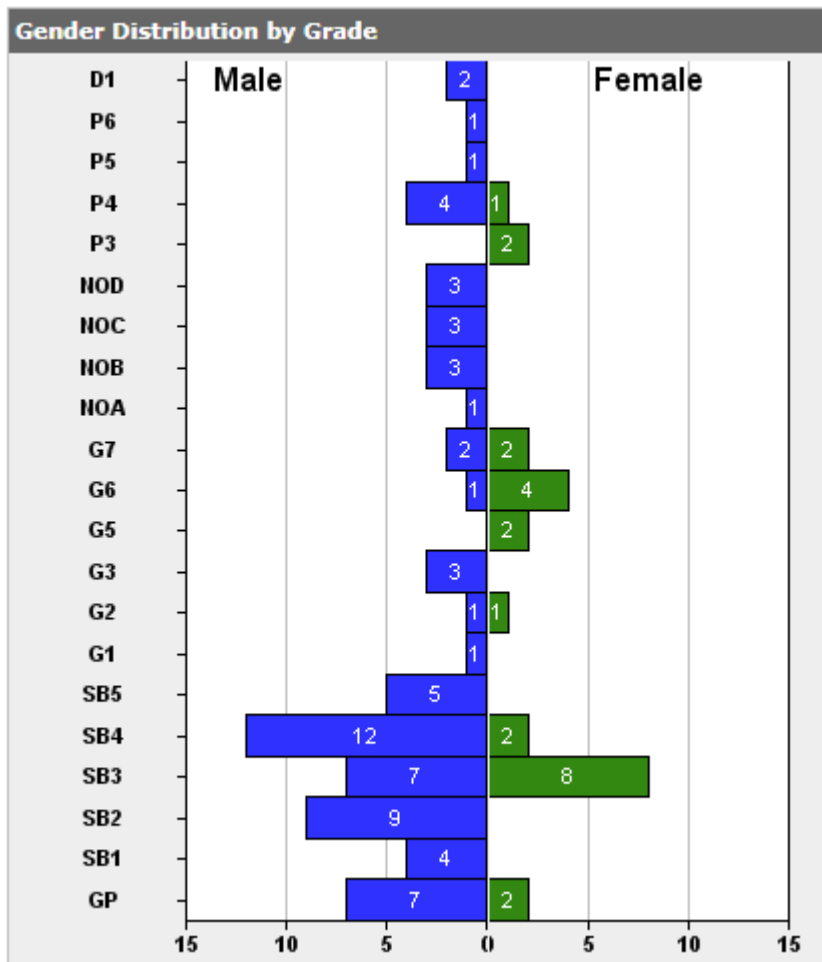
Millions



Source: Atlas Project data, Power Bi, February 2020



Source: Data from Executive Snapshot



Source: Data from Executive Snapshot

Annex 4. PROJECT LIST

PROJECT ID	PROJECT TITLE	OUTPUT ID	OUTPUT DESCRIPTION	OUTPUT START YEAR	OUTPUT END YEAR	GENDER MARKER	IMPL MODALITY	2018 BUDGET	2018 EXPENDITURE	2019 BUDGET	2019 EXPENDITURE	Total BUDGET	Total EXPENDITURE
OUTCOME 11A: By 2020, the effectiveness of institutions is improved and the people of Burkina Faso, particularly those most exposed to the risks of conflict and insecurity, live in peace and security in a state governed by the rule of law													
00062276	Appui au Monde Associatif et Communautaire Phase 3	00079700	Appui au Monde Associatif III	2011	2018	GEN2	NIM	\$86,946.13	\$61,425.90	\$0.00	\$0.00	\$86,946.13	\$61,425.90
00062390	Appui au Conseil National de Lutte contre le SIDA	00079872	Appui Institutionnel	2011	2018	GEN2	NIM	\$32,000.00	\$70.89	\$0.00	\$0.00	\$32,000.00	\$70.89
00062127	Projet Renforcement Gouvernance Economique	00079448	Gouvernance Economique	2011	2019	GEN1	NIM	\$414,821.00	\$328,544.30	\$25,800.00	-\$6,715.87	\$440,621.00	\$321,828.43
00062180	Gouvernance Locale et Administrative	00079536	Gouvernance Locale et Administ	2011	2019	GEN1	NIM	\$15,572.00	\$10,908.66	\$0.00	\$0.00	\$15,572.00	\$10,908.66
00062182	Projet appui au Renforcement des Capacités du Parlement	00079538	Projet appui au Parlement	2011	2018	GEN2	NIM	\$45,000.00	\$29,507.98			\$45,000.00	\$29,507.98
00062580	Programme gouvernance - Sous Composante Politique	00080107	Projet gouvernance politique	2011	2019	GEN2	NIM	\$22,810.00	\$17,552.83	\$0.00	\$0.00	\$22,810.00	\$17,552.83
00087567	Projet d'Appui aux Elections au Burkina Faso 2015-2016	00094520	Projet d'Appui aux Elections	2015	2019	GEN2	DIM	\$1.00	\$0.00			\$1.00	\$0.00
00101579	Appui processus de Vérité, Justice et Réconciliation	00103948	Vérité, Justice Réconciliation	2017	2019	GEN1	DIM	\$733,500.00	\$683,161.87	\$21,068.00	\$17,589.15	\$754,568.00	\$700,751.02
00101944	Appui Conseil Stratégique à la Gouvernance Sécuritaire	00104177	Gouvernance Secteur Sécurité	2017	2019	GEN1	DIM	\$752,818.00	\$706,646.25	\$610,967.00	\$605,649.70	\$1,363,785.00	\$1,312,295.95
00105799	Promotion de l'accès à la justice au Burkina Faso	00106872	Accès à la Justice	2017	2019	GEN1	DIM	\$301,481.48	\$287,328.69	\$161,495.00	\$28,728.07	\$462,976.48	\$316,056.76
00109455	Appui à la mise en oeuvre du Programme pays APP	00108805	Appui au Programme Pays	2018	2020	GEN1	DIM	\$355,770.00	\$307,192.75	\$727,829.00	\$320,067.65	\$1,083,599.00	\$627,260.40
00102130	Projet CROSS BORDER LIPTAKO GOURMA	00104303	Projet Cross Border	2017	2020	GEN2	DIM	\$1,235,403.00	\$1,102,314.79	\$2,382,196.00	\$610,855.49	\$3,617,599.00	\$1,713,170.28
00045990	Appui au Plan d'Action de la Police de Proximité	00054500	Projet Police de proximité	2007	2013	GEN1	NIM	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
00048958	CPR Policy and Planning	00089590	New Deal	2014	2019	GEN1	DIM	\$0.00	\$0.00	\$5,184.00	\$0.00	\$5,184.00	\$0.00
00059432	Secrétariat de laTroïka des partenaires au développement	00074306	Secrétariat technique Troïka	2010	2019	GEN0	DIM	\$89,217.81	\$63,893.10	\$48,259.62	\$35,820.48	\$137,477.43	\$99,713.58
00089936	Border Management & Border Communities	00095960	Border Management & Border Com	2015	2018	GEN2	DIM	\$3,623.44	-\$32.44			\$3,623.44	-\$32.44
00115750	Secrétariat de laTroïka des partenaires au développement	00113210	Secrétariat technique Troïka	2018	2023	GEN0	DIM	\$0.00	\$0.00	\$135,000.00	\$18,240.13	\$135,000.00	\$18,240.13
00119381	Accelerator Lab – BFA	00115873	Accelerator Lab – BFA	2019	2021	GEN1	DIM	\$0.00	\$0.00	\$189,676.00	\$9,570.39	\$189,676.00	\$9,570.39
00112861	PROJET D'APPUI AU PLAN NATIONAL DE DÉVELOPPEMENT	00111189	PROJET D'APPUI AU PLAN NATIONA	2017	2020	GEN1	NIM	\$558,000.00	\$118,944.72	\$810,000.00	\$297,011.10	\$1,368,000.00	\$415,955.82

00114139	Appui participation citoyenne décentralisation et devlt	00112299	Appui participation citoyenne	2018	2021	GEN1	DIM	\$0.00	\$0.00	\$846,193.86	\$118,634.89	\$846,193.86	\$118,634.89
00116880	Amélioration confiance Administration Population et FDS	00113844	Confiance Admin Pop FDS	2019	2020	GEN2	DIM	\$0.00	\$0.00	\$378,000.00	\$280,997.07	\$378,000.00	\$280,997.07
00116881	Gestion Pacifique des Conflits Locaux "GPCL"	00113845	Gestion Pacifique des Conflits	2019	2020	GEN2	DIM	\$0.00	\$0.00	\$657,671.00	\$251,050.03	\$657,671.00	\$251,050.03
00116883	Jeune et Paix	00113847	Jeunes et Paix	2019	2020	GEN2	DIM	\$0.00	\$0.00	\$245,000.00	\$21,402.34	\$245,000.00	\$21,402.34
00116893	État de droit, Sécurité et Cohésion sociale	00113867	État de droit	2019	2020	GEN2	DIM	\$0.00	\$0.00	\$64,324.00	\$22,099.28	\$64,324.00	\$22,099.28
		00113868	Sécurité	2019	2020	GEN2	DIM	\$0.00	\$0.00	\$22,046.00	\$7,460.50	\$22,046.00	\$7,460.50
		00113869	Cohésion sociale	2019	2020	GEN2	DIM	\$0.00	\$0.00	\$200,000.00	\$83,831.30	\$200,000.00	\$83,831.30
Sub Total Outcome 11A								\$4,646,963.86	\$3,717,460.29	\$7,530,709.48	\$2,722,291.70	\$12,177,673.34	\$6,439,751.99
OUTCOME12A: By the end of 2020, populations, especially young people and women in intervention areas (urban/rural), increase their income, adopt sustainable production and consumption patterns, and improve their food security													
00033364	Programme National Plateformes Multifonctionnelles	00059244	Unité Coordination Nationale	2007	2018	GEN3	NIM	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
00059616	Gestion durable des terres - Boucle du Mouhoun	00074619	Gestion Durable terres Mouhoun	2010	2019	GEN1	NIM	\$257,827.00	\$237,598.18	\$2,000.00	-\$1,706.90	\$259,827.00	\$235,891.28
00059960	Gestion durable des terres - Centre Ouest	00075236	Gestion terres - Centre Ouest	2010	2019	GEN1	NIM	\$359,779.37	\$310,810.54	\$30,287.00	\$5,156.82	\$390,066.37	\$315,967.36
00061535	PIMS 4227 CC Jatropa BF	00077981	PIMS 4227 CC Jatropa BF	2011	2019	GEN2	NIM	\$289,867.37	\$213,323.77	\$536,818.00	\$166,334.07	\$826,685.37	\$379,657.84
00061836	Projet Zones tampons Burkina	00078815	Projet Zones tampons Burkina	2011	2019	GEN1	NIM	\$408,989.28	\$333,999.37	\$150.00	\$103.69	\$409,139.28	\$334,103.06
00065408	Programme Augmentation Revenus&Promotion Emplois décents	00081923	Promotion emploi décent & emp	2012	2017	GEN3	NIM	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
00077402	Gestion des conventions RIO	00088196	Gestion des conventions RIO	2014	2019	GEN1	NIM	\$242,623.00	\$184,026.15	\$0.00	\$0.02	\$242,623.00	\$184,026.17
00079493	Adaptation des écosystèmes	00089466	Adaptation des écosystèmes	2014	2021	GEN2	NIM	\$1,813,572.00	\$1,618,796.27	\$1,295,658.00	\$977,005.77	\$3,109,230.00	\$2,595,802.04
00084528	Programme d'appui au financement adapté à l'agriculture	00092492	Projet AgriFinance	2014	2019	GEN2	NIM	\$226,614.00	\$208,235.23	\$0.00	\$0.04	\$226,614.00	\$208,235.27
00101376	Programme d'Appui au Développement des Economies Locales	00103890	Appui Développement Economies Locales	2017	2020	GEN2	DIM	\$2,410,885.20	\$2,248,100.23	\$2,823,398.00	\$1,159,677.25	\$5,234,283.20	\$3,407,777.48
00104392	Femmes Jeunes Entreprenants et Citoyenneté	00105987	Femmes Jeunes Entreprenants	2018	2020	GEN2	DIM	\$128,171.00	\$104,753.33	\$1,194,973.00	\$382,920.66	\$1,323,144.00	\$487,673.99
00108971	Phase préparatoire PONASI	00108485	Gestion intégrée PONASI	2018	2019	GEN1	DIM	\$164,000.00	\$155,876.57	\$68,756.42	\$18,723.65	\$232,756.42	\$174,600.22
00116732	Programme d'Amélioration des Moyens d'Existence Durables	00113741	Unité Coordination Programme	2018	2023	GEN2	DIM	\$0.00	\$0.00	\$160,000.00	\$0.00	\$160,000.00	\$0.00
		00113742	PAMED Boucle du Mouhoun	2018	2023	GEN2	DIM	\$0.00	\$0.00	\$300,000.00	\$70,004.56	\$300,000.00	\$70,004.56
		00113743	PAMED Centre-Ouest	2018	2023	GEN2	DIM	\$0.00	\$0.00	\$70,000.00	\$19,907.25	\$70,000.00	\$19,907.25
Sub Total Outcome 12A								\$6,302,328.22	\$5,615,519.64	\$6,482,040.42	\$2,798,126.88	\$12,784,368.64	\$8,413,646.52

OUTCOME13A: By 2020, populations, especially vulnerable groups, in target areas are more resilient to climatic and environmental shocks													
00076830	Système alerte précoce	00088011	Système alerte précoce	2013	2019	GEN2	NIM	\$434,972.94	\$407,115.81	\$0.00	\$0.00	\$434,972.94	\$407,115.81
00083021	Renforcement capacités nationales Résilience	00091686	Renforcement de la résilience	2014	2019	GEN2	DIM	\$242,862.00	\$162,671.39	\$2,476,103.00	\$595,262.89	\$2,718,965.00	\$757,934.28
00103744	Phase préparatoire Projet d'Assurance Climatique	00105636	Phase préparatoire Projet Assu	2017	2018	GEN1	DIM	\$11,732.00	\$9,758.11	\$20,000.00	\$0.00	\$31,732.00	\$9,758.11
00065436	Programme d'Appui aux Parcs de l'Entente- C2 PAPE/PNUD	00081939	Programme Appui Parcs Entente-	2012	2016	GEN1	DIM	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		00081940	Programme Appui Parcs Entente-	2012	2016	GEN1	DIM	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
00108032	Building Capacities for Resilient Recovery- Phase II	00108057	Building Capacities for Resili	2017	2020	GEN2	DIM	\$99,741.24	\$0.00	\$182,281.23	\$32,693.57	\$282,022.47	\$32,693.57
00062761	Consolidation Gouvernance Environnementale Locale	00080189	Gouvernance Environnementale	2011	2018	GEN1	NIM	\$0.00	\$0.00			\$0.00	\$0.00
00090369	Adaptation NAKAMBE	00096169	Adaptation NAKAMBE	2018	2019	GEN1	DIM	\$2,000.00	\$659.86	\$130,000.00	\$39,091.89	\$132,000.00	\$39,751.75
Sub Total Outcome 13A								\$791,308.18	\$580,205.17	\$2,808,384.23	\$667,048.35	\$3,599,692.41	\$1,247,253.52
Regional and Global Projects													
00095845	Border management for stability and security Sahel 4	00099929	BKF Border management for stab	2016	2018	GEN1	DIM	\$7,058.00	\$0.00			\$7,058.00	\$0.00
00102007	Strengthening Human Security & Comm. Resilience in Sahel	00105608	Burkina Faso Cohésion sociale	2017	2019	GEN1	DIM	\$200,000.00	\$114,041.95	\$92,470.00	\$46,687.65	\$292,470.00	\$160,729.60
00073645	Peace Consolidation and Governance in Sahel	00086806	Output 1: Burkina Faso	2013	2016	GEN2	DIM	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
00075132	PEI Joint UNDP-UNEP Poverty- Environm Initiative-Phase II	00088335	PEI Burkina Faso	2013	2017	GEN1	DIM	\$119,302.81	\$96,834.78			\$119,302.81	\$96,834.78
00105341	UN Partnership for Action on Inclusive Green Economy	00106637	UN PAGE (ODA Countries)	2017	2020	GEN0	DIM	\$64,200.00	\$0.00	\$64,200.00	\$12,660.69	\$128,400.00	\$12,660.69
Sub Total Regional and Global projects								\$390,560.81	\$210,876.73	\$156,670.00	\$59,348.34	\$547,230.81	\$270,225.07
Grand Total								\$12,131,161.07	\$10,124,061.83	\$16,977,804.13	\$6,246,815.27	\$29,108,965.20	\$16,370,877.10

Source: Atlas Project data, Power Bi, September 2019

Annex 5. PEOPLE CONSULTED

Government of Burkina Faso

1. BADO Paul, Directeur de la Coordination des projets et programmes, DGESS
2. BAMBARA Gustave, Directeur
3. BAYALA Bapio Fidèle, Chef de Service / DPAM
4. BAYALA Rigobert, Agent ONDD
5. BOGOLITAN Abdoul, 1^{er} Adjoint au Maire de Seytenga
6. COMPAORE Aimé, Directeur provincial de l'environnement et de l'économie verte, Dori
7. CONFE Bernadette, HCRUN
8. DALLO Charle, DDLE/DGDT/PADEL
9. DARGA Clarisse, Chef de Département Assistance Humanitaire, SP/CONASUR
10. DICKO Boureima Hamidou, Maire de Sampelga
11. DICKO Hamidou, Président du Conseil Régional du Sahel, Secrétariat Général de la Défense Nationale, Premier Ministère
12. GOUNGOUNGA Justin, Secrétaire Permanent du CNDD
13. HAMADI Boubacar, Maire de Sebba
14. HANNI Olivier, Chef de Section Plaidoyer, SP/CONASUR
15. IBRIGA Luc Marius, Contrôleur Général de l'État, Autorité Supérieure du Contrôle de l'État et de la Lutte contre la Corruption
16. ILBOUDO André Eugène, HCRUN
17. ILBOUDO Boubacar, Directeur de la Formulation des Politiques
18. ILI Léonce, DAF, SP/CONASUR
19. ISSAKA Sam, HCRUN
20. KABORE Salfo, Colonel Major, Gouverneur de la Région du Sahel
21. KOANDA Idrissa, Directeur Général des Collectivités Territoriales
22. KOBAYAGDA Issa, Directeur Général DGEP
23. KORGGO Bruno, Directeur Général des Énergies Renouvelables, Ministère de l'Énergie du Burkina Faso
24. KOUDOUGOU Jean Pierre Lamousse, DGESS
25. KUELA Tony Delwonele, Directeur DPEI
26. LOMPO Madja, Secrétaire Général de la Mairie de Sebba
27. NAKANABO Tasséré, Agent ONDD
28. NANA Somanegré, Coordonateur Technique CNDD
29. NATAMA Ghislain, Agent technique municipal Sampelga
30. ONADJA Kanfido, Suppléant du Directeur Général du Contrôle des Marchés et des Engagements Financiers de l'État, Ministère de l'Économie et des Finances
31. OUABA Michel, Directeur Général des Études et des Statistiques Sectorielles, Ministère de l'Environnement, de l'Économie Verte et du Changement Climatique
32. OUANDAOGO Ousmane, Chargé de Composante PUS-BP DGDT
33. OUATTARA Arouna, Conseiller des Affaires Économiques, Directeur Régional de l'Économie et de la Planification de la Boucle du Mouhoun
34. OUATTARA Karamogo, Agent DPPS

35. OUEDRAOGO Amadé, Chef de Service Ressources Naturelles/ DCEI SP/CNDD
36. OUEDRAOGO GARAME Fatoumata, HCRUN
37. OUEDRAOGO Kouka Ernest, DG/ ANAM
38. OUEDRAOGO Rosemarie, HCRUN
39. PALE Théodore Naba, Colonel-Major, Secrétaire Général de la Défense Nationale, Premier Ministère
40. PAMTAM Issaka, Chef de Section Réhabilitation, SP/CONASUR
41. RANDE Lakaya, Chef de Service, Chambre de Commerce
42. ROUAMBA OUEDRAOGO Valérie, Responsable en charge de la mobilisation des ressources et la prise en compte du genre, Haut Conseil pour la Réconciliation et l'Unité Nationale (HCRUN)
43. SAM François, Directeur de la Prospective et de la Planification Opérationnelle
44. SANKARA Saaturin, Chef Département, SP/CONASUR
45. SAWADOGO Wendyam Lazare, Chef Service de la Climatologie, ANAM
46. SIDIBE Nobert, Directeur de l'ONDD et Coordonnateur de l'ANCR2
47. SINA Sibidou, Secrétaire Général SP/ Direction Générale des Études et des Statistiques Sectorielles, Ministère de l'Environnement, de l'Économie Verte et du Changement Climatique
48. SY BARRY Salimata, animateur des Services Financiers, Chef Service de la coordination de l'Aide Publique au Développement
49. TAMALGO Hyacinthe, DGA/DGEP
50. TAMALGO Hyacinthe, DGA/DGEP
51. TANKOUUNO Michel Jérôme, Chargé de Programme DCCI/ SP-CNDD
52. TAPSOBA Pauline, Chargé d'étude à la DGEP
53. TRAORE Dabou Irène, Coordonnatrice de l'Unité Centrale de Planification et Suivi-Évaluation, Secrétariat Permanent du Conseil National de Lutte contre le Sida et les IST (SP/CNLS-IST), Présidence du Faso
54. WILY Esai, Chef de Service / DPPS
55. YE Dominique, Chef de Département, SP/CONASUR
56. ZOULE Pauline, Ministre Délégué auprès du Ministère de l'Économie, des Finances et du Développement, Chargé de l'Aménagement du Territoire

UNDP

1. AWIMA Débana, VNU Communautaire Dori
2. BADIBANGA Leon, Operations Manager
3. BAGA Emmanuel, Spécialiste Suivi-Évaluation PADEL
4. BALE Daouda, Gouvernance/ VNU
5. BANGRE FREDERIC, Associé au Finances
6. BENJA Karen Deborah, Point Focal PNUD Région du Centre Nord
7. CIOWELA Mathieu, Resident Representative
8. CISSE Losseni, Spécialiste de Programme
9. COULIBALY Clarisse, CP Environnement
10. DIALLO Laure, HR Associate /RH
11. DUSHIMIRIMANA Laetitia, Point Focal PNUD Ouahigouya
12. EKLU KOEVANU Eucher, CTP Juriste Transitionnelle
13. GUEYE Aminata, Procurement Associate
14. KINI Dieudonné, Team Leader Gouvernance
15. KOUSSOUBE Patrick, Finance Analyst
16. MAHAMANE Ousmane, CTP Etat de Droit /J/DH
17. MBANDA Martin, Conflict Prevention and Resilience Advisor
18. MIGA Ousseni, VNU Oudalan Seno PADEL
19. MILLOGO Brice, Programme Specialist
20. MPAKO Foaleng Hortence, Security Specialist (RSS)
21. NADIE Rufine, Human Resources Assistant
22. NOMBRE Issaka, Coordonnateur, Projet de Promotion de la Sécurité Communautaire et de la Cohésion
23. OUALY Aboubacar, Coordonnateur PADEL
24. OUATTARA Claude, Programme officer UNDP and UNCDF
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1. BOUDO Issouf, Jardinier
2. DAMONÉ Sianou, Chef Doso
3. DOH Sabéyaboni, Enseignant CEG de Souho
4. DOULA Elizé, Élève
5. GNOUNOU Ousséni, Jardinier
6. NAKELSÉ Christine, Bénéficiaire d'animaux
7. NAPO Adama, Parent d'élève
8. NAPO Alidou, Chef de Village de Souho
9. NAPO Amidou, Notable du Village de Souho
10. NAPO Boukissa, Élève
11. NAPO Seydou, Jardinier
12. OUEDRAOGO Kadine, Bénéficiaire d'animaux
13. TOME Kadonou, CPE Souho
14. TUINA Bertrand, CPE Souho
15. ZIBA Beli, Enseignant CEG de Souho
16. ZIO Marcel, Directeur CEG de Souho
17. ZOMA Barnabé, Jardinier

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2. DEME Raimatou, Membre
3. Djibo Kasmata, Membre
4. Dramé Kadiatou, Présidente
5. GO Bakali, membre
6. KI Fernand, Animateur EBA-FEM
7. KINDO Mariam, Membre
8. SOUABO Maimoina, Trésorière
9. TIAMA Korotimi, Membre
10. ZERBO Aramata, Trésorière Boulangerie
11. ZONGO Assétou, Membre
12. ZOU Semelo, Membre

Douroula

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2. BAYE Sibiri, Mairie Tchériba
3. OUEDRAGO Edouard, SG Mairie de Tchériba
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Bénéficiaires EBA/FEM (Bas-fonds aménagés pour la production de Riz) à TIOGO

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4. KANZIE Emou, Membre du groupement,
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3. SAVADOGO Clarisse, Bénéficiaire CREME
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Annex 6. DOCUMENTS CONSULTED

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Annex 7. STATUS OF COUNTRY PROGRAMME INDICATORS

Indicators	Baseline	Target 2020	Status (Progress/Regression)
			2018
Outcome 11A: By 2020, the effectiveness of institutions is improved and the people of Burkina Faso, particularly those most exposed to the risks of conflict and insecurity, live in peace and security in a state governed by the rule of law			
1.1 Quality of policies and Institutions (CPIA)	3.6	4.8	3.6 Source: World Bank CPIA
1.2 Corruption Index perception	38	52	41 Source: Transparency International annual report
1.3 Proportion of vulnerable persons with access to justice services including minors in conflict with the law	70%	80%	70% Source: Statistical Yearbook of the Ministry of Justice, Human Rights and Citizen Promotion (MJDHCP) annual report
1.4 Number of persons benefiting from multisectoral assistance following a conflict	2145	1839	10000 Source: Annual report of MJDHCP CO Comment: Le nombre a considérablement augmenté à cause du conflit inter communautaire qui a affecté la région du sahel en fin d'année 2018
1.5 Rate of Implementation of UPR recommendations	35%	45%	37% Source: Annual report of MJDHCP
1.6 Ibrahim Index for Governance in Africa	52.2	65	61.9
			Source: Mo Ibrahim Foundation report
1.7 Perception in percentage of Risk of conflicts	60.3%	39.6%	54% Source: Report on Overview of Community conflicts

Outcome 12A: By the end of 2020, populations, especially young people and women in intervention areas (urban/rural), increase their income, adopt sustainable production and consumption patterns, and improve their food security			
2.1 Number of households with access to modern energy services	640	3000	1150 Source: Statistical Yearbook of the Ministry in charge of environment
2.2 Number of youth and women benefiting of green jobs created	6000	50000	7200 Source: Statistical Yearbook of the Ministry in charge of environment
2.3 Area of degraded land in protected areas recovered (hectares)	10500	25000	13169 Source: Annual report of MEEVCC
2.4 Coverage of cereal needs	96%	140%	115% Source: Agricultural Campaign Evaluation Reports
2.5 Commercialization rate for agricultural products (including cash crops)	25%	37.50%	25% Source: Agricultural Campaign Evaluation Reports
2.6 Proportion of conservation areas under development	25%	31%	27% Source: Statistical Yearbook of the MEEVCC
2.7 Percentage of population in food insecurity (phases 3, 4 and 5)	1.31%	0%	0.95% Source: Data of Harmonized Framework of the Permanent Secretariat for the coordination of agricultural sector policy
Outcome 13A: By 2020, populations, especially vulnerable groups, in target areas are more resilient to climatic and environmental shocks			
3.1 Number of persons vulnerable to climatic, environmental shocks	1053000	400000	925700 Source: SP/CONASUR annual report

Output Description	Output Indicator #	Output Indicator Description	Output Indicator Baseline	Output Indicator Target by 2020	Output Indicator Value 2018
Output 1.1: Selected institutions at national and decentralized levels with functional capacities including procedures systems and tools for efficient and transparent public procurement	Indicator 1.1.1	Average implementation rate of projects and programmes	69.37	90	75 Source: Rapport de revue annuelle du SNU au Burkina Faso
Output 1.2: National structures and decentralized entities in charge of coordination, implementation and monitoring of the PNDES with capacities and technical tools to mobilize resources, formulate and monitor programs aligned with the SDGs	Indicator 1.2.1	Percentage of programmes and sectoral policies targeting the most vulnerable populations	70%	100%	83% Source: Rapport annuel de la DGEP
	Indicator 1.2.2	Proportion of SDG-oriented NESDP monitoring reports produced by the national statistical system	0%	100%	80%
Output 1.3: Institutions in charge of rule of law legal aid and national reconciliation with operational capacity to deliver justice services to the population and facilitate the reconciliation process	Indicator 1.3.1	Number of transitional justice cases processed by the Higher Council for Reconciliation and Unity (HCRUN)	1000	5065	1865 Source: Rapport annuel du HCRUN
	Indicator 1.3.2	Number of transitional justice cases processed through legal aid	0	300	114
Output 1.4: National security framework and security sector actors with knowledge and tools to carry out their mission in accordance with democratic principles.	Indicator 1.4.1 Percentage of newly recruited defense and security Force personnel with relevant knowledge on human rights and democratic principles	1.4.1.1 TOTAL Percentage of newly recruited defense and security Force personnel with relevant knowledge on human rights and democratic principles	25%	60%	45% Source: Rapport annuel de la DGESS du Ministère en charge de la justice
		1.4.1.2 Percentage of newly recruited defense personnel with relevant	25%	60%	45% Source: Rapport annuel de la DGESS du

		knowledge on human rights and democratic principles			Ministère en charge de la justice
		1.4.1.3 Percentage of newly recruited security Force personnel with relevant knowledge on human rights and democratic principles	25%	60%	45% Source: Rapport annuel de la DGESS du Ministère en charge de la justice
	Indicator 1.4.2	Existence of the reform of security sector strategy	No	Yes	No Source: Rapport annuel de la DGESS du ministère en charge de la sécurité
Output 1.5: Civil society organizations (CSO) Community leaders (including women) at central and local levels and border areas have inclusive dialogue forums and citizen oversight mechanisms.	Indicator 1.5.1 Percentage of CSO alerts towards public institutions and private companies that gave rise to positive responses	1.5.1.1 TOTAL Percentage of CSO alerts towards public institutions and private companies that gave rise to positive responses	25%	90%	45% Source: Rapport annuel du SPONG
		1.5.1.2 Percentage of CSO alerts towards public institutions that gave rise to positive responses	25%	90%	45% Source: Rapport annuel du SPONG
		1.5.1.3 Percentage of CSO alerts towards private companies that gave rise to positive responses	25%	90%	45% Source: Rapport annuel du SPONG

	Indicator 1.5.2	Proportion of religious leaders with proven ability to conduct interreligious dialogue.	0%	60%	15%	Source: Ministry of Territorial Administration annual report
	Indicator 1.5.3	Percentage of CSOs implementing civic education programmes, including advocacy on participation of women in decision-making bodies.	10%	80%	27%	Source: National Council of CSOs annual report
	Indicator 1.5.4	Percentage of media broadcast of civic education programmes per year, including advocacy on participation of women in decision-making bodies.	10%	80%	32%	Source: Ministry of Communication's annual report
	Indicator 1.5.5	Number of functional existing collaboration schemes between communities, authorities and security forces to achieve greater collaboration and confidence in institutions.	0	2	9	Source: Ministry of Security annual report
Output 2.1: Targeted households have modern energy services for their livelihood and domestic consumption.	Indicator 2.1.1	Proportion of households with access to modern energy including for productive uses	0%	50%	16%	Source: Ministry in charge of youth and employment annual report
	Indicator 2.1.2	Number of women's associations managing local level energy enterprises (multifunctional platforms) with mixed energy sources using renewable energy daily	54%	200%	95%	Source: Ministry of Energy's annual report

Output 2.2: Youth and women have leadership and business skills to access finance, create and take advantage of job opportunities, including green and ICT jobs	Indicator 2.2.1 Number of businesses created by youth and women using the ICT and incubators' platforms in targeted areas	2.2.1.1 TOTAL Number of businesses created by youth and women using the ICT and incubators' platforms in targeted areas	0	700	305 Source: Rapport annuel de la DGESS du Ministère en charge de la jeunesse
		2.2.1.2 Number of businesses created by WOMEN YOUTH using the ICT and incubators' platforms in targeted areas	0	200	75 Source: Rapport annuel de la DGESS du Ministère en charge de la jeunesse
		2.2.1.3 Number of businesses created by MEN YOUTH using the ICT and incubators' platforms in targeted areas	0	400	170 Source: Rapport annuel de la DGESS du Ministère en charge de la jeunesse
		2.2.1.4 Number of businesses created by WOMEN NON YOUTH using the ICT and incubators' platforms in targeted areas	0	100	55 Source: Rapport annuel de la DGESS du Ministère en charge de la jeunesse
	Indicator 2.2.2 Number of youth and women with leadership and business skills to create and benefit from green	2.2.2.1 TOTAL Number of youth and women with leadership and business skills to create and benefit from green job opportunities in targeted areas	0	700	290 Source: Rapport annuel de la DGESS du Ministère en charge de la jeunesse

	job opportunities in targeted areas	2.2.2.2 Number of WOMEN YOUTH with leadership and business skills to create and benefit from green job opportunities in targeted areas	0	200	65 Source: Rapport annuel de la DGESS du Ministère en charge de la jeunesse
		2.2.2.3 Number of MEN YOUTH with leadership and business skills to create and benefit from green job opportunities in targeted areas	0	400	160 Source: Rapport annuel de la DGESS du Ministère en charge de la jeunesse
		2.2.2.4 Number of WOMEN NON YOUTH with leadership and business skills to create and benefit from green job opportunities in targeted areas	0	100	65 Source: Rapport annuel de la DGESS du Ministère en charge de la jeunesse
Output 2.3: Central and local institutions communities and CSOs in target areas with technical knowledge to adapt new practices and capacities to integrate management of sustainable natural resources in their development plans	Indicator 2.3.1 Number of targeted municipalities and regions with development plans mainstreaming sustainable natural resource management and practices being applied.	2.3.1.1 TOTAL Number of targeted municipalities and regions with development plans mainstreaming sustainable natural resource management and practices being applied.	0	12	5 Source: Rapport annuel de la DGEP
		2.3.1.2 Number of targeted municipalities with development plans mainstreaming sustainable natural resource management and practices being applied	0	9	4 Source: Rapport annuel de la DGEP

		2.3.1.3 Number of targeted regions with development plans mainstreaming sustainable natural resource management and practices being applied.	0	3	1 Source: Rapport annuel de la DGEP
Output 2.4: Local communities in the Sahel Mouhoun Central North Central-South and Central West enabled to apply sustainable and climate-adapted agricultural techniques	Indicator 2.4.1	Proportion of local communities demonstrating knowledge of sustainable and climate-adapted agricultural techniques	25%	50%	30% Source: Permanent Secretariat of the National Council for Sustainable Development's annual report
Output 3.1: National and local institutions have a gender sensitive risk management/governance system in place focusing on disaster prevention preparedness interventions and recovery	Indicator 3.1.1	Number of national and local institutions with a gender sensitive risk management/governance system for disaster prevention, preparedness, response and recovery.	8	12	10 Source: (SP/CONASUR) annual report
	Indicator 3.1.2 Proportion of indicators related to disaster victims or persons at risk of disasters disaggregated by sex	3.1.2.1 TOTAL Proportion of indicators related to disaster victims or persons at risk of disasters disaggregated by sex	40%	70%	50% Source: (SP/CONASUR) annual report
		3.1.2.2 Proportion of indicators related to disaster victims disaggregated by sex	40%	70%	50% Source: (SP/CONASUR) annual report
		3.1.2.3 Proportion of indicators related to persons at risk of disasters disaggregated by sex	40%	70%	50% Source: (SP/CONASUR) annual report

	Indicator 3.1.3	Number of region with population resilience plan.	2	13	8 Source: (SP/CONASUR) annual report
Output 3.2: National and local institutions involved in disaster risk management have strengthened technical capacities to address disasters and other emergencies	Indicator 3.2.1 Number of contingency plans developed at regional and local level with contributions from women and youth	3.2.1.1 TOTAL Number of contingency plans developed at regional and local level with contributions from women and youth	21	67	21 Source: (SP/CONASUR) annual report
		3.2.1.2 Number of contingency plans developed at REGIONAL level with contributions from women and youth	7	13	7 Source: (SP/CONASUR) annual report
		3.2.1.3 Number of contingency plans developed at LOCAL level with contributions from women and youth	14	54	14 Source: (SP/CONASUR) annual report
Output 3.3: People with knowledge, tools and information to be better prepared for disaster risk and humanitarian emergencies	Indicator 3.3.1	Number of regions with capacity to ensure coordinated response in case of disasters	0	13	0 Source: (SP/CONASUR) annual report
	Indicator 3.3.2	Existence of a single coordinating decision-making structure at the central level	No	Yes	No Source: (SP/CONASUR) annual report

Source: Data from Corporate Planning System