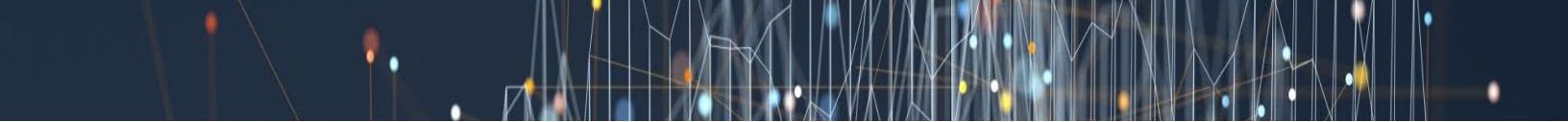




Independent Country Programme Evaluation

Burundi

Annexes



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ANNEX 1. EVALUATION TERMS OF REFERENCE

I. INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) conducts independent country programme evaluations (ICPEs), previously called “Assessment of Development Results” (ADRs) 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 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 where the country programme is implemented.

The UNDP programme in Burundi is among 13 countries that will have their country programme document ending in 2023 and are thus scheduled for an ICPE in 2022. This will be the first country programme evaluation of UNDP programmes conducted in Burundi and will be conducted in the penultimate year of the current UNDP programme cycle of 2019-2023, with a view to contributing to the preparation of UNDP’s new programme starting from 2024. The ICPE will be conducted in close collaboration with the Government of Burundi, UNDP Burundi Country Office, and UNDP Regional Bureau for Africa.

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. This ICPE will also consider the level to which UNDP has been able to adapt to the crisis and support Burundi’s preparedness, response to the pandemic and its ability to recover and meet the new development challenges that the pandemic has highlighted, or which may have emerged.

II. NATIONAL CONTEXT

Burundi is a landlocked country in East Africa and a low-income economy. With a population estimated at 11.9 million in 2020² and young (45.3% are under 15), Burundi had the lowest GDP per capita (US\$239)

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

² World Development Indicators, 2022: 2020 estimate was 11,890,781 people in Burundi

worldwide in 2020³. It ranked 185th out of 189 countries in the 2019 Human development index⁴ with an HDI of 0.433, which declined by 30% when inequalities were counted.

Burundi is faced with multiple development challenges. The poverty rate measured by the share of the population living below US\$1.9 was expected to reach about 87% in 2021⁵, with the impact of the COVID-19 pandemic, which was downplayed by the previous government. Access to basic services such as basic sanitation has not improved over decades (45.8% in 2003 against 45.7% in 2020)⁶. The employment rate has declined from 83.3% to 76.8% between 2000 and 2020⁷, and 80% of the employed population are in the agricultural sector.⁸

Burundi's development challenges are driven by governance, environmental and socio-economic factors. The country has experienced cycles of violence since its independence in 1962, triggered by ethnic and political tensions. These tensions led to a civil war between 1993 and 2006, which caused thousands of deaths, internally displaced persons and refugees. Burundi is also home to refugees and asylum seekers from the Democratic Republic of Congo for almost two decades.⁹

To end the civil war, the political parties signed in 2000 the Arusha Accord, which led to a new constitution in 2005, limiting the presidential term to two. The sitting President's decision to serve a third term in 2015 put the country in a severe political and security crisis with a renewed cycle of violence, causing more than 150,000 internal displacements and 384,000 refugees in neighbouring countries.¹⁰ Since 2015, political stability has slightly improved while the control of corruption, rule of law and voice and accountability indicators have deteriorated.¹¹

Burundi experienced increased extreme weather events, including floods (severe floods in 2006, 2007, 2021) and droughts (1999-2000 and 2005)¹², causing displacements and loss of livelihood as the majority of the population relies on agricultural sources of livelihood. In 2020, Burundi hosted about 131,000 internally displaced persons, 80% of which were displaced due to environmental events such as flooding, drought and landslides, and the 20% remaining were conflict related.¹³

Land access and management is a major development issue and driver of conflict in Burundi due to the recurrent displacements of population triggered by cycles of violence. An estimate in 2012 indicated that rights to 15-20% of all land parcels were in dispute and represented about 72% of all cases submitted to the courts and tribunals.¹⁴ This posed significant land management challenges to the National Commission on Land and Other Assets (CNTB), established in 2006 by the government to restore property to returnees while ensuring reconciliation and peace in the country.¹⁵

³ World Bank data: https://data.worldbank.org/indicator/NY.GDP.PCAP.CD?most_recent_value_desc=false

⁴ HDI 2020 Report

⁵ <https://www.worldbank.org/en/country/burundi/overview#1>

⁶ World Development Indicators, 2020, from IEO data mart

⁷ Ibid

⁸ <https://www.worldbank.org/en/country/burundi/overview#1>

⁹ Refugee Policy Review Framework Country Summary as 30 June 2020

¹⁰ <https://landportal.org/fr/node/100712>

¹¹ Control of corruption indicator has slightly deteriorated since 2015 (from -1.26 to -1.53), rule of law (from -1.17 to -1.32), voice and accountability (from -1.27 to -1.54) while political stability and no violence has improved (from -1.91 to -1.41) on a range of -2.5 to 2.5 which represent weak and strong governance performance respectively. World Governance Indicators, 2022.

¹² <https://landportal.org/fr/node/100712>

¹³ Ibid

¹⁴ <https://landportal.org/fr/node/100712>

¹⁵ Ibid

On the energy front, only 11% of the population had access to electricity in 2019¹⁶, but this was a significant improvement compared to the 2000 level of 2.4%. Ninety eight percent of the energy consumption in 2018 emanated from bioenergy¹⁷ via the burning of firewood, putting pressure on natural resources and deforestation.¹⁸ Renewable energy consumption declined between 2000 and 2018 (93.2% of the total energy consumption to 85.5%)¹⁹, and access to clean fuels for cooking was minimal (0.86% of the population in 2016, the latest available data).²⁰

Over the years, progress has been made on gender equality and women empowerment. Women's political participation has significantly improved. Women's seats in the national parliament moved from 14.4% in 2000 to 38.2% in 2020.²¹ Although adolescent birth was high in 2015 (58.2 per 1,000 women aged 15-19), it had significantly decreased compared to its 2011 value (84.5 per 1,000 women aged 15-19). However, gender-based violence remains a challenge as 22.1% of women aged 15-49 years reported being subject to physical and/or sexual violence from partners.²² Burundian women also suffer from limited access to land, while farming activities represent their primary source of livelihoods.

III. UNDP PROGRAMME IN BURUNDI

The partnership between UNDP and Burundi officially started in 1975 with the signature of the Standard Basic Framework Agreement, which constitutes the legal basis for the relationship between the Government and UNDP. UNDP's key priority areas over the previous country programme period (2014-2018) focused on upstream national policies and strategies, access to justice and administrative services to citizens, national capacity in disaster risk management, community peace and resilience. However, the programme, focusing on high-level policy work was challenged by a lack of clear positioning from national implementation, resulted in limited scaling up and impact on communities.²³ Initially covering the period 2014-2016, the preceding country programme 2014-2016 was granted two consecutive extensions by the UNDP executive Board to align with the extensions of the United Nations Development Assistance Framework implemented between 2014-2018.

To support of the response to the challenges of socio-economic development reflected in the PND (2018-2027), the Government and the United Nations System (UNS) in Burundi have jointly agreed on the priorities of the UNDAF 2019-2023 taking into account its comparative advantages and the 2030 Development Agenda. The UNDAF is composed of four pillars (People, Planet, Prosperity, and Peace, Justice and Governance) and was designed with an estimated budget of US\$784.4 Million.

The UNDAF supports the implementation of the PND that form the basis of social, cultural and economic development, namely, a) the establishment of inclusive and equitable governance, b) the improvement of health determinants, c) improving access, retention and quality of education, d) empowerment of women, prevention and resilience to anthropogenic shocks and natural disasters, and e) strengthening the capacities of strategic and operational management of the environment sector. Durable solutions for

¹⁶ <https://ourworldindata.org/energy/country/burundi>

¹⁷ https://www.irena.org/IRENADocuments/Statistical_Profiles/Africa/Burundi_Africa_RE_SP.pdf

¹⁸ https://energypedia.info/wiki/Burundi_Energy_Situation

¹⁹ Datamart data

²⁰ Ibid: our world in data link

²¹ From IEO data mart

²² <https://data.unwomen.org/country/burundi>

²³ UNDP Burundi, 2016, 'Conflict and Development Analysis and Programme Review'

internally displaced persons (IDPs) and assistance to refugees and returnees will also be considered. Currently, the United Nations system in Burundi is made up of 14 resident and non-resident agencies, funds, and programmes.²⁴

The UNDP country programme document for the same period was designed to contribute to the national priority of structural transformation of the economy to alleviate poverty. The principal focus of the CPD is threefold, namely: (i) develop rural non-farm livelihoods for local economic growth, (ii) improve access to and quality of administrative, health and judicial services, and (iii) strengthen community resilience to climate change and disaster. The country programme document has an estimated budget of US\$203 Million, approximately 25% of the overall estimated budget for the UNDAF.

Specifically, the CPD plans to contribute to the 3 following outcomes: (1) By 2023, women and youth and the most vulnerable groups are socio-economic and politically empowered and enjoy social protection (UNDAF outcome 2); (2) By 2023, women and men of all ages and particularly vulnerable groups, equitably access services of institutions that guarantee accountability, peace, gender equality, justice and respect for human rights in an effective, independent and transparent manner (UNDAF outcome 1); and (3) By 2023, the national and decentralized authorities adopt and apply disaster risk management and prevention mechanisms, sustainable natural resources management (water, land, forests), climate change mitigation and adaptation and ecosystems protection to ensure a better community resilience (UNDAF outcome 4). UNDP's CPD was developed to contribute to Sustainable Development Goals (SDGs): 1, 3, 5, 7, 8, 10, 13, 15 and 16.

Due to difficulties that arose during the implementation of previous grants of the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM) in Burundi, UNDP has supported national authorities acting as the principal recipient of the grant to UNDP since 2018. The grant covers all 3 components of the grant (HIV/AIDS, Tuberculosis, and Malaria) and has accounted for 60% of total expenditure between 2019-2021.

To date, the country office programmatic expenses have reached US\$140.7 million over the period 2019-2022. Expenditures are concentrated under Outcome 2 (80 percent of expenditures) and the balance is equally distributed between outcome 1 (approx. 10 percent) and 3 (10 percent). Ninety eight percent of programme

expenditures recorded between 2019-2021 depended primarily on financing from vertical funds (65% of 5 programme expenditures) and UNDP core resources (32% of programme expenditures), and bilateral/multilateral donors²⁵ (3% of programme expenditures).

²⁴ FAO, IFAD, IOM, OCHA, UNWomen, UNAIDS, UNDSS, UNESCO, UNFPA, UNHCR, UNICEF, WFP, WHO

²⁵ GFATM accounted 60 of programme expenditures, followed by the Global Environment Trust Fund with 3% and the Peacebuilding Fund with 2 percent of programme expenditures.

Table 1: UNDAF outcomes to which the CPD planned to contribute during the period 2019-2023

UNDP 2019-2023 CPD outputs	Planned resources (US\$)	Actual resources (US\$)	Expenditures (US\$)
UNDAF Outcome: By 2023, women and youth and the most vulnerable groups are socio-economic and politically empowered and enjoy social protection			
Output 1.1. Women, youth, displaced, returnees, Batwas and persons with disabilities are empowered to gain access to financial and non-financial assets to build productive, processing and trading capacities for sustainable livelihoods	Regular resources: \$30,757,650	Regular resources: \$15,033,464	\$13,177,233
Output 1.2. Central and local governments have improved technical and operational capacities to mainstream gender and promote inclusive local development	Other Resources: \$25,500,000	Other Resources: \$2,527,887	
Total Outcome 1	\$56,257,650	\$17,561,351	\$13,177,233
UNDAF Outcome: By 2023, women and men of all ages and particularly vulnerable groups, equitably access services of institutions that guarantee accountability, peace, gender equality, justice and respect for human rights in an effective, independent and transparent manner			
Output 2.1. Increased technical/operational capacities of public institutions to deliver quality judicial and administrative services to the population	Regular resources: \$14,757,650 Other Resources: \$77,171,429	Regular resources: \$39,713,609 Other Resources: \$178,460,069	\$112,968,566
Output 2.2. Increased technical/operational capacities of health institutions to deliver quality health services to the population and reduce gender inequalities in health provision			
Output 2.3. National tertiary institutions have strengthened capacities to improve gender-responsive technical skills of public servants and local actors			
Output 2.4. Local actors particularly women have adequate gender equality and leadership capacities to promote the use of community platforms in reconciliation, prevention and peaceful resolution of conflict			
Output 2.5. National Statistics Institutions have increased capacity to monitor and evaluate the NDP (2018-2027) and provision of data disaggregated a by sex and marginalized groups			
Total Outcome 2	\$91,929,079	\$218,173,678	\$112,968,566
UNDAF Outcome: By 2023, the national and decentralized authorities adopt and apply disaster risk management and prevention mechanisms, sustainable natural resources management (water, land, forests), climate change mitigation and adaptation and ecosystems protection to ensure a better community resilience			
Output 3.1. Evidence-based assessment and planning tools and mechanisms applied to enable implementation of gender-sensitive and risk-informed resilience, prevention and preparedness to limit the impact of natural hazards on communities	Regular resources: \$22,757,650 Other Resources: \$32,202,433	Regular resources: \$8,349,070 Other Resources: \$11,593,383	\$14,552,201
Output 3.2. Solutions adopted to improve access to clean, affordable and sustainable energy particularly for women and displaced communities			
Output 3.3. Solutions scaled up for sustainable and gender responsive management of natural resource			
Total Outcome 3	\$54,960,083	\$19,942,453	\$14,552,201
Grand total	\$203,146,812	\$255,667,482	\$140,698,000

IV. 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 ICPE will focus on the present programme cycle (2019-2023) while taking into account interventions which may have started in the previous programme cycle (2014-2018) but continued for a few more years into the current programme cycle.

As a country-level evaluation of UNDP, the ICPE will focus on the formal UNDP country programme approved by the Executive Board but will also consider any changes from the initial CPD during the period under review, including UNDP's COVID response. The ICPE covers interventions funded by all sources of finance, core UNDP resources, donor funds, government funds, etc. It is important to note that a UNDP

country office may be involved in a number of activities that may not be included in a specific project. Some of these 'non-project' activities may be crucial for advancing the political and social agenda of a country. Special attention will be paid to the role and responsibilities of other UN agencies contributing to the areas where UNDP has been supporting under the UNDAF 2019-2023.

All areas of interventions of the country programme will be covered by the assessment including special attention to the role and support provided by UNDP as the principal recipient of the country's GFTAM grant since 2018, given its important share of overall programme expenditure.

V. METHODOLOGY

The evaluation methodology will adhere to the United Nations Evaluation Group Norms & Standards.²⁶ The ICPE will address the following four main evaluation questions.²⁷ 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. To what extent has UNDP been able to adapt to the COVID-19 pandemic and support country's preparedness, response and recovery process?
4. What factors contributed to or hindered UNDP's performance and eventually, to the sustainability of results?

Evaluation question 1 will be addressed by using a theory of change (ToC) approach. The ToC, either available at the country office or reconstructed in consultation with programme units for the purpose of the evaluation, will be used to understand the underlying programme intent and logic, by outcome, including the assumptions being made for desired changes and expected causal linkages. UNDP's specific areas of contribution under each of the UNDAF outcomes will be defined, and any changes to the programme design and implementation strategy from the initial CPD will be identified.

Evaluation question 2 will address the overall effectiveness of UNDP's country programme. It includes the assessment on the degree to which UNDP-specific interventions - CPD outputs - have progressed or have been achieved, as well as the level of UNDP's contribution to the CPD outcomes as envisaged by the initial ToC. In this process, results that are both positive and negative, direct and indirect, as well as unintended results will be identified.

Evaluation question 3 will examine UNDP's support to COVID-19 preparedness, response and recovery in Burundi. Several sub-questions will be included: i) degree to which UNDP's COVID support has been relevant to the needs of Burundi; ii) how well UNDP's support and response has aligned with government plans and support from other UN agencies, donors, and NGOs/CSOs; iii) how well UNDP has supported the country to develop responses that reduced loss of life and protected longer-term social and economic development; iv) degree to which UNDP funding decisions were informed by evidence, needs analysis, risk analysis and dialogue with partners and supported efficient use of resources; and v) whether the support has contributed to the development of social, economic and health systems in Burundi that are equitable, resilient and sustainable.

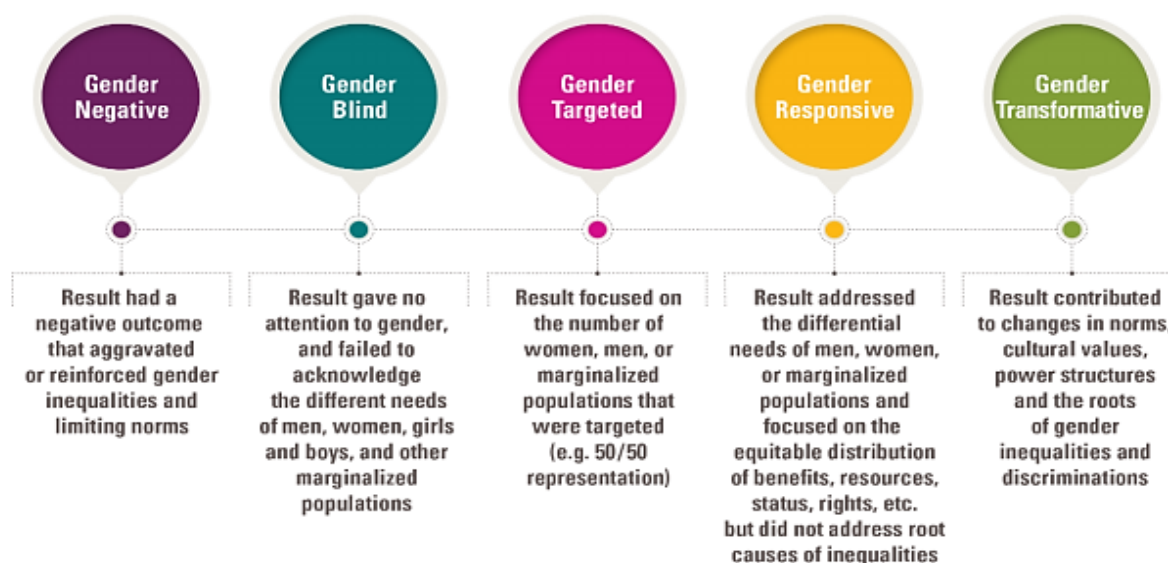
²⁶ <http://www.uneval.org/document/detail/1914>

²⁷ The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria. More detailed sub-questions will be developed during the desk review phase of the evaluation.

Evaluation question 4 will examine how various factors have influenced – positively or negatively – UNDP’s programmatic performance, and eventually, sustainability of results. In addition to country-specific factors that may explain UNDP’s performance, the utilization of resources to deliver results (including managerial practices), the extent to which the CO fostered partnerships and synergies with other actors (including through south-south and triangular cooperation), and the integration of gender equality and women’s empowerment in design and implementation of the CPD are some of the aspects that will be assessed under this question.

Gender-responsive approach: The evaluation will employ a gender-responsive evaluation approach during its preparatory and implementation phases. During document desk reviews and the analysis of programme theory and delivery, the evaluation will examine the level of gender mainstreaming across all UNDP programmes and operations, in line with UNDP’s gender strategy. Gender disaggregated data will be collected, where available, and assessed against UNDP’s programme outcomes. The evaluation will assess the extent to which UNDP’s programmatic efforts were designed to contribute to gender equality and empowerment of women and girls (e.g. using Gender Marker and programme expenditures), and in fact have contributed to promoting gender equality and empowerment of women and girls by using the gender results effectiveness scale (GRES). The GRES classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, and gender transformative.

Figure 1: IEO's Gender Results Effectiveness Scale



Source: Adapted from the Evaluation of UNDP Contribution to Gender Equality and Women’s Empowerment, IEO, UNDP, 2015

ICPE rating system: Based on the rating system piloted in 2021 and its lessons learned, IEO has consolidated its rating system to be applied for all the ICPEs in 2022. The ratings will assess the performance of the UNDP country programme, using the five internationally agreed evaluation criteria: relevance, coherence, effectiveness, efficiency and sustainability, with a set of parameters for each of the criteria. In addition, the ICPE rating will be supplemented by a standardized survey administered for all ICPE conducted in 2022.

VI. DATA COLLECTION AND ANALYSIS

Assessment of existing data and data collection constraints. An assessment was carried out for each outcome area to examine the available information, identify data constraints, to determine the data collection needs and methods.

- **Availability of past assessments:** Based on the information at the UNDP Evaluation Resource Center (ERC)²⁸, there were a total of 13 decentralized evaluations conducted by the country office since 2019, including five mid-term evaluations (40%) of ongoing projects. Evaluations available cover all 3 outcomes, and one outcome/cross cutting evaluation was conducted in 2020 to assess the mainstreaming of gender in UNDP programmes. No country programme evaluations or independent country programme evaluations were ever conducted in Burundi. Twelve out of the 14 evaluations available were quality assessed by IEO and almost all (11) were rated from moderately satisfactory to satisfactory, highlight a good evidence base that ICPE will be able to leverage. In addition, UNDP Office for Internal Audit and Investigation has conducted 2 recent audits of the Global Fund operations in 2021 and 2019²⁹; and a country office wide audit in 2020 indicating a useful evidence base on the institutional performance of UNDP and foundation for further assessments.
- **Programme and project information:** The collection of programme and project documentation (including project annual reports and other internal reports) is still ongoing. The completeness and quality of project level documentation will be examined during desk review.
- **CPD outcome and output indicators:** The CPD lists 3 indicators for the 3 outcome results, and 17 indicators for its 14 output level results. To the extent possible, the ICPE will seek to use these indicators to better understand the intention of the UNDP programme and to measure or assess progress towards the outcomes. The indicators in most cases were expected to draw from secondary sources from national and international statistics, and reports of various ministries as data sources, and the evaluation's ability to measure progress against these indicators will therefore depend on the provision and availability of such data source from national institution, including with the support of UNDP.
- **Intervention maturity:** UNDP projects that contributed to different outcomes are at different stages of implementation, and therefore it may not always be possible to determine the projects' contribution to results. In cases where the projects/initiatives are still in their initial stages, the evaluation will document observable progress and seek to ascertain the possibility of achieving the outcome given the programme design and measures already put in place.
- **Data collection constraints:** As per the last report available, general security threats in Burundi are assessed by the United Nations Department of Safety and Security as "Moderate" across all the country³⁰. While the country is not experiencing active conflict, the presence of suspected elements from non-state armed actors is the cause of a relatively precarious security climate in the northwest area of the country (Bubanza and Cibitoke Provinces) at the Rwandan border. Criminality is high in

²⁸ <https://erc.undp.org/>

²⁹ The audits both provided a satisfactory rating while noting the need for some improvements, citing notably inadequate planning and monitoring of supply of health products, and insufficient implementation of quality assurance plan as two high priority area of the audit's assessment in 2021.

³⁰ <https://unsmin.dss.un.org/TRIP/TRIP-Introduction/TRIPFileDownload?Data=fSRyzJ5/xgCImkCM6uPFRnVEPOs8kw7M>

Burundi especially in the capital. Certain areas of the country require armed escorts and additional security measures. The evaluation will monitor the situation, in liaison with the country office and UNDSS to determine the areas and feasibility of in-country field missions, outside of the capital. As feasible, the evaluation will seek opportunities to leverage the use of GIS technology.

Data collection methods: A design matrix will be prepared to elaborate on data collection and analysis plans. At the time of the preparation of this TOR, the effects of the COVID-19 pandemic are still felt globally. Given potential for travel restrictions including in country restrictions due to security constraints, the evaluation is expected to balance face to face and primary data collection with remote, virtual approach, and secondary data collection. The evaluation will use the following data from primary and secondary sources:

- **Desk review:** The IEO will conduct extended reviews of documentation, including those available from the government, the UN, private institutions, donors, and academia, on national context and areas of UNDP programme interventions. Also included are country programme framework and office strategies (e.g. resource mobilization, gender communication), programme-/project-related documents and progress reports, theories of change, annual work plans, Results Oriented Annual Reports (ROAR), COVID Mini-ROARs, past evaluation/audit reports, and UNCT/UNDAF related documents. The IEO and the country office will identify a list of background and programme-related documents to be uploaded in the ICPE SharePoint portal.
- **Stakeholder interviews:** Interviews via face-to-face (if possible)/Zoom/telephone will be conducted with relevant stakeholders, including government partners, donors, UN agencies, other development partners such as IFIs, UNDP staff at country, regional and HQ levels, private sector, civil society organizations and beneficiary groups. Focus groups may be organized, where possible.
- **Stakeholder survey:** UNDP is piloting a standardized survey for the ICPEs, aiming to collect data on UNDP's programme performance from predefined stakeholder groups, including government partners, implementing agencies, donors, UNDP staff, and UN staff. The survey will use an online questionnaire to get the perspective of the key stakeholder groups.
- **Site visits:** The evaluation team will conduct a field mission to ensure participation, field observation of community work, and mitigate reticence that may exist with relation to remote interviews, as expressed by national authorities and UNDP country office in Burundi.

Projects for in-depth reviews: Projects will be selected for in-depth reviews based on a purposive sampling. The criteria for selection include programme coverage, ensuring a balanced representation of 10 issues addressed under each outcome; project maturity; budget, and geographical spreads. Both 'flagship' projects of significant visibility and scope, as well as those that have experienced challenges will be included. In addition, the sample will include projects that may pertain to previous cycle but that were active during the period covered by the evaluation.

Validation: Data and information collected from different sources and through various means will be triangulated to strengthen the validity of findings and conclusions.

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.

Midterm briefing: At the end of the data collection phase, the IEO will have a quick brief to the country office on emerging issues and findings. The meeting will also serve as an opportunity to identify areas requiring further analysis and any missing information and evidence before the IEO will enter a full synthesis and drafting phase.

VII. MANAGEMENT ARRANGEMENTS

Independent Evaluation Office of UNDP: The UNDP IEO will conduct the ICPE in consultation with the UNDP Burundi Country Office and the Regional Bureau for Africa. The IEO will meet all costs directly related to the conduct of the ICPE. It will establish an evaluation team, ensuring gender balance as feasible. The IEO Lead Evaluator will lead the evaluation and coordinate the work of the evaluation team, comprising the following members:

- Lead Evaluator (LE): IEO staff member with the overall responsibility for leading the exercise and managing the work of all team members, including the development of evaluation terms of reference (TOR), selection of the evaluation team members, and provision of methodological guidance. The LE will be responsible for the analysis' synthesis process, preparation of the draft and final evaluation reports, and coordinating the final stakeholder debriefing with the country office, RBA, and national stakeholders.
- Research Associate (RA): The IEO RA will provide background research, including portfolio and financial analysis. He/she will contribute to the preparation of draft/final report, report annexes, and support any tasks as required by the evaluation team.
- National research institution/consultants: The IEO will explore partnering with a locally- (or regionally-) based research institution, think tank or academia, to augment its data collection and analysis capacity in the country during COVID-related restrictions. Alternatively, individual consultants (national and international) will be recruited to support the analysis of thematic areas.

UNDP Country Office in Burundi: The country office will support the evaluation team through liaising with national stakeholders; ensure that all necessary information regarding UNDP's programmes, projects and activities in the country is available to the evaluation team; and provide factual verifications of the draft report on a timely basis. The country office will provide the evaluation team in-kind organizational support (e.g. arranging meetings and interviews with project staff and stakeholders). To ensure the confidentiality of the views expressed, country office staff will not participate in interviews and meetings with stakeholders. The country office will jointly organize via videoconference the final stakeholder meeting with the IEO, ensuring participation of key government counterparts, where findings and results of the evaluation will be presented. The country office will prepare a management response to evaluation recommendations and support the dissemination and use of the final evaluation report in the country.

UNDP Regional Bureau for Africa (RBA): RBA will support the evaluation through information sharing, facilitation of communication between the IEO and the country office, and participation the final stakeholder debriefing. The Bureau will support and oversee the preparation of the management response by the country office and its implementation of relevant actions.

VIII. EVALUATION PROCESS

The evaluation will be conducted in the following five key phases:

Phase 1: Preparatory work. The IEO prepares the ToR and the evaluation design, including an overall evaluation matrix. Once the TOR is approved, additional evaluation team members, comprising international and/or national development professionals will be recruited. The IEO starts collecting data and documentation internally first and then filling data gaps with help from the UNDP country office.

Phase 2: Desk analysis. The evaluation team conducts desk reviews of reference material and preliminary analysis of the programme strategy and portfolio. The team will engage with country office staff through meetings and an advance questionnaire, administered to fill data gaps in documentation and seek clarification if any. The IEO might also launch a stakeholder survey that will require the CO to provide the necessary contact information. Specific data collection instruments will be developed, e.g. interview protocols, based on the stakeholder and portfolio analyses.

Phase 3: Data collection. The evaluation team engages in virtual interviews in advance to its field mission, taking advantage of Zoom and other online communication tools with country office staff, UN and other development partners, and national stakeholders available. This will permit to prepare and streamline the field mission to focus on engagement with national authorities and local communities targeted by the project. At the end of the data collection phase, the evaluation team will hold a preliminary presentation on emerging findings to the country office, identifying areas requiring further analysis and any information and evidence gaps that may exist.

Phase 4: Analysis, report writing, quality review and final debrief. Following the individual outcome analyses, the LE undertakes a synthesis process to prepare the ICPE report. The initial draft is subject to both internal and external reviews. Once the draft is quality cleared, the first official draft is shared with the country office and the RBA for comments and factual corrections. The second draft, which takes into account their feedback, is then shared with national stakeholders for further comments. The UNDP country office prepares a management response to the ICPE under the overall oversight of the Regional Bureau. The report is then presented at a final debriefing where evaluation results are presented to key national stakeholders and UNDP's ways forward are discussed. Taking into account the final set of comments collected at the stakeholder debriefing, the evaluation report will be finalized by incorporating the management response.

Phase 5: Publication and dissemination. The ICPE report will be written in English. It will follow the standard IEO publication guidelines. For better engagement of the national partners in the process and better utilization of the final report at the national level, arrangements will be made for the translation of the report into French as needed. The report will be widely distributed in both hard and electronic versions. The evaluation report will be made available to the UNDP Executive Board in time for its approval of a new CPD. 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 ensure the dissemination of the report to all relevant stakeholders in the country. The report and the management response will be published on the UNDP website³¹ as well as in the Evaluation

³¹ web.undp.org/evaluation/

Resource Centre (ERC).³² RBA will be responsible for monitoring and oversight of the implementation of follow-up actions in the ERC.

IX. Timeframe for the ICPE Process

The timeframe and responsibilities for the evaluation process are tentatively³³ as follows in Table 3:

Table 2: Tentative timeframe for the ICPE process going to the Board in 2023		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR completed and approved by IEO Deputy Director	LE/IEO	April 2022
Selection of consultant team members	LE	April-May 2022
Compilation of documents	CO/LE	March-April 2022
Phase 2: Desk analysis		
Preliminary desk review of reference material	Evaluation team	April-May 2022
Notification and consolidation of stakeholder list contact; and preparation of evaluation interview schedule	CO/LE	May 2022
Phase 3: Data collection		
Interview with stakeholders	LE/Consultants*	May- June 2022
Field mission	LE/CO	June 2022
Phase 4: Analysis, report writing, quality review and debrief		
Analysis of data and submission of outcome papers	Consultants*/LE	July 2022
Synthesis and report writing	LE	August 2022
Zero draft for internal IEO clearance	LE	September 2022
First draft to CO/RBA for comments	LE/CO/RBA	October 2022
Second draft shared with the government, key donors and national stakeholders	LE/CO/GOV	November 2022
Draft management response	CO	November 2022
Stakeholder workshop via videoconference	IEO/CO/RBA	December 2022
Phase 5: Publication and dissemination		
Editing and formatting	IEO	December 2022
Final report and evaluation brief	IEO	January 2023
Dissemination of the final report	IEO	February 2023

³² erc.undp.org

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

ANNEX 2. EVALUATION MATRIX

Key evaluation questions	Evaluation Sub-questions	Indicators (rating system)	Rating	Data sources
RELEVANCE The extent to which the programme objectives and design respond to country, beneficiaries' needs, and continue to do so if circumstances change ; Degree of alignment with human development needs, UNDP's mandate, existing country strategies and policies, adequacy of financial/human resources, and according to standards and recognized good practices				
What did the UNDP country programme intend to achieve during the period under review?	1. To what extent does the country programme [outcome area, portfolio or issue assessed] address the main development priorities of the country, the SDGs and the needs of the most vulnerable populations?	Country programme addresses major development priorities in the country as defined in the country's development plan, SDGs, or sector policies (Responsiveness to national priorities)		• Document review – CPD/RRF, National development plan, SDG framework, sector strategies, UNDP programme related documents, theory of change, stakeholder mapping • Interviews with CO, Government, and other Development Partners on UNDP's programme prioritization
		Programme is responsive to groups at risk of being left behind (Responsiveness to groups at risk of being left behind)		• Document review – National development/SDG/sector reports identifying the types of vulnerable and marginalized groups in the society, UNCF, UNDP CPD, programme and project documents and financial expenditure data, evaluations • Interviews – Extent the programme design/implementation reflected the needs of vulnerable, marginalized populations, upholding LNOB principles in programming
	2. To what extent is the country programme [outcome area, portfolio or issue assessed] aligned with the overall strategies and flagship solutions of UNDP and the UN System (UNSDCF)?	Country programme responded to UNDP Signature Solutions (Responsiveness to UNDP Signature Solutions)		• Document review – CPD, UN Sustainable Development Cooperation Framework (UNSDCF); UNDP Strategic Plan 2018-2021; mapping of UNDPs programmatic partnerships • Interviews with UNCT, CO, Government, and other development partners
	3. What is UNDP's value added (if any) and comparative advantage/disadvantage in relation to other development initiatives/ actors operating in the country?	Programme added value to ongoing efforts at the country level (Value addition)		• Document review – National development priorities and sector-specific stakeholder mapping, including the work of UN agencies, UNCF, CPD, UNDP programme and project related documents

				• Interviews on UNDP's value added, ability to uniquely address gaps in existing development efforts
	4. How were gender issues integrated into the very design of the country programme [outcome area, portfolio or issue assessed]?	UNDP programme is responsive to gender-specific development concerns (Responsiveness to gender concerns)		• Document review – National, UN reports on challenges in gender equality and women's empowerment; UNDP's CPD, gender strategy, Gender Seal results, Gender Marker ratings, and financial expenditure data, evaluations • Interviews – Extent UNDP's programme/project design and implementation strategy reflected gender consideration
To what extent has UNDP been able to adapt to the COVID-19 pandemic and support the country's preparedness, response and recovery process?	5. To what extent has the country programme [outcome area, portfolio or issue assessed] responded to unexpected changes in circumstances (including COVID-19) to remain relevant?	Programme is responsive to the changing development needs/priorities/challenges, demonstrating flexibility and adaptability (Responsiveness to evolving development needs)		• Document review – UNCT/UNDP meeting minutes, briefs and reports, government communication, UNDP programme and project documents, socioeconomic impact assessment, socioeconomic response plans, IWP/AWP, financial expenditure data • Interviews on UNDP's timeliness, scope in responding to evolving development challenges
EFFECTIVENESS The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.				
To what extent has the programme achieved (or is likely to achieve) its intended objectives?	6. What are the <i>most significant changes</i> (positive, negative, intended or not) ¹ that resulted from the implementation of the country programme and how were they achieved, in terms of a. <i>Changes in the enabling environment: legislative changes, public policies, etc.)?</i> b. <i>Changes at institutional level?</i> c. <i>Changes at individual and community level?</i>	UNDP has influenced (or is likely to influence) outcome level results and processes (Influenced outcome-level results)		• Document review - CPD/RRF, ROARs/Atlas/PowerBI; evaluation reports for monitoring data on Outcomes contributed to or in progress; on potential risks; theory of change; - national development strategies (including SDGs) and progress data to ascertain how UNDP outcomes link to broader national development outcomes, evaluations • Interviews – on the nature and level of UNDP's contribution; whether there are similar contributions by other agencies
	7. To what extent have outputs and outcomes been achieved, or are likely to be achieved?	Programme outputs were achieved or will be eventually achieved (Programme outputs achieved)		• Document review – CPD/RRF, ROARs/Atlas/PowerBI, evaluation reports for monitoring data on Outputs achieved or in progress; on potential for risks; theory of change, evaluations • Interviews - with programme partners and beneficiary groups on what was achieved; facilitating

				factors and challenges; with wider development actors in the area assessed (on the role and contribution of UNDP); whether UNDP use the right programme tools)
	8. To what extent have UNDP's interventions had a differentiated effect on women and girls? On other vulnerable or traditionally excluded groups?	Results have been beneficial for those at risk of being left behind (Outcomes benefited those at risk of being left behind)		• Document review – CO strategy papers, national reports on marginalized, vulnerable populations in each context (including people with disabilities, groups requiring special attention, e.g. youth/rural youth/urban youth) and their development indicators and data on disparities; HDI and GDI; Programme/project documents; ROARs, monitoring data on outputs and outcomes for target groups, evaluations • Interviews on the scale, nature of support provided by UNDP to address target population's concerns and results achieved
		Results have contributed to enhancing the processes for gender equality and women's empowerment (Outcomes contributed to GEWE)		• Document review – GDI, IHDI data on gender disparities in the country; National/subnational gender-disaggregated data for areas addressed by UNDP; CO strategy papers, programme/project documents for the degree of emphasis on gender equality and empowerment of women; - Monitoring and evaluation data on outputs achieved and outcomes contributed; Gender Marker data for UNDP spending on gender-focused programming; monitoring data on GEN2,3 outcomes; Mapping of key actors operating in GEWE to assess UNDP's role and contribution, the potential for partnerships, joint programming, duplication, evaluations • Interviews on the nature and scale of UNDP's effort to promote GEWE in its programme; progress and achievement at output and outcome levels; UNDPs role and expected areas of contribution vis-à-vis other UN agencies; extent partnership was forged with other agencies; areas of duplication; opportunities taken/missed
What factors contributed to or hindered UNDP's performance and eventually, to the sustainability	9. What specific contextual factors external to UNDP contributed to or hindered the achievement of results (<i>Political, economic, social, administrative, cultural, ecological, technological, etc.</i>)?			

	10. To what extent did UNDP promote and rely on development innovation to achieve development results?	UNDP took measures to enable development innovation (Enabled development innovation)		• Document review –Monitoring and evaluation data on innovation in programme support of UNDP; review of accelerator lab activities (where present), evaluations • Interviews on development innovation in the country; learning within and cross-country; UNDP's contribution
COHERENCE The compatibility of the programme within; and with other programmes in a country; Internal and external coherence.				
What factors contributed to or hindered UNDP's performance and eventually, to the sustainability	11. To what extent has the country programme design and implementation ensured synergies among the different components of the country program (internal coherence)?	Linkages between projects, outputs and outcomes were identified and established to enhance UNDP contribution (Linkages between programme levels)		• Document review- CPD, programme strategy, ToC, project documents and design, IWP/AWP, ROARs, selection of indicators, monitoring data on programme synergies, evaluations • Interviews with CO on the rationale behind programme construct, selection and design of projects under each output and outcome; with development partners on intra-programme coherence
		An integrated, issue-based programming approach adapted to enhance development results (e.g. poverty and environment; climate change adaptation and sustainable livelihood) (Integrated programming pursued)		• Document review- Programme/project design (how it applied an integrated approach); Monitoring data on programme synergies, evaluations • Interviews with CO on the extent of dialogue across different programme units and outcome areas to facilitate inter-programme synergies and coherence; how constraints were addressed; with development partners on programme synergies and internal coordination, opportunities taken /missed
	12. To what extent has the country programme design and implementation fostered synergies and reduced duplications with financial and technical partners, in alignment with the New Way of Working (NWOW) and the principles of Delivering as One?	UNDP established strategic partnerships with <i>United Nations agencies</i> (Strategic partnership with the United Nations agencies)		• Document review- UNCF for mapping of different UN agencies' expected areas of work; joint programme documents; UNCT working group documents; Monitoring data on enhanced outcome and enabling coherence in national development programme processes in the area assessed, evaluations • Interviews - Extent UNDP reached out to UN agencies operating in complementary areas under UNCF for joint efforts, collaboration, and coherence; and opportunities used/ missed
		UNDP articulated its unique role within the UNDS at the country level in the 'post delink' era, demonstrating its 'integrator role'		• Document review – CPD and other recent CO strategy papers, IWP/AWP, ROARs, evaluations • Interviews on UNDP's positioning as an integrator within the UN system; whether areas were identified for operationalization; how UNDP invested in

		(Optimised integrator role)		promoting its integrator role; examples of the role; what worked and why; how potential resistance to such a role was overcome
		UNDP established strategic partnerships with <i>bilateral actors/IFIs</i> (Strategic partnerships with IFIs/ bilateral actors)		• Document review – CPD; communication/partnership/ resource mobilization strategies; programme/project documents; mapping of bilateral actors/IFIs operating in similar issue areas; monitoring data on enhanced outcome and enabling coherence, evaluations • Interviews – Extent UNDP established partnerships with bilateral agencies/IFIs (opportunities used/missed); how such partnerships contributed to enhanced outcomes and greater national development coherence
	13. To what extent has UNDP fostered strategic partnerships with relevant national actors, including government entities, CSOs/NGOs and the private sector?	UNDP established strategic partnerships with <i>government development initiatives</i> (Strategic partnership with government)		• Document review- UNDP project documents; Monitoring data on integrated programming in national development programme processes in the area assessed, evaluations, partnerships survey results • Interviews on the extent UNDP proactively sought to engage the central and relevant line offices within the government for enhanced national development process; applying a nuanced approach as required; extent UNDP enabled national programme coherence
		UNDP established strategic partnerships with <i>non-state actors</i> (e.g. the media, CSOs, academia, think tanks) (Strategic partnership with civil society)		• Document review – CO strategy papers, Programme/project documents, evaluations and other assessment reports for mapping of partnerships explored, evaluations • Interviews – Extent UNDP has proactively reached out to (and applied a nuanced approach if needed) engaging with non-state actors to ensure their participation in programme design and implementation for results; opportunities missed
		UNDP established partnerships with the <i>private sector</i> , identifying key areas for private sector development and engagement, and/or for facilitating SDG financing (Strategic partnership with private sector)		• Document review - Macro data on PSD investment in the country; sectors with greater potential for private sector investment; CO strategy papers, programme/project documents to see whether UNDP has a strategy for enabling private sector engagement; description of areas identified by UNDP for facilitating PSD; areas for private sector financing opportunities;

				challenges in private sector engagement; - Monitoring data on private sector facilitation, evaluations • Interviews on UNDP's practice in seeking private sector engagement for its programme; its role and contribution in private sector facilitation for development financing; opportunities are taken/ missed.
EFFICIENCY The extent to which programme resources were managed adeptly, with timely delivery within the intended timeframe, or a timeframe reasonably adjusted to the demands of the evolving context; maximising utility of resources; and achieving maximum operational efficacy.				
What factors contributed to or hindered UNDP's performance and eventually, to the sustainability	14. To what extent have resource (human and financial) mobilization and utilization of the country office been sufficient and adequately used to achieve the expected results in a timely manner?	Projects were completed according to established plans. (Timely completion of projects)		• Document review- Project documentation of extensions/ delays (i.e. may include reports, audits, Atlas financials, Atlas risk logs, AWP, meeting minutes as necessary); Monitoring reports, ROAR; Audit reports, evaluations, IEO-RA financial analysis • Interviews on programme/project implementation
		Country programme has the necessary technical capacity to achieve programme results (Necessary technical capacity)		• Document review- UNDP staff structure; Monitoring reports, evaluations, ROAR² • Interviews on staff structure and programme technical capacities; the extent country office efficiently allocated human resources to achieve results; the extent country office made use of available technical support (e.g. Global Policy Network, RB/BPPS) to deliver programme results
		Programme resources were strategically allocated (Programme resources used strategically)		• Document review – CPD/RRF, programme and project budget information; UNDP resource mobilization strategy; audit reports; financial reports; resource landscape of UNDP areas³ • Interviews on budget planning, resource mobilization opportunities and use
		Estimated resources were mobilized pursuing an appropriate resource mobilization strategy comprising diverse and sustainable funding streams. (Mobilised planned resources)		
	15. To what extent has the planning, monitoring and evaluation functions contributed to organizational learning and to the achievement of expected results?	n/a		

SUSTAINABILITY					
The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.					
What factors contributed to or hindered UNDP's performance and eventually, to the sustainability	16. To what extent have the target population and institutions (formal and informal) taken ownership of the processes supported by and results achieved through UNDP interventions?	Target institutions and/ or beneficiary groups are equipped with knowledge, skills, behaviors and partnerships to continue with programme/project related efforts after their completion (Capacities improved)			• Document review – Programme/project monitoring reports, ROARs, government records on the level, areas of human and institutional capacity improvement supported by UNDP; mapping of programme partnerships, including new partnerships, evaluations • Interviews on the areas and scale of capacities enhanced (including changes brought about by their enhanced capacities); and on partnership options explored
		Measures were taken to facilitate national ownership of programme results (Ensured national ownership)			• Document review – Programme/project documents, government reports, evaluations • Interviews – to ascertain whether linkages with national programmes were established (including government uptake/ ownership); opportunities for the linkages used (areas and scale of UNDP's government support to develop or improve their policies and programmes) and missed; facilitating factors and constraints; on the extent, UNDP has reached out to existing and potential civil society groups
		Measures are taken to promote scaling up (Promoted scaling up)			• Document review -UNDP programme documents review to ascertain if there was planning/partnerships for scaling up; -Monitoring reports on how scaling up was pursued; Stakeholder mapping to assess if all possible partnership options were explored by UNDP for scaling up; exit strategies incl. funding, evaluations • Interviews to ascertain the potential for scaling up successful programme models by government and other development agencies; examples of scaling up successful programme models by government and other development agencies; opportunities and constraining factors
		Financial and human resource needs for sustaining/scaling results achieved are addressed (Enabled development financing)			• Document review – Literature review on development financing data in sectors supported by UNDP, and enabling environment in the country; Data on private sector engagement in development; development financing bottlenecks; UNDP strategy on private sector engagement, facilitating development

				financing; Monitoring reports on progress and achievements in facilitating development financing, evaluations • Interviews with development partners, including the private sector and IFIs, on development financing possibilities, policy bottlenecks; UNDPs role and contribution in enabling development financing; UNDP's accomplishments; opportunities missed
	17. What are the main factors that have affected the sustainability of the processes supported by and results achieved through UNDP interventions?	n/a		

ANNEX 3. LIST OF PROJECTS

Project ID	Project Title	Output ID	Output Title	Start Year	End Year	Total Budget	Total Expenditure	Implementation Modality	Gender Marker
OUTCOME 1: By 2023, women and youth and the most vulnerable groups are socio-economic and politically empowered and enjoy social protection.									
00109331	Preventing conflict and building peace	00108708	Preventing conflict & B. Peace	2018	2021	\$68,500.00	\$66,695.55	DIM	GEN2
00109331	Preventing conflict and building peace	00108708	Preventing conflict & B. Peace	2018	2021	\$153,396.92	\$91,488.68	DIM	GEN2
00109342	Sustainable Reintegration for sustainable peace in Bdi	00108719	Sustainable reintegration	2018	2021	\$302,328.96	\$323,150.68	DIM	GEN2
00118190	Decentralisation et Développement Economique local	00115110	Decentralisation et Developpem	2019	2023	\$7,678,761.32	\$7,103,321.81	DIM	GEN2
00118190	Decentralisation et Développement Economique local	00120901	Secure Livelihoods	2020	2021	\$1,205,640.00	\$1,044,729.81	DIM	GEN2
00118190	Decentralisation et Développement Economique local	00126970	Autonomisation des jeunes /F&G	2019	2023	\$1,701,002.00	\$1,198,396.16	DIM	GEN3
00118697	Projet d'appui à l'autonomisation socio-économique des f	00115393	Autonomosation Socio-économiqu	2019	2023	\$2,658,034.43	\$2,547,007.29	DIM	GEN3
00120490	Amélioration de la résilience communautaire	00125848	Dev. E-Governance & E-commerce	2021	2022	\$1,500,000.00	\$210,443.24	DIM	GEN2
Sub Total Outcome 1						\$15,267,663.63	\$12,585,233.22		
OUTCOME 2: By 2023, women and men of all ages and particularly vulnerable groups, equitably access services of institutions that guarantee accountability, peace, gender equality, justice and respect for human rights in an effective, independent and transparent manner.									
00107251	Fonds Mondial Paludisme 2018-2020	00107586	Fonds Mondial Palu 2018 -2020	2018	2022	\$42,209,287.57	\$38,748,489.66	DIM	GEN2
00107254	Fonds Mondial VIH/Tuberculose 2018-2020	00107589	Fonds Mondial VIH/TB 2018-2020	2018	2022	\$26,779,005.03	\$24,316,970.84	DIM	GEN2
00107254	Fonds Mondial VIH/Tuberculose 2018-2020	00125368	Fond Mondial COVID-19	2018	2021	\$1,789,901.35	\$535,732.74	DIM	GEN1
00111634	Conflict Resolution through Community mechanisms	00110555	Conflict resolution mechanisms	2018	2021	\$151,430.00	\$67,342.70	DIM	GEN2
00111634	Conflict Resolution through Community mechanisms	00110555	Conflict resolution mechanisms	2019	2023	\$1,284,084.00	\$905,157.25	DIM	GEN2
00118700	Accès aux Services et aux Droits	00115397	Acces aux Services & aux Droit	2019	2023	\$7,681,587.27	\$6,536,531.46	DIM	GEN2

00118700	Accès aux Services et aux Droits	00115397	Acces aux Services & aux Droit	2019	2023	\$368,236.00	\$6,156.00	DIM	GEN1
00118700	Accès aux Services et aux Droits	00115570	Planificat° strategique 19-23	2020	2021	\$4,202,139.34	\$3,677,334.81	DIM	GEN2
00118700	Accès aux Services et aux Droits	00115570	Planificat° strategique 19-23	2020	2021	\$435,080.00	\$335,295.57	DIM	GEN2
00118700	Accès aux Services et aux Droits	00116571	Accès aux services de santé	2020	2021	\$11,212,582.64	\$10,776,780.46	DIM	GEN2
00118700	Accès aux Services et aux Droits	00122826	Institutional BCP COVID	2020	2021	\$412,601.19	\$406,856.17	DIM	GEN1
00118700	Accès aux Services et aux Droits	00122897	Services de Santé COVID	2021	2022	\$693,902.00	\$685,347.13	DIM	GEN1
00126595	Perennisation des mecanismes locaux de dialogue	00120622	Perennisation Mecanismes de di	2021	2021	\$825,801.31	\$772,691.85	DIM	GEN2
00126672	Partenariat Strategique	00120665	Partenariat Strategique	2021	2021	\$12,549,007.00	\$1,465,394.26	DIM	GEN1
00126672	Partenariat Strategique	00120665	Partenariat Strategique	2020	2021	\$2.00	\$-	DIM	GEN1
00126672	Partenariat Strategique	00128823	Planification, Coordination&SE	2021	2023	\$220,443.83	\$5,834.59	DIM	GEN1
00126672	Partenariat Strategique	00128824	Appui Ministère des AECD	2021	2023	\$198,210.00	\$20,734.75	DIM	GEN0
00126672	Partenariat Strategique	00128825	Appui Bureau d'étude Strat&Dev	2021	2023	\$294,810.00	\$784.98	DIM	GEN2
00126995	Egalite Genre et lutte contre les VBG	00120909	Egalite de genre et VBGs	2018	2022	\$1,078,100.00	\$973,933.58	DIM	GEN3
00129553	Fonds Mondial VIH/Tuberculose 2021-2023	00123180	FM VIH/TB	2018	2022	\$29,050,418.00	\$7,704,982.93	DIM	GEN2
00130964	Fonds Mondial / Paludisme 2021-2023	00124145	FM / Paludisme	2018	2021	\$54,099,308.58	\$11,928,288.25	DIM	GEN2
00130964	Fonds Mondial / Paludisme 2021-2023	00128744	COVID19 Response Mechanism	2018	2021	\$20,349,544.83	\$2,043,014.54	DIM	GEN2
Sub Total Outcome 2						\$215,885,481.94	\$111,913,654.52		
OUTCOME 3: By 2023, the national and decentralized authorities adopt and apply disaster risk management and prevention mechanisms, sustainable natural resources management (water, land, forests), climate change mitigation and adaptation and ecosystems protection to ensure a better community resilience.									
00081297	Community based climate change related disaster risk man	00090618	Community based climate change	2014	2021	\$84,500.00	\$73,002.58	NIM	GEN2
00081297	Community based climate change related disaster risk man	00090618	Community based climate change	2014	2021	\$5,506,532.85	\$4,923,379.98	NIM	GEN2
00095771	GCF Readiness preparatory support project	00099828	GCF Readiness preparatory supp	2018	2021	\$428,701.16	\$245,485.97	DIM	GEN1
00112287	Solar energy for women's empowerment	00110890	Solar energy for women's empow	2018	2021	\$188,335.45	\$146,334.94	DIM	GEN3
00117793	Reintegration et cohesion sociale	00114699	Reintegration et cohesion soci	2019	2021	\$3,022,119.20	\$2,983,999.15	DIM	GEN2
00120490	Amélioration de la résilience communautaire	00116680	Gestion des catastrophes	2019	2023	\$4,024,246.33	\$3,875,805.23	DIM	GEN1
00120490	Amélioration de la résilience communautaire	00121027	Response to COVID-19	2020	2021	\$250,020.00	\$217,692.92	DIM	GEN2
00124212	Services Energétiques Ruraux	00119240	Services Energétiques Ruraux	2020	2023	\$632,331.13	\$519,962.96	DIM	GEN1

00124212	Services Energétiques Ruraux	00119240	Services Energétiques Ruraux	2020	2023	\$5,080,997.58	\$1,279,405.55	DIM	GEN1
00126069	UNDP CLIMATE PROMISE BURUNDI	00120230	UNDP Climate Promise Burundi	2020	2021	\$208,147.00	\$147,891.23	DIM	GEN2
00129637	Landscape restoration for increase resilience	00123239	Landscape restoration	2021	2024	\$200,000.00	\$-	DIM	GEN2
Sub Total Outcome 3						\$19,625,930.70	\$14,412,960.51		
Grand Total						\$138,911,848.25	\$138,911,848.25		

Source: Data from Power BI as of Feb 2022

ANNEX 4. PEOPLE CONSULTED

Government of Burundi

ARAKAZA, Larissa, Chairman, Burundian Medicines Procurement Authority

AUDIFAX, Arakaza, Technical Director, Burundian Agency for Rural Electrification (ABER)

BABONWANAYO, Déogratias, Director of Climatology and Hydrology, Geographical Institute of Burundi (IGEBU)

BARUTWANAYO, Firmin, Provincial Coordinator, Rutana

BERAHINO, Charles, Executive Secretary, Administrative Reform, Ministry of Public Service, Labor and Employment

BIGIRIMANA, Gaston, Advisor to the Regional Office of Makamba, Ombudsman

BINYIMANA, Nestor, Director General of Resettlement, Reintegration and Repatriation, Ministry of Public Service, Labor and Employment

BIZIMANA, Rubin, Advisor to the Governor in Charge of Legal Affairs, Rumonge

BWORO, Léopold, Economic Advisor to Ruyigi Province & Loan Officer, Rural Microcredit Fund (FMCR)

CIZA, Chadrack, Technical Advisor, Burundian Agency for Rural Electrification (ABER)

CIZA, Willy, Director of Renewable Energies & Energy Efficiency, Ministry of Hydraulics, Energy, and Mines

CLEMENT, San Sebastian, Technical Assistant, Social Assistance and Development Management Unit (UGADS), Ministry of Health

GATONI, Guilène, Director General of Information and Communications Technology, Ministry of Communication, Information Technologies and Media

GIRUKWISHAKA, Donatienne, Director General of Resettlement, Reintegration and Repatriation, Ministry of National Solidarity, Social Affairs, Human Rights and Gender

HABONIMANA, Nestor, Director General Territorial Administration, Ministry of Public Service, Labor and Employment

HAKIZIMANA, Joyce, Managing Director of Rural Microcredit Fund (FMCR)

HATUNGIMANA, Pontien, Director General of Resettlement and Sustainable Reintegration of Victims, Ministry of National Solidarity, Social Affairs, Human Rights and Gender

KANKINDI, Christella, Legal Aid Officer, Ministry of Justice

KANYANGE, Médiatrice, Advisor to the Directorate of Civil, Criminal and Special Affairs, Ministry of Justice

KARABERA, Jean Claude, Head of Provincial Single Windows (GUP), Makaba

KARIRIMBANYA Emmanuel, Permanent Secretary, Permanent Secretariat of Country Coordinating Mechanism (CCM) Burundi

KUBWAYO, Isaac, Substitute Attorney General Prosecutor, General Prosecutor's Office of the Republic of Burundi

MANIRAKIZA, Sylvestre, Police Planning Officer, National Police

MINANI, Edouard, Director, Justice Professional Training Center

MISAGO, Marc, Councilor-in-charge of Municipal and Statistical Development, Busoni Municipality

MPAYIMANA, Eric, Director General, Burundian Agency for Rural Electrification (ABER)

MPERABANYANKA, Salvator, Advisor to Criminal Affairs and Detentions Department, Ministry of Justice

NAHAYO, Alphonsine, Socio-cultural Adviser to the Governor of Ruyigi & Provincial Focal Point for Local Dialogue Mechanisms, Governorate

NAHAYO, Gaspard, President, Tribunal de Grande Instance, Ministry of Justice

NDADAYE, Denise, First Vice-President, Senate

NDAYIHEREJE, Pierre Claver, Inspector General of Health, Ministry of Health

NDAYIZIGA, Boniface, Head of Programme Coordination Service, National School of Administration

NGIRIGI, Lidoire, Coordinator, Social Assistance and Development Management Unit (UGADS), Ministry of Health

NDAYIKENGURUKIYE, Dieudonné, Rural Microcredit Fund Agent, Commune Rutana

NDAYIRAGIJE, Antoine, Administrator, Commune Kayagoro

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NDAYISHIMIYE, Nicolas, Director General, Institute of Statistics and Economic Studies of Burundi

NDAYIZEYE, Cyrille, Land Agent, Municipality of Rutana

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NGENDAKURIYO, Pascal, President, Special Court for Lands and Other Assets, Special Land and Other Assets Court

NIBARUTA, Anicet, Director General, Civil Protection, National Platform chaired by the General Directorate of Civil Protection under the Ministry of Interior and Public Security

NIBITANGA, Olivier, Head of Provincial Single Windows (GUP), Rutana

NIBITANGA, Réverien, Advisor to the Regional Office of Makamba, Ombudsman

NIMPA, Léonidas, Criminal and Special Coordinator of Institutional and Operational Support for Justice, Ministry of Justice

NIMUBONA, Alexis, Minister, Ministry of Environment

NIMURABA, Sixte Vigny, President, Independent National Human Rights Commission, Special Land and Other Assets

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NIRAGIRA, Christine, Permanent Secretary, Ministry of Finance

NITEREKA, Frédéric, Committee on Trade and Development (CTD), Commune Rutana

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NIZIGIYIMA, Marie Rosette, Permanent Secretary, Ministry of Public Service, Labor and Employment

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NKURUNZIZA, Fifi, Director General of Decentralization and Community Development Ministry of Public Service, Labor and Employment

NSANZERUGEZE, Joselyne, Director, National Integrated Programme to Fight Tuberculosis, Ministry of Health

NSHIMIRIMANA, Anitha, General Manager, Industry General Manager, Ministry of Trade, Industry and Tourism and Office of Strategic Studies and Development, Technical Assistance Unit
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NZIGIRABARYA, Onesphore, Minister's Assistant, Ministry of Health
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Civil Society and Non-Profit Organizations

ASSISA, Hans, Partnership Lead, Bujahub
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CIMPAYE, Virginie, Beneficiary, Member, Solar for Women Economic Empowerment Cooperative
DELPHIN, Kaze, Founder and CEO, KAZE Green Economy (KAGE) Ltd. & Co-Founder of My Imperative Actions
GODELIÈVE, Manirakiza, Legal Representative, Association of Women Repatriated from Burundi (AFRABU)
IRUMVA, Ferdinand, Disabled Representative, Association Dukorerehamwe, Makamba
KAGODA, Rogers, Strategy Lead, Bujahub
KIRAJARAGARAYE, Vianney, Program Coordinator, Union of Disabled Persons of Burundi (UPHB)
KIRIMWINZIGO, Jean Baptiste, Executive Secretary, Association of Municipalities of Burundi (ACO-Burundi)
KWIZERA, Jacqueline, Program Officer, Association of Women Lawyers of Burundi
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MUHUZENGE, Jean de Dieu, President, Bujumbura Bar Association
NAHAYO, Nestor, Disabled Representative, Association Dukorerehamwe, Makamba
NCABWENGÉ, Sylvère, Head, Global Fund Project Unit, Burundi Red Cross (CRB)
NDIHOKUBWAYO, Salvator, Kayogoro Disabled Association
NDIKUMASABO, Sonia, President, Association of Women Lawyers in Burundi (AFJB)
NIYONKURU, Mélance, Lawyer, Bar of Gitega
NENGIMANA, Fabien, Founding Director, Burundi Leadership Training Program (BLTP)

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NTWARI, Richard, Legal Representative, Centre Ubuntu
NZEYIMANA, Emmanuel, Kayogoro Disabled Association
RURIMISE, Ildephonse, Founder, Young African Development Foundation
SIBOMANA, Clement, President, Federation of Youth Cooperatives

Academia

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RUZOBABAKO, Jean Marie, Member, Mixed Cooperative Company, beneficiary of the Ruyigi agri-food processing unit

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ANNEX 5: LIST OF DOCUMENTS CONSULTED

- Annual Work Plan - Fonds Mondial Paludisme 2018-2020 – Année 2021. UNDP Mars 2022
- Appui au Renforcement des Interventions de Prévention à haut impact pour le contrôle durable du Paludisme à travers un Système Résilient et Pérenne de Santé au Burundi (ARIPP-SRPS)
- BDI Annual Plan 01 2020
- BDI Annual Plan_2021
- BDI - Results Oriented Annual Report - 2021
- BDI Closure V4_ 2020 Closure Stage Quality Assurance Report
- Burundi impact report <https://reliefweb.int/report/burundi/burundi-impact-report-2020>
- Cadre de Performance Malaria-RSS & BDI-M-UNDP_PF_29 Nov21
- Country Operational Plan 2021 - Burundi_SDS_Final-Public_Aug-13-2021 US President's Emergency Plan for AIDS Relief
- COVID-19 et Pandémie -
- Directives Nationales de Prise en Charge du Paludisme. <http://minisante.bi/wp-content/uploads/pnilp/Directives%20de%20Prise%20en%20charge%20du%20Paludisme.pdf>
- Enquête d'Evaluation de la disponibilité et de la capacité opérationnelle des services de santé (SARA 2017) – Ministère de la Santé Publique et de la lutte contre le SIDA, Banque Mondiale et OMS
- Health budget. <https://www.unicef.org/esa/media/10166/file/UNICEF-Burundi-2021-2022-Health-Budget-Brief-FR.pdf>
- HIV/AIDS Sustainability Index and Dashboard (SID) is at <https://www.state.gov/wp-content/uploads/2022/06/Burundi.pdf>
- Lettre de performance BDI-Malaria-UNDP 2021
- Lettre de performance BDI-C-UNDP 2021
- Manuel des procédures harmonisées des programmes Nationaux du BURUNDI (PNLS/IST, PNILT, PNILP)
- Malaria and COVID-19: A double battle for Burundi. African Journal of Emergency Medicine. <https://doi.org/10.1016/j.afjem.2021.10.006>
- Malaria-UNDP Reporting period_31-Dec-21_performance-rating-tool
- Malaria Operational Plan FY 2022 & PEPFAR - USAID Malaria Division - <https://www.pmi.gov/fy-2022-burundi-mop>
- Alma 2030. Malaria Progress Report 2021
- Mfisisimana L.D, Nibayisabe E, Badu K et al. Exploring predictive frameworks for malaria in Burundi. Infectious Disease Modelling 7 (2022) 33e44.).
- OCHA – Rapport de situation. 03 Juin 2022. <https://reports.unocha.org/fr/country/burundi> Téléchargé le : 18 juin 2022
- OMS <https://www.ndakira.net/ressources-humaines-pour-la-sante-au-burundi-letat-des-lieux>
<https://www.afro.who.int/sites/default/files/2022-04/LA%20SENTINELLE%204.pdf>
<https://www.afro.who.int/fr/news/la-pandemie-de-covid-19-ralentit-les-progres-de-la-lutte-contre-la-tuberculose>
- ONUSIDA Rapport Mondial actualisé 2022. <https://www.unaids.org/fr/resources/documents/2022/in-danger-global-aids-update-summary>
- . PACTE-TB/VIH : Programme d'Accélération vers le Contrôle de la Transmission de l'Epidémie du VIH et de la Tuberculose au Burundi
- PEPFAR Burundi Country Operational Plan (COP) 2021 - Strategic Direction Summary March 22
- Plan Stratégique National de Lutte contre le Paludisme (2021-2027) – version révisé en 2022.
- Plan Stratégique National de Lutte contre le Sida 2014-2017
- Plan National de Riposte à la pandémie COVID-19. MSPLS
- Programme d'appui au système de la santé III (PASS III) - Programme indicatif pluriannuel 2021-2027– Burundi
- Rapport annuel du PNLS-IST, 2021
- Rating-tool BDI-M-UNDP & Rating-tool BDI-C-UNDP
- Rapport visite programmatique Caritas
- Rapports annuels d'activités 2020 – PNUD
- Rapport d'audit. Etat de dépenses du projet PNLS et les IST-PNLS/IST. Période 1er Janvier 2020 au 31 Décembre 2020
- Rapport d'audit. Etat de dépenses du projet PNLP. Période 1er Janvier 2020 au 31 Décembre 2020
- Rapport d'audit. PNUD audit de l'état de dépenses du projet « Croix Rouge Burundi »
- Rapport Evaluation des capacités NFM3 - PNLS_IST - F.M
- Rapport d'évaluation des capacités NFM3 de SB-SR F.M & CAMEBU
- Rapport d'évaluation des capacités SB - NFM3 F.M - Croix Rouge du Burundi
- Rapport Evaluation des Capacités SB NFM3 FM - Caritas Burundi
- Rapport d'audit de la déclaration de situation de trésorerie du projet « Caritas Burundi »

- Renforcement des services de diagnostic et de traitement du VIH et de la TB dans les structures de santé et au niveau communautaire 2021.
- Rapport de situation. <https://reliefweb.int/report/burundi/burundi-rapport-de-situation-17-janvier-2022>
- Rapport de progrès. FM TB VIH S1_2020_BDI-C-UNDP_Progress Report_30Jun2020_10_09_2020 Final
- Rapport de progrès. FM TB VIH S2 2019_BDI-C-UNDP_Progress Report Disbursement 2019 - FINAL 09_04_2020
- Rapport de progrès. FM TB VIH S2_2020_BDI-C-UNDP_Progress Report_31Dec2020_Version Finale_08.04.2021
- Report on the Audit of UNDP Burundi N° 2291. Grant from the Global Fund. 6 September 2019. UNDP Burundi, Global Fund
- Report on the Audit of UNDP Burundi N° 2290. Grant from the Global Fund. 11 August 2021. UNDP Burundi, Global Fund
- Rapport de situation sur la réponse à la pandémie due au Coronavirus SARS-Cov2. 25/03/2022.
- Sinzinkayo et al. The lead-up to epidemic transmission: malaria trends and control interventions in Burundi 2000 to 2019. Malaria Journal. 2021 20: 298.
- Soutenir la couverture globale en MILDA pour la prévention durable du paludisme au Burundi 2020.
- Spectrum 2021 & Burundi
- Stepping up to support the COVID-19 response in Burundi - <https://www.unv.org>
- Strengthening the support to the decentralization and intensification program for HIV/AIDS Control in Burundi
- Traitement Préventif Intermittent à la Sulfadoxine-Pyriméthamine pour lutter contre le paludisme chez la femme enceinte. <http://minisante.bi/wp-content/uploads/pnilp/Guideline%20TPlg%20Burundi%20VF.pdf>
- Union Européenne - Doc d'action - Programme d'appui au système de la santé III (PASS III)
- World Malaria Report 2021. <https://www.who.int/teams/global-malaria-programme/reports/world-malaria-report-2021>

ANNEX 6. STATUS OF COUNTRY PROGRAMME DOCUMENT (CPD) OUTCOME & OUTPUT INDICATORS MATRIX

Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
Outcome 1: By 2023, women and youth and the most vulnerable groups are socio-economic and politically empowered and enjoy social protection.						
OC1 i1.1. Proportion of population covered by social protection floors/systems, by sex, specifically children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work injury victims and the poor and the vulnerable	Burundi, Rapport National de Cartographie Indicateurs de Référence ODD, 2018: (a) Women: 1% (b) Men: 1.2% Proportion Totale de la population couverte par les socles/systèmes de protection sociale, par sexe et par groupe de population: 3.32% Victimes d'un accident du travail: 0% Pauvres: None Autres personnes vulnérables: None Femmes: 3.46% Hommes: 3.17% Enfants: 0% Chomeurs: 0% Personnes âgées: 0% Personnes handicapées: 0%	Burundi, Rapport National de Cartographie Indicateurs de Référence ODD, 2018 (a) 1.5% (b) 2.1% Proportion Totale de la population couverte par les socles/systèmes de protection sociale, par sexe et par groupe de population: 5.93% Victimes d'un accident du travail: 0% Pauvres: 0% Autres personnes vulnérables: 0% Femmes: 5.95% Hommes: 5.74% Enfants: 0% Chomeurs: 2% Personnes âgées: 0% Personnes handicapées: 1.5%	Proportion Totale de la population couverte par les socles/systèmes de protection sociale, par sexe et par groupe de population: 6.17% Victimes d'un accident du travail: 0% Pauvres: 0% Autres personnes vulnérables: 0.59% Femmes: 3.46% Hommes: 3.17% Enfants: 3% Chomeurs: 0% Personnes âgées: 5.3% Personnes handicapées: 0%	Proportion Totale de la population couverte par les socles/systèmes de protection sociale, par sexe et par groupe de population: 6.17% Victimes d'un accident du travail: 0% Pauvres: 0% Autres personnes vulnérables: 0.59% Femmes: 3.46% Hommes: 3.17% Enfants: 0% Chomeurs: 0% Personnes âgées: 5.3% Personnes handicapées: 0%	Proportion Totale de la population couverte par les socles/systèmes de protection sociale, par sexe et par groupe de population: 6.17% Victimes d'un accident du travail: 0% Pauvres: 0% Autres personnes vulnérables: 0.59% Femmes: 3.46% Hommes: 3.17% Enfants: 0% Chomeurs: 0% Personnes âgées: 5.3% Personnes handicapées: 0%	No Data

Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
	Femmes enceintes: 0% Nouveau-nés: 0%	Femmes enceintes: 0% Nouveau-nés: 0%	Femmes enceintes: 0% Nouveau-nés: 0%	Femmes enceintes: 0% Nouveau-nés: 0%	Femmes enceintes: 0% Nouveau-nés: 0%	
Output 1.1. Women, youth, displaced, returnees, Batwas and persons with disabilities are empowered to gain access to financial and non-financial assets to build productive, processing and trading capacities for sustainable livelihoods.						
OP1.1 - i1 Number of persons accessing financial assets disaggregated by sex and groups	(a) Men: 5,402 (b) Women: 8,253 (c) Batwas: 0 (d) Persons living with disability: 0 (e) Displaced persons and returnees: 0 Nombre total des personnes qui accèdent aux services financiers: 25,837 Nombre des Hommes qui accèdent aux services financiers: 10,335 Nombre des Femmes qui accèdent aux services financiers: 15,502 Nombre de Bwa qui accèdent aux services financiers: 0 Nombre de personnes vivant avec handicap qui accèdent aux services financiers: 0 Nombre de Déplacés et rapatriés qui accèdent aux services financiers: 0	(a) Men: 14,002 (b) Women: 18,728 (c) Batwas: 1,000 (d) Persons living with disability: 500 (e) IDPs and returnees: 5,000 Nombre total des personnes qui accèdent aux services financiers: 61,991 Nombre des Hommes qui accèdent aux services financiers: 18,700 Nombre des Femmes qui accèdent aux services financiers: 36,791 Nombre de Bwa qui accèdent aux services financiers: 1,000 Nombre de personnes vivant avec handicap qui accèdent aux services financiers: 500 Nombre de Déplacés et rapatriés qui accèdent aux services financiers: 5000	Nombre total des personnes qui accèdent aux services financiers: 32,211 Nombre des Hommes qui accèdent aux services financiers: 13,253 Nombre des Femmes qui accèdent aux services financiers: 18,958 Nombre de Bwa qui accèdent aux services financiers: 0 Nombre de personnes vivant avec handicap qui accèdent aux services financiers: 0 Nombre de Déplacés et rapatriés qui accèdent aux services financiers: 0	Nombre total des personnes qui accèdent aux services financiers: 61,040 Nombre des Hommes qui accèdent aux services financiers: 22,443 Nombre des Femmes qui accèdent aux services financiers: 37,155 Nombre de Bwa qui accèdent aux services financiers: 337 Nombre de personnes vivant avec handicap qui accèdent aux services financiers: 218 Nombre de Déplacés et rapatriés qui accèdent aux services financiers: 887	Nombre total des personnes qui accèdent aux services financiers: 99,784 Nombre des Hommes qui accèdent aux services financiers: 32,547 Nombre des Femmes qui accèdent aux services financiers: 61,881 Nombre de Bwa qui accèdent aux services financiers: 2,089 Nombre de personnes vivant avec handicap qui accèdent aux services financiers: 935 Nombre de Déplacés et rapatriés qui accèdent aux services financiers: 2,332	No Data

Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
OP1.1 – i2 Number of persons accessing non-financial assets disaggregated by sex and groups	(a) Men: 244 (b) Women: 765 (c) Batwas: 0 (d) Persons living with disability: 0 (e) Displaced persons and returnees: 0	(a) Men: 2,070 (b) Women: 5,560 (c) Batwas: 500 (d) Persons living with disability: 200 (e) IDPs and returnees: 1,000			Nombre total de personnes qui accèdent aux services non financiers: 208,286 Nombre des Hommes qui accèdent aux services non financiers: 83,019 Nombre des Femmes qui accèdent aux services non financiers: 117,580 Nombre de Batwa qui accèdent aux services non financiers: 3,278 Nombre de personnes vivant avec handicap qui accèdent aux services non financiers: 1,868 Nombre de Déplacés et rapatriés qui accèdent aux services non financiers: 2,541	No Data
	Nombre total de personnes qui accèdent aux services non financiers: 29,440	Nombre total de personnes qui accèdent aux services non financiers: 67,643	Nombre total de personnes qui accèdent aux services non financiers: 37,537	Nombre total de personnes qui accèdent aux services non financiers: 64,722		
	Nombre des Hommes qui accèdent aux services non financiers: 11,776	Nombre des Hommes qui accèdent aux services non financiers: 25,043	Nombre des Hommes qui accèdent aux services non financiers: 11,963	Nombre des Hommes qui accèdent aux services non financiers: 21,608		
	Nombre des Femmes qui accèdent aux services non financiers: 17,664	Nombre des Femmes qui accèdent aux services non financiers: 40,900	Nombre des Femmes qui accèdent aux services non financiers: 23,264	Nombre des Femmes qui accèdent aux services non financiers: 39,061		
	Nombre de Batwa qui accèdent aux services non financiers: 0	Nombre de Batwa qui accèdent aux services non financiers: 500	Nombre de Batwa qui accèdent aux services non financiers: 660	Nombre de Batwa qui accèdent aux services non financiers: 1,325		
	Nombre de personnes vivant avec handicap qui accèdent aux services non financiers: 0	Nombre de personnes vivant avec handicap qui accèdent aux services non financiers: 200	Nombre de personnes vivant avec handicap qui accèdent aux services non financiers: 330	Nombre de personnes vivant avec handicap qui accèdent aux services non financiers: 775		
	Nombre de Déplacés et rapatriés qui accèdent aux services non financiers: 0	Nombre de Déplacés et rapatriés qui accèdent aux services non financiers: 1000	Nombre de Déplacés et rapatriés qui accèdent aux services non financiers: 1,320	Nombre de Déplacés et rapatriés qui accèdent aux services non financiers: 1,953		

Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
OP1.1 – i3 Number of micro-, small and medium-size enterprises in communities, especially women entrepreneurs/ women's associations, utilizing service development platforms for inclusive and sustainable non-farm livelihoods	Male-headed: 176 Female-headed: 20 Nombre total de micro, petites et moyennes entreprises dans les communautés, particulièrement les associations de femmes et les femmes entrepreneures, qui utilisent les plateformes de services de développement pour les moyens de subsistance ruraux non agricoles inclusifs et durables: 196 Nombre de microentreprises et de petites et moyennes entreprises locales, dirigées par des Hommes qui utilisent les plateformes de services de développement pour les moyens de subsistance ruraux non agricoles inclusifs et durables: 176 Nombre de microentreprises et de petites et moyennes entreprises locales, dirigées par des femmes qui utilisent les plateformes de services de développement pour les moyens de subsistance ruraux non agricoles inclusifs et durables: 20	Male-headed: 276 Female-headed: 200 Nombre total de micro, petites et moyennes entreprises dans les communautés, particulièrement les associations de femmes et les femmes entrepreneures, qui utilisent les plateformes de services de développement pour les moyens de subsistance ruraux non agricoles inclusifs et durables: 686 Nombre de microentreprises et de petites et moyennes entreprises locales, dirigées par des Hommes qui utilisent les plateformes de services de développement pour les moyens de subsistance ruraux non agricoles inclusifs et durables: 300 Nombre de microentreprises et de petites et moyennes entreprises locales, dirigées par des femmes qui utilisent les plateformes de services de développement pour les moyens de subsistance ruraux non agricoles inclusifs et durables: 386	Nombre total de micro, petites et moyennes entreprises dans les communautés, particulièrement les associations de femmes et les femmes entrepreneures, qui utilisent les plateformes de services de développement pour les moyens de subsistance ruraux non agricoles inclusifs et durables: 242 Nombre de microentreprises et de petites et moyennes entreprises locales, dirigées par des Hommes qui utilisent les plateformes de services de développement pour les moyens de subsistance ruraux non agricoles inclusifs et durables: 214 Nombre de microentreprises et de petites et moyennes entreprises locales, dirigées par des femmes qui utilisent les plateformes de services de développement pour les moyens de subsistance ruraux non agricoles inclusifs et durables: 28	Nombre total de micro, petites et moyennes entreprises dans les communautés, particulièrement les associations de femmes et les femmes entrepreneures, qui utilisent les plateformes de services de développement pour les moyens de subsistance ruraux non agricoles inclusifs et durables: 242 Nombre de microentreprises et de petites et moyennes entreprises locales, dirigées par des Hommes qui utilisent les plateformes de services de développement pour les moyens de subsistance ruraux non agricoles inclusifs et durables: 214 Nombre de microentreprises et de petites et moyennes entreprises locales, dirigées par des femmes qui utilisent les plateformes de services de développement pour les moyens de subsistance ruraux non agricoles inclusifs et durables: 28	Nombre total de micro, petites et moyennes entreprises dans les communautés, particulièrement les associations de femmes et les femmes entrepreneures, qui utilisent les plateformes de services de développement pour les moyens de subsistance ruraux non agricoles inclusifs et durables: 863 Nombre de microentreprises et de petites et moyennes entreprises locales, dirigées par des Hommes qui utilisent les plateformes de services de développement pour les moyens de subsistance ruraux non agricoles inclusifs et durables: 401 Nombre de microentreprises et de petites et moyennes entreprises locales, dirigées par des femmes qui utilisent les plateformes de services de développement pour les moyens de subsistance ruraux non agricoles inclusifs et durables: 462	No Data

Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
Output 1.2. Central and local governments have improved technical and operational capacities to mainstream gender and promote inclusive local development.						
OP1.2 – i1 Number of local governments having inclusive local economic development conducive strategies and plans in place: (a) with gender-responsive and inclusive institutional frameworks; (b) with public-private partnerships for accelerating catalytic local economic development initiatives	(a) 0 (b) 0 Nombre total de Communes ayant mis en place des stratégies et des plans favorables au développement économique local (LED) inclusif: 0 Avec des cadres institutionnels inclusifs et sensibles au genre: 0 Avec des partenariats public-privé pour accélérer le développement économique local catalytique: 0	(a): 15 (b): 15 Nombre total de Communes ayant mis en place des stratégies et des plans favorables au développement économique local (LED) inclusif: 25 Avec des cadres institutionnels inclusifs et sensibles au genre: 25 Avec des partenariats public-privé pour accélérer le développement économique local catalytique: 25	Nombre total de Communes ayant mis en place des stratégies et des plans favorables au développement économique local (LED) inclusif: 0 Avec des cadres institutionnels inclusifs et sensibles au genre: 0 Avec des partenariats public-privé pour accélérer le développement économique local catalytique: 0	Nombre total de Communes ayant mis en place des stratégies et des plans favorables au développement économique local (LED) inclusif: 44 Avec des cadres institutionnels inclusifs et sensibles au genre: 44 Avec des partenariats public-privé pour accélérer le développement économique local catalytique: 44	Nombre total de Communes ayant mis en place des stratégies et des plans favorables au développement économique local (LED) inclusif: 44 Avec des cadres institutionnels inclusifs et sensibles au genre: 44 Avec des partenariats public-privé pour accélérer le développement économique local catalytique: 44	No Data
OP1.2 – i2 Existence of a gender-responsive operational development coordination mechanism	No	Yes	No	No	No	No Data
Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
OUTCOME 2: By 2023, women and men of all ages and particularly vulnerable groups, equitably access services of institutions that guarantee accountability, peace, gender equality, justice and respect for human rights in an effective, independent and transparent manner.						
OC2 i2.1. Proportion of population satisfied with their last experience with public services	Men: 0% Women: 0% Proportion de la population satisfaite de sa dernière expérience avec les services publics: 0%	(TBD) Men: 10% increase (TBD) Women: 10% increase Proportion de la population satisfaite de sa dernière expérience avec les services publics: 0%	Proportion de la population satisfaite de sa dernière expérience avec les services publics: 0%	Proportion de la population satisfaite de sa dernière expérience avec les services publics: 0%	Proportion de la population satisfaite de sa dernière expérience avec les services publics: 0%	No Data

Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
	Proportion des FEMMES satisfaite de sa dernière expérience avec les services publics: 0% Proportion des HOMMES satisfaite de sa dernière expérience avec les services publics: 0%	Proportion des FEMMES satisfaite de sa dernière expérience avec les services publics: 0% Proportion des HOMMES satisfaite de sa dernière expérience avec les services publics: 0%	Proportion des FEMMES satisfaite de sa dernière expérience avec les services publics: 0% Proportion des HOMMES satisfaite de sa dernière expérience avec les services publics: 0%	Proportion des FEMMES satisfaite de sa dernière expérience avec les services publics: 0% Proportion des HOMMES satisfaite de sa dernière expérience avec les services publics: 0%	Proportion des FEMMES satisfaite de sa dernière expérience avec les services publics: 0% Proportion des HOMMES satisfaite de sa dernière expérience avec les services publics: 0%	
Output 2.1. Increased technical/operational capacities of public institutions to deliver quality judicial and administrative services to the population, whilst ensuring women's rights commitments, are delivered.						
OP2.1 – i1 Number of people who have access to justice (including land disputes) disaggregated by sex and other characteristics	(a) Men: 19,019 (b) Women: 4,598 (c) Batwas: 0 (d) Persons living with disability: 0 (e) Displaced persons and returnees: 0 Nombre total de personnes ayant accès à la justice (y compris les litiges fonciers): 25,142 Nombre d'hommes ayant accès à la justice (y compris les litiges fonciers): 15,680 Nombre des Femmes ayant accès à la justice (y compris les litiges fonciers): 9,462 Nombre de Déplacés et rapatriés ayant accès à la justice (y compris les litiges fonciers): 0 Nombre de personnes vivant avec handicap ayant accès à la justice (y compris les litiges fonciers): 0	(a) 24,823 (b) 9,518 (c) 200 (d) 200 (e) 1,000 Nombre total de personnes ayant accès à la justice (y compris les litiges fonciers): 52,281 Nombre d'hommes ayant accès à la justice (y compris les litiges fonciers): 28,890 Nombre des Femmes ayant accès à la justice (y compris les litiges fonciers): 22,161 Nombre de Déplacés et rapatriés ayant accès à la justice (y compris les litiges fonciers): 670 Nombre de personnes vivant avec handicap ayant accès à la justice (y compris les litiges fonciers): 560	Nombre total de personnes ayant accès à la justice (y compris les litiges fonciers): 27,763 Nombre d'hommes ayant accès à la justice (y compris les litiges fonciers): 17,287 Nombre des Femmes ayant accès à la justice (y compris les litiges fonciers): 10,476 Nombre de Déplacés et rapatriés ayant accès à la justice (y compris les litiges fonciers): 0 Nombre de personnes vivant avec handicap ayant accès à la justice (y compris les litiges fonciers): 0	Nombre total de personnes ayant accès à la justice (y compris les litiges fonciers): 39,420 Nombre d'hommes ayant accès à la justice (y compris les litiges fonciers): 25,019 Nombre des Femmes ayant accès à la justice (y compris les litiges fonciers): 13,157 Nombre de Déplacés et rapatriés ayant accès à la justice (y compris les litiges fonciers): 1210 Nombre de personnes vivant avec handicap ayant accès à la justice (y compris les litiges fonciers): 34	Nombre total de personnes ayant accès à la justice (y compris les litiges fonciers): 57,552 Nombre d'hommes ayant accès à la justice (y compris les litiges fonciers): 37,293 Nombre des Femmes ayant accès à la justice (y compris les litiges fonciers): 17,810 Nombre de Déplacés et rapatriés ayant accès à la justice (y compris les litiges fonciers): 2,333 Nombre de personnes vivant avec handicap ayant accès à la justice (y compris les litiges fonciers): 116	No Data

Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
OP2.1 – i2 Number of GBV cases (a) reported to judicial authorities; and (b) number of reported cases receiving judgment in the formal justice system	(a) 1,232 (b) 499 Nombre de cas de violences basées sur le genre signalés aux autorités judiciaires: 4,004 Nombre de cas signalés ayant fait l'objet d'un jugement dans le système judiciaire formel: 2,968	(a) 2,500 (b) 2,000 Nombre de cas de violences basées sur le genre signalés aux autorités judiciaires: 7,221 Nombre de cas signalés ayant fait l'objet d'un jugement dans le système judiciaire formel: 6,773	Nombre de cas de violences basées sur le genre signalés aux autorités judiciaires: 5,400 Nombre de cas signalés ayant fait l'objet d'un jugement dans le système judiciaire formel: 3,975	Nombre de cas de violences basées sur le genre signalés aux autorités judiciaires: 7,983 Nombre de cas signalés ayant fait l'objet d'un jugement dans le système judiciaire formel: 5,144	Nombre de cas de violences basées sur le genre signalés aux autorités judiciaires: 18,957 Nombre de cas signalés ayant fait l'objet d'un jugement dans le système judiciaire formel: 7,357	No Data
OP2.1 – i3 Number of people (men and women) accessing the newly established administrative one-stop centers.	(2018) Women: 3,141 Men: 10,521 Nombre total de personnes (hommes et femmes) ayant accès aux guichets administratifs uniques nouvellement créés: 16,043 Nombre d'hommes ayant accès aux guichets administratifs uniques nouvellement créés: 12,652 Nombre des Femmes ayant accès aux guichets administratifs uniques nouvellement créés: 3,391 Nombre de Batwa ayant accès aux guichets administratifs uniques nouvellement créés: 0 Nombre de Déplacés et Rapatriés ayant accès aux guichets administratifs uniques nouvellement créés: 0	Women: 10,000 Men: 32,000 Nombre total de personnes (hommes et femmes) ayant accès aux guichets administratifs uniques nouvellement créés: 44,381 Nombre d'hommes ayant accès aux guichets administratifs uniques nouvellement créés: 28,150 Nombre des Femmes ayant accès aux guichets administratifs uniques nouvellement créés: 11,800 Nombre de Batwa ayant accès aux guichets administratifs uniques nouvellement créés: 921 Nombre de Déplacés et Rapatriés ayant accès aux guichets administratifs uniques nouvellement créés: 0	Nombre total de personnes (hommes et femmes) ayant accès aux guichets administratifs uniques nouvellement créés: 51,041 Nombre d'hommes ayant accès aux guichets administratifs uniques nouvellement créés: 39,336 Nombre des Femmes ayant accès aux guichets administratifs uniques nouvellement créés: 11,705 Nombre de Batwa ayant accès aux guichets administratifs uniques nouvellement créés: 0 Nombre de Déplacés et Rapatriés ayant accès aux guichets administratifs uniques nouvellement créés: 0	Nombre total de personnes (hommes et femmes) ayant accès aux guichets administratifs uniques nouvellement créés: 110,274 Nombre d'hommes ayant accès aux guichets administratifs uniques nouvellement créés: 83,472 Nombre des Femmes ayant accès aux guichets administratifs uniques nouvellement créés: 26,802 Nombre de Batwa ayant accès aux guichets administratifs uniques nouvellement créés: 0 Nombre de Déplacés et Rapatriés ayant accès aux guichets administratifs uniques nouvellement créés: 0	Nombre total de personnes (hommes et femmes) ayant accès aux guichets administratifs uniques nouvellement créés: 129,285 Nombre d'hommes ayant accès aux guichets administratifs uniques nouvellement créés: 98,594 Nombre des Femmes ayant accès aux guichets administratifs uniques nouvellement créés: 3,391 Nombre de Batwa ayant accès aux guichets administratifs uniques nouvellement créés: 30,683 Nombre de Déplacés et Rapatriés ayant accès aux guichets administratifs uniques nouvellement créés: 0	No Data

Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
	Nombre de personnes vivant avec Handicap ayant accès aux guichets administratifs uniques nouvellement créés: 0	uniques nouvellement créés: 2,040 Nombre de personnes vivant avec Handicap ayant accès aux guichets administratifs uniques nouvellement créés: 1,470	uniques nouvellement créés: 0 Nombre de personnes vivant avec Handicap ayant accès aux guichets administratifs uniques nouvellement créés: 0	Nombre de personnes vivant avec Handicap ayant accès aux guichets administratifs uniques nouvellement créés: 0	uniques nouvellement créés: 8 Nombre de personnes vivant avec Handicap ayant accès aux guichets administratifs uniques nouvellement créés: 0	
Output 2.2. Increased technical/operational capacities of health institutions to deliver quality health services to the population and reduce gender inequalities in health provision.						
OP2.2 – i1 Number of persons who have received treatment for malaria, HIV/AIDS and tuberculosis disaggregated by sex and other characteristics	(a) Malaria cases reached: 3,688,412 men; 4,445,507 women (b) HIV/AIDS cases reached: 20,063 men; 40,052 women (c) Tuberculosis cases reached: 5,127 men; 2,735 women Nombre total de personnes ayant reçu un traitement contre le paludisme, le VIH/sida et la tuberculose ventilé par sexe et d'autres caractéristiques: 5,210,932 Nombre d'Hommes ayant reçu un traitement contre la Tuberculose: 4,601 Nombre des Femmes ayant reçu un traitement contre la Tuberculose: 2,601 Nombre de personnes vivant avec Handicap ayant reçu un traitement contre la Tuberculose: 0 Nombre des Hommes ayant reçu un traitement contre le paludismo: 2,299,084	(a) Malaria: Men: 3,768,670 (2018); 3,467,176 (2019); 3,259,195 (2020) Women: 4,542,238 (2018); 4,178,859 (2019); 3,928,188 (2020) (b) Men: 20,199 (2018); 21,566 (2019); 22,799 (2020) Women: 40,324 (2018); 43,052 (2019); 45,515 (2020) (c) Tuberculosis: Men: 5,509 (2018); 5,790 (2019); 6,074 (2020); Women: 2,939 (2018); 3,088 (2019); 3,240 (2020) Nombre total de personnes ayant reçu un traitement contre le paludisme, le VIH/sida et la tuberculose ventilé par sexe et d'autres caractéristiques: 5,065,885 Nombre d'Hommes ayant reçu un traitement contre la Tuberculose: 4,939 Nombre des Femmes ayant reçu un traitement contre la Tuberculose: 2,829 Nombre de personnes vivant avec Handicap ayant reçu un traitement contre la Tuberculose: 52	Nombre total de personnes ayant reçu un traitement contre le paludisme, le VIH/sida et la tuberculose ventilé par sexe et d'autres caractéristiques: 3,862,877 Nombre d'Hommes ayant reçu un traitement contre la Tuberculose: 914 Nombre des Femmes ayant reçu un traitement contre la Tuberculose: 1,117 Nombre de personnes vivant avec Handicap ayant reçu un traitement contre la Tuberculose: 0 Nombre des Hommes ayant reçu un traitement contre le paludismo: 1,713,241 Nombre des Femmes ayant reçu un traitement contre le paludismo: 2,093,962 Nombre de personnes vivant avec handicap ayant reçu un traitement contre le paludismo: 0	Nombre total de personnes ayant reçu un traitement contre le paludisme, le VIH/sida et la tuberculose ventilé par sexe et d'autres caractéristiques: 3,601,822 Nombre d'Hommes ayant reçu un traitement contre la Tuberculose: 2,254 Nombre des Femmes ayant reçu un traitement contre la Tuberculose: 2,755 Nombre de personnes vivant avec Handicap ayant reçu un traitement contre la Tuberculose: 0 Nombre des Hommes ayant reçu un traitement contre le paludismo: 1,508,211 Nombre des Femmes ayant reçu un traitement contre le paludismo: 2,018,957 Nombre de personnes vivant avec handicap ayant reçu un traitement contre le paludismo: 0	Nombre total de personnes ayant reçu un traitement contre le paludisme, le VIH/sida et la tuberculose ventilé par sexe et d'autres caractéristiques: 2,846,904 Nombre d'Hommes ayant reçu un traitement contre la Tuberculose: 1,554 Nombre des Femmes ayant reçu un traitement contre la Tuberculose: 1,916 Nombre de personnes vivant avec Handicap ayant reçu un traitement contre la Tuberculose: 0 Nombre des Hommes ayant reçu un traitement contre le paludismo: 1,193,619 Nombre des Femmes ayant reçu un traitement contre le paludismo: 1,582,211 Nombre de personnes vivant avec handicap ayant reçu un traitement contre le paludismo: 0	No Data

Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
	Nombre des Femmes ayant reçu un traitement contre le paludismo: 2,839,284 Nombre de personnes vivant avec handicap ayant reçu un traitement contre le paludismo: 0 Nombre d'Hommes ayant reçu un traitement contre le VIH/sida: 22,491 Nombre des Femmes ayant reçu un traitement contre le VIH/sida: 42,871 Nombre de personnes vivant avec handicap ayant reçu un traitement contre le VIH/sida: 0	Nombre des Hommes ayant reçu un traitement contre le paludismo: 2,201,065 Nombre des Femmes ayant reçu un traitement contre le paludismo: 2,766,065 Nombre de personnes vivant avec handicap ayant reçu un traitement contre le paludismo: 23,100 Nombre d'Hommes ayant reçu un traitement contre le VIH/sida: 22,943 Nombre des Femmes ayant reçu un traitement contre le VIH/sida: 43,793 Nombre de personnes vivant avec handicap ayant reçu un traitement contre le VIH/sida: 1,100	Nombre d'Hommes ayant reçu un traitement contre le VIH/sida: 50,346 Nombre des Femmes ayant reçu un traitement contre le VIH/sida: 3,297 Nombre de personnes vivant avec handicap ayant reçu un traitement contre le VIH/sida: 0	Nombre d'Hommes ayant reçu un traitement contre le VIH/sida: 29,990 Nombre des Femmes ayant reçu un traitement contre le VIH/sida: 39,655 Nombre de personnes vivant avec handicap ayant reçu un traitement contre le VIH/sida: 0	Nombre d'Hommes ayant reçu un traitement contre le VIH/sida: 35,415 Nombre des Femmes ayant reçu un traitement contre le VIH/sida: 32,189 Nombre de personnes vivant avec handicap ayant reçu un traitement contre le VIH/sida: 0	
OP2.2 – i2 Existence of inter-institutional gender responsive, operational health coordination mechanisms	No	Yes	Yes	Yes	Yes	No Data
Output 2.3. National tertiary institutions have strengthened capacities to improve gender-responsive technical skills of public servants and local actors.						

Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
OP2.3 – i1 Number of public servants and local actors benefitting from capacity development programmes disaggregated by sex and institutions	ENA (a) Men: 282 (b) Women: 277 CFPJ (a) Men: 22 (b) Women: 41 CNFAL (a) Men: 1,393 (b) Women: 515 Police Academy (a) Men: 0 (b) Women: 3 Nombre total de fonctionnaires et d'intervenants locaux bénéficiant de programmes de renforcement des capacités: 1,390 Nombre des Femmes fonctionnaires ayant bénéficié de programme renforcement des capacités à travers l'ENA: 277 Nombre des Hommes fonctionnaires ayant bénéficié de programme renforcement des capacités à travers l'ENA: 282 Nombre total des fonctionnaires ayant bénéficié de programme renforcement des capacités à travers l'ENA: 559 Nombre des Femmes personnels judiciaires ayant bénéficié de programme renforcement des capacités à travers le CFPJ: 156 Nombre des Hommes personnels judiciaires ayant bénéficié de programme renforcement des capacités à travers le CFPJ: 252	ENA (a):1,000 (b): 1,000 CFPJ (a): 220 (b) 350 CNFAL (a): 2,300 (b): 1,515 Police Academy (a) Men: 200 (b) Women: 103 Nombre total de fonctionnaires et d'intervenants locaux bénéficiant de programmes de renforcement des capacités: 7,927 Nombre des Femmes fonctionnaires ayant bénéficié de programme renforcement des capacités à travers l'ENA: 798 Nombre des Hommes fonctionnaires ayant bénéficié de programme renforcement des capacités à travers l'ENA: 1,202 Nombre total des fonctionnaires ayant bénéficié de programme renforcement des capacités à travers l'ENA: 2,000 Nombre des Femmes personnels judiciaires ayant bénéficié de programme renforcement des capacités à travers le CFPJ: 957	Nombre total de fonctionnaires et d'intervenants locaux bénéficiant de programmes de renforcement des capacités: 3,203 Nombre des Femmes fonctionnaires ayant bénéficié de programme renforcement des capacités à travers l'ENA: 277 Nombre des Hommes fonctionnaires ayant bénéficié de programme renforcement des capacités à travers l'ENA: 282 Nombre total des fonctionnaires ayant bénéficié de programme renforcement des capacités à travers l'ENA: 559 Nombre des Femmes personnels judiciaires ayant bénéficié de programme renforcement des capacités à travers le CFPJ: 960 Nombre des Hommes personnels judiciaires ayant bénéficié de programme renforcement des capacités à travers le CFPJ: 1,083 Nombre total du personnel judiciaires ayant bénéficié	Nombre total de fonctionnaires et d'intervenants locaux bénéficiant de programmes de renforcement des capacités: 4,593 Nombre des Femmes fonctionnaires ayant bénéficié de programme renforcement des capacités à travers l'ENA: 763 Nombre des Hommes fonctionnaires ayant bénéficié de programme renforcement des capacités à travers l'ENA: 679 Nombre total des fonctionnaires ayant bénéficié de programme renforcement des capacités à travers l'ENA: 1,442 Nombre des Femmes personnels judiciaires ayant bénéficié de programme renforcement des capacités à travers le CFPJ: 1,038 Nombre des Hommes personnels judiciaires ayant bénéficié de programme renforcement des capacités à travers le CFPJ: 1,169 Nombre total du personnel judiciaires ayant bénéficié de programme renforcement des capacités à travers le CFPJ: 2,207	Nombre total de fonctionnaires et d'intervenants locaux bénéficiant de programmes de renforcement des capacités: 5,528 Nombre des Femmes fonctionnaires ayant bénéficié de programme renforcement des capacités à travers l'ENA: 826 Nombre des Hommes fonctionnaires ayant bénéficié de programme renforcement des capacités à travers l'ENA: 814 Nombre total des fonctionnaires ayant bénéficié de programme renforcement des capacités à travers l'ENA: 1,640 Nombre des Femmes personnels judiciaires ayant bénéficié de programme renforcement des capacités à travers le CFPJ: 1,388 Nombre des Hommes personnels judiciaires ayant bénéficié de programme renforcement des capacités à travers le CFPJ: 1,389 Nombre total du personnel judiciaires ayant bénéficié	No Data

Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
	Nombre total du personnel judiciaires ayant bénéficié de programme renforcement des capacités à travers le CFPJ: 408 Nombre d'actrices locales ayant bénéficié de programme renforcement des capacités à travers le CNFAL: Femmes: 95 Nombre d'acteurs locaux ayant bénéficié de programme renforcement des capacités à travers le CENFAL: Hommes: 328 Nombre total d'acteurs locaux ayant bénéficié de programme renforcement des capacités à travers le CNFAL: 423	Nombre des Hommes personnels judiciaires ayant bénéficié de programme renforcement des capacités à travers le CFPJ: 1,452 Nombre total du personnel judiciaires ayant bénéficié de programme renforcement des capacités à travers le CFPJ: 2,409 Nombre d'actrices locales ayant bénéficié de programme renforcement des capacités à travers le CNFAL: Femmes: 1,497 Nombre d'acteurs locaux ayant bénéficié de programme renforcement des capacités à travers le CENFAL: Hommes: 2,021 Nombre total d'acteurs locaux ayant bénéficié de programme renforcement des capacités à travers le CNFAL: 3,518	de programme renforcement des capacités à travers le CFPJ: 2,043 Nombre d'actrices locales ayant bénéficié de programme renforcement des capacités à travers le CNFAL: Femmes: 125 Nombre d'acteurs locaux ayant bénéficié de programme renforcement des capacités à travers le CENFAL: Hommes: 476 Nombre total d'acteurs locaux ayant bénéficié de programme renforcement des capacités à travers le CNFAL: 601	Nombre d'actrices locales ayant bénéficié de programme renforcement des capacités à travers le CNFAL: Femmes: 254 Nombre d'acteurs locaux ayant bénéficié de programme renforcement des capacités à travers le CENFAL: Hommes: 690 Nombre total d'acteurs locaux ayant bénéficié de programme renforcement des capacités à travers le CNFAL: 944	de programme renforcement des capacités à travers le CFPJ: 2,777 Nombre d'actrices locales ayant bénéficié de programme renforcement des capacités à travers le CNFAL: Femmes: 292 Nombre d'acteurs locaux ayant bénéficié de programme renforcement des capacités à travers le CENFAL: Hommes: 819 Nombre total d'acteurs locaux ayant bénéficié de programme renforcement des capacités à travers le CNFAL: 1,111	
Output 2.4. Local actors particularly women have adequate gender equality and leadership capacities to promote the use of community platforms in reconciliation, prevention and peaceful resolution of conflict.						
OP2.4 – i1 Number of functional dialogue/mediation platforms set up in communities	18 Nombre de plateformes de dialogue ou de médiation fonctionnelles mises en place dans les communautés: 815	60 Nombre de plateformes de dialogue ou de médiation fonctionnelles mises en place dans les communautés: 815	Nombre de plateformes de dialogue ou de médiation fonctionnelles mises en place dans les communautés: 826	Nombre de plateformes de dialogue ou de médiation fonctionnelles mises en place dans les communautés: 869	Nombre de plateformes de dialogue ou de médiation fonctionnelles mises en place dans les communautés: 967	No Data

Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
OP2.4 – i2 Proportion of women and youth who lead the dialogue initiatives at the provincial and community level	(a) Women: 5% (b) Youth: 10% Proportion de femmes et de jeunes qui dirigent les initiatives de dialogue au niveau provincial et communautaire: 0% Proportion de FEMMES qui dirigent les initiatives de dialogue au niveau provincial et communautaire: 0% Proportion de JEUNES qui dirigent les initiatives de dialogue au niveau provincial et communautaire: 0%	(a) 30% (b) 30% Proportion de femmes et de jeunes qui dirigent les initiatives de dialogue au niveau provincial et communautaire: 60% Proportion de FEMMES qui dirigent les initiatives de dialogue au niveau provincial et communautaire: 40% Proportion de JEUNES qui dirigent les initiatives de dialogue au niveau provincial et communautaire: 20%	Proportion de femmes et de jeunes qui dirigent les initiatives de dialogue au niveau provincial et communautaire: 43% Proportion de FEMMES qui dirigent les initiatives de dialogue au niveau provincial et communautaire: 33% Proportion de JEUNES qui dirigent les initiatives de dialogue au niveau provincial et communautaire: 10%	Proportion de femmes et de jeunes qui dirigent les initiatives de dialogue au niveau provincial et communautaire: 43% Proportion de FEMMES qui dirigent les initiatives de dialogue au niveau provincial et communautaire: 33% Proportion de JEUNES qui dirigent les initiatives de dialogue au niveau provincial et communautaire: 10%	Proportion de femmes et de jeunes qui dirigent les initiatives de dialogue au niveau provincial et communautaire: 40% Proportion de FEMMES qui dirigent les initiatives de dialogue au niveau provincial et communautaire: 40% Proportion de JEUNES qui dirigent les initiatives de dialogue au niveau provincial et communautaire: 0%	No Data
Output 2.5. Local governments have improved technical and operational capacities for gender-sensitive planning, implementation, monitoring and resource mobilization.						
OP2.5 – i1 Number of local governments having gender-sensitive development plans and budgets aligned with Sustainable Development Goal targets and national priorities.	0 Nombre d'administration locales ayant des plans de développement (PCDC) et des budgets sensibles au genre, alignés sur les cibles des ODD et les priorités nationales: 0	25 Nombre d'administration locales ayant des plans de développement (PCDC) et des budgets sensibles au genre, alignés sur les cibles des ODD et les priorités nationales: 25	Nombre d'administration locales ayant des plans de développement (PCDC) et des budgets sensibles au genre, alignés sur les cibles des ODD et les priorités nationales: 23	Nombre d'administration locales ayant des plans de développement (PCDC) et des budgets sensibles au genre, alignés sur les cibles des ODD et les priorités nationales: 44	Nombre d'administration locales ayant des plans de développement (PCDC) et des budgets sensibles au genre, alignés sur les cibles des ODD et les priorités nationales: 48	No Data
OP2.5 – i2 Number of local governments with effective innovative mechanisms for civic engagement, including the participation of women and marginalized groups	0 Nombre d'administrations locales dotées de mécanismes novateurs efficaces d'engagement civique, y compris la participation des femmes et des groupes marginalisés: 0	25 Nombre d'administrations locales dotées de mécanismes novateurs efficaces d'engagement civique, y compris la participation des femmes et des groupes marginalisés: 25	Nombre d'administrations locales dotées de mécanismes novateurs efficaces d'engagement civique, y compris la participation des femmes et des groupes marginalisés: 23	Nombre d'administrations locales dotées de mécanismes novateurs efficaces d'engagement civique, y compris la participation des femmes et des groupes marginalisés: 44	Nombre d'administrations locales dotées de mécanismes novateurs efficaces d'engagement civique, y compris la participation des femmes et des groupes marginalisés: 48	No Data

Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
OP2.5 – i3 Percentage of targets met in the implementation of local gender sensitive and pro-Goal development plans.	0% Pourcentage de cibles atteintes dans la mise en œuvre de plans de développement locaux tenant compte du genre et favorables aux ODD: 0%	60% for each Pourcentage de cibles atteintes dans la mise en œuvre de plans de développement locaux tenant compte du genre et favorables aux ODD: 60%	Pourcentage de cibles atteintes dans la mise en œuvre de plans de développement locaux tenant compte du genre et favorables aux ODD: 0%	Pourcentage de cibles atteintes dans la mise en œuvre de plans de développement locaux tenant compte du genre et favorables aux ODD: 0%	Pourcentage de cibles atteintes dans la mise en œuvre de plans de développement locaux tenant compte du genre et favorables aux ODD: 40%	No Data
Output 2.6. National Statistics Institutions have increased capacity to monitor and evaluate the NDP (2018-2027) and provision of data disaggregated a by sex and marginalized groups.						
OP2.6 – i1 Existence of data collection and analysis mechanisms providing disaggregated data (sex, territorial, etc) to monitor progress towards the Goals: (a) Conventional data collection methods (e.g. surveys); (b) Administrative reporting systems; (c) New data sources (e.g. big data)	(a) No (b) No (c) No	(a) Yes (b) Yes (c) Yes	Yes	Yes	Yes	No Data
OP2.6 – i2 Existence of Sustainable Development Goal hub to accelerate implementation of 2030 Agenda and identify innovative practices	No	Yes	Yes	Yes	Yes	No Data
Outcome 3: By 2023, the national and decentralized authorities adopt and apply disaster risk management and prevention mechanisms, sustainable natural resources management (water, land, forests), climate change mitigation and adaptation and ecosystems protection to ensure a better community resilience.						
OC3 i3.1 Number of displaced persons as a result of natural disaster disaggregated by sex	(a) Women: 78,790 (b) Men: 72,730 Nombre de personnes déplacées à la suite d'une catastrophe naturelle, désagré par sexe: 70,860	(a) 54,600 (b) 50,400 Nombre de personnes déplacées à la suite d'une catastrophe naturelle, désagré par sexe: 24,340	Nombre de personnes déplacées à la suite d'une catastrophe naturelle, désagré par sexe: 73,651	Nombre de personnes déplacées à la suite d'une catastrophe naturelle, désagré par sexe: 127,832	Nombre de personnes déplacées à la suite d'une catastrophe naturelle, désagré par sexe: 113,408	No data

Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
	Nombre d'HOMME déplacés à la suite d'une catastrophe naturelle: 32,117 Nombre de FEMMES déplacées à la suite d'une catastrophe naturelle: 38,743	Nombre d'HOMME déplacés à la suite d'une catastrophe naturelle: 11,977 Nombre de FEMMES déplacées à la suite d'une catastrophe naturelle: 12,363	Nombre d'HOMME déplacés à la suite d'une catastrophe naturelle: 33,372 Nombre de FEMMES déplacées à la suite d'une catastrophe naturelle: 40,279	Nombre d'HOMME déplacés à la suite d'une catastrophe naturelle: 58,024 Nombre de FEMMES déplacées à la suite d'une catastrophe naturelle: 70,308	Nombre d'HOMME déplacés à la suite d'une catastrophe naturelle: 51,034 Nombre de FEMMES déplacées à la suite d'une catastrophe naturelle: 62,374	
OC3 i3.2 Proportion of natural ecosystems surface area in protected areas	44% Proportion de la superficie des écosystèmes naturels dans les aires protégées: 63%	60% Proportion de la superficie des écosystèmes naturels dans les aires protégées: 79%	Proportion de la superficie des écosystèmes naturels dans les aires protégées: 64%	Proportion de la superficie des écosystèmes naturels dans les aires protégées: 64%	No Data	No Data
Output Indicator	Output Baseline	Output Target: 2023	Output Indicator Status/Progress			
			2019	2020	2021	2022
Output 3.1 Evidence-based assessment and planning tools and mechanisms applied to enable implementation of gender-sensitive and risk-informed resilience, prevention and preparedness to limit the impact of natural hazards on communities.						
OP3.1 – i1 Number of local governments with operational early warning systems to limit the genderdifferentiated impact of climate change and disaster risks	10 Nombre de collectivités locales disposant de systèmes d'alerte rapide opérationnels pour limiter l'impact différencié des changements climatiques et des risques de catastrophe sur les femmes et les hommes: 0	25 Nombre de collectivités locales disposant de systèmes d'alerte rapide opérationnels pour limiter l'impact différencié des changements climatiques et des risques de catastrophe sur les femmes et les hommes: 20	Nombre de collectivités locales disposant de systèmes d'alerte rapide opérationnels pour limiter l'impact différencié des changements climatiques et des risques de catastrophe sur les femmes et les hommes: 0	Nombre de collectivités locales disposant de systèmes d'alerte rapide opérationnels pour limiter l'impact différencié des changements climatiques et des risques de catastrophe sur les femmes et les hommes: 0	Nombre de collectivités locales disposant de systèmes d'alerte rapide opérationnels pour limiter l'impact différencié des changements climatiques et des risques de catastrophe sur les femmes et les hommes: 10	No Data
OP3.1 – i2 Number of internally displaced persons, returnees and members of host communities benefiting from durable solutions including green jobs and livelihoods, disaggregated by sex	Men: 2,526 Women: 2,426 Nombre total des déplacés, de rapatriés et de membres des communautés d'accueil bénéficiant de solutions durables, y compris des emplois et moyens de	Men: 8,000 Women: 12,000 Nombre total des déplacés, de rapatriés et de membres des communautés d'accueil bénéficiant de solutions durables, y compris des emplois et moyens de	Nombre total des déplacés, de rapatriés et de membres des communautés d'accueil bénéficiant de solutions durables, y compris des emplois et moyens de subsistance respectueux de l'environnement: 135,937	Nombre total des déplacés, de rapatriés et de membres des communautés d'accueil bénéficiant de solutions durables, y compris des emplois et moyens de subsistance respectueux de l'environnement: 149,405	Nombre total des déplacés, de rapatriés et de membres des communautés d'accueil bénéficiant de solutions durables, y compris des emplois et moyens de subsistance respectueux de l'environnement: 154,901	No Data

Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
	Nombre d'hommes membres des communautés d'accueil bénéficiant de solutions durables, y compris des emplois et moyens de subsistance respectueux de l'environnement: 120 Nombre des Femmes membres des communautés d'accueil bénéficiant de solutions durables, y compris des emplois et moyens de subsistance respectueux de l'environnement: 80 Nombre Total des membres des communautés d'accueil bénéficiant de solutions durables, y compris des emplois et moyens de subsistance respectueux de l'environnement: 200	Nombre d'hommes membres des communautés d'accueil bénéficiant de solutions durables, y compris des emplois et moyens de subsistance respectueux de l'environnement: 908 Nombre des Femmes membres des communautés d'accueil bénéficiant de solutions durables, y compris des emplois et moyens de subsistance respectueux de l'environnement: 743 Nombre Total des membres des communautés d'accueil bénéficiant de solutions durables, y compris des emplois et moyens de subsistance respectueux de l'environnement: 1,650	emplois et moyens de subsistance respectueux de l'environnement: 58,821 Nombre d'hommes membres des communautés d'accueil bénéficiant de solutions durables, y compris des emplois et moyens de subsistance respectueux de l'environnement: 847 Nombre des Femmes membres des communautés d'accueil bénéficiant de solutions durables, y compris des emplois et moyens de subsistance respectueux de l'environnement: 1,139 Nombre Total des membres des communautés d'accueil bénéficiant de solutions durables, y compris des emplois et moyens de subsistance respectueux de l'environnement: 1,986	Nombre Total des personnes rapatriées bénéficiant de solutions durables, y compris des emplois et moyens de subsistance respectueux de l'environnement: 58,821 Nombre d'hommes membres des communautés d'accueil bénéficiant de solutions durables, y compris des emplois et moyens de subsistance respectueux de l'environnement: 971 Nombre des Femmes membres des communautés d'accueil bénéficiant de solutions durables, y compris des emplois et moyens de subsistance respectueux de l'environnement: 1,273 Nombre Total des membres des communautés d'accueil bénéficiant de solutions durables, y compris des emplois et moyens de subsistance respectueux de l'environnement: 2244	emplois et moyens de subsistance respectueux de l'environnement: 60,821 Nombre d'hommes membres des communautés d'accueil bénéficiant de solutions durables, y compris des emplois et moyens de subsistance respectueux de l'environnement: 1,869 Nombre des Femmes membres des communautés d'accueil bénéficiant de solutions durables, y compris des emplois et moyens de subsistance respectueux de l'environnement: 2,371 Nombre Total des membres des communautés d'accueil bénéficiant de solutions durables, y compris des emplois et moyens de subsistance respectueux de l'environnement: 4,240	
Output 3.2. Solutions adopted to improve access to clean, affordable and sustainable energy particularly for women and displaced communities.						

Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
OP3.2 – i1 Number of households accessing clean, affordable and sustainable energy access (mini-grid, microgrid, solar platforms, etc.)	(a) Women-headed: 100 (b) Displaced households: 200 (c) Batwas: 50 (d) Men-headed: 650 Total ménages ayant accès à des sources d'énergie propres, abordables et durables (miniréseaux, microréseaux, plateformes solaires, etc): 650 Ménages dirigées par un homme: 300 Ménages dirigées par une femme: 100 Ménages déplacés: 200 Ménages Batwa: 50	(a) Women-headed: 300 (b) Displaced households: 600 (c) Batwas: 150 (d) Men-headed: 1,950 Total ménages ayant accès à des sources d'énergie propres, abordables et durables (miniréseaux, microréseaux, plateformes solaires, etc): 2,650 Ménages dirigées par un homme: 1,250 Ménages dirigées par une femme: 500 Ménages déplacés: 650 Ménages Batwa: 250	Total ménages ayant accès à des sources d'énergie propres, abordables et durables (miniréseaux, microréseaux, plateformes solaires, etc): 3,120 Ménages dirigées par un homme: 370 Ménages dirigées par une femme: 1,700 Ménages déplacés: 350 Ménages Batwa: 50	Total ménages ayant accès à des sources d'énergie propres, abordables et durables (miniréseaux, microréseaux, plateformes solaires, etc): 3,120 Ménages dirigées par un homme: 370 Ménages dirigées par une femme: 1,700 Ménages déplacés: 350 Ménages Batwa: 50	Total ménages ayant accès à des sources d'énergie propres, abordables et durables (miniréseaux, microréseaux, plateformes solaires, etc): 3,120 Ménages dirigées par un homme: 370 Ménages dirigées par une femme: 1,700 Ménages déplacés: 350 Ménages Batwa: 50	No Data
Output 3.3. Solutions scaled up for sustainable and genderresponsive management of natural resource.						
OP3.3 – i1 Natural resources that are managed under a sustainable use, conservation, access and benefit-sharing regime: Area of existing protected area under improved management (hectares)	1,055 hectares Ressources naturelles gérées dans le cadre d'un régime d'utilisation viable et de conservation des ressources, d'accès aux ressources et de partage des avantages: superficie des zones protégées faisant l'objet de mesures d'amélioration de la gestion (en hectares): 104,777	5,000 hectares Ressources naturelles gérées dans le cadre d'un régime d'utilisation viable et de conservation des ressources, d'accès aux ressources et de partage des avantages: superficie des zones protégées faisant l'objet de mesures d'amélioration de la gestion (en hectares): 166,000	Ressources naturelles gérées dans le cadre d'un régime d'utilisation viable et de conservation des ressources, d'accès aux ressources et de partage des avantages: superficie des zones protégées faisant l'objet de mesures d'amélioration de la gestion (en hectares): 158,477	Ressources naturelles gérées dans le cadre d'un régime d'utilisation viable et de conservation des ressources, d'accès aux ressources et de partage des avantages: superficie des zones protégées faisant l'objet de mesures d'amélioration de la gestion (en hectares): 158,477	Ressources naturelles gérées dans le cadre d'un régime d'utilisation viable et de conservation des ressources, d'accès aux ressources et de partage des avantages: superficie des zones protégées faisant l'objet de mesures d'amélioration de la gestion (en hectares): 158,477	No Data

Outcome Indicator	Outcome Baseline	Outcome Target: 2023	Outcome Indicator Status/Progress			
			2019	2020	2021	2022
OP3.3 – i2 Number of women participating in decision making on the use and management of natural resources	5 Nombre de femmes participant à la prise de décisions concernant l'exploitation et la gestion des ressources naturelles: 331	20 Nombre de femmes participant à la prise de décisions concernant l'exploitation et la gestion des ressources naturelles: 1,915	Nombre de femmes participant à la prise de décisions concernant l'exploitation et la gestion des ressources naturelles: 331	Nombre de femmes participant à la prise de décisions concernant l'exploitation et la gestion des ressources naturelles: 331	Nombre de femmes participant à la prise de décisions concernant l'exploitation et la gestion des ressources naturelles: 331	No Data

Data Source: IRRF_CPD_SP_Indicators

Date: December 23rd, 2022

Notes: text in light blue font is data from IRRF Website. [Corporate Site Burundi](#)

ANNEX 7. RATING MATRIX

The ICPE rating system is developed by the IEO to quantify programme performance data or contribution data consistently across country programme evaluations. Strengthening performance measurement systems will enhance the quality of evaluations.

The unit of analysis to attribute ratings were the outputs that fell within the scope of this evaluation. To ensure there is inter-rater reliability and of consistency in the across each rating, each evaluator rated the output area under its responsibility while the lead evaluator worked in parallel to also attribute a rating to each of the outputs. Discrepancies and gaps were discussed on a one-on-one basis and final ratings were attributed on that basis.

A four-point rating system as follows was used to allow clarity in performance scoring.

- 4 = Fully Achieved/ Exceeds Expectations. A rating of this level means that programme outputs and outcomes have been fully achieved (or are likely to be achieved), or even exceed expectations. This score indicates high performance.
- 3 = Mostly Achieved. A rating of this level is used when the overall assessment is substantially positive, and problems are small relative to the positive findings. There are some limitations in the contribution of UNDP programmes that have prevented the achievement of stated outputs and outcomes, but no major shortfalls. Many of the planned programme outputs/outcomes have been delivered. This score indicates moderate, but good performance.
- 2 = Partially Achieved. A rating of this level is used when significant shortfalls are identified. The intended outputs and outcomes have only been partially achieved. Overall, the assessment is moderate, but less positive.
- 1 = Not Achieved. A rating of this level means that the contribution of the UNDP programme faced severe constraints and the negative assessment outweighs any positive achievements. There has been limited or no achievement of planned programme outputs/outcomes. This score indicates poor performance.

Criteria	Parameter	Indicator	Outcome 1	Outcome 2	Outcome 3
Relevance					
Adherence to national development priorities	1.A	Country programme addresses major development priorities in the country as defined in the country's development plan, SDGs, or sector policies	4	4	4
Alignment with United Nations/ UNDP goals	1.B	Country programme responded to UNDP Signature Solutions	4	4	3
Relevance of programme priorities	1.C	Programme is responsive to groups at risk of being left behind	4	3	3
Relevance of programme priorities	1.C	Programme adds value to ongoing efforts at the country level	3	3	3
Relevance of programme priorities	1.C	UNDP programme is responsive to gender-specific development concerns	3	3	3

Relevance of programme priorities	1.C	Programme is responsive to the changing development needs/priorities/challenges, demonstrating flexibility and adaptability	3	3	3
Coherence					
Internal programme coherence	2.A	Linkages between projects, outputs and outcomes were identified and established to enhance UNDP contribution	3	3	2
Internal programme coherence	2.A	An integrated, issue-based programming approach adapted to enhance development results (e.g. poverty and environment; climate change adaptation and sustainable livelihood)	2	2	2
External programme coherence	2.B	UNDP established strategic partnerships with <i>United Nations agencies</i>	2	3	2
External programme coherence	2.B	UNDP articulated its unique role within the UNDS at the country level in the 'post delink' era, demonstrating its 'integrator role'	2	2	2
External programme coherence	2.B	UNDP established strategic partnerships with <i>bilateral actors/IFIs</i>	2	2	2
External programme coherence	2.B	UNDP established strategic partnerships with <i>government development initiatives</i>	4	4	4
External programme coherence	2.B	UNDP established strategic partnerships with <i>non-state actors</i> (e.g. the media, CSOs, academia, think tanks)	2	2	2
External programme coherence	2.B	UNDP established partnerships with the <i>private sector</i> , identifying key areas for private sector development and engagement, and/or for facilitating SDG financing	2	1	1
Efficiency					
Timeliness and management efficiency	3.A	Projects were completed according to established plans	2	2	2
Management and operational efficiency	3.B	Country programme has the necessary technical capacity to achieve programme results	2	2	2
Management and operational efficiency	3.B	Programme resources were strategically allocated	3	3	3
Management and operational efficiency	3.B	Estimated resources were mobilized pursuing an appropriate resource mobilization strategy comprising diverse and sustainable funding streams	1	2	2
Effectiveness					
Achievement/eventual achievement of the stated outputs and outcomes	4.A	UNDP has influenced (or is likely to influence) outcome level results and processes	3	3	2
	4.A	Programme outputs were achieved or will be eventually achieved	2	2	2
Programme inclusiveness (especially those at risk of being left behind)	4.B	Results have been beneficial for those at risk of being left behind	2	2	2
Prioritizing gender equality and women's empowerment	4.C	Results have contributed to enhancing the processes for gender equality and women's empowerment	3	3	3

Prioritization of development innovation	4.D	UNDP took measures to enable development innovation	3	1	2
Sustainability					
Sustainable capacity	5.A	Target institutions and/ or beneficiary groups are equipped with knowledge, skills, behaviors and partnerships to continue with programme/project related efforts after their completion	2	2	2
Sustainable capacity	5.A	Measures were taken to facilitate national ownership of programme results	2	2	2
Sustainable capacity	5.A	Measures are taken to promote scaling up	1	1	1
Financing for development	5.B	Financial and human resource needs for sustaining/scaling results achieved are addressed	2	2	2