An abstract graphic at the top of the page consists of a dark blue background with a network of thin, light blue lines connecting various colored dots (yellow, orange, blue, white) scattered across the space, creating a sense of global connectivity or data flow.

Independent Country Programme Evaluation

Guinea

Annexes



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ANNEX 1. TERMS OF REFERENCE

Introduction

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) conducts independent country programme evaluations (ICPEs) to capture and demonstrate evaluative evidence of UNDP's contributions to national development priorities, 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
- Contribute to organizational learning and decision-making

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 IEO is two-fold: (i) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (ii) 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 and key stakeholders where the country programme is implemented.

This is the first ICPE conducted by the IEO covering UNDP country programmes in Guinea. The current ICPE will be conducted in 2021 towards the end of the current UNDP programme cycle of 2018-2022, with a view to contributing to the preparation of UNDP's new programme starting from 2023.

National context

Guinea is a coastal country in West Africa with an estimated population of 12.7 million. The country sustained considerable economic and human development progress over the past decade, driven by its abundant natural resources, with its GNI per capita and human development value increasing, respectively, by 71.2 percent and 69.1 percent between 1990 and 2019.²

Despite this progress and its many natural and mineral resources, Guinea is among the world's least developed country category and remains in the low human development category, positioned 178 out of 189 countries and territories of the HDI index ranking in 2019 and scoring below the average of the low HDI category and of Sub-Saharan African countries. Similarly, the country's HDI value, when the value is discounted for inequality, falls by 24.4 percent, which is above the regional average. The 2018 Multi-dimensional Poverty Index estimated that 66.2 percent of the population are multidimensionally poor while an additional 16.4 percent are classified as vulnerable to multidimensional poverty³. Poverty rates

¹ <http://web.undp.org/evaluation/documents/evaluation-policy.pdf>

² UNDP, Human Development Report 2020, Briefing note for countries on the 2020 Human Development Report

³ UNDP, Human Development Report 2020, Briefing note for countries on the 2020 Human Development Report

are higher among households in the agricultural sector and among households with low educational attainment⁴. The incidence of poverty for rural areas is almost 65 percent as compared with 35.4 percent in urban areas and a poor population of 1.2 million, though 30% of the increase of estimated absolute number of poor recorded since 2002 were found in urban areas.

The country is ranked 118 out of 156 countries on the Global Gender Gap index, showing progress in the area of economic empowerment but significant gaps remaining in the dimensions of educational attainment and political empowerment⁵. 80% of women reported having experience gender-based violence and female genital mutilation concerns 97% of women between the age 15-45⁶. Youths are estimated to represent 80% of people unemployed⁷.

The country's development trajectory remains hindered by structural weaknesses in governance, exposure to external shocks, and increasing effects of climate change. Guinea is ranked 39th out of 54 on the Ibrahim Governance index, with a declining trend on the index's dimension of participation, rights and inclusion since 2010⁸. Overall, Guinea's experience with multiparty democracy has remained recent and marked by recurrent socio and ethnic political tensions despite important progress achieved in building democratic institutions. Further progress has been hindered by a legacy of fragile institutions, centralized governance, and limited public trust in central institutions⁹. Other interrelated fragility, conflict and violence drivers have been noted through rising underemployment and political instrumentalization of ethnicity¹⁰.

The country's economy relies primarily on its agricultural sector, which is estimated to employ 52% of the country's workforce, but only constituted around 20% of GDP in 2017¹¹. The mining sector is of increasing importance, with the country holding the single largest bauxite reserves, as well as deposits of gold, diamonds and iron ore. According to 2018 estimates, the extractive industries sector constitutes around 18% of GDP and 6% of employment¹². The country's economy has been coping with the combined lasting effects of recent external shocks related to the decline in global commodity prices and an Ebola Epidemic in 2014-2015, which caused significant social losses, disruption in non-mining sectors of the economy and exacerbated preexisting chronic food insecurity situations in some regions. Economic recovery from the Ebola crisis and from the global COVID 19 pandemics in 2020 have been supported by increases in commodity prices and resurgence of global demands following the reopening of economies in later part of 2020. However, growth in non-mining sectors is projected to grow only by half of its pre pandemic projection¹³ highlighting the impact of the pandemic on the most vulnerable populations. In February 2021, a new Ebola virus outbreak was declared by the national authorities and as of April 2021, 16 cases of Ebola were confirmed in Guinea, including 5 confirmed deaths and 10 recoveries¹⁴.

⁴ World Bank Group- country partnership framework for the republic of Guinea for the period fy2018-fy23 <http://documents1.worldbank.org/curated/en/346601528601433676/pdf/Guinea-CPF-Board-Version-Final-05152018.pdf>

⁵ [Global Gender Gap Index 2021](#), World Economic Forum

⁶ UNDAF 2018-2022

⁷ Plan National De Development socio-économique 2016-2020, République de Guinée

⁸ Source: Ibrahim Index of African Governance, consulted in April 2021

⁹ World Bank Group- country partnership framework for the republic of Guinea for the period fy2018-fy23

¹⁰ World Bank, Implementation Note for the IDA 18 Risk Mitigation Regime (RMR) in Guinea, May 2017

¹¹ CIA World Fact Book <https://www.cia.gov/the-world-factbook/countries/guinea/#economy>

¹² Extractive Industries Transparency Initiative, 2018: <https://eiti.org/guinea>

¹³ IMF Staff report, Guinea, December 2020

¹⁴ UNICEF Guinea Ebola Situation Report No. 5, 14 - 24 April 2021

Guinea is home to rich natural resources and biodiversity and to the sources of several major rivers crossing the Sahel countries¹⁵. Guinea already suffers recurring floods during the rainy season and climate change is likely to alter rainfall patterns in a manner that exacerbates this challenge¹⁶. Increased salinization of water sources and coastal flooding from rising sea levels further harm agriculture, water availability, coastal infrastructure, and mangrove ecosystems; and place significant risks for the 6 percent of Guinea's population living in low-lying areas subject to sea level rise¹⁷. The rapid expansion of the mining sector and hydropower development may pose additional threats to environmental and biodiversity conservation¹⁸.

UNDP Programme in Guinea

UNDP has had a cooperation partnership agreement with the government of the republic of Guinea since 1975¹⁹. The 2018-2022 UNDP programme seeks to contribute to the objectives of the United Nations Development Assistance Framework (UNDAF)²⁰ for the same period. The UNDAF is framed against the country's Vision 2040²¹ document, which set a vision for « an emergent and prosperous Guinea, guaranteeing a high level of living standard and well-being to its population and future generations » and sets the long term pathways for the country's achievement of the 2030 Agenda for Sustainable Development and the Africa Union Agenda 2063. The country programme is aligned with the 5-year national socio-economic development plan for the period 2016-2020²² aimed to operationalize the implementation of this long-term development agenda.

The present UNDP country programme builds on the preceding programme 2013-2017 in which UNDP interventions sought to support the effective management of threats to stability and social peace, improved capacity and modernization of public institutions, support dividends from the transition to democracy that addresses underlying poverty and exclusion issues. During this period, UNDP supported the operationalization of key democratic institutions and processes such as the national parliament, professionalization of the electoral process, support to justice and security reforms, and to strategic planning and institutional capacity building of sectoral ministries²³. The implementation of the preceding country programme strategy was disrupted by the Ebola Virus Outbreak in the country, to which UNDP was able to adapt and effectively contribute to the national authorities' response and recovery capacities as highlighted in the CPD final evaluation²⁴. The final evaluation also highlighted shortcomings in part due to the fragmentation of the programmes' interventions, recognized in the 2018-2022 CPD, and highlighted limited results in its interventions at community level to strengthen socio economic resilience due to the small scale and short duration of interventions²⁵.

The country programme document frames UNDP's overarching contribution in terms of supporting the country in creating conditions for sustainable growth, by building strong and responsible public institutions that are accountable to civil society. UNDP programmes are defined under two mutually strengthening

¹⁵ the Gambia, the Niger, and the Senegal rivers take their source from Guinea's highlands

¹⁶ African Development, National Climate Change profile, Guinea, December 2018

¹⁷ USAID, Climate Risk Profile, Guinea, December 2018

¹⁸ USAID , Guinea, Country Development Cooperation Strategy 2020-2025

¹⁹ UNDP/ADM/LEG/SBA/18

²⁰ [UNDAF Guinea 2018-2022](#)

²¹ [Vision 2040 pour une Guinée émergente et prospère](#), République de Guinée

²² [Plan national de développement économique et social 2016-2020](#), République de Guinée

²³ [Final Decentralized Evaluation of UNDP country programme in Guinea 2013-2017](#), UNDP, Evaluation Resource Center.

²⁴ Ibid

²⁵ Ibid

pillars of work, drawn from the UNDAF 2018-2022, aimed to support the promotion of good governance at national, regional and community levels in combination with investments in economic transformation and sustainable management of natural capital. The total estimated budget in support of the two priority areas of UNDP's 2018-2022 programme was about US\$ 144.4m (see table 1), with about 2/3rd allocated to the outcome 2 on food security, sustainable management of environment, resilience of populations to climate change and disaster risk management (US\$ 100m). As of March 2021, programme expenditure represented overall 36% of planned budget at US\$ 52m at the formulation of the country programme results and resources framework.

Table 1: United Nations Sustainable Development Framework outcomes, UNDP Country Programme Outputs and Indicative Resources (2018-2022)

UNDAF+ Outcomes	CPD Outputs	Planned Budget (CPD Results framework) USD mil.	Actual budget	Expenditure (as of March 2021) USD mil.
Outcome 1: By 2022, national institutions at the central, decentralized and deconcentrated levels are inclusive, assuring and guaranteeing the rule of law, democracy, security, social peace and an effective institutional governance in accordance with the principles of human rights.	Outputs 1.1: Legal/regulatory framework, policies and strategies on rule of law, inclusive growth and environment are updated and harmonized Outputs 1.2: Legal/regulatory framework are strengthened to improve CSO, women and youth participation in political, economic and social decision making Outputs 1.3: Newly created regional development zones are functional and exercise legal and constitutional prerogatives Output 1.4: Institutions and organizations involved in strengthening democratic and economic governance have the capacities to fulfil their mandate	44.4	23.1	17.9
Outcome 2: By 2022, the national institutions, civil society and the private sector will have implemented the policies that improve food security, sustainable management of environment, resilience of populations to climate change and disaster risk management	Output 2.1: The professional unions and farmers' associations are better organized and equipped to promote their activities Output 2.2: Women and youth benefit from income-generating activities and decent employment within sustainable value chains developed in the mining, agricultural and fisheries sectors Output 2.3: The capacities of National Statistical Institute are enhanced to provide quality data and analysis for development planning monitoring and evaluation and decision-making. Output 2.4: Households of targeted cities and villages have better access to alternative technologies, renewable energies and healthy living environment. Output 2.5: The most vulnerable groups, have increased capacities for resilience and adaptation to climate change	100	45.9	34.4

Table 1: United Nations Sustainable Development Framework outcomes, UNDP Country Programme Outputs and Indicative Resources (2018-2022)

UNDAF+ Outcomes	CPD Outputs	Planned Budget (CPD Results framework) USD mil.	Actual budget	Expenditure (as of March 2021) USD mil.
	Output 2.6: National environment and natural resources management institutions have strengthened capacities in resource mobilization and improved access to climate funding			
Grand total		144.4	69.0	52.3

Source: UNDP Guinea Country Programme Document 2018-2021 and ATLAS extraction (15 March 2021)

Scope of the evaluation

The ICPE will focus on the present programme cycle (2018-2022) approved by UNDP Executive Board while taking into account interventions which may have started in the previous programming period cycle (2013-2017) but continued or concluded in the current programme cycle. In addition, evidence from past performance emerging from the preceding country programming period in selected interventions areas will also be considered to inform UNDP's positioning overtime. The scope of the ICPE will include the entirety of UNDPs activities in the country, covering all outcome areas, and funded by all sources. The coverage will include a sample, as relevant, of both larger and smaller pilot projects, both completed and active projects, and other advocacy efforts and other activities developed outside of project frameworks. Efforts will also be made to capture the role and contribution of UNV and UNCDF, as applicable.

The Global COVID-19 pandemic has presented UNDP with considerable challenges in implementing its ongoing programme of work in line with the CPD. Even more so than usual, UNDP has been required to be adaptable, refocusing and restructuring its development work to meet the challenges of the pandemic and Country's need to effectively prepare, respond and recover from the wider COVID-19 crisis, including its socio-economic consequences. Thus, this ICPE will also consider the degree to which UNDP has been able to adapt to the crisis and support the country's preparedness, response to the pandemic and its ability to recover meeting the new development challenges that the pandemic has highlighted, or which may have emerged. Given the past and recent Ebola outbreak declared in the country, the evaluation will also assess UNDP's contribution to the Post Ebola response of the country and seek to consider its sustainability and contribution to the on-going crises.

Methodology

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards²⁶ and Ethical Guidelines²⁷. The ICPE will address the following four main evaluation questions. 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 that extent has UNDP been able to adapt its support to emerging changes in the development context including the COVID-19 pandemic and other shocks?
3. To what extent has the programme achieved (or is likely to achieve) its intended objectives? How well has UNDP supported preparedness, response and recovery processes?
4. What factors contributed to or hindered UNDP's performance and eventually, the sustainability of results?

ICPEs are conducted at the outcome level. To address questions 1 and 2, a Theory of Change (ToC) approach will be used to better understand how and under what conditions UNDP's interventions were expected to lead to good governance (outcome 1) and resilience building in the country (outcome 2). In consultation with stakeholders, as appropriate, discussions will focus on mapping the assumptions behind the programme theory and the causal linkages between the intervention(s) and the intended country programme outcomes.

The effectiveness of UNDP's country programme will be analysed in response to evaluation question 2 and 3. This will include an assessment of results achieved at project level and the extent to which these results have contributed to the intended CPD objectives. In this process, both positive and negative, direct and indirect as well as unintended results will be identified. UNDP support to country's preparedness, response and recovery process to the COVID-19 pandemic will also be addressed by analysing UNDP's programme adaptation to the COVID-19 situation, the relevance of UNDP's support to the country including its alignment to national policies and other UN agencies and donors' interventions as well as by assessing the effectiveness of the support provided and the sustainability of results achieved.

The evaluation will analyse the factors that have both positively and negatively affected UNDP's performance, as well as the anticipated sustainability of results, in order to draw lessons and inform future programs. Influencing factors will be examined in alignment with the engagement principles, drivers of development and alignment parameters of the Strategic Plan.²⁸ The utilization of resources to deliver results and how managerial practices impacted achievement of programmatic goals will also be considered. Special attention will be given to the integration of gender equality and women's empowerment, people living with disabilities, and the mainstreaming of SDGs and leave no one behind objectives in the design and implementation of the CPD.

²⁶ <http://www.unevaluation.org/document/detail/1914>

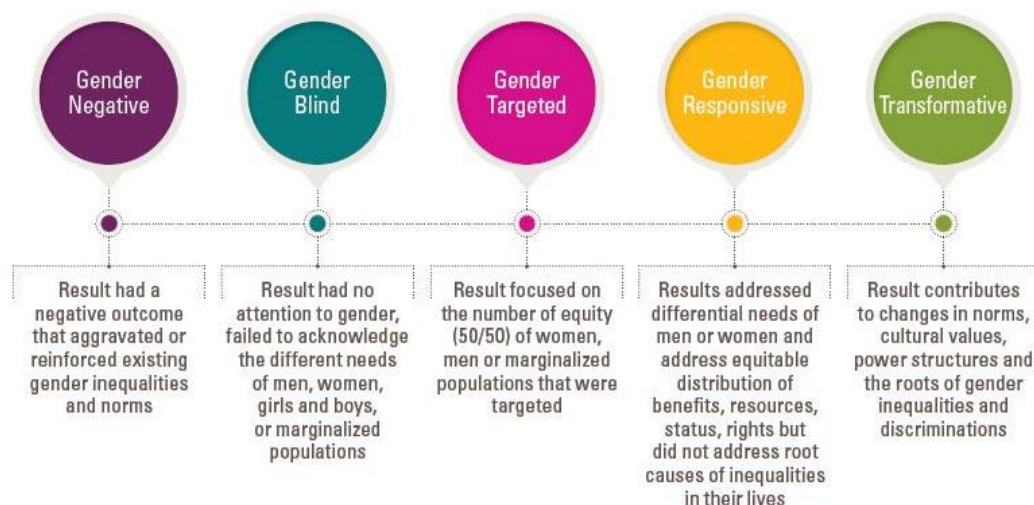
²⁷ <http://www.unevaluation.org/document/detail/2866>

²⁸ These principles include national ownership and capacity; human rights-based approach; sustainable human development; gender equality and women's empowerment; voice and participation; South-South and triangular cooperation; active role as global citizens; and universality.

Special attention will be given to integrate a gender-responsive and intercultural focus to the evaluation approach to data collection methods. In this context, the evaluation will analyze the extent to which UNDP Guinea support was designed to and did contribute to gender equality. This analysis will be conducted considering the gender marker²⁹ and IEO's gender results effectiveness scale (GRES). The GRES classifies gender results into five categories as indicated in the schematic below. In addition, gender-related questions will be incorporated in the data collection methods and tools, such as the interview questionnaire, and reporting. In line with UNDP's gender equality strategy, the ICPE will examine the level of gender mainstreaming across all the programme and operations. Gender-related data will be collected by using corporately available sources (e.g. the Gender Marker) and programme/ project-based sources (e.g. through desk reviews of documents and interviews), where available, and assessed against its programme outcomes and the GRES.

ICPE rating system: Based on the rating system piloted by the IEO under its Independent Country Programme Review (ICPR) model and the lessons learned from its application, the IEO is currently developing a rating system for ICPEs which will be applied on a pilot basis to ICPEs in 2021. Ratings will be given for performance at the output and outcome levels. Outputs will be rated against UNDP country programme progress/ achievement towards each of the planned outputs. Outcomes will be rated against UNDPs contribution to CPD Outcome/ UNDAF+ outcome goals.

Figure 1. Gender Results Effectiveness Scale



Data collection

Assessment of existing data and of data collection constraints: There were 6 decentralised project evaluations undertaken during the CPD period including 4 final evaluations and 2 mid-term evaluations. At the time of launching the ICPE, 77% of the CPD evaluation plan was completed³⁰. A similar number of

²⁹ A corporate tool to sensitize programme managers in advancing GEWE by assigning ratings to projects during their design phase to indicate the level of expected contribution to GEWE. It can also be used to track planned programme expenditures on GEWE (not actual expenditures).

³⁰ This includes cancellation of 2 outcomes evaluations and CPD evaluations replaced by this current ICPE.

evaluations were conducted for preceding country programmes period which will enable to trace UNDP performance before the country programme period under review. The evaluation coverage for the current programming period, however, has been focused on GEF projects (5/6 evaluations available) and provide thus limited input for the assessment of other interventions areas. The CPD Outcomes, UNDP Results-Oriented Annual Reports (ROAR), UNDP's COVID-19 Mini-ROAR, and the corporate planning system (CPS) associated with it provide indicators, baselines and their status of progress. To the extent possible, the ICPE will use these indicators and data, as well as other alternative indicators which may have been used by the Country Office, to interpret the UNDP programme goals and to measure and assess progress toward the intended outcomes. However, the CPD indicators try to assess aspects of performance that are well-outside of UNDP's direct sphere of control, and for which the programmes may have had limited influence. In addition, the majority of indicators data sources depend on the availability of statistics and reports from national institutions for which availability cannot be fully assessed at this stage. In addition, primary data collection will depend on COVID-19 restrictions and the possibility of conducting virtual consultation. In response to these constraints, the evaluation team will rely on an extensive documentary and literature review, expand the number of interviews with key informants as well as deploy external internal and national expertise and seek opportunities to engage with think tanks, academia and research institutes to expand data collection opportunities.

Data collection methods: The evaluation will use data from primary and secondary sources, including desk review of corporate and project documentation and surveys. A multi-stakeholder approach will be followed, and telephone/zoom interviews will include government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, the Country Office and RBA, and beneficiaries of the programme. Efforts will be made to collect views from a diverse range of stakeholders on UNDP's performance.

At the start of the evaluation, a stakeholder analysis will be conducted with the support of the Country Office to identify relevant UNDP partners and beneficiaries to be consulted, as well as those who may not work with UNDP, but play a key role or help the valuation assess UNDP contributions to the CPD outcomes. 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.

The IEO and the Country Office will identify an initial list of background and programme-related documents and post it on an ICPE SharePoint website. Document reviews will include: 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 quality assurance reports available. A questionnaire may be administered to the country office, based on the availability of project information, and expected to be completed at least two weeks prior to the beginning of the data collection consultations.

Given the health situation in Guinea and globally, the international evaluation team members will not be able to travel to the country for in country interviews and project sites observation. However, the evaluation will engage with national consultants, academia and think thanks, as possible, to permit project

site observation and final beneficiaries' interviews. Other opportunities will be explored based on project level data availability. The evaluation will adhere to the principle of 'do no harm', and will refrain from any activity that may place either a team member, a stakeholder or respondent at risk of being infected by infectious diseases (i.e. Ebola and COVID-19).

All information and data collected from multiple sources and through various means will be triangulated to ensure its validity before the evaluation reaches conclusions and recommendations. An evaluation matrix will be used to guide how each of the questions will be addressed 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.

Management arrangements

Independent Evaluation Office of UNDP: The UNDP IEO will conduct the ICPE in consultation with the UNDP Guinea Country Office, the Regional Bureau for Africa, the Government of Guinea and other national stakeholders as appropriate. The IEO Lead Evaluator is responsible for the design and conduct of the evaluation and coordinates the evaluation team. The IEO will meet all costs directly related to the conduct of the ICPE.

UNDP Country Office in Guinea: The country office will support the evaluation team in liaising with key partners and other stakeholders and will ensure that all necessary information regarding UNDP's programmes, projects and activities in the country is available to the team. The country office will provide the evaluation team in-kind organizational support in documentation gathering and in arranging interview scheduled, as required, with the country office project staff, key national stakeholders, donors and development partners, beneficiaries. To ensure the independence of the views expressed, country office staff will not participate in interviews and meetings with stakeholders held for data collection purposes. The office will also provide factual verifications of a first and second draft report on a timely basis and jointly organize the final stakeholder meeting, ensuring participation of key counterparts, through a videoconference with the IEO, where findings and results of the evaluation will be presented. The country office will prepare the management response to the evaluation, detailing how the evaluations recommendations will be addressed. Additionally, the country office will support the use and dissemination of the final outputs of the ICPE process.

UNDP Regional Bureau for Africa (RBA): RBA will support the evaluation through information sharing and will also participate in discussions on emerging conclusions and recommendations. RBA will provide oversight for the preparation of the management response to the evaluation.

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 managing the ICPE, including preparing for and designing the evaluation as well as selecting the evaluation team and providing methodological guidance. The LE will be responsible for the synthesis process and the preparation of the draft and final evaluation reports.

- Associate Lead Evaluator (ALE): IEO staff member with the general responsibility to support the LE, in particular during the data collection and/or analysis, consultants' management and the preparation of final report. Together with the LE, the ALE will help backstop the work of other team members, as required.
- Evaluation research Analyst: An IEO research analyst will provide background research and will support the portfolio analysis and management of the evaluation, as required.
- Consultants: 2 consultants will be recruited to work across the two outcome areas. Under the guidance of the LE, ALE and evaluation research analyst, they will conduct preliminary research and carry out data collection activities, prepare outcome analysis papers, and contribute to the preparation of the final ICPE report.

Evaluation Process

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

Phase 1: Preparatory work. The IEO prepares the ToR and the evaluation design, including an overall evaluation matrix (see Annex 1). Once the ToR are approved, additional evaluation team members, comprising international, regional and/or national development professionals will be recruited. Given travel restrictions, the possibility of engaging with a national research institution/ think tank the support the ICPE will be considered. Meanwhile, the IEO starts collecting data and documentation internally first and will then fill data gaps with help from the UNDP country office. This may include administering an advance questionnaire.

Phase 2: Desk analysis. Evaluation team members will conduct a desk review of reference materials, identifying gaps and key issues for further scrutiny and/or validation. Initial virtual meetings will be held with key stakeholders, chiefly country office staff, to fully understand the CPD and its main implementation challenges and to request follow-up documentation.

Phase 3: Data collection. During this phase, the evaluation team will conduct key informant interviews with CO staff and management, key government stakeholders, other partners and rights-holders themselves. Given the current travel limitations due to COVID-19, most data collection will be undertaken virtually. In the event that movement is possible in some parts of the national territory, national (or regional) consultants will carry out some stakeholder interviews face-to-face and visit some programme sites. At the end of the data collection phase, the evaluation team may hold a debrief presentation on key emerging findings.

Phase 4: Analysis, report writing, quality review and debrief. Based on the analysis of data collected and triangulated, the evaluation team will undertake a synthesis process and write the ICPE report. A zero draft will be subject to peer review by the IEO and its panel of external reviewers. Once the 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 and additional factual corrections as required. UNDP Guinea 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. The way forward will be discussed with a view to creating greater ownership by national stakeholders with respect to the recommendations as well as to strengthening accountability of UNDP to national stakeholders. Taking into account the discussion at the stakeholder event, the evaluation report will be finalized and published.

Phase 5: Publication and dissemination. The ICPE report will be written in English and professionally translated into French for improved accessibility at the national level. It will follow the standard IEO publication guidelines. The ICPE report will be widely distributed in both hard and electronic versions. The evaluation report will be made available to the UNDP Executive Board prior to approving a new Country Programme Document. It will be widely distributed by the IEO within UNDP as well as to the evaluation units of other international organizations, evaluation societies/networks and research institutions in the region. The country office will disseminate to stakeholders in the country. The report and the management response will be published on the UNDP website³¹ as well as in the Evaluation Resource Centre. The Regional Bureau for Africa will be responsible for monitoring and overseeing the implementation of follow-up actions in the Evaluation Resource Centre.³²

Timeframe for the ICPE Process

The timeframe and responsibilities for the evaluation process are tentatively³³ as follows in Table 2:

³¹ web.undp.org/evaluation

³² erc.undp.org

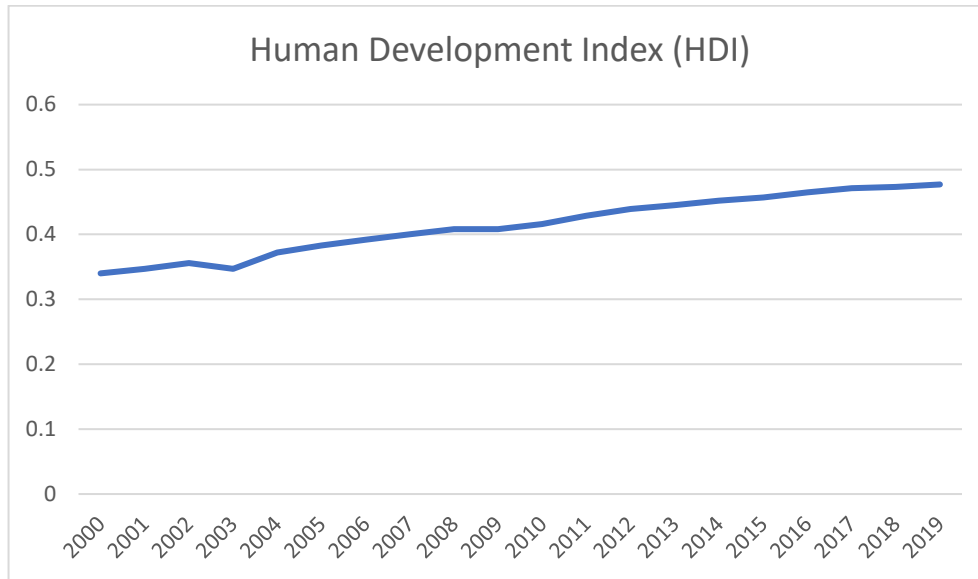
³³ The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.

Table 2: Tentative timeframe for the ICPE process		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR completed and approved by IEO Deputy Director	LE	May 2021
Selection of consultant team members	LE/ALE	May 2021
Phase 2: Desk analysis		
Country analysis paper	Consultants	June 2021
Advance questionnaire to the CO	LE/CO	June 2021
Phase 3: Data collection		
Key informant interviews	LE/Consultant(s)	July 2021
Project site visits by national consultants ³⁴	Consultants/CO	August 2021
Phase 4: Analysis, report writing, quality review and debrief		
Analysis of data and submission of final Outcome Analysis Papers	LE/Consultant(s)	August 2021
Synthesis and report writing	LE/ALE/Consultant(s)	September 2021
Zero draft for internal/external peer review	LE/ALE	October 2021
First draft to CO/RBA for comments	LE/CO/RBA	October 2021
Second draft shared with national stakeholders	LE/CO/GOV	November 2021
Draft management response	CO	November 2021
Stakeholder workshop via videoconference	IEO/CO/GOV/RBA	December 2021
Phase 5: Publication and dissemination		
Editing and formatting	IEO	January 2022
Final report and evaluation brief	IEO	February 2022
Dissemination of the final report	IEO	March 2022

³⁴ Project site visits will depend on evolving restrictions and health authority's guidance due to the COVID 19 Pandemic and Ebola epidemic on-going in Guinea.

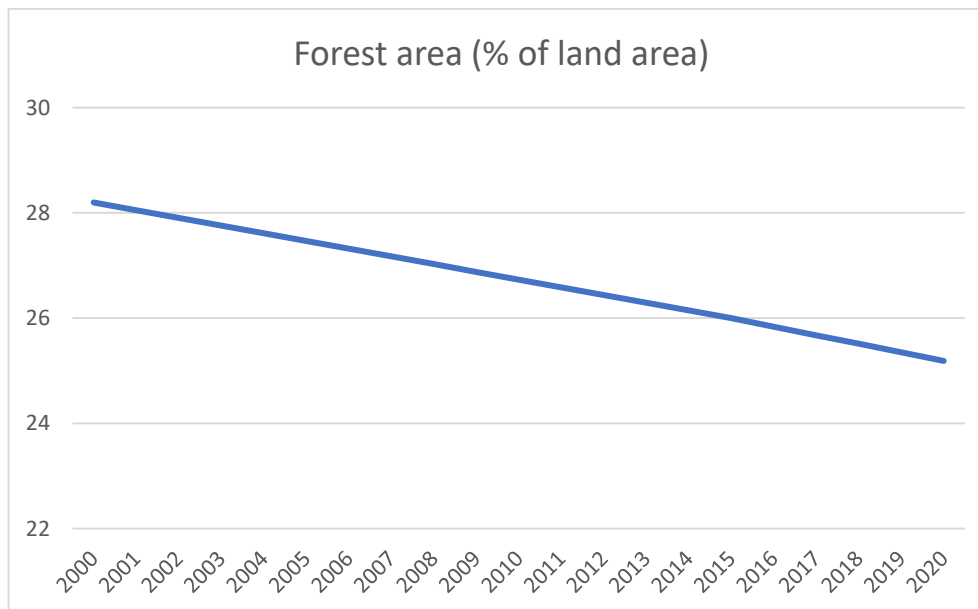
ANNEX 2. COUNTRY AT THE GLANCE

Figure 12: Human Development Index (HDI)



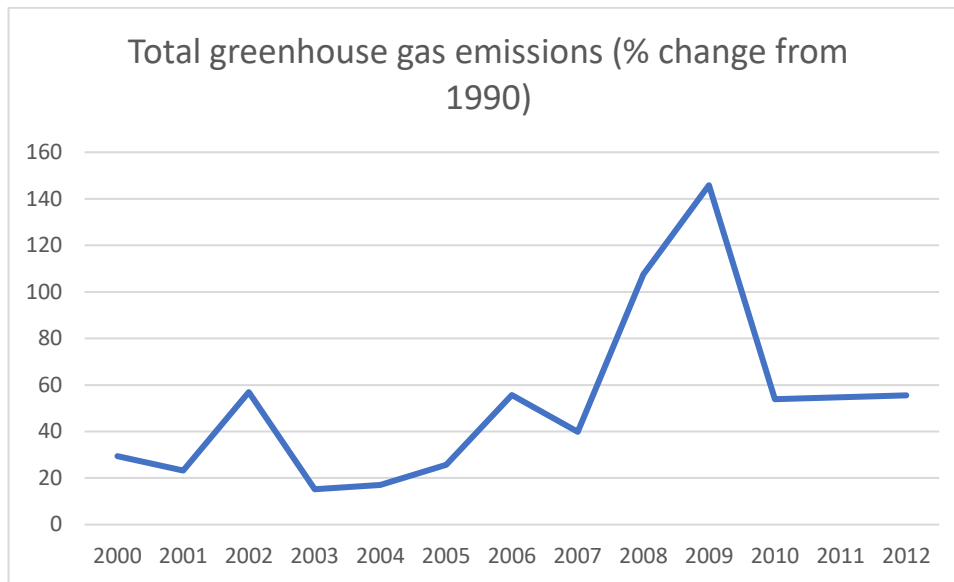
Source: UNDP data, from IEO data mart

Figure 13: Forest area (% of land area)



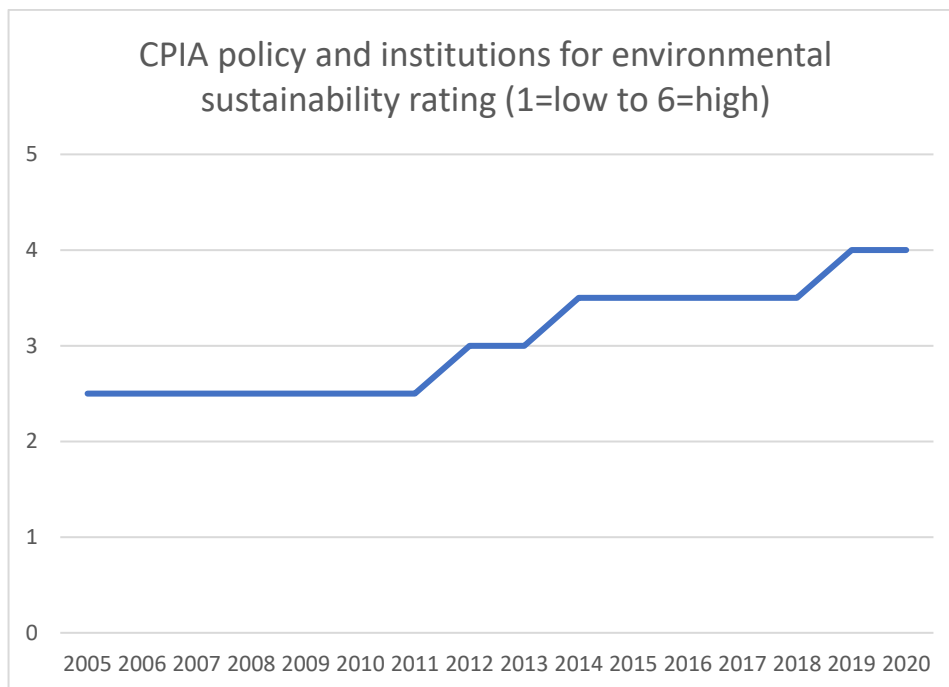
Source: From data mart

Figure 14: Total greenhouse gas emissions (% change from 1990)



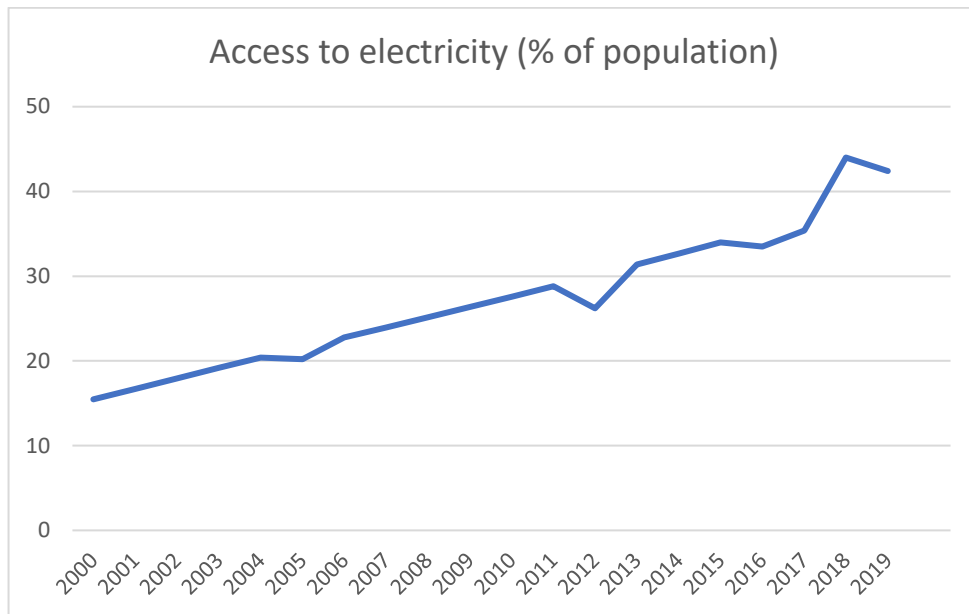
Source: From IEO data mart

Figure 15: CPIA policy and institutions for environmental sustainability rating (1=low to 6=high)



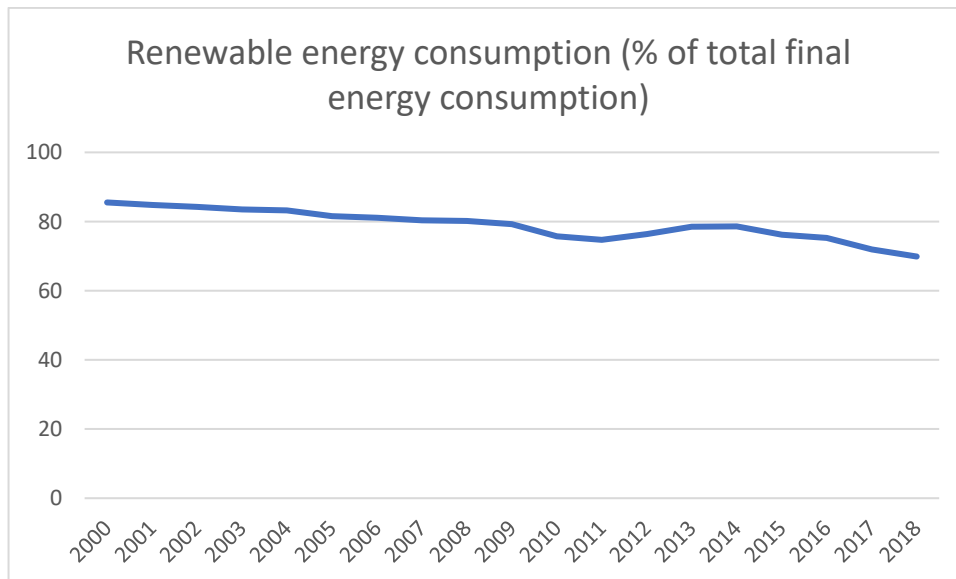
Source: From IEO data mart

Figure 16: Access to electricity (% of population)



Source: From IEO data mart

Figure 17: Renewable energy consumption (% of total final energy consumption)



Source: From IEO data mart

ANNEX 3. EVALUATION FRAMEWORK

Key Evaluation Questions	Sub-questions
EQ 1. What did the UNDP country programme intend to achieve during the period under review?	1.1 What are UNDP's outcomes as defined in the CPD?
	1.2 If there have been any changes to the programme design and implementation from the initial CPD, what were they, and why were the changes made?
EQ 2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?	2.1 To what extent and with which results did UNDP achieve its specific objectives (CP outputs) as defined in the CPD and other strategies (if different)?
	2.2 To what extent did the achieved results contribute to the outcome?
EQ 3. To what extent has UNDP been able to adapt to the COVID-19 pandemic and support country's preparedness, response, and recovery process?	3.1 - To what extent has the support of UNDP been relevant to the needs of Country?
	3.2 How has UNDP response aligned with the government plans, as well as with the support of other agencies of the United Nations, donors and NGO/CSO?
	3.3 How well has UNDP supported the government to develop answers that reduce the loss of lives and protect social & economic development in the long term?
	3.4 To what extent were UNDP funding decisions informed by policies, needs analysis, risk analysis and dialogue with members, and did they support an efficient use of resources?
	3.5 Has the support contributed to the development of social, economic and health systems in Guinea that are equitable, resilient, and sustainable?
EQ 4. What factors contributed to or hindered UNDP's performance and eventually, to the sustainability of results?	4.1 What programme design and implementation-related factors have contributed to or hindered results?
	4.2 How have the key principles of the Strategic Plan been applied to the country programme design ³⁵
	4.3 What mechanisms were put in place at the design and implementation stage to ensure the sustainability of results, given the identifiable risks?

³⁵ Key issues include: (1) 'Working in partnership': i) Within UN System; and ii) Outside UNS (South-South; civil society; private sector; and IFIs); (2) 'Helping to achieve the 2030 Agenda'; (3) '6 Signature Solutions': i) Keeping people out of poverty; ii) Strengthen effective, accountable, inclusive governance; iii) enhance prevention and recovery for resilient society; iv) promote nature-based solutions for sustainable plant; v) close the energy gap; and vi) strengthen gender equality; (4) 'Improved business models (Performance; and Innovation)

ANNEX 4. PEOPLE CONSULTED

Government of Guinea

1. A. Kourouma, Directeur, BSD des mines
2. Abdoulaye FOFANA, Directeur National du Plan, Ministère du Plan et du Développement Economique
3. Aboubacar Tirikoui BANGOURA, Direction des Micro Réalisations (DMR), Assistant
4. Abraham CONDE, Commune Rurale de GOUECKE, Maire
5. Ahmadou Sebory Touré, Point Focal Opérationnel du FEM, MEEF
6. Aissatou BARRY, Cheffe de division Partenariat, Ministère du Plan et du Développement Economique
7. Apollinaire Togba Kollié, Directeur National Adjoint,
8. Atigou DIALLO, Che de division Inclusion et Autonomisation des Personnes Handicapées, Ministère de l'Action Sociale et de l'Enfance
9. Baba Alpha BARRY, École normale de l'agriculture et de l'élevage (ENAE), Conseiller à l'éducation
10. Baba SIDIBE, Direction Préfectorale des Mines et de la géologie, Directeur Pérefctoral
11. Bamba KAMISSOKO, Dr., Chef de Division Violence Basée sur le Genre, Ministère des Droits et Autonomisation des Femmes (MDAF)
12. Bandjan CAMARA, École normale de l'agriculture et de l'élevage (ENAE), Enseignant Technicien à la ferme
13. Bangaly Dioumessi, Directeur National, Direction nationale de l'environnement
14. BERETE, Ministère des Mines et de la Géologie, Directeur national des mines
15. Celou BARRY, Expert, Agence de promotion des investissements
16. DIALLO Nembalou KEITA, École normale de l'agriculture et de l'élevage (ENAE), Directrice Générale
17. Djenabou Camara, Commissaire CENI
18. Djiramba Diawara, Coordonnateur National, Projet Adaptation basée sur les Ecosystèmes en Haute Guinée (AbE)
19. El Hadj Alpha Saliou Barry, National Director of Civil Affairs and of the Seal, Ministere de la Justice
20. Fodé Béréte, Directeur National des Mines, Ministère des Mines et de la Géologie
21. Gassimou DIALLO, Ecole Nationale des Agents Techniques des Eaux et Forêts (ENATEF) - Projet ABE, Chef de travaux
22. Hassane 2 DIALLO, Conseiller Principal du Ministre, Ministere de la Justice
23. Ibrahima Bayo, Dr., Expert National Technologie BIOGAZ, Ministere de l'environnement
24. Ibrahima DAMAN, Tripunal de Première Instance de N'Zérékoré, Président
25. Ibrahima KEITA, Direction Préfectorale de l'Environnement et des Eaux et Forêts, Directeur Préfectoral
26. Ibrahima Sory TOURE, Chef de division Planification Régionale à la DNP, Ministère du Plan et du Développement Economique
27. KABA, Directrice Nationale Adjointe Genre et Equité, Ministère des droits et de l'autonmisation des Femmes
28. KOUROUMA Sama KABA, Secrétaire Générale, Ministère de l'Action Sociale et de l'Enfance
29. Lanciné KABA, Préfecture de Coyah, Secrétaire Général chargé de l'Administration
30. Layaly Camara, Col., Directeur Nationale, Direction nationale des eaux et des forets
31. Layla DIALLO, Institut Supérieur Agronomique et Vétérinaire (ISAV), Enseignant Chercheur
32. Mamadou Aliou Barry, Chef Division Hydraulique, Chef Division Hydraulique,

33. Mamadou Bailo Sidibé, Directeur Général du BSD (Bureau de Strategie et de Développement),
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39. Mamady DIARE, Préfecture de Mamou, Secrétaire Général chargé des collectivités
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10. Firmin Sindaye, Project Officer, OHCHR
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6. Aboubacar KEITA, Projet INTEGRA, Bénéficiaire -Entrepreneur (Energie solaire)
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10. Kadiatou SYLLA, Groupement "Folokhono"/Projet PTFM, Présidente
11. Mamaissata SOUMAH, Groupement "Yattarayah"/Projet PTFM, Présidente
12. M'Balia CAMARA, Groupement Limanya, Présidente
13. Kia BANGOURA, Groupement Limanya, Conseillère
14. Faya M'Bemba YOMBOUNO, ONG "BENDA-DOMPILO" - Pico Barrage FIRADOU, Membre
15. Tamba Marc TOLNO, ONG "BENDA-DOMPILO" - Pico Barrage FIRADOU, Membre
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18. Finda II TOLNO, Coopérative "Malaya" - Projet MINDEV, Trésorière
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20. Aboubacar Karim OULARE, Coopérative Argile (CMCDM), Président
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22. Ansoumane CONDE, Coopérative "Blocs et Pierres" CU Faranah, Vice-Président
23. Mamady CONDE, Coopérative "Blocs et Pierres" CU Faranah, Membre
24. Issa CAMARA, Coopérative "Blocs et Pierres" CU Faranah, Membre
25. Sidiki CONDE, Coopérative "Blocs et Pierres" CU Faranah, Membre
26. Mama KOUROUMA, Coopérative "Blocs et Pierres" CU Faranah, Présidente des Femmes
27. Maniya OULARE, Coopérative "Blocs et Pierres" CU Faranah, Vice-Présidente des Femmes

ANNEX 5. DOCUMENTS CONSULTED

In addition to the documents named below, the evaluation team reviewed project documents, annual project reports, midterm review reports, final evaluation reports and other project documents. The evaluation team also consulted many websites, including of the government of Haiti and its partners and international development agencies.

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ANNEX 6. LIST OF PROJECTS FOR REVIEW

PROJECT_ID	PROJECT_TITLE	OUTPUT_ID	OUTPUT DESCRIPTION	START YEAR	END YEAR	IMPL. MODALITY	GENDER MARKER	Total BUDGET	Total EXPENDITURE
Outcome 1: By 2022, national institutions at the central, decentralized and deconcentrated levels are inclusive, assuring and guaranteeing the rule of law, democracy, security, social peace and an effective institutional governance in accordance with the principles of human rights.									
00059700	Appui au Cycle Electoral (PACE)	00074784	Cycle Electoral	2010	2021	DIM	GEN2	\$ 377,810.00	\$ 113,692.29
		00096342	PROJ APPUI CYCL ÉLECTO GUINEE	2015	2021	DIM	GEN2	\$ 1,930,375.21	\$ 1,563,552.44
00096755	Global Programme - Rule of Law & Human Rights	00100685	RoL/Human Rights- Peace & Dev	2016	2022	DIM	GEN2	\$ 465,596.00	\$ 299,918.69
00102128	Processus de Reforme & Cohésion Sociale	00104298	Réforme secteur de la justice	2017	2022	DIM	GEN2	\$ 3,909,992.50	\$ 3,655,636.32
		00105629	Réinsertion sociale 500 jeunes	2017	2021	DIM	GEN2	\$ 756,846.00	\$ 636,837.10
		00105630	Réconciliation& Cohési Sociale	2017	2022	DIM	GEN2	\$ 1,567,914.64	\$ 1,290,310.11
		00105644	Conseil Stratégiq Sect Sécurit	2017	2021	DIM	GEN2	\$ 780,144.51	\$ 772,768.15
		00108910	CHAÎNÉ PÉNALE LUTTE IMPUNITÉ	2018	2021	DIM	GEN2	\$ 1,685,744.70	\$ 1,487,721.76
		00110432	MAINTIEN PAIX SAMOREYA	2018	2020	DIM	GEN1	\$ 790,393.48	\$ 719,795.65
		00113587	APPUI GOUV SERVICE POLICE	2018	2021	DIM	GEN2	\$ 1,525,929.77	\$ 1,465,769.29
		00113955	GESTION RISQUE RADICALI CONFLI	2019	2022	DIM	GEN2	\$ 483,914.00	\$ 434,471.25
00107158	Dialogue politique pour la paix	00107539	Dialogue politique pour la paix	2018	2022	DIM	GEN2	\$ 574,022.00	\$ 515,963.43
00118511	Renforc. Capacités Institutionnelles Administr Publiques	00115308	Renforcement Capacités gest dv	2019	2022	DIM	GEN1	\$ 4,423,752.06	\$ 4,266,733.59
00125351	GOUVERNANCE/ETAT DE DROIT ET CONSOLIDATION DE LA PAIX	00119755	FEMMES LEADER COMMUNAUTAIRE	2020	2022	NIM	GEN3	\$ 471,761.32	\$ 397,843.66
		00119770	REDUCTION DES VIOLENCE POLITIQ	2020	2022	DIM	GEN2	\$ 443,355.05	\$ 332,868.60
		00120575	SYNERGIES LOCALES DE PAIX	2020	2022	DIM	GEN2	\$ 1,435,961.50	\$ 1,326,167.36
		00120877	PROJET "RENFORCEMENT DU CEOMP	2020	2022	DIM	GEN2	\$ 772,833.65	\$ 575,451.16
		00123044	COORDINATION PROJET PBF	2020	2022	NIM	GEN2	\$ 528,210.14	\$ 513,820.71
		00126611	GouvernanceSécuritaireHumaine	2020	2022	NIM	GEN2	\$ 638,665.26	\$ 640,775.06
		00127232	préparation présidence G77 Gui	2020	2022	DIM	GEN2	\$ 1,205,000.00	\$ 1,203,623.95
		00129814	Renf. Dialogue Multi Acteurs	2021	2023	DIM	GEN2	\$ 46,489.79	\$ 49,119.99
Sub total Outcome 1								\$ 24,814,711.58	\$ 22,262,840.56

Outcome 2: By 2022, the national institutions, civil society and the private sector will have implemented the policies that improve food security, sustainable management of environment, resilience of populations to climate change and disaster risk management									
00063738	Appui à la SRP et à la SNDS	00080663	Capacités Pilotage de la SRP	2012	2022	NIM	GEN1	\$ 3,652,329.54	\$ 3,602,589.65
00072228	Accélération de la Croissance Inclusive	00085374	Prog d'Appui à la Croissance	2013	2020	NIM	GEN2	\$ 7,001.00	\$ 5,679.03
		00085451	Accès à l'énergie décentralisé	2013	2018	NIM	GEN2	\$ 1.00	\$ 5,851.24
		00089281	Programme Conjoint Kankan	2014	2018	NIM	GEN1	\$ -	\$ -
00072231	Environnement & Dévelp durable	00085376	Environnement & Dvlpt durable	2013	2022	NIM	GEN2	\$ 1,119,678.00	\$ 1,073,275.07
00072521	Renf. Resilience Moyens D'Existance Communaurés GKM	00085594	Renforcement Resilience moyens	2013	2019	NIM	GEN2	\$ 646,311.00	\$ 611,870.20
00075375	Extractive Industries for Sustainable Development	00099851	LVMM - Guinee Conakry	2016	2019	DIM	GEN0	\$ 720,720.10	\$ 698,723.55
00084937	ECRRP - Ebola Crisis Response and Resilience Programme	00092738	MPTF-ECRRP-Guinea-COM1	2014	2021	DIM	GEN2	\$ 86,822.34	\$ 81,867.41
00086659	Gestion Décentralisée l'Environnement Convention RIO	00093877	Gestion décentralisée de l'env	2015	2019	NIM	GEN2	\$ 114,828.00	\$ 114,820.58
00086969	PIMS:4780-Promouvoir un marché pour la ressource Biogaz	00094115	PIMS:4780-Promouvoir un marché	2015	2021	NIM	GEN2	\$ 2,573,360.00	\$ 2,379,223.56
00087262	Mines et Développement Intégré et Durable	00094346	Mines et Développement Intégré	2015	2022	NIM	GEN1	\$ 345,499.56	\$ 285,247.28
00092295	PIMS:5176-ADAPTATION BASEE-ÉCOSYSTÈMES (AbE) Haute Guin	00097080	PIMS:5176-ADAPTATION BASEE-ÉCO	2016	2023	NIM	GEN2	\$ 7,817,184.33	\$ 7,742,253.90
00094465	Soutien Psychosocial et Socio-Economique Suivants Ebola	00098565	Soutien Psychosocial et Socio-	2016	2021	DIM	GEN2	\$ 1,008,459.73	\$ 827,276.70
		00100692	Réponse a la Flambée Ebola GF	2016	2022	DIM	GEN2	\$ 491,254.51	\$ 5,901.79
		00101296	Réponse Flambée Koropara CNLE	2016	2018	DIM	GEN2	\$ 55.00	\$ 58.18
		00101297	Réponse Flambée Koropara ALIMA	2016	2018	DIM	GEN2	\$ 26.00	\$ 24.44
00094653	Renforcement Capacités Elaboration PNA FVC	00098749	Renforcement Capacités PNA	2020	2022	DIM	GEN2	\$ 502,151.00	\$ 168,252.80
00094688	Système Information Climatique	00098781	Système Information Climatique	2019	2023	NIM	GEN1	\$ 4,941,010.98	\$ 3,752,581.02
00095630	Support Sub-Regional Post-Ebola Initiatives West Africa	00099924	Post Ebola Initiatives Guinea	2016	2020	DIM	GEN2	\$ 20,816.86	\$ 20,437.91
00099572	Guinea Green Climate Fund Readiness& Preparatory Support	00102868	Preparation Fonds Vert Climat	2016	2019	DIM	GEN1	\$ 99,753.00	\$ 92,507.06
00102226	Agence Nationale de la Sécurité Sanitaire " ANSS "	00104358	Agence Nationale Sécurité Sani	2017	2019	DIM	GEN2	\$ 413,134.61	\$ 392,752.72
00102232	Programme d'appui à l'intégration socio-économique des j	00104364	PREVENTION D'IMMIGRATION IRREG	2018	2022	DIM	GEN2	\$ 9,580,330.35	\$ 8,537,816.37
00102810	Système Alerte Précoce-Guinée	00104725	Système Alerte Précoce-Guinée	2017	2019	DIM	GEN2	\$ 90,585.57	\$ 90,469.41

00104132	Autonomisation des femmes de Coyah-Forécariah	00105846	Autonomisation- femme de Coyah	2018	2022	DIM	GEN3	\$ 1,906,196.69	\$ 1,880,569.56
00105838	Préparation Post-Ebola	00106881	Capacité préparation Post-Ebol	2017	2021	DIM	GEN2	\$ 618,212.56	\$ 618,205.95
00107166	Gestion Intégrée des Ressources Naturelles	00107545	Gestion Intégrée Ressource Nat	2020	2025	NIM	GEN2	\$ 3,009,195.14	\$ 2,520,969.38
00107168	Programme Environnement et Gest. Durable du Capital Nat	00107546	Programme Environnement & GDCN	2019	2022	NIM	GEN2	\$ 3,264,298.21	\$ 3,239,083.63
00107772	Gestion Intégrée des Ressources Naturelles	00107956	Gestion Intégrée Resour Nature	2018	2019	DIM	GEN1	\$ 200,001.00	\$ 199,999.84
00114679	Support for the development of aquaculture	00112597	Development of aquaculture	2019	2022	NIM	GEN2	\$ 1,197,235.21	\$ 997,492.15
		00120182	Appui au Dev Aquaculture HG-MG	2019	2022	NIM	GEN2	\$ 1,619,286.90	\$ 1,428,558.15
00124074	ACP-EU Development Minerals Programme: Phase II	00119158	Focus country-Guinea: Phase II	2019	2023	DIM	GEN1	\$ 632,346.00	\$ 532,597.24
00124409	PPG projet Guinee Forestiere PIMS 6016	00119366	DEVELOPPEMENT PPG PIMS-6016	2020	2022	NIM	GEN2	\$ 204,001.00	\$ 199,999.99
00126915	COVID 19 Response	00120837	Lutte contre COVID 19	2020	2022	DIM	GEN2	\$ 646,256.54	\$ 980,299.18
		00122392	UN COVID-19 MPTF	2020	2022	DIM	GEN2	\$ 301,962.00	\$ 157,537.22
		00125349	Appui relance Post COVID 19	2020	2022	DIM	GEN3	\$ 1,204,900.00	\$ 856,038.86
00128030	Programme Entrepreneuriat et Autonomisation	00121935	YOUTHCONNEKT FOR WOMEN GUINEE	2020	2022	DIM	GEN3	\$ 1,011,300.00	\$ 925,752.48
		00124876	MIGRATION ET VBG BEC PEROQUET	2020	2022	DIM	GEN2	\$ 336,005.00	\$ 343,099.99
		00126367	Renf. Cap Jeunes YOUTHCONNEKT	2020	2022	DIM	GEN2	\$ 270,000.00	\$ 214,111.84
00128796	Accelerator Lab – Guinea	00122689	Accelerator Lab – Guinea	2020	2023	DIM	GEN1	\$ 265,000.00	\$ 193,716.44
00129166	Guinea National Integrated Financing and Implementation	00122928	Guinea National Integrated Fin	2020	2022	DIM	GEN1	\$ 1,297,720.17	\$ 1,149,829.40
Sub total Outcome 2								\$ 52,215,228.90	\$ 46,927,341.17
Grand Total								\$ 77,029,940.48	\$ 69,190,181.73

Source: Data from Power BI as of Feb, 2022

ANNEX 7. STATUS OF COUNTRY PROGRAMME OUTCOME & OUTPUT INDICATORS

Outcome level indicators

Indicators	Baseline	Target 2022	Status(Progress/Regression)		
			2018	2019	2020
Outcome 1: By 2022, national institutions at the central, decentralized and deconcentrated levels are inclusive, assuring and guaranteeing the rule of law, democracy, security, social peace and an effective institutional governance in accordance with the principles of human rights.					
Indicator 1.1. Overall quality index of national institutions (CPIA)	3.1	NA	3.2 Progress	3.2 No change	3.2 No change
Indicator 1.2. Mo Ibrahim Index of African Governance	43%	NA	45.9% Progress	45.9% No change	42.5% No change
Indicator 1.3. Percentage of women in national parliaments and local councils	NA	NA	7%	7%, no change	12%, Progress
1.3.1. TOTAL Percentage of women in national parliaments and local councils	21.9%	NA	22%, Progress	22%, No change	16.67%, Regression
1.3.2. Percentage of women in NATIONAL Parliaments	2%	NA	7%, Progress	7%, No change	12%, Progress
1.3.3. Percentage of women in LOCAL COUNCILS					
Indicator 1.4. Number of national elections organized in a calm, transparent and credible manner	2	NA	1 Regression	1 No change	3 Progress

CPD Outcome 2: By 2022, the national institutions, civil society and the private sector will have implemented the policies that improve food security, sustainable management of environment, resilience of populations to climate change and disaster risk management					
Indicator 2.1 Unemployment rate of women	3.9%	NA	3.9% No change	3.9% No change	3.5% Progress
Indicator 2.2 Youth unemployment rate	7.3%	NA	7.3% No change	6.36% Progress	6% Progress
Indicator 2.3 Unemployment rate of people living with disabilities	7%	NA	7% No change	6.5% Progress	6.5% No change
Indicator 2.4 Rate of wage-earning women and youth in non-agricultural employment					
27.7%	NA	27.7%, No change	27.7%, No change	27.7%, No change	27.7%, No change
2.4.1. TOTAL Rate of wage-earning women and youth in non-agricultural employment	50%	NA	50%, No change	50%, No change	52%, Progress
2.4.2. Rate of wage-earning WOMEN in non-agricultural employment	27.7%	NA	27.7%, No change	27.8%, Progress	28%, Progress
2.4.3. Rate of wage-earning YOUTH in non-agricultural employment					

Indicator 2.5 Percentage of women and youth with access to credit					
2.5.1. TOTAL Percentage of women and youth with access to credit	1%	NA	1%, No change	1.2%, Progress	1.2%, No change
2.5.2. Percentage of WOMEN with access to credit	1%	NA	1%, No change	1.2%, Progress	1.2%, No change
2.5.3. Percentage of YOUTH with access to credit	1%	NA	1%, No change	1.2%, Progress	1.2%, No change
Indicator 2.6 Food insecurity rate	18.2%	NA	21.8%, Regression	21.8%, No change	21.8%, No change
Indicator 2.7 Rate of access of populations to a waste disposal system	NA	NA	NA	NA	NA
Indicator 2.8 Number of persons affected by natural disasters per 100,000 inhabitants (by sex)					
2.8.1. TOTAL Number of persons affected by natural disasters per 100,000	295	NA	3,287, Regression	3,237, some progress	3,137, some progress
	NA	NA	1,676	1,646, some progress	1,576, some progress
2.8.2. Number of WOMEN affected by natural disasters per 100,000					
	NA	NA	1,611	1,591, some progress	1,616, Regression
2.8.3. Number of MEN affected by natural disasters per 100,000					

Indicator 2.9 Reforested areas (ha)	199200	NA	201356, Progress	202284, Progress	206780, Progress
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Output level indicators

Output Description	Output Indicator # /description	Output Indicator Baseline	Output Indicator Target by 2022	Output Indicator Value 2018	Output indicator value 2019	Output indicator value 2020
Outcome 1: By 2022, national institutions at the central, decentralized and deconcentrated levels are inclusive, assuring and guaranteeing the rule of law, democracy, security, social peace and an effective institutional governance in accordance with the principles of human rights.						
CPD Output 1.1: Legal/regulatory framework policies and strategies on rule of law inclusive growth and environment are updated and harmonized	Indicator 1.1.1. Number of policies and strategies developed/revised in the areas of the rule of law, inclusive growth integrating human rights and gender	1.1.1.1. TOTAL umber of policies and strategies developed/revised in the areas of the rule of law, inclusive growth integrating human rights and gender	0	NA	34 Progress	40 Progress
		1.1.1.2. Number of policies and strategies developed/revised in the areas of the RULE OF LAW integrating human rights and gender	NA	NA	29	31 Progress
		1.1.1.3. Total Number of policies and strategies developed/revised in the areas of the RULE OF LAW	NA	NA	3	4 Progress
		1.1.1.4. Number of policies and strategies developed/revised in the areas of INCLUSIVE GROWTH integrating human rights and gender	NA	NA	1	4 Progress

		1.1.1.5. Total number of policies and strategies developed/revised in the areas of INCLUSIVE GROWTH	NA	NA	1	3 Progress	3 No change
	Indicator 1.1.2. Number of legislative and regulatory texts available on the rule of law, inclusive growth, integrating human rights and gender equality	1.1.2.1. TOTAL Number of legislative and regulatory texts available on the rule of law, inclusive growth, integrating human rights and gender equality	NA	NA	5	15 Progress	20 Progress
		1.1.2.2. Number of legislative and regulatory texts available on the RULE OF LAW integrating human rights and gender equality	NA	NA	0	0 No change	0 No change
		1.1.2.3. Total number of legislative and regulatory texts available on the RULE OF LAW	NA	NA	0	2 Progress	3 Progress
		1.1.2.4. Number of legislative and regulatory texts available on INCLUSIVE GROWTH, integrating human rights and gender equality	NA	NA	0	8 Progress	12 Progress
		1.1.2.5. Total number of legislative and regulatory texts available on INCLUSIVE GROWTH	NA	NA	0	0 No change	0 No change
	Indicator 1.1.3. Number of public institutions with legal, policy and institutional frameworks in place for conservation,	1.1.3.1. TOTAL Number of public institutions with legal, policy and institutional frameworks in place for conservation, sustainable use,	NA	NA	2	4 Progress	3 Regression

	sustainable use, access and benefit sharing of natural resources, biodiversity and ecosystems	access and benefit sharing of natural resources, biodiversity and ecosystems					
		1.1.3.2. Number of public institutions with LEGAL frameworks in place for conservation, sustainable use, access and benefit sharing of natural resources, biodiversity and ecosystems	NA	NA	1	2 Progress	1 Regression
		1.1.3.3. Number of public institutions with POLICY frameworks in place for conservation, sustainable use, access and benefit sharing of natural resources, biodiversity and ecosystems	NA	NA	1	2 Progress	1 Regression
		1.1.3.4. Number of public institutions with INSTITUTIONAL frameworks in place for conservation, sustainable use, access and benefit sharing of natural resources, biodiversity and ecosystems	NA	NA	0	0 No change	1 Progress
CPD Output 1.2: Legal/regulatory framework are strengthened to improve CSO women and youth participation in political	Indicator 1.2.1. Percentage of women and youth in national parliament and local councils.	1.2.1.1. TOTAL Percentage of women and youth in national parliament and local councils.	NA	NA	26%	0% Regression	0% No change
		1.2.1.2. Percentage of WOMEN YOUTH in NATIONAL parliament	NA	NA	0%	0% No change	0% No change

economic and social decision making		1.2.1.3. Percentage of MEN YOUTH in NATIONAL parliament	NA	NA	1%	0% Regression	0% No change
		1.2.1.4. Percentage of WOMEN NON YOUTH in NATIONAL parliament	NA	NA	0%	0% No change	0% No change
		1.2.1.5. Percentage of WOMEN YOUTH in LOCAL councils.	NA	NA	1%	0% Regression	0% No change
		1.2.1.6. Percentage of MEN YOUTH in LOCAL councils.	NA	NA	19%	0% Regression	0% No change
		1.2.1.7. Percentage of WOMEN NON YOUTH in LOCAL councils.	NA	NA	6%	0% Regression	0% No change
	Indicator 1.2.2 Number of new or strengthened laws and policies to increase women's, youth and CSO participation in decision making.	1.2.2.1. TOTAL Number of new or strengthened laws and policies to increase women's, youth and CSO participation in decision making.	NA	NA	0	2 Progress	2 No change
		1.2.2.2. Number of new or strengthened LAWS to increase WOMEN's, YOUTH and CSO participation in decision making.	NA	NA	0	2 Progress	2 No change
		1.2.2.3. Number of new or strengthened POLICIES to increase WOMEN's, YOUTH and CSO participation in decision making.	NA	NA	0	0 No change	1 Progress
CPD Output 1.3: Newly created regional	1.3.1. Number of regional zones created		NA	NA	0	0 No change	0 No change

development zones are functional and exercise legal and constitutional prerogatives	1.3.2. Number of regional zones where UNDP built capacities in gender sensitive planning, budgeting		NA	NA	0	0 No change	0 No change
CPD Output 1.4: Institutions and organizations involved in strengthening democratic and economic governance have the capacities to fulfil their mandate	Indicator 1.4.1 Number of organizations involved in civic education programmes and actively engaged in promoting electoral participation	1.4.1.1. Number of organizations involved in civic education programmes	NA	NA	1	151 Progress	161 Progress
		1.4.1.2. Number of organizations actively engaged in promoting electoral participation	NA	NA	3	153 Progress	163 Progress
	Indicator 1.4.2 Number of institutions/organizations with strengthened capacities in accountable management, monitoring and evaluation	1.4.2.1. Number of institutions/organizations with strengthened capacities in accountable management, monitoring and evaluation	NA	NA	0	9 Progress	10 Progress
		1.4.2.2. Number of institutions/organizations with strengthened capacities in ACCOUNTABLE MANAGEMENT	NA	NA	0	8 Progress	11 Progress
		1.4.2.3. Number of institutions/organizations with strengthened capacities in MONITORING AND EVALUATION	NA	NA	0	1 Progress	2 Progress
	Indicator 1.4.3 Number of women participating as candidates in local and national elections supported by UNDP	1.4.3.1. Number of women participating as candidates in local and national elections supported by UNDP	NA	NA	40	0 Regression	0 No change

		1.4.3.2. Number of women participating as candidates in LOCAL elections supported by UNDP	NA	NA	40	0 Regression	0 No change
		1.4.3.3. Number of women participating as candidates in NATIONAL elections supported by UNDP	NA	NA	0	0 No change	0 No change
Outcome 2: By 2022, the national institutions, civil society and the private sector will have implemented the policies that improve food security, sustainable management of environment, resilience of populations to climate change and disaster risk management							
CPD Output 2.1: CPD Output 2.1: The professional unions and farmers associations are better organized and equipped to promote their activities	Indicator 2.1.1 Number of professional unions and farmers' associations that have action plans		0	NA	0 No change	10 Progress	10 No change
	Indicator 2.1.2 Number of skill-building schemes which expand and diversify the productive base, based on the use of sustainable production technologies		0	NA	0 No change	1 Progress	1 No change
CPD Output 2.2: Women and youth benefit from income-generating activities and decent employment within sustainable value chains developed in the	Indicator 2.2.1 Number of new full time equivalent jobs created for women and men 18+ years old	2.2.1.1. TOTAL Number of new full time equivalent jobs created for women and men 18+ years old	0	NA	0 No change	80 Progress	156 Progress
		2.2.1.2. Number of new full time equivalent jobs created for WOMEN 18+ years old	0	NA	0 No change	15 Progress	55 Progress

mining agricultural and fisheries sectors		2.2.2.3. Number of new full time equivalent jobs created for MEN 18+ years old	0	NA	0 No change	65 Progress	110 Progress
	Indicator 2.2.2 Number of additional females that benefit from UNDP's livelihoods interventions		NA	NA	0	NA	NA
	Indicator 2.2.3 Number of new full time equivalent jobs created for people with disabilities		0	NA	0 No change	20 Progress	65 Progress
	Indicator 2.2.4 Number of additional people with disabilities that benefit from UNDP's livelihoods interventions		0	NA	0 No change	50 Progress	265 Progress
CPD Output 2.3: The capacities of National Statistical Institute are enhanced to provide quality data and analysis for development planning monitoring and evaluation and decision-making.	Indicator 2.3.1. Number of national frameworks with data collection and analysis capabilities		1	NA	1 No change	1 No change	1 No change
	Indicator 2.3.2. Number of national surveys supported that include disaggregated data on vulnerable groups		1	NA	1 No change	1 No change	1 No change
CPD Output 2.4: Households of targeted cities and villages have better access to alternative technologies renewable energies and healthy living environment.	Indicator 2.4.1. Number of households benefitting from alternative technologies and renewable energies	2.4.1.1. Number of households benefitting from alternative technologies and renewable energies	NA	NA	12,576	16215 Progress	18915 Progress
		2.4.1.2. Number of households benefitting from alternative technologies	NA	NA	1,950	4828 Progress	6828 Progress
		2.4.1.3. Number of households benefitting from renewable energies	NA	NA	500	1261 Progress	1961 Progress

	Indicator 2.4.2 Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or sub-national level		NA	NA	1	1 No change	1 No change
	Indicator 2.4.2 Percentage of female headed households benefitting from improved energy access		27%	NA	27% No change	27.4% Progress	28% Progress
CPD Output 2.5. The most vulnerable groups have increased capacities for resilience and adaptation to climate change	Indicator 2.5.1. Number of communes that integrated practices of resilience and adaptation in their local development plan		74	NA	87 Progress	92 Progress	92 No change
	Indicator 2.5.2. Number of women and youth able to adapt their economic and living environment to climate change	2.5.2.1. TOTAL Number of women and youth able to adapt their economic and living environment to climate change	1,200	NA	1200 No change	2737 Progress	3700 Progress
		2.5.2.2. Number of WOMEN YOUTH able to adapt their economic and living environment to climate change	50	NA	50 No change	134 Progress	350 Progress
		2.5.2.3. Number of WOMEN NON YOUTH able to adapt their economic and living environment to climate change	1,565	NA	134 Regression	2302 Progress	2754 Progress
		2.5.2.4. Number of MEN YOUTH able to adapt their economic and living environment to climate change	120	NA	120 No change	301 Progress	606 Progress
	Indicator 2.5.3. Area of reforested/protected forest ecosystems by UNDP		916	NA	2156 Progress	2841 Progress	3115 Progress
	Indicator 2.5.4. Number of climate information systems put in place and operational	2.5.4.1. Number of climate information systems put in place	0	NA	0 No change	0 No change	NA
		2.5.4.2. Number of climate information systems put in place and operational	0	NA	0 No change	0 No change	NA

CPD Output 2.6. National environment and natural resources management institutions have strengthened capacities in resource mobilization and improved access to climate funding	Indicator 2.6.1. Number of funded projects submitted by environment and natural resources management institutions	12	NA	14 Progress	14 No change	14 No change
	Indicator 2.6.2. Amount mobilized by environment and natural resources management institutions for the implementation of new projects	16,389,000	NA	18089568 Progress	26481568 Progress	36481568 Progress

Data Source: UNDP Corporate Planning System