



Independent Country Programme Evaluation

Benin

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.

This is the second ICPE for Benin² and will be conducted in 2022 towards the end of the current UNDP programme cycle of 2019-2023, with a view to contributing to the preparation of UNDP’s new programme starting from 2024.³ The ICPE will be conducted in close collaboration with the Government of Benin, UNDP Benin 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 Benin’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

Located in West Africa, and bordered by Togo, Nigeria, Burkina Faso and Niger, Benin is a lower middle-income country (since July 2020), with GDP per capital of 1250 USD⁴. The country has enjoyed a high GDP growth (6.4% over the period 2017-2019) before the onset of the COVID-19 pandemic. Its strong macroeconomic situation before the pandemic provided it the much-needed fiscal space and access to financing, which helped to contain the economic fallout from the crisis. In 2020, real GDP growth was 3.8%,

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

² The previous Assessment of Development Results in Benin was conducted 14 years ago in 2008 and covered the period from 2004-2008. The report could be found in UNDP IEO site: <http://web.undp.org/evaluation/evaluations/adr/benin.shtml>

³ There has been a discussion on foreshortening the current programme by one year but at the time of writing this TOR, the decision has not yet been made so the text here mentions the original timeline.

⁴ <https://blogs.worldbank.org/fr/opendata/nouvelle-classification-des-pays-en-fonction-de-leur-revenu-2020-2021>

one of the strongest growth rates among developing countries in that year.⁵ The government responded swiftly to the pandemic, designing a package of 4.5% of GDP extending over the period 2020-2022 containing health-related and economic support measures. The fiscal deficit however widened from 0.5% of GDP in 2019 to 4.2% in 2020.⁶

The economic structure of Benin does not change much over the course of the two last decades with heavy reliance on informal re-exports and transit trade with Nigeria (making up roughly 20 percent of GDP), as well as on agriculture – particularly cotton.⁷ The economy is particularly vulnerable to exogenous shocks such as adverse weather conditions, terms of trade (cotton and oil prices), and developments in Nigeria. Nigeria unilaterally closed its land borders to all movement of goods from August 2019 to December 2020 to stem the smuggling in of rice and illicit exports of locally subsidized petrol to neighboring countries. Given the importance of the exchanges between Benin and Nigeria, Benin was largely affected.⁸ 70% of employment is generated by the agricultural sector which contributes nearly 25 percent to GDP.⁹ The sector is dominated by smallholder farmers who face several constraints including a low productivity due to soil degradation and limited use of modern technologies, dependence on rainfed production, lack of access to agricultural advisory services, and to credit, as well as limited market access due to poor market infrastructure and information. Climate change and its damaging effects further aggravate the constraints to agricultural performance.

The social situation in Benin is marked by persistent poverty and inequality, reflecting the non-inclusiveness of economic growth. Although Benin has continuously recorded an increase in its human development index over the past thirty years, which rose from 0.364 in 1990 to 0.545 in 2019 (an increase of 49.7%), the country is still in the low human development category and is positioned at 158 out of 189 countries and territories. Moreover, when the value is discounted for inequality, it falls to 0.343, a loss of 37.1% due to inequality in the distribution of the HDI dimension indices. Data from a survey in 2017/2018 suggested 66.8% of the population are multidimensionally poor while an additional 14.7% are classified as vulnerable to multidimensional poverty. The multidimensional poverty headcount is 17.3 percentage points higher than income poverty at 49.5% (percentage of the population living below 2011 PPP US\$1.90 per day).¹⁰

Benin has been a stable country with peaceful transfer of power and a socio-political environment that is friendly and conducive to business, but recently facing challenges in democratic governance. Improvements in the country's economic and financial governance thanks to the implementation of major reforms have helped to strengthen the fight against corruption and financial crimes reflected by a significant improvement in the control of corruption indicator (from -0.66 to -0.04) of the Worldwide Governance Indicators (WGI) data between 2010 and 2020¹¹. However, Benin's peaceful political climate deteriorated in recent years, particularly with the last legislative elections held on 28 April 2019, which were held without the participation of the opposition parties, leading to some post-electoral protests.

⁵ <https://www.imf.org/en/News/Articles/2021/11/23/pr21345-benin-imf-staff-concludes-visit-to-benin>

⁶ <https://www.worldbank.org/en/country/benin/overview#1>

⁷ African Development Bank, <https://www.afdb.org/en/documents/benin-combined-report-mid-term-review-2017-2021-country-strategy-paper-and-2019-country-portfolio-performance-review>

⁸ <https://includeplatform.net/publications/benin-country-case-study/>

⁹ African Development Bank, <https://www.afdb.org/en/documents/benin-combined-report-mid-term-review-2017-2021-country-strategy-paper-and-2019-country-portfolio-performance-review>

¹⁰ <http://hdr.undp.org/sites/default/files/Country-Profiles/BEN.pdf>

¹¹ The indicator is assessed on a scale of -2.5 (weak control of corruption) to 2.5 (strong control of corruption). Data from the Worldwide Governance Indicators (WGI) of the World Bank.

There have been some political tensions in the country, and the participation of all to the electoral process remains a challenge for the consolidation of the democracy in Benin. Many governance indicators from the WGI have deteriorated over the last decade (from 2010 to 2020). These include rule of law (from -0.67 to -0.73), citizen voice and accountability (from 0.31 to -0.08) and political stability and absence of violence (from 0.26 to -0.44),¹² reflecting on the challenges faced by the country in democratic governance. Benin is also vulnerable to a spillover of extremist violence from neighboring countries, especially Burkina Faso and Niger, threatening its stability. Incidents of extremist attacks that occurred in the northern part of the country reflect on a growing security concern.

Gender inequalities persist in several aspects including participation in decision-making, and access to resources, justice and basic social services. Benin has a gender inequality index value of 0.612, ranking it 148 out of 162 countries in the 2019 index. Women’s representation in decision making bodies remains low: Government (14.2%), National Assembly (8.4%) and Municipal Councils (4.8%). Female participation in the labour market is 68.8% compared to 73.0% for men. The underemployment level, which remains high in Benin also affects more women (65.4%) than men (41.5%). The persistence of inequalities is due to women’s low education level (18.3% of adult women have reached at least a secondary level of education compared to 33.9% of their male counterparts), as well as sociocultural burdens.¹³

The country is confronted with several environment and climate change issues. These include drought, floods, late and violent rains, soil degradation, rising sea levels and the accelerated erosion of coastal area. The effects of climate change may undermine food self-sufficiency and increase rural poverty. Benin has signed and ratified several international conventions on climate change, including the Paris Agreement (CoP 21). Regarding energy, Benin is heavily dependent on external sources, particularly Nigeria and Ghana (more than 90%) for its electricity supply.¹⁴ Access to electricity is limited to 32% of the population¹⁵ and Benin experiences outages at more than twice the rate of sub-Saharan Africa as a whole¹⁶. The government has placed the energy sector at the heart of its strategy in the Government Action Programme (PAG) 2021-2026, with about 10% of the planned budget allocated to the energy sector¹⁷. But this needs to be translated into effective interventions to improve access to energy.

Benin submitted its third Voluntary National Review in 2020¹⁸, confirming its commitment to the SDGs. Important policy and governance efforts have been made in favour of the SDGs but despite the progress, results were still slow up to the crisis. The Voluntary National Review acknowledged that major challenges remained to achieve most of the SDGs. In the 2021 Sustainable Development Report¹⁹, Benin ranked 155/165 with a score of 49.87/100, up from 47.78/100 in 2015.

In December 2016, the then new government adopted an ambitious development programme, the Government Action Programme (PAG), known as “Revealing Benin” for the period 2016-2021. The PAG

¹² These indicators are assessed on a scale of -2.5 (weak) to 2.5 (strong). See WGI data, World Bank.

¹³ <http://hdr.undp.org/sites/default/files/Country-Profiles/BEN.pdf> ; African Development Bank, <https://www.afdb.org/en/documents/benin-combined-report-mid-term-review-2017-2021-country-strategy-paper-and-2019-country-portfolio-performance-review>

¹⁴ African Development Bank, <https://www.afdb.org/en/documents/benin-combined-report-mid-term-review-2017-2021-country-strategy-paper-and-2019-country-portfolio-performance-review>

¹⁵ <https://www.usaid.gov/powerafrica/benin>

¹⁶ Mathematica, 2019, Benin Policy Reform and Institutional Strengthening Project: Evaluation Design

¹⁷ <https://energie.gouv.bj/article/essor-du-secteur-de-lenergie-en-2022-le-mca-benin-2-et-les-dg-des-structures-sous-tutelle-engages>

¹⁸ https://sustainabledevelopment.un.org/content/documents/26282VNR_2020_Benin_Report.pdf

¹⁹ <https://dashboards.sdindex.org/profiles/benin>

2016-2021 was laid out in the National Development Plan (PND 2018-2025) and operationalized through the Programme for Growth for Sustainable Development (PC2D 2018-2021). The programme was underpinned by 45 flagship projects spanning all sectors to increase productivity, accelerate economic growth, reduce youth unemployment and improve the welfare of the population. After the reelection of president Patrick Talon in 2021, the government has developed a new Government Action Programme (PAG2) covering the period 2021-2026 with the view to accelerate its development objectives focusing on democratic governance, structural economic transformation and social welfare.

III. UNDP Programme in Benin

UNDP strategy and programming in Benin has evolved significantly over time since the beginning of UNDP cooperation with Benin in 1962 and the signature of the Standard Basic Framework Agreement in 1974. In 1996, the UNDP Executive Board approved the “First Country Cooperation Framework with Benin 1997-2001”, which was subsequently extended to 2003, and followed by another Country Programme Outline 2004-2008. Throughout this decade (1997-2008), programmes in the thematic areas of poverty and governance have been at the core of the country programme. In the country programme document 2009-2013, environmental concerns, albeit treated as a cross-cutting sector, take a more important programmatic dimension.²⁰ For the period 2014-2018, the country programme document indicated UNDP’s focus on three priority areas: (i) ***inclusive growth, employment, food security and welfare***; (ii) ***governance, participation and decentralization***; and (iii) ***management of environment, climate change and disasters***.²¹ UNDP has been a key partner of the Government for the formulation of development policies and prioritization of a number of SDG targets, contributed to electoral processes, promoted employment and a better understanding of climate challenge issues.

For the current programming period 2019-2023, UNDP intended to focus primarily on inclusive and sustainable economic growth and governance, with two interlinked programme priority areas: (i) promoting inclusive, strong and sustainable economic growth; and (ii) consolidating democracy and the rule of law and promoting good governance.²² Environment and climate change related issues are included under the first priority area. These are two of the three outcomes of the United Nations Development Assistance Framework (UNDAF) 2019-2023.

In the area of **inclusive and sustainable economic growth**, UNDP aimed to innovate and scale up best practices, develop economic opportunities and improve market access for youth and women, people with disabilities and entrepreneurs and promote equal pay for work of equal value in small and medium-sized agricultural enterprises. UNDP planned to strengthen technical and managerial capacities of young entrepreneurs and their access to appropriate financing and equipment, as well as entrepreneurship promotion institutions, promote processing techniques and market access to create value chains. UNDP also planned to support Benin in implementing its commitments under the Paris agreement, including supporting the design of appropriate laws, regulations, policies and strategies on climate change, seeking to enhance more sustainable natural resources management and better resilience to climate change. UNDP’s work in this area included three major service lines: (i) increasing the well-being and income of people, especially youth, women and persons with disabilities, by locally setting up socio-economic infrastructures and equipment that respond to basic needs, developing economic activities, and promoting self-employment, employability, and entrepreneurship; (ii) conserving, enhancing and restoring forest

²⁰ Assessment of Development Results, Benin, 2008

http://web.undp.org/evaluation/evaluations/documents/ADR/ADR_Reports/Benin/Benin-ADR.pdf

²¹ Country Programme Document for Benin 2014-2018 (DP/DCP/BEN/2)

²² Country Programme Document for Benin 2019-2023 (DP/DCP/BEN/3*)

ecosystems and natural resources, and promoting affordable clean energy; and (iii) improving people’s resilience to extreme hydro-meteorological and climate events.

In the area of **governance**, UNDP aimed to consolidate achievements in the areas of democracy, governance, conflict prevention, prevention of violent extremism, and citizen participation in sustaining peace. UNDP planned to focus its interventions on strengthening the effectiveness of institutions, supporting institutional and political reforms, strengthening the human rights and key checks and balances institutions, supporting the electoral process, strengthening the capacity of judicial institutions to consolidate the rule of law, monitoring the national gender action plan and advocacy for increasing women’s participation in decision making as well as in the legal frameworks, political representation and access to justice, supporting public institutions, civil society and the media to strengthen civic engagement and democratic oversight and supporting the implementation of the strategic plan of the parliament. Given the challenges in statistics, UNDP also planned to support strengthen the national capacities to collect, analyse and disseminate statistical data for monitoring and evaluating development priorities, including disaggregated data on gender and disabilities.

The UNDAF outcomes which UNDP is involved in, UNDP programme outputs and indicative resources are summarized in the following table:

Table 1: Country Programme Outcomes and Indicative Resources (2019-2023)				
UNDAF outcomes which UNDP is involved in and UNDP country programme outputs		Planned Resources (Million US \$)		Expenditures (Million US\$) (as of end 2021)
		Regular resources	Other resources	
Outcome 1: By 2023, Benin’s population, especially the most vulnerable, are more resilient and have a better quality of life through access to decent employment, food and nutrition security, clean energy, and the sustainable management of natural resources, the adverse effects of climate change, crises and disasters.	Output 1.1: Marginalized groups, particularly underemployed youth and women and empowered to gain access to financial assets, benefit from sustainable jobs and develop entrepreneurship Output 1.2: Marginalized groups, particularly underemployed youth and women, have improved technical capacity to access agricultural technologies adapted to climate change to improve their livelihoods and productivity Output 1.3: Solutions adopted for rural and urban populations to achieve access to clean, affordable and sustainable energy Output 1.4: National and local institutions have improved technical and financial capacities for effective coordination of environmental interventions, ecosystem protection and disaster risk management	9.7	26.1	23.8

Total outcome 1		35.8		23.8
Outcome 2: By 2023, Benin's population have equal and inclusive access to effective, transparent and accountable institutions and modern public administration, at all levels, in a climate of peace and security, particularly related to access to justice respectful of human rights.	<p>Output 2.1: The Government, Parliament, and the National Electoral Commission (CENA) have improved technical and operational capacities to promote inclusion, transparency and accountability</p> <p>Output 2.2: Ministry of Justice, the Supreme Court and national human rights institutions and systems strengthened to expand access to justice and combat discrimination, with a focus on women and marginalized groups</p> <p>Output 2.3: Ministries in charge of public services and national institutions are strengthened to use digital technologies and big data for improved public services and other government functions.</p> <p>Output 2.4: Capacities developed across the whole of government, including local government, to integrate the 2030 Agenda and the Paris Agreement into development plans and budgets, and to analyse progress towards the SDGs, using innovative and data-driven solutions.</p> <p>Output 2.5: National capacities strengthened for peaceful management of conflict and prevention of violent extremism in response to national policies and priorities.</p>	11.4	2.8	13.3
Total outcome 2		14.2		13.3
Grand total		50.1		37.1

Source: UNDP Benin Country Programme Document 2019-2023, Expenditure data from Atlas Power BI, as of end 2021.

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 (2019-2021), 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.

V. Methodology

The evaluation methodology will adhere to the United Nations Evaluation Group Norms & Standards.²³ The ICPE will address the following four main evaluation questions.²⁴ These questions will also guide the presentation of the evaluation findings in the report.

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. 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 Benin. Several sub-questions will be included: i) degree to which UNDP's COVID support has been relevant to the needs of Benin; 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 Benin that are equitable, resilient and sustainable.

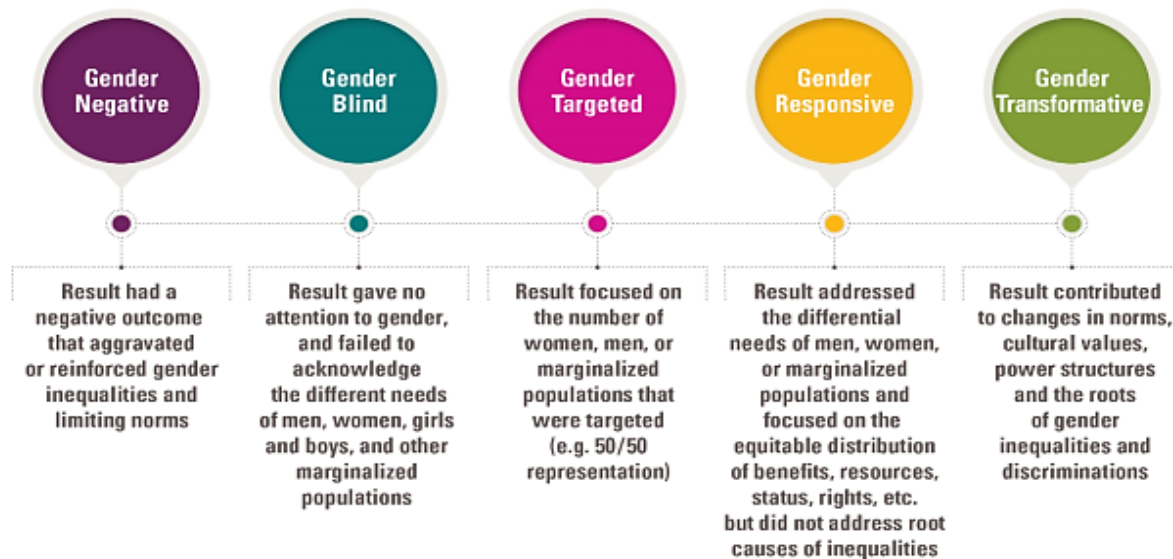
²³ <http://www.uneval.org/document/detail/1914>

²⁴ The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria. More detailed sub-questions will be developed during the desk review phase of the evaluation.

Evaluation question 4 will examine various factors that 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.

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:** Decentralized evaluation reports of quality can serve as important inputs to the ICPE. Based on the information at the UNDP Evaluation Resource Center (ERC), there are a total of five evaluations completed during the period from 2019 to present including the mid-term evaluation of the CPD, three mid-term project evaluations, and one final project evaluation of a project which belonged to the previous programme cycle. All the project-level evaluations are for projects in the environment and energy area. None of the evaluations of the current programme cycle were quality assessed by IEO.²⁵
- **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 list 10 indicators for the 2 outcome results, and 20 indicators to measure the 9 outputs, with baseline and targets. 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 several cases indicated national statistics, and reports of various ministries as data sources, and the evaluation's ability to measure progress against these indicators will therefore depend on national statistical capacities, including the periodicity of the national data system and the availability of disaggregated data by age, sex, geographic area, etc.
- **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:** General security threats in Benin are assessed by the United Nations Department of Safety and Security as "low" in the South area (including the capital Cotonou) and "moderate" in the north area. However, COVID-19 restrictions may affect internal mobility and therefore, access to national stakeholders for data collection – particularly those in remote areas and community level populations, including the marginalized – may encounter challenges. The evaluation will explore the use of expanded outreach measures such as surveys, identification of locally based data collectors and consultants, and 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.

²⁵ In addition to decentralized evaluations, audit reports also serve as important inputs on the operational aspects of the programme. An audit is currently planned by the Office of Audit and Investigation for Benin for 2022. The previous audit for the Benin country office was conducted in 2017, before the current programme cycle. The UNDP Benin office was rated by the 2017 audit as partially satisfactory with major improvement needed reflecting on the need to strengthen UNDP's governance arrangements, risk management practices and controls, as well as procurement activities.

Given the travel restrictions, the evaluation is expected to take predominantly a remote, virtual approach. The evaluation will use 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.
- **Advance questionnaire:** An advance questionnaire will be administered to the country office during the preparatory phase as an additional self-reporting input.
- **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:** As the internal mobility will be limited, physical visits to field project sites are expected to be minimal, if any. The IEO will engage with UNDP's Office of Information Management and Technology at HQ to explore collecting GIS satellite imagery and pictures of remote project sites.

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 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.

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 Benin 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. 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 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 Benin: 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 and remote data collection activities, such as interviews, taking advantage of Zoom and other online communication tools. 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. Efforts will be made to exchange and share information with the audit team from the Office of Audit and Investigation, as the Benin audit is also scheduled in early 2022.

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 organisations, 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 website²⁶ as well as in the Evaluation Resource Centre (ERC).²⁷ 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 tentatively²⁸ as follows in Table 2:

Table 2: Tentative timeframe for the ICPE process going to the Board in 2023

²⁶ web.undp.org/evaluation/

²⁷ erc.undp.org

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

Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR completed and approved by IEO Deputy Director	LE/IEO	February 2022
Selection of consultant* team members	LE	February-March 2022
Compilation of documents and stakeholder contacts (and initial notification by CO)	CO/LE	February-March 2022
Phase 2: Desk analysis		
Preliminary desk review of reference material	Evaluation team	February-April 2022
Advance questionnaires to the CO	LE/CO	March 2022
Phase 3: Data collection		
Interview with stakeholders	LE/Consultants*	Mid April-May 2022
Virtual preliminary debriefing following data collection	LE/CO	June 2022
Phase 4: Analysis, report writing, quality review and debrief		
Analysis of data and submission of background papers/Portfolio analysis completed	Consultants*/LE	June-July 2022
Synthesis and report writing	LE	July-August 2022
Zero draft for internal IOE clearance	LE	August/September 2022
First draft to CO/RBA for comments	LE/CO/RBA	September 2022
Second draft shared with the government, key donors and national stakeholders	LE/CO/GOV	October 2022
Draft management response	CO	October 2022
Stakeholder workshop via video-conference	IEO/CO/RBA	November 2022
Phase 5: Publication and dissemination		
Editing and formatting	IEO	November-December 2022
Final report and evaluation brief	IEO	December 2022
Dissemination of the final report	IEO	December 2022

*consultants and/or national institution.

ANNEX 2. EVALUATION FRAMEWORK

Evaluation Questions	Sub-questions and their linkages to rating criteria matrix	Data/Info to be collected	Data collection methods and tools (e.g.)	Data analysis (e.g.)
EQ1. What did the UNDP country programme intend to achieve during the period under review?	<p>1.1 To what extent are the objectives of the CPD relevant to the national development objectives and SDG targets? (Relevance. 1A)</p> <p>1.2 To what extent does the country programme align with UNDP Signature Solutions and be guided by the key principles of the UNDP Strategic Plan?²⁹ (Relevance 1B)</p> <p>1.3 To what extent and how has the programme design and implementation changed from the initial CPD? To what extent and how do these changes affect the relevance of the CPD? (Relevance 1C)</p> <p>1.4. To what extent does the UNDP country programme have a logical theory of change based on reasonable assumptions? To what extent is the portfolio composition appropriately supporting the theory of change and maximizing interlinkage for combined impact? (Coherence 2A)</p> <p>1.5. To what extent does the UNDP country programme seek and benefit</p>	<p>UNDAF & CPD</p> <p>Indicative Country Office Results and Resources Framework (from CPD)</p> <p>Current Country Office Results and resources framework (if different from the one included in the CPD)</p> <p>Explanation for revisions (if any) to country office results and resources framework, and of approval of these changes through the monitoring and programme board or Executive Board.</p> <p>Data to validate CO explanation of changes in context since CPD approval (if any significant changes have occurred).</p>	<p>Desk/literature review of relevant documents (including problem analysis conducted by the CO)</p> <p>Advance questionnaire to the CO</p> <p>Semi-structured interviews/focus groups with relevant stakeholders</p> <p>Field studies/visits to beneficiaries</p> <p>Other as appropriate</p>	<p>Map a theory of change to identify the logic, sequence of events and assumptions behind the proposed programme, including hypothesis of unintended consequences.</p> <p>Problem analysis of underlying development challenges</p> <p>Stakeholders analysis</p> <p>SMART analysis of CPD indicators</p> <p>Triangulate data collected from various sources and means (e.g. cross check interview data with desk review to validate or refute TOC).</p>

²⁹ For example, in the **Strategic Plan 2018-2021**, the key issues include: (1) 'Working in partnership': i) Within UN System; and ii) Outside UNS (South-South; civil society; private sector; and IFIs); (2) 'Helping to achieve the 2030 Agenda'; (3) '6 Signature Solutions': i) Keeping people out of poverty; ii) Strengthen effective, accountable, inclusive governance; iii) enhance prevention and recovery for resilient society; iv) promote nature-based solutions for sustainable plant; v) close the energy gap; and vi) strengthen gender equality; (4) 'Improved business models (Performance; and Innovation)

	<p>from synergy with government, UNCT and other development actors' activities? (Coherence 2B)</p> <p>1.6. To what extent does the UNDP country programme optimize UNDP's strategic positioning in the country? (Coherence 2B)</p> <p>1.7. To what extent did UNDP support add value to ongoing efforts at the country level? (Relevance 1C)</p> <p>1.8. To what extent did UNDP interventions reflect its organizational comparative advantage to support medium- to longer-term development/ peace efforts? (Relevance 1C)</p> <p>1.9. To what extent does UNDP prioritize innovative approaches through the transfer of technology, South-South cooperation, or co-creation with local innovation ecosystems? (Relevance 1C)</p>			
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<p>EQ2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?</p>	<p>2.1 To what extent did UNDP achieve its specific objectives (CP outputs) as defined in the CPD and other strategies (if different)? (Effectiveness 4A)</p> <p>2.2 To what extent did the achieved results (outputs) contribute to development outcomes and processes in Benin with specific importance for advancing the SDGs? Were there any positive or negative, direct or indirect unintended outcomes? (Effectiveness 4A)</p> <p>2.3 To what extent did the UNDP country programme advance “Leave No One Behind”,³⁰ and Human Rights? (Relevance 1C)</p>	<p>CO self-assessment of performance</p> <p>Project documents, annual workplans, annual progress reports, audits and evaluations covering the agreed ICPE project list.</p> <p>Monitoring data, including performance against outcome and output indicators, and associated baselines and targets, and evidence of attribution of related changes to UNDP interventions</p> <p>Expenditure by gender marker and results in GEWE areas.</p>	<p>Desk/literature review of relevant documents</p> <p>Code in NVivo ROARs, GRES as well as indicators status to assess progress and trends</p> <p>Project QA data extraction</p> <p>Advance questionnaire to the CO</p> <p>Semi-structured interviews/focus groups with relevant stakeholders</p> <p>Field studies/visits to beneficiaries (as possible)</p>	<p>Contribution analysis against TOC assumptions and hypothesis of unintended consequences</p> <p>Counterfactual analysis to check whether results could have been delivered without UNDP</p> <p>Analysis of evaluations and audits;</p> <p>Stratification of results information by beneficiary type, including by male/female, disability, socio-economic status, age as far as possible. Thematic assessment to deepen results and fill gaps.</p> <p>Summary of outcome indicator and status</p>
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³⁰ ³⁰ In Leave no one behind categories (UNDP Corporate Planning System): People living in peri-urban areas; People living in rural areas; People living in slums; People living in urban areas; Internally displaced persons; Migrants; Persons directly affected by natural disasters; Persons negatively affected by armed conflict or violence; Refugees; People living in multi-dimensional poverty; People living under the national poverty line; Unemployed persons; Key populations for HIV, tuberculosis and malaria; Minorities (e.g. race, ethnicity, linguistic, religion, etc.); Persons with disabilities (PWD); Sexual and gender orientation; Women; Youth.

	<p>2.4. To what extent has UNDP helped to develop the capacities, transfer of knowledge/ technologies and financial resourcing required to sustain results? (Sustainability 5A and 5B)</p> <p>2.5. Is there evidence that the initiatives supported by UNDP have scaled up beyond their funded targets? (Sustainability 5A and 5B)</p> <p>2.6. To what extent did UNDP programme respond to immediate and long-term gender-specific development concerns? (Relevance 1C)</p> <p>2.7. To what extent did the UNDP integrator role manifest within the United Nations Development System? How successful was UNDP in proactively facilitating Signature Solutions that would bring together different sectoral actors? (Coherence 2B)</p>	<p>ROAR covering CPD period to date</p> <p>Programme level audits, if available.</p> <p>UNDP country programme’s social and environmental standards</p> <p>Perspectives of country office staff and key stakeholders, including their observation of results and unintended consequences</p> <p>Other, as required</p>	<p>Other as appropriate</p>	<p>Analysis of corporate surveys</p> <p>Trend analysis of ROARs & GRES</p> <p>Triangulate data collected from internal and external, primary and secondary information.</p>
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	<p>2.8. Which groups are / are not benefiting from UNDP's support? To what extent did UNDP programme outputs include benefits for marginalized groups? (Effectiveness 4B)</p> <p>2.9. To what extent did UNDP programme contribute to youth empowerment development processes? (Effectiveness 4B)</p> <p>2.10. To what extent did UNDP prioritise development innovation in its support areas? Was UNDP successful in promoting innovative development practices among wider development actors? Were Accelerator Labs successful in enabling innovative practices? (Effectiveness 4D)</p>			
<p>EQ3. To what extent has UNDP been able to adapt to the COVID-19 pandemic and support country's preparedness, response and recovery process?</p>	<p>3.1 To what degree has UNDP's COVID support been relevant to the needs of Benin? (Relevance 1C)</p> <p>3.2. How well has UNDP supported the country to develop responses that reduced loss of life and protected longer-term social and economic development? To</p>	<p>Internal information on design, targeting, implementation, and results of UNDP COVID response, including the mini-ROARs, COVID-19 monitoring dashboard, etc.</p>	<p>Desk/literature review of relevant documents</p> <p>Key informant interviews with health, social and economic sector stakeholders</p>	<p>Comparison of UNDP's COVID response plans with national, sectoral, and partner plans, with a focus on links, additionality, gaps, duplications or conflicts</p>

	<p>what extent were these responses equitable? (Effectiveness 4A)</p>	<p>External information on design, targeting, implementation, and results of national COVID response, including those of UN agencies, donors, and NGOs/CSOs</p> <p>External information on national COVID recovery plans across health and key social and economic sectors.</p> <p>Information on national social, economic and health systems in Benin, including associated implementation capacities</p> <p>Government and external partners' perspectives on UNDP's COVID support, including their observation of results and unintended consequences</p>	<p>Key informant interviews with UNDP staff</p>	<p>Review of UNDP and national COVID response targeting plans and associated coverage data, with stratification of most vulnerable/often excluded groups.</p> <p>Review of UNDP COVID implementation reports for efficiency information – timeliness of response, sufficiency and use of financial resources.</p> <p>Contribution and thematic analysis of stakeholder perspectives. Counterfactual analysis to check whether results could have been delivered without UNDP.</p>
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EQ4. What factors contributed to or hindered UNDP's performance and may influence the sustainability of results?	<p>4.1 To what extent have the design, implementation, and contextual factors contributed to or hindered CPD Benin's results (output and outcome)? (Effectiveness 4A)</p> <p>4.2 To what extent did UNDP promote GEWE and contribute to gender inclusive development processes? What design, implementation, and contextual factors have influenced the way that women (and other groups of interest) experience and benefit from UNDP's support? (Effectiveness 4C)</p> <p>4.3. To what extent has the UNDP country programme been implemented efficiently? (including timeliness, human resources management, financial resources management, M&E) (Efficiency 3A and 3B)</p>	<p>Secondary and primary information in the following seven areas, from internal and external sources:³²</p> <p>Programme design information (especially alignment with national priorities; mix of up/downstream interventions; short/long term, use of evidence, ToC and workplans)</p> <p>Partnerships - lists, agreements, results-data, and post-project reviews</p> <p>Knowledge management, use of lessons learned, including South-South</p>	<p>Project QA data extraction</p> <p>Advance questionnaire to the CO</p> <p>Semi-structured interviews/focus groups with relevant stakeholders - focus on validating or refuting lines of inquiry - collecting perceptions and observations on the "why" and factors that influence or impede effectiveness;</p> <p>Field studies/visits to beneficiaries as possible</p>	<p>Completion of a template of 'factors' with analysis of 'strength of influence (extent the factors affect UNDP's ability to achieve its objectives)'</p> <p>Contribution analysis against TOC assumptions and unintended consequences</p> <p>Counterfactual analysis to check whether results could have been delivered without UNDP</p> <p>Thematic analysis of evaluations and audits</p> <p>Thematic analysis of corporate surveys</p>

³² See the factor assessment sheet for the 'working definition' of the factor typology.

	<p>4.4. To what extent have the design, implementation, and contextual factors influenced the scale up of the CPD achievements?³¹ (Sustainability 5A)</p> <p>4.5. To what extent have the design, implementation, and contextual factors influenced the sustainability of results? (Sustainability 5A)</p> <p>4.6. To what extent did UNDP aggregate resources for a more consolidated response? (Coherence 2A)</p> <p>4.7. To what extent did UNDP pursue integrated programme outcomes and map the synergies between the thematic areas it supports (for example, poverty and environment; poverty and climate change adaptation; governance and local development)? (Coherence 2A)</p> <p>4.8. To what extent and how successful was UNDP in leveraging opportunities for programmatic partnerships with bilateral actors/ IFIs? (Coherence 2B)</p>	<p>and Triangular Cooperation</p> <p>Sustainability (incl. exit strategies, national ownership, piloting and scaling-up)</p> <p>Design, reports and audits on Social & Environment Standards' (incl. human rights, GEWE, environment sustainability, targeting and coverage)</p> <p>Use of financial, human and other resources</p> <p>Implementation and oversight (incl. NIM/DIM, portfolio management, risk management, flexibility, M&E)</p>	<p>Spot check status of implementation of recommendations from previous evaluations</p> <p>Tabulation of corporate surveys data</p> <p>Other as appropriate</p>	<p>Trend analysis of ROARs & GRES</p> <p>Cross-check interview data with desk review to validate or refute lines of inquiry – highlighting data on the “why” and factors that influence or impede effectiveness; (check for unintended outcomes)</p> <p>Triangulate data from desk review and interviews with survey to close gaps and findings</p>
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³¹ See the UNDP Guidance Note on Scaling-Up Development Programmes (2013)

	<p>4.9. To what extent did UNDP partnerships with non-state actors foster multi-stakeholder engagement and the co-creation of development solutions? (Coherence 2B)</p> <p>4.10. To what extent did UNDP develop strategies for private sector engagement at national and local levels? (Coherence 2B)</p> <p>4.11. To what extent were UNDP financial and human resources optimized during the implementation of the programme (for example by building on outcomes with synergies, allocating resources efficiently and strategically based on risk analysis)? (Efficiency 3B)</p> <p>4.12. To what extent did UNDP take measures to facilitate national ownership of the programme results? (Sustainability 5A)</p> <p>4.13. To what extent did UNDP prioritize and facilitate development financing? (Sustainability 5B)</p>			
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Please refer to Annex 7 for the Rating criteria and sub-criteria

ANNEX 3. PEOPLE CONSULTED

Government of Benin

ABOUBAKAR Chouébou, Point focal PARMAP/PADDPA/Administration intelligente
ADJANIAN Maroufou, Coordonnateur PARCPOGE
ADJINDA Frédéric, Agence des Services et Systèmes d'Information
AGANI Alain, Coordination du Plan National Adaptation BEN (PPNA)
AGBALLA Eric, l'Institut National de Recherches Agricoles au Bénin (INRAB)
AHOKPE Ansbert, DAPP/MTFP, DNP/PARMAP/PADDPA/Projet Administration Intelligente
AHONON Hyppolite ; Cellule de Suivi des Projets et Programmes Economiques et Financiers
AKOWE Joseph, Directeur de la Conjoncture et de Prévision /DGE;
AMOUSSOU Hermann, Direction Générale du Financement du Développement
AMOUSSOU Hyacinthe, Direction Générale du Financement du Développement
ASSAN Todéman Flinso, Direction Générale des Ressources Energétique
AWOKOU Simon, DRAF, Direction Générale des Eaux Forêts et Chasse (DGEFC)
AZANKPAN Justin, C/CAB, Direction Générale des Eaux, Forêts et Chasse du Bénin
BIAOU Léopold, Coordination du Projet de Développement de l'Agrobusiness au Bénin (PDAB)
COKOU Yves, Directeur du suivi/DGE
DAGOUE Aristide, Agence Nationale de la Protection Civile
DANHOUME, CSPEF (ASSI)
DJABOUTOUBOUTOU Isbath, Président du Comité de pilotage/Gouvernance,
EDE Yaovi Victorin, Direction Générale du Financement du Développement
FABOSSOU Macaire, Direction du Conseil Agricole, des Innovations et de la Formation Entrepreneuriale (DCAIFE/MAEP)
FAIZOUN Elodie, Coordination du Projet de promotion de l'employabilité et de l'entrepreneuriat des jeunes (PPEEJ)
GBLOTCHAOU Tékpon, suivi des réformes et des projets de dématérialisation au Secrétariat Général du Gouvernement
GNANVI Appolinaire, Fonds National pour l'Environnement et le Climat (FNEC)
HINSON Abel, DT DTSE, Direction Générale des Eaux, Forêts et Chasse du Bénin
HONKPEHEDJI Rodrigue, Direction de la Planification, de l'Administration et des Finances (DPAF), Ministère des Affaires Sociales et de la Microfinance (MASMF)
HOUNSA, Directeur Général, Institut National de la Statistique et de la Démographie (INStAD)
IDOHOU Adéchina Elie, DGE Adjoint ;
KAMAHOUE Parfait Videssé, Président de la section Nationale du Réseau Africain des personnels parlementaire (RAPP)
KESSE Gildas, Direction de la Planification, de l'Administration et des Finances (DPAF), Ministère de l'Industrie et du Commerce
KOGBETO Marie José, Coordination du Projet de renforcement de la résilience des moyens de subsistance ruraux et du système de gouvernance national et infranational face aux risques et à la variabilité du climat au Bénin (PMSD)
LAWANI Zoul Kifouly A., Directeur de la Planification et de l'Administration et des Finance du Ministère de la Justice

LOUEKE Guy, Coordination du Projet commune du millénaire pour un développement durable de Bonou (PCM-BONOU)
MEDEGAN Bruno, Direction Générale du Financement du Développement
MISSIKPODE Robert, DPESE, Direction Générale des Eaux, Forêts et Chasse du Bénin
MOUDJIBOU Abdoulaye, Directeur du CPADD
NONVIGNON Eloi, Responsable Administratif et Financier/ PARCPOGE
OGOUTOLOU Mariano, DN/PARCPOGE
TCHOUGOUROU Arnaud, Assistant DPESE, Direction Générale des Eaux, Forêts et Chasse du Bénin
TIDJANI Habib, Directeur de la Programmation et de la Prospective/MEF,
TOHOUNDJO Roger A., Directeur Centre pour le Partenariat et l'Expertise pour le Développement Durable (CePED)
TOKPANOU Louis, Directeur National du Projet Extrémisme Violent Burkina Faso, Bénin et Togo
TONI Marcel, Coordinateur du PANA Énergie et Biomasse Electricity
VODOUNNOU David, Direction Générale du Financement du Développement
ZIME Hermann, DPAF
ZINSOU Germain, Direction Générale du Financement du Développement
ZOSSOU Flavien, Directeur National du Projet d'Appui l'Amélioration de l'Accès à la Justice et à la Reddition des Comptes

UNDP

ABCHIR Mohamed, Représentant Résident PNUD
AGBOKOU Isidore Ekpode, Team Leader/Unité Environnement
ALOFA Janvier Polycap, Economiste National du PNUD
ANDRIANARISON Francis, Economiste Principal du PNUD Bénin-Togo
ASSOGBA Elsie Huguette - Chargée de communication
AULANIER Astrid, Chargée de gestion de la biodiversité
BASILE Kounouhéwa, Université d'Abomey Calavi
DAMIANO Fanny, Chargé de Programme Expérimentation, Accelerator Lab, PNUD
GANDONOU Marius, Chargé de Programme Solutions Intégrées et Durables
KAKPO Georges, Chargé de Programme Cartographie des Solutions Intégrées, Accelerator Lab
KANAKIN Joséphine, Chargée de Programme/Genre & VIH-SIDA
MENSAH AZAGNANDJI Irène, Programme Management Analyst / PMSU
NOUGBODE Sylvano, Chargé suivi-évaluation
POGNON Annick, Operations Manager
TOSSOU Elisabeth, Chargée de programme Environment
WABO José Herman, Représentant Résident Adjoint
YANKPE G. Ibouraima, Team Leader/Unité Gouvernance

Other UN agencies

AGOSSOU Cyrille, Chargé du suivi-évaluation, UNFPA
AHOUNOU Madinatou, UNCDF
BIO YERIMA Mouhaman, FAO

DAZOGBO Alexandrine, UNFPA
DJOSSOU Fiacre Aristide, Economiste, Bureau du Coordinateur Résident
KAMPUNDU Francois, Représentant Résident Adjoint UNICEF
KOROGONE Armelle, PAM
NANAKO Cossoba, Programme Spécialiste, UNCDF
SODJI Martin, Chargé de programme UNV

Donors and bilateral partners

ALOHOU Evariste, Conseiller technique Sénior secteur vert (GIZ Bénin)
BARBOLLA CASAS Juan Luis, Chef d'équipe gouvernance et économie de la Délégation de l'Union Européenne
BERTRAND-HARDY Jérôme, Directeur, AFD Bénin
DICKO Hamacire, Economiste, BAD Bénin
HENRY Alexandre, Analyste Pays, Banque Mondiale
INABA Manami, 2ème secrétaire, chef de coopération, Ambassade du Japon
JOUBEN Birgit, Ambassadeur, chargée de coopération à l'Ambassade d'Allemagne au Bénin
LE GUELLEC Isabelle, Conseillère de coopération et d'action culturelle, Ambassade de France au Bénin
MAHINOUBénita, Assistante aux Opérations, Banque Mondiale
NASSILA Mynah, chargé des opérations, Banque Mondiale
PITTELOUD Elisabeth, Cheffe de coopération Suisse au Bénin
ZOUNDJI Gérard, Chargé de coopération, Ambassade du Japon.

Civil Society and Non-Profit Organizations, Academia and Private Sector

ADJAMONSI Max Gaspard, Président du Réseau des Journalistes accrédités au parlement
AHANHANZO Maryse, WANEP Benin
BATOKOFatoumatou, Coalition Nationale pour la Paix
DEHOUMON Mathieu, enseignant chercheur et secrétaire scientifique de la Chaire UNESCO
GABA Carmen, Présidente du Réseau des ONG pour les ODD
GANDAHO Ralmeg, Changement Social Bénin
PEDRO, Secrétaire Permanent, PASCIB
SONON Blanche Clarisse, Social Watch Benin
TOHINLO Peggy, Chargé de Programme (PASCIB)

Field visit and discussion with local authorities, focal points and beneficiaries

Projet PMSD (SAVALOU)

- Marc DEGUENON, Technicien Spécialisé en Diversification Agricole, Agence Territoriale pour le Développement Agricole (ATDA)

Focus group avec les bénéficiaires du projet

- ATADE Victorin : Représentant des bénéficiaires
- FADEDJI Pierrette
- DODEKON Jacqueline

- ATADE Angelo
- TAIROU Adidjatou
- NAHINDE Fidèle
- TOSSOU Djikodjewin
- DAGBETO Janvienne AMANGBEGNON Rosalie
- DOSSOUKPEVI Sylvie
- HOUNDOTÉ Monique

Projet PANA ENERGIE (BANTE)

- FAGBEMON Comlan, Maire de la Commune de Bantè, point focal du projet

Projet d'Appui à la Dématérialisation des Démarches et Procédures Administratives (PADDPA) (DJOUGOU)

- ASSOUMA Yaya, Point focal Centre Communal Service Public de la mairie de Djougou

Projet BIOMASSE ELECTRICITE (DJOUGOU)

- Zinsi Cornélie VIDEME, Secrétaire Exécutif de la Mairie de Djougou
- Djouwératou ZOUMAROU, Chef du Service de la Planification et du Suivi Evaluation à la Mairie de Djougou
- Abdoul Hamid BOUKARY, Producteur de Beurre de Karité
- Worou DAOUDA, Superviseur de la plateforme multifonctionnelle de l'arrondissement de PELEBINA

Projet PANA ENERGIE (N'DALI)

- SABI Koro Kora, Délégué du village de Bininsi
- SABI Konrou Kota, Représentant des producteurs de miel

Projet ADMINISTRATION INTELLIGENTE (PARAKOU)

- BACHABI Aliou, Point focal Projet Dématérialisation

Projet d'Appui à la Dématérialisation des Démarches et Procédures Administratives (PADDPA) (DASSA)

- AKPAKI Victorin, Point Focal du Centre Communal Service Public à la mairie de Dassa

Projet PANA ENERGIE (DASSA)

- Sa Majesté GBEDOZIN AGOSSOU Cyriaque, Roi de FITA, point focal du projet

Projet PDAB (BOHICON)

- Koutchoro Carolle, Chargé de projet PDAB pole 5

Projet ADMINISTRATION INTELLIGENTE (ABOMEY)

- KOUNLE Sunday, Point focal Projet Dématérialisation

Projet PCM BONOU

- Thierry Sonagnon TOLEGBE, Maire de la commune de Bonou
- M. Spéro, Point focal ATDA
- BONOU Emmanuel, Membre du CALD
- ADETO Evelyne, Gérante de la poissonnerie
- TOBOSSI Nestor, Gérant du Bar restaurant du Centre Multimédia de Bonou
- SOUNOUVOU Justin, Gestionnaire Exploitant du Bar restaurant du Centre Multimédia de Bonou
- TOSSOU Sènamè, Présidente du CCTR (Rizerie)

Projet PMSD (AVRANKOU)

- Aubin AHOUASSOU, Point focal PMSD à la mairie de Avrankou

Focus group avec les bénéficiaires

- FASSINOU Gouton, Chef du village de Danmè Kpossou
- HOUNTON Basile, bénéficiaire
- AHOUANSOU Yenoukoume, bénéficiaire
- WACHINO Donatienne, bénéficiaire
- MONNOU Julienne, bénéficiaire
- DANSOU Yenoukoume, bénéficiaire
- GOUDJO Segbegnon, bénéficiaire

Projet PARCPOGE (PORTO-NOVO)

- Honorable Gérard GBENONSI, Président de la Commission des Finances à l'Assemblée Nationale du Bénin
- Honorable Orden ALADATIN, Président de la Commission des Lois à l'Assemblée Nationale du Bénin
- Bienvenu YAI, Directeur de l'Unité d'Analyse, de Contrôle et d'Évaluation du Budget de l'État (UNACEB)

Projet d'Appui à la Dématérialisation des Démarches et Procédures Administratives (PADDPA)

(OUIDAH)

ETEKPO Christian, Point Focal du Centre Communal Service Public à la mairie de Ouidah

Projet TEF (COTONOU): Two beneficiaries

ANNEX 4. DOCUMENTS CONSULTED

Nations Unies (Bénin), BAD et gouvernement (2020). Étude des impacts socio-économiques de la covid-19 au Bénin, étude des impacts socio-économiques de la covid-19 au Bénin, Rapport final, Novembre 2020.

UNDP, Descriptif de programme de pays pour le Bénin 2019-2023 (DP/DCP/BEN/3).

Plan d'actions national 2013-2015, « Un nouvel élan pour les OMD : 1 000 jours d'action »

UNDP, Results Oriented Annual Report - BEN - 2019

UNDP, Results Oriented Annual Report - BEN – 2020

UNDP, Results Oriented Annual Report - BEN - 2021

Nations Unies Bénin, Plan Cadre des Nations Unies pour l'Assistance au Développement 2019-2023

PNUD (Programme des Nations Unies pour le Développement) et Gouvernement du Bénin (2019). Projet de mise en place d'une administration intelligente au Bénin, Document de projet

PNUD, Rapport Final d'évaluation à mi-parcours, CPD PNUD-bénin cycle 2019-2023

Plan de suivi et évaluation /Notes Méthodologiques des indicateurs du CPD 2019-2023 VF

PNUD, Document stratégie d'égalité de genre du PNUD Bénin (2019-2023)

PNUD, Prodoc Projet d'Appui à l'Amélioration de l'Accès à la Justice et de la Reddition des Comptes

PNUD, Prodoc Projet d'Appui Stratégie de Développement Phase II

PNUD, Prodoc Projet Extrémisme Violent au Bénin, Togo et Burkina Faso

Plan national de riposte à covid-19

INSAE, Note synthèse sur la pauvreté au Bénin en 2019, juillet 2020

Gouvernement du Bénin, Plan National de Développement 2018-2025

Gouvernement du Bénin, Examen Périodique Universel

<http://www.gufebenin.org/index.php/actualites/196-le-benin-a-ameliore-son-rang-dans-le-rapport-doing-business-2020>

PNUD, Rapports de l'étude des impacts socio-économiques de la COVID-19

Rapport de l'étude des impacts sur les VGB.

Guide pour l'application des théories du changement aux programmes et projets du PNUD

PNUD, Stratégie et plan d'action de partenariat et de communication 2019-2023

PNUD, Projet extrémisme violent, rapport 2021

PNUD, Rapport d'avance 2021 du Projet d'Appui au Renforcement des Capacités du Parlement et des Organes de Gestion des Elections

PNUD, PAAAJRC 2, Rapport d'avancement 2021

PNUD, Prodoc Projet d'Appui à la Réforme et à la Modernisation de l'Administration Publique

PNUD, Rapport 2021 Projet d'Appui à la Dématérialisation des Démarches et Procédures Administratives

PNUD, PASD 2, Compte rendu du comité de pilotage

PNUD, Accelerator Labs, Rapport 2021

PNUD, Prodoc, Projet d'Appui au Renforcement des Capacités du Parlement et des Organes de Gestion des Elections

PNUD, Bénin rapport 2020

<https://blogs.worldbank.org/fr/opendata/nouvelle-classification-des-pays-en-fonction-de-leur-revenu-2020-2021>.

<https://www.imf.org/en/News/Articles/2021/11/23/pr21345-benin-imf-staff-concludes-visit-to-benin>.

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

Banque Mondiale, Perspectives économiques mondiales, 2022

African Development Bank, <https://www.afdb.org/en/documents/benin-combined-report-mid-term-review-2017-2021-country-strategy-paper-and-2019-country-portfolio-performance-review>.

<https://includeplatform.net/publications/benin-country-case-study/>.

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<https://dashboards.sdgindex.org/profiles/benin>.

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Mathematica, 2019, Benin Policy Reform and Institutional Strengthening Project: Evaluation Design.

<https://energie.gouv.bj/article/essor-du-secteur-de-lenergie-en-2022-le-mca-benin-2-et-les-dg-des-structures-sous-tutelle-engages>

ANNEX 5. LIST OF PROJECTS FOR REVIEW

Project ID	Project Title	Output ID	Output Title	Start Year	End Year	2019-2022 Budget	2019-2022 Expenditure	Implementation Modality	Gender Marker
OUTCOME 1: By 2023, Benin's population, especially the most vulnerable, are more resilient and have a better quality of life through access to decent employment, food and nutrition security, clean energy, and the sustainable management of natural resources, the adverse effects of climate change, crises and disasters.									
00090776	PIMS 5115 Biomass Electricity	00096384	PIMS 5115 Biomass Electricity	2016	2022	\$3,294,558.00	\$3,238,607.88	NIM	GEN2
00090819	PIMS 4979- Clim Change Energy	00096410	PIMS 4979- Clim Change Energy	2016	2022	\$4,280,050.00	\$4,155,770.65	NIM	GEN3
00093025	Fonds Vert pour le climat Programme de Préparation au Bénin	00097488	Fonds Vert pour le climat Prog	2016	2020	\$30,000.00	\$29,332.70	NIM	GEN2
00094198	Programme d'Alimentation en Eau Potable en Milieu Rural	00098379	Eau Potable en Milieu Rural	2016	2020	\$17,377.73	\$12,453.34	NIM	GEN2
00098573	Développement Agribusiness	00101807	Développement Agribusiness	2016	2022	\$3,837,191.07	\$2,943,254.33	NIM	GEN3
		00109028	Promoting Youth employment	2018	2022	\$286,674.85	\$199,600.24	NIM	GEN2
00101953	Commune du Millénaire de Bonou	00104181	Commune du Millénaire de Bonou	2016	2022	\$3,209,841.44	\$3,165,118.03	NIM	GEN3
		00121133	BEN COVID-19 PCM Cris Mgt	2016	2022	\$98,200.00	\$98,194.84	NIM	GEN2
00104240	Promotion Emploi des Jeunes	00105917	Promotion Emploi des Jeunes	2017	2022	\$391,537.00	\$417,172.69	NIM	GEN2
00106602	Projet Intégré Développement Durable Communes (PIDeC)	00107259	Projet Intégré Développement	2017	2020	\$185,156.01	\$185,836.41	NIM	GEN2
00107827	PIMS 5433 FSP	00107983	PIMS 5433 FSP	2018	2022	\$3,748,672.43	\$3,498,828.83	NIM	GEN3
		00121134	BEN COVID-19 PMSD Cris Mgt	2018	2022	\$100,000.00	\$99,927.60	NIM	GEN2
00112229	Prosel Djègbadji	00110836	Prosel Djègbadji	2018	2022	\$417,055.00	\$413,632.12	DIM	GEN3
00117797	Plan National Adaptation BEN	00114708	Plan National Adaptation BEN	2019	2022	\$2,284,865.37	\$1,786,955.05	DIM	GEN0
00125477	Réponse aux Inondations	00119838	Réponse aux Inondations	2020	2022	\$50,000.00	\$49,778.86	NIM	GEN1
		00124837	Reponse Inondations 2020	2020	2022	\$100,000.00	\$97,513.15	NIM	GEN1
00130617	PMIS 6514 Land Degradation Neutrality	00123875	PMIS 6514 Land Degradat Neutra	2020	2022	\$200,000.00	\$70,102.90	DIM	GEN1
00134176	COV02 BEN-00125781 MPTF R2R	00125834	COV02 BEN-00125781 MPTF R2R	2021	2022	\$280,392.00	\$15,167.99	DIM	GEN2
00134754	Appui Institutionnel ADSC Promotion Concours TEF	00126273	Appui Institutionnel ADSC TEF	2021	2022	\$50,000.00	\$43,311.33	NIM	GEN1
00138693	Accès Emploi des Jeunes des Métiers	00128715	Accès Emploi Jeunes Métiers	2021	2022	\$67,000.00	\$64,402.55	DIM	GEN1
00139984	Projet Jeunes Entrepreneurs TEF	00129360	Projet Jeunes Entrepreneur TEF	2021	2022	\$1,955,000.00	\$979,496.65	NIM	GEN1
Sub Total Outcome 1						\$24,883,570.90	\$21,564,458.14		

OUTCOME 2: By 2023, Benin's population have equal and inclusive access to effective, transparent and accountable institutions and modern public administration, at all levels, in a climate of peace and security, particularly related to access to justice respectful of human rights.									
00079540	Appui aux Stratégies de Développement	00089506	Appui Stratégies Développement	2014	2020	\$216,506.77	\$216,278.33	NIM	GEN2
00081357	Appui Réforme Admin Instit et Fonction Publique	00090659	Appui Réforme Admin Instit et	2014	2019	\$102,600.00	\$110,614.04	NIM	GEN2
00082668	Projet Appui Modernisation Assemblée Nationale	00091478	Appui Modernisation Assemblée	2014	2019	\$80,000.00	\$77,567.33	NIM	GEN2
00095249	Amélioration de l'Accès à la Justice	00099245	Accès à la Justice	2016	2020	\$119,948.00	\$75,300.12	NIM	GEN2
00109593	Droits des Personnes Handicapées	00108920	Droits Personnes Handicapées	2018	2022	\$58,442.16	\$55,356.22	DIM	GEN3
00110492	Renforcement des Capacités du CPADD	00109501	Renforcement Capacités CPADD	2018	2022	\$186,141.72	\$222,773.95	NIM	GEN1
00117690	Appui Stratégies Développement Phase 2	00114462	Appui Stratégies Développement	2019	2023	\$4,762,228.14	\$4,704,540.71	NIM	GEN3
		00121136	BEN COVID-19 PASD SE Impact	2019	2023	\$76,045.00	\$71,410.83	NIM	GEN2
00118237	Renforcement des Capacités du Parlement	00115124	Renforcement Capacités Parleme	2019	2023	\$1,747,457.99	\$1,568,587.00	NIM	GEN2
00118444	Appui Réforme Modernisation Admin Publique	00115261	Appui Réforme Modern Admin Pub	2019	2023	\$923,113.60	\$888,666.85	NIM	GEN2
00118531	Accelerator Lab - Benin	00115321	Accelerator Lab - Benin	2019	2022	\$704,515.68	\$665,959.46	DIM	GEN1
00119319	Amélioration Accès Justice Phase 2	00115821	Amélioration Accès Justice 2	2019	2023	\$1,322,328.00	\$1,244,298.42	NIM	GEN2
		00121135	BEN COVID-19 PJRC Cris Mgt	2019	2023	\$406,060.00	\$375,582.39	NIM	GEN2
00123600	Prévention Conflits et Extrémisme Violent	00118812	Prévention Conflit Extrémisme	2020	2022	\$1,037,000.00	\$475,615.54	DIM	GEN2
00126548	Administration Intelligente	00120599	Administration Intelligente	2020	2022	\$720,001.00	\$480,360.68	NIM	GEN2
00127131	BEN COVID-19 Projects	00121050	BEN COVID-19 Resil Health Sys	2020	2022	\$75,000.00	\$73,491.15	DIM	GEN2
		00121119	BEN COVID-19 Crisis Managem	2020	2022	\$178,500.00	\$175,016.73	DIM	GEN2
		00121120	BEN COVID-19 Socio-Eco Impact	2020	2022	\$128,400.00	\$130,720.97	DIM	GEN2
		00121554	BEN COVID-19 Appui Syst Sanit	2020	2022	\$2,609,091.07	\$2,083,273.02	DIM	GEN2
		00121555	BEN COVID-19 Appui CNLS-TP	2020	2022	\$50,000.00	\$49,769.10	DIM	GEN2
00129395	SDG Based Budgeting Programming	00123092	SDG Based Budgeting Programmin	2020	2022	\$592,002.91	\$555,969.24	NIM	GEN2
00134303	BEN COVID-19 Demat Admin Procedures	00125899	BEN COVID-19 Demat Admin Proce	2021	2022	\$1,532,000.00	\$971,953.28	DIM	GEN1
00134818	Promotion Droits Personnes Handicaps 2	00126310	Promotion Droits Handicapés 2	2021	2022	\$110,000.00	\$54,841.33	DIM	GEN3

00115494	Prévention des conflits et cohésion sociale	00120483	PVE BEN.TGO.GH	2020	2021	\$197,060.79	\$186,077.08	DIM	GEN1
Sub Total Outcome 2							\$17,934,442.83	\$15,514,023.77	
Grand Total						\$42,818,013.73	\$37,078,481.91		

Source: Data from Power BI as of January 2022

MAPPING OF PROJECTS AGAINST THE OUTPUTS AND OUTCOMES OF THE COUNTRY PROGRAMME

Outcome/Outputs	Projects
<p>OUTCOME 1: By 2023, Benin's population, especially the most vulnerable, are more resilient and have a better quality of life through access to decent employment, food and nutrition security, clean energy, and the sustainable management of natural resources, the adverse effects of climate change, crises and disasters.</p>	
<p>Output 1.1: Marginalized groups, particularly underemployed youth and women are empowered to gain access to financial assets, benefit from sustainable jobs and develop entrepreneurship.</p>	<ul style="list-style-type: none"> - Projet commune du millénaire pour un développement durable de Bonou (PCM-BONOU) - Projet de promotion de l'employabilité et de l'entrepreneuriat des jeunes (PPEEJ) - Projet Intégré de Développement durable des Communes (PIDEC) - Projet de Développement de l'Agrobusiness au Bénin (PDAB) - Projet « Promotion CONCOURS Fondation TONY ELUMELU SUR l'Entrepreneuriat des Jeunes » - Projet Jeunes Entrepreneurs TEF - Projet d'assistance préparatoire de mise à niveau des capacités pour un meilleur accès à l'emploi des jeunes des métiers de l'artisanat, du tourisme, de l'hôtellerie et de l'aménagement du cadre de vie au Bénin - Tirer parti des solutions numériques pour l'amélioration de la résilience au relèvement (R2R) post COVID-19 des populations vulnérables du Bénin - Appui à la mise en œuvre du Programme National d'Alimentation en Eau Potable en Milieu Rural
<p>Output 1.2: Marginalized groups, particularly underemployed youth, and women, have improved technical capacity to access agricultural</p>	<ul style="list-style-type: none"> - Projet d'Appui à la Production et à la Commercialisation du Sel au Sud du Bénin (Prosel-Djègbadji)

technologies adapted to climate change to improve their livelihoods and productivity.	<ul style="list-style-type: none"> - Projet de renforcement de la résilience des moyens de subsistance ruraux et du système de gouvernance national et infranational face aux risques et à la variabilité du climat au Bénin (PMSD)
Output 1.3: Solutions adopted for rural and urban populations to achieve access to clean, affordable, and sustainable energy.	<ul style="list-style-type: none"> - Biomass Electricity (PIMS 5115 Biomass Electricity) - Renforcement de la résilience du secteur de l'énergie aux impacts des changements climatiques au Bénin (PANA Energie)
Output 1.4: National and local institutions have improved technical and financial capacities for effective coordination of environmental interventions, ecosystem protection and disaster risk management.	<ul style="list-style-type: none"> - Plan National Adaptation BEN (PPNA) - Réponse aux Inondations - Fonds Vert pour le climat Programme de Préparation au Bénin - PMIS 6514 Restauration et valorisation des terres dégradées et des écosystèmes forestiers pour une meilleure résilience climatique au Bénin (PIRVaTEFoD-Bénin)
<p>Outcome 2: By 2023, Benin's population have equal and inclusive access to effective, transparent, and accountable institutions and modern public administration, at all levels, in a climate of peace and security, particularly related to access to justice respectful of human rights.</p>	
Output 2.1: The Government, Parliament, and the National Electoral Commission (CENA) have improved technical and operational capacities to promote inclusion, transparency, and accountability	<ul style="list-style-type: none"> - Projet d'Appui au Renforcement des Capacités du Parlement et des Organes de Gestion des Elections (PARCPOGE) - Projet Appui Modernisation Assemblée Nationale
Output 2.2: Ministry of Justice, the Supreme Court and national human rights institutions and systems strengthened to expand access to justice and combat discrimination, with a focus on women and marginalized groups	<ul style="list-style-type: none"> - Projet d'Appui à l'Amélioration de l'Accès à la Justice et de la Reddition des Comptes (PAAAJRC) - Amélioration de l'Accès à la Justice Phase I
Output 2.3: Ministries in charge of public services and national institutions are strengthened to use digital technologies and big data for improved public services and other government functions.	<ul style="list-style-type: none"> - Projet d'Appui à la Dématérialisation des Démarches et Procédures Administratives (PADDPA) - Projet de dématérialisation des procédures administratives - Projet de mise en place d'une administration intelligente au Bénin - Unis dans l'Action pour Faire Avancer les Droits des personnes Handicapées au Bénin - Request for country allocation of UNDP covid-19 2.0 rapid financing facility (pour le Project of Dematerialization of Administrative Procedures) - Appui Réforme Admin Institu et Fonction publique - Promotion des droits des personnes handicapées phase II (projet ID 134818)

<p>Output 2.4: Capacities developed across the whole of government, including local government, to integrate the 2030 Agenda and the Paris Agreement into development plans and budgets, and to analyse progress towards the SDGs, using innovative and data-driven solutions.</p>	<ul style="list-style-type: none"> - Projet d'Appui à la Réforme et à la Modernisation de l'Administration Publique (PARMAP) - Accelerator Labs (Projet ID 118531) - Appuie aux Stratégie de Développement Phase I - Projet d'Appui à l'opérationnalisation des Stratégies de Développement, Phase II (PASD-2) - Plan national de riposte à COVID-19
<p>Output 2.5: National capacities strengthened for peaceful management of conflict and prevention of violent extremism in response to national policies and priorities.</p>	<ul style="list-style-type: none"> - Projet d'appui au maintien et à la consolidation de la paix à travers le renforcement des capacités du Centre de Perfectionnement aux Actions post-confliktuelles de déminage et de dépollution - Programme d'appui à la prévention des conflits et de l'extrémisme violent dans les zones frontalières du Bénin, du Burkina et du Togo

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

***This is self-reported data from the UNDP Benin Country Office as recorded in corporate systems*

Indicators		Baseline	Target 2023	Status (Progress/Regression)			Sources	CO Comments
				2019	2020	2021		
Outcome 1: By 2023, Benin's population, especially the most vulnerable, are more resilient and have a better quality of life through access to decent employment, food and nutrition security, clean energy, and the sustainable management of natural resources, the adverse effects of climate change, crises and disasters.								
Indicator 1.1. Taux de pauvreté monétaire	1.1.1. milieu urbain	36.7%	27.8%	31.4% (Progress)	38.59% (Regression)	38.59% (no change)	Baseline : EMICoV 2015/INSAE Actual 2019 : Rapport d'avancement PC2D 2019, page 148 Actual 2020 & 2021 : Etude des impacts socio-économiques de la COVID-19 au Bénin	
	1.1.2. milieu rural	44.1%	34.60%	44.2% (Regression)	46.43% (Regression)	46.43% (no change)	Baseline : EMICoV 2015/INSAE Actual 2019 : Rapport d'avancement PC2D 2019, page 148 Actual 2020 & 2021 : Etude des impacts socio-économiques de la COVID-19 au Bénin	
	1.1.3. National	40.1%	31.5%	38.5% (Progress)	39.96% (Regression)	39.96% (Regression)	Baseline : EMICoV 2015/INSAE Actual 2019 : Rapport d'avancement PC2D 2019, page 148 Actual 2020 & 2021 : Etude des impacts socio-économiques de la COVID-19 au Bénin	
Indicator 1.2 Taux de sous-emploi	1.2.1. Femmes	85.1%	62.2%	85.1% (no change)	85.1% (no change)	85.1% (no change)	EmicoV 2015 pour la donnée de référence	Les données nouvelles ne sont pas encore disponibles
	1.2.2. Hommes	62.2%	62.20%	62.2% (no change)	62.2% (no change)	62.2% (no change)	EmicoV 2015 pour la donnée de référence	Les données nouvelles ne sont pas encore disponibles
	1.2.3. Global	72.9%	62.2%	72.9% (no change)	72.9% (no change)	72.9% (no change)	EmicoV 2015 pour la donnée de référence	Les données nouvelles ne sont pas encore disponibles

Indicateur 1.3 Taux de croissance des dépenses des ménages par habitant chez les 40 % les plus pauvres de la population		19.9%	25%	19.9% (no change)	19.9% (no change)	19.9% (no change)	Donnée de référence: CSPEF sur la base des informations de la DGCS-ODD (cf Rapport d'avancement PC2D 2018)	La donnée nouvelle n'est pas encore disponible
Indicateur 1.4 Indice d'insécurité alimentaire	1.4.1. milieu urbain	7%	4.3%	7% (no change)	25% (Regression)	25% (no change)	Baseline : AGVSAN 2017/INSAE Actual 2020 & 2021 : Etude des impacts socio-économiques de la COVID-19 au Bénin	
	1.4.2. milieu rural	12%	9.3%	12% (no change)	43% (Regression)	43% (no change)	Baseline : AGVSAN 2017/INSAE Actual 2020 & 2021 : Etude des impacts socio-économiques de la COVID-19 au Bénin	
	1.4.3. national	9.6%	6.9%	9.6% (no change)	34% (Regression)	34% (no change)	Baseline : AGVSAN 2017/INSAE Actual 2020 & 2021 : Etude des impacts socio-économiques de la COVID-19 au Bénin	
Indicateur 1.5 Proportion de la surface émergée totale occupée par des terres dégradées		62%	52%	62% (no change)	62% (no change)	62% (no change)	UNDAF DGEC: Direction Générale de l'Environnement et du Climat	Les données nouvelles ne sont pas encore disponibles
CPD Outcome 2: By 2023, Benin's population have equal and inclusive access to effective, transparent and accountable institutions and modern public administration, at all levels, in a climate of peace and security, particularly related to access to justice respectful of human rights.								
Indicateur 2.1 Proportion de la population dont la dernière expérience auprès des services publics a été satisfaisante	2.1.1. femme	39.5%	50%	68.3% (Target surpassed)	68.3% (no change)	80.7% (Progress)	Baseline : EMICoV/INSAE, 2015 Actual 2019 : Rapport d'avancement 2018 de la mise en œuvre du Programme de Croissance pour le Développement Durable (PC2D) Actual 2020 : Rapport d'avancement 2019 de la mise en œuvre du Programme de Croissance pour le Développement Durable (PC2D) Actual 2021 : Rapport d'avancement 2020 de la mise en œuvre du Programme de Croissance pour le Développement Durable (PC2D)/Enquête de satisfaction des usagers-clients de l'Administration Publique du Bénin, édition 2020	
	2.1.2. homme	37.7%	50%	68.3% (Target surpassed)	68.3% (no change)	80.7% (Progress)	Baseline : EMICoV/INSAE, 2015 Actual 2019 : Rapport d'avancement 2018	

							de la mise en œuvre du Programme de Croissance pour le Développement Durable (PC2D) Actual 2020 : Rapport d'avancement 2019 de la mise en œuvre du Programme de Croissance pour le Développement Durable (PC2D) Actual 2021 : Rapport d'avancement 2020 de la mise en œuvre du Programme de Croissance pour le Développement Durable (PC2D)/Enquête de satisfaction des usagers-clients de l'Administration Publique du Bénin, édition 2020	
	2.1.3. global	38.5%	50%	68.3% (Target surpassed)	68.3% (no change)	80.7% (Progress)	Baseline : EMICoV/INSAE, 2015 Actual 2019 : Rapport d'avancement 2018 de la mise en œuvre du Programme de Croissance pour le Développement Durable (PC2D) Actual 2020 : Rapport d'avancement 2019 de la mise en œuvre du Programme de Croissance pour le Développement Durable (PC2D) Actual 2021 : Rapport d'avancement 2020 de la mise en œuvre du Programme de Croissance pour le Développement Durable (PC2D)/Enquête de satisfaction des usagers-clients de l'Administration Publique du Bénin, édition 2020	
Indicator 2.2 Proportion de la population carcérale en attente de jugement	2.2.1. femme	65.46%	50%	57.54% (Progress)	52.51% (Progress)	50.14% (Progress)	Baseline : UNDAF 2019-2023 Actual 2019 : Rapport d'avancement 2018 de la mise en œuvre du Programme de Croissance pour le Développement Durable (PC2D) Actual 2020 : Rapport d'avancement 2019 de la mise en œuvre du Programme de Croissance pour le Développement Durable (PC2D) Actual 2021 : Rapport d'avancement 2020 de la mise en œuvre du Programme de Croissance pour le Développement Durable (PC2D)	

	2.2.2. homme	65.46%	50%	57.54% (Progress)	52.51% (Progress)	50.14% (Progress)	Baseline : UNDAF 2019-2023 Actual 2019 : Rapport d'avancement 2018 de la mise en œuvre du Programme de Croissance pour le Développement Durable (PC2D) Actual 2020 : Rapport d'avancement 2019 de la mise en œuvre du Programme de Croissance pour le Développement Durable (PC2D) Actual 2021 : Rapport d'avancement 2020 de la mise en œuvre du Programme de Croissance pour le Développement Durable (PC2D)	
	2.2.3. global	65.46%	50%	57.54% (Progress)	52.51% (Progress)	50.14% (Progress)	Baseline : UNDAF 2019-2023 Actual 2019 : Rapport d'avancement 2018 de la mise en œuvre du Programme de Croissance pour le Développement Durable (PC2D) Actual 2020 : Rapport d'avancement 2019 de la mise en œuvre du Programme de Croissance pour le Développement Durable (PC2D) Actual 2021 : Rapport d'avancement 2020 de la mise en œuvre du Programme de Croissance pour le Développement Durable (PC2D)	
Indicateur 2.3 Pourcentage de la population adulte âgée de 18 ans ou plus victime de violences au cours des 12 derniers mois, par type de violence	2.3.1. physique	66.4%	50%	12.1% (Target surpassed)	12.1% (no change)	12.1% (no change)	EmicoV ; DGPR/SIPAGES Enquête ERIESI de l'INSAE pour la donnée actuelle	Les données nouvelles ne sont pas encore disponibles
	2.3.2. psychologique	66.4%	50%	12.1% (Target surpassed)	12.1% (no change)	12.1% (no change)	EmicoV ; DGPR/SIPAGES Enquête ERIESI de l'INSAE pour la donnée actuelle	Les données nouvelles ne sont pas encore disponibles
	2.3.3. sexuelle	66.4%	50%	12.1% (Target surpassed)	12.1% (no change)	12.1% (no change)	EmicoV ; DGPR/SIPAGES Enquête ERIESI de l'INSAE pour la donnée actuelle	Les données nouvelles ne sont pas encore disponibles

Indicator 2.4. Ibrahim Accountability Index	0.361	0.38	0.388 (Target surpassed)	0.52 (Progress)	0.52 (no change)	Rapport Mo Ibrahim	L'indicateur utilisé est celui relatif à "Accountability and transparency". Par ailleurs, le cadre IIAG 2020 est mis à jour et comprend trois nouvelles sous-catégories à savoir la lutte contre la corruption, l'inclusion et l'égalité et l'environnement durable
Indicator 2.5. Ibrahim Participation and Human Rights Index	0.708	0.733	0.715 (Progress)	0.597 (Regression)	0.597 (no change)	Rapport Mo Ibrahim	L'indicateur utilisé est celui relatif à "Participation, rights and inclusion". Par ailleurs, le cadre IIAG 2020 est mis à jour et comprend trois nouvelles sous-catégories à savoir la lutte contre la corruption, l'inclusion et l'égalité et l'environnement durable

Output Description	Output Indicator # /description	Output Indicator Baseline	Output Indicator Target by 2023	Output Indicator Value 2019	Output indicator value 2020	Output indicator value 2021	Sources	CO Comments	
Outcome 1: By 2023, Benin's population, especially the most vulnerable, are more resilient and have a better quality of life through access to decent employment, food and nutrition security, clean energy, and the sustainable management of natural resources, the adverse effects of climate change, crises and disasters.									
CPD Output 1.1: Marginalized groups, particularly underemployed youth and women are empowered to gain access to financial assets, benefit from sustainable jobs and develop	Indicator 1.1.1 Nombre de personnes en situation de sous-emploi accédant aux avoirs financiers, ventilé par groupes cibles	1.1.1.1. femmes	140	1,440	1172 (Progress)	2032 (Target surpassed)	3825 (Progress)	CPD pour la situation de référence Rapports de Progrès des Projets Rapports de visites programmatiques de terrain	les projets Communes du Millénaire-BONOU, Développement de l'Agrobusiness au Bénin, Small Grants Programme et droits des personnes handicapées ont contribué au progrès enregistré
		1.1.1.2. jeunes	935	2,435	1575 (Progress)	1587 (Progress)	2289 (Progress)	CPD pour la situation de référence Rapports de Progrès des Projets Rapports de visites programmatiques de terrain	les projets Communes du Millénaire-BONOU, Développement de l'Agrobusiness au Bénin, Small Grants Programme et droits

entrepreneurship									des personnes handicapées ont contribué au progrès enregistré	
		1.1.1.3. personnes handicapées	0	40	46 (Target surpassed)	1781 (Progress)	1823 (Progress)	CPD pour la situation de référence Rapports de Progrès des Projets Rapports de visites programmatiques de terrain	les projets Communes du Millénaire-BONOU, Développement de l'Agrobusiness au Bénin, Small Grants Programme et droits des personnes handicapées ont contribué au progrès enregistré	
		1.1.1.4. Total	935	2,435	2559 (Target surpassed)	5176 (Progress)	7703 (Progress)	CPD pour la situation de référence Rapports de Progrès des Projets Rapports de visites programmatiques de terrain	les projets Communes du Millénaire-BONOU, Développement de l'Agrobusiness au Bénin, Small Grants Programme et droits des personnes handicapées ont contribué au progrès enregistré	
		Indicator 1.1.2 Degré de mise en place de systèmes opérationnels et intégrés visant à informer le public sur l'emploi	1	4	1 (no change)	2 (Progress)	2 (Progress)	Ministère en charge de l'emploi	La plateforme est mis en place et opérationnelle. les formations dans le cadre de la pérennisation sont terminées. le lancement officiel est en attente. La plateforme est disponible à l'adresse : https://sidoc.bj	
		Indicator 1.1.3 Nombre de personnes en situation de sous-emploi ayant trouvé un emploi (notamment par la création d'entreprises), ventilé par groupes cibles	1.1.3.1. femmes	140	750	1553 (Target surpassed)	2345 (Progress)	4444 (Progress)	CPD pour la situation de référence Rapports de Progrès des Projets Rapports de visites programmatiques de terrain	les projets Moyens de subsistance durables, Small Grants Program, Développement de l'Agrobusiness, Communes du Millénaire Bonou, PANA Energie, Biomass Electricity, ont contribué au progrès obtenu
			1.1.3.2. jeunes	935	1,950	4811 (Target surpassed)	5040 (Progress)	14152 (Progress)	CPD pour la situation de référence Rapports de Progrès des Projets Rapports de visites	les projets Moyens de subsistance durables, Small Grants Program, Développement de l'Agrobusiness, Communes du Millénaire Bonou, PANA

								programmatisques de terrain	Energie, Biomass Electricity, ont contribué au progrès obtenu
		1.1.3.3. personnes handicapées	0	40	3 (Progress)	2 (Regression)	44 (Target surpassed)	CPD pour la situation de référence Rapports de Progrès des Projets Rapports de visites programmatiques de terrain	les projets Moyens de subsistance durables, Small Grants Program, Développement de l'Agrobusiness, Communes du Millénaire Bonou, PANA Energie, Biomass Electricity, ont contribué au progrès obtenu
		1.1.3.4. Total	935	1,950	6160 (Target surpassed)	7247 (Progress)	18526 (Progress)	CPD pour la situation de référence Rapports de Progrès des Projets Rapports de visites programmatiques de terrain	les projets Moyens de subsistance durables, Small Grants Program, Développement de l'Agrobusiness, Communes du Millénaire Bonou, PANA Energie, Biomass Electricity, ont contribué au progrès obtenu
CPD Output 1.2: Marginalized groups, particularly underemployed youth and women, have improved technical capacity to access agricultural technologies adapted to climate change to improve their	Indicator 1.2.1 Nombre de bénéficiaires du programme utilisant des technologies agricoles adaptées aux changements climatiques, ventilé par groupes cibles	1.2.1.1 femmes	720	1,500	992 (Progress)	2298 (Target surpassed)	4931 (Progress)	Direction de la Statistique Agricole (DSA) Rapports de Progrès des Projets Rapports de visites programmatiques de terrain	le progrès obtenu est le résultat des projets BIOMASSE-ELECTRICITE, PANA-ENERGIE, COMMUNES DU MILLENAIRE-BONOU, MOYENS DE SUBSISTANCE DURABLES
		1.2.1.2 jeunes	2,210	5,000	3183 (Progress)	6645 (Target surpassed)	9934 (Progress)	Direction de la Statistique Agricole (DSA) Rapports de Progrès des Projets Rapports de visites programmatiques de terrain	le progrès obtenu est le résultat des projets BIOMASSE-ELECTRICITE, PANA-ENERGIE, COMMUNES DU MILLENAIRE-BONOU, MOYENS DE SUBSISTANCE DURABLES

livelihoods and productivity.		1.2.1.3 personnes handicapées	0	3	0 (no change)	11 (Target surpassed)	12 (Progress)	Direction de la Statistique Agricole (DSA) Rapports de Progrès des Projets Rapports de visites programmatiques de terrain	le progrès obtenu est le résultat des projets BIOMASSE-ELECTRICITE, PANA-ENERGIE, COMMUNES DU MILLENAIRE-BONOU, MOYENS DE SUBSISTANCE DURABLES
		1.2.1.4 Total	2,930	6,503	4125 (Progress)	8701 (Target surpassed)	14174 (Progress)	Direction de la Statistique Agricole (DSA) Rapports de Progrès des Projets Rapports de visites programmatiques de terrain	le progrès obtenu est le résultat des projets BIOMASSE-ELECTRICITE, PANA-ENERGIE, COMMUNES DU MILLENAIRE-BONOU, MOYENS DE SUBSISTANCE DURABLES
CPD Output 1.3: Solutions adopted for rural and urban populations to achieve access to clean, affordable and sustainable energy.	Indicator 1.3.1 . Taux de pénétration des énergies renouvelables dans le mix énergétique		9.74%	13%	9.84% (Progress)	8.4% (Regression)	12.18% (Progress)	Système d'Information de l'Energie (SIE)/DGRE/ Ministère de l'Energie	
	Indicator 1.3.2. Proportion de ménages bénéficiant d'un accès à des sources d'énergie propres, abordables et durables	1.3.2.1. ménages dirigés par une femme	4.10%	7%	4.91% (Progress)	4.91% (no change)	4.91% (no change)	EmicoV EDS MICS ERI-ESI/INSAE	Malgré que les nouvelles valeurs de l'indicateur ne soient pas encore disponibles, les interventions du PNUD ont permis de donner l'accès aux énergies propres à 4242 ménages dirigés par une femme
		1.3.2.2. en zone rurale	1.14%	3%	11.32% (Target surpassed)	11.32% (no change)	11.32% (no change)	EmicoV EDS MICS ERI-ESI/INSAE	Malgré que les nouvelles valeurs de l'indicateur ne soient pas encore disponibles, les interventions du PNUD ont permis de donner l'accès aux énergies propres à 20833 ménages en zone rurale
		1.3.2.3. en zone urbaine et périurbaine	6.99%	10%	6.99% (no change)	6.99% (no change)	6.99% (no change)	EmicoV EDS MICS ERI-ESI/INSAE	

CPD Output 1.4: National and local institutions have improved technical and financial capacities for effective coordination of environmental interventions, ecosystem protection and disaster risk management.	Indicator 1.4.1 Niveau de maintien en fonctionnement et d'efficacité du dispositif d'alerte rapide	1	4	1 (no change)	3 (Progress)	4 (Target reached)	Rapport de la Cellule Technique de Suivi et d'Appui à la Gestion de la Sécurité Alimentaire.	Le dispositif d'alerte est fonctionnel et sera renforcé par la cartographie des risques intégrée aux prévisions Le système d'alerte précoce est en place, opérationnel et renforcé par la cartographie des risques. il sera complété par un SAP communautaire	
	Indicator 1.4.2 Degré de mise en place et d'efficacité d'un dispositif multisectoriel de gestion durable des terres	1	4	1 (no change)	1 (no change)	1 (no change)	Ministère du Cadre de Vie		
	Indicator 1.4.3 Pourcentage de ressources perdues en raison des changements climatiques, ventilé par groupes cibles	1.4.3.1. femmes	5%	2.50%	5% (no change)	5% (no change)	3.5% (Progress)	Ministère de l'Intérieur (MISP) ANPC	
		1.4.3.2. jeunes	10%	3%	10% (no change)	10% (no change)	5% (Progress)	Ministère de l'Intérieur (MISP) ANPC	
1.4.3.3. global		7%	3%	7% (no change)	7% (no change)	4.5% (Progress)	Ministère de l'Intérieur (MISP) ANPC		
Outcome 2: By 2023, Benin's population have equal and inclusive access to effective, transparent and accountable institutions and modern public administration, at all levels, in a climate of peace and security, particularly related to access to justice respectful of human rights.									
CPD Output 2.1: The Government, Parliament and	Indicator 2.1.1 Nombre d'organismes de gestion électorale dont la capacité	0	3	2 (Progress)	5 (Target surpassed)	1 (Regression)	Rapport d'Activité de projet	En 2019, un appui a été apporté à la CENA et la HAAC En 2020, La CENA, le COS-LEPI, la HAAC, la COUR SUPRÊME et	

the National Electoral Commission (CENA) have improved technical and operational capacities to promote inclusion, transparency and accountability.	d'organiser des élections crédibles et représentatives a été renforcée								la COUR CONSTITUTIONNELLE sont les organismes qui ont bénéficié des appuis à travers le renforcement des capacités pour l'appropriation du cadre légal régissant les élections en République du Bénin.
	Indicator 2.1.2. Proportion de femmes	2.1.2.1. candidates aux élections législatives ou communales	10%	20%	9.9% (Regression)	9.43% (Regression)	9.43% (no change)	CENA MTFP	En 2019 dans le cadre des élections législatives, il est enregistré les candidatures de 16 femmes sur les 166 candidats titulaires et 17 femmes sur les 166 candidats suppléants En 2020, dans le cadre des élections communales, 720 femmes ont été candidates titulaires sur un total de 9075 titulaires et 989 ont été suppléantes sur un total de 9075 candidats suppléants.
		2.1.2.2. occupant des postes de direction dans la fonction publique	22%	30%	22% (no change)	22% (no change)	11% (Regression)	Rapport statistique sur le genre dans l'administration publique/ Ministère du Travail et de la Fonction Publique	Il s'agit de la proportion de femmes occupant les postes liés aux Hauts Emplois Techniques
Indicator 2.1.3. Le Parlement a davantage les capacités nécessaires pour s'acquitter de ses fonctions législatives, de contrôle et de représentation de manière responsable, efficace et représentative de l'ensemble de la population		No	Yes	No (no change)	Yes (Target reached)	Yes (no change)	Assemblée Nationale	En 2019, bien que la situation de l'indicateur soit encore NON, des progrès sont enregistrés. En effet, les capacités du nouveau Parlement ont été renforcées à travers des activités de formation des cadres parlementaires et députés. Par ailleurs des outils (lexique du parlementaire, guide sur la demande et l'importance de la programmation budgétaire sensible au genre, bréviaire du député, guide pratique de	

									<p>lecteur et d'analyse des budget-programmes, recueil des recommandations formulées par l'Assemblée Nationale au Gouvernement sur le projet de loi de finance de l'État, gestion 2019, recueil des projets d'investissement publics inscrits au budget général de l'État, gestion 2019) sont mis à la disposition des nouveaux parlementaires pour faciliter leur fonctionnement immédiat.</p> <p>En 2020, les capacités du Parlement sont davantage améliorées afin qu'il s'acquitte de ses fonctions. En effet, les capacités ont été renforcées à travers des activités de formation des cadres parlementaires et députés. il s'agit notamment de formation sur la démarche et l'importance de la programmation budgétaire sensible au Genre, la Réflexion sur la procédure d'organisation du débat d'orientation budgétaire, l'élaboration du guide légistique sensible à la lutte contre la pauvreté, d'atelier de de réflexion sur le projet de loi de finances, gestion 2021, etc.</p>
CPD Output 2.2: Ministry of Justice (MJL), the Supreme Court, and national human rights institutions and	Indicator 2.2.1 Existence d'institutions et de dispositifs renforcés	2.2.1.1. état de droit et justice	No	Yes	Yes (Target reached)	Yes (no change)	Yes (no change)	MJL	<p>En 2019, il est réalisé l'installation de la Commission Béninoise des Droits de l'Homme (CBDH) et le renforcement des capacités des commissaires et du personnel</p> <p>En 2020, les renforcements de</p>

systems strengthened to expand access to justice and combat discrimination, with a focus on women and marginalized groups.	appuyant le respect des obligations relatives aux droits de l'homme imposées par des instruments ratifiés aux plans national et international								capacités sont poursuivis. Il s'est agit essentiellement du renforcement des capacités de la Commission Béninoise des Droits de l'Homme (CBDH), des Organisations de la Société Civile (OSC), de l'Agence Pénitentiaire du Bénin (APB), du Ministère de la Justice.
		2.2.1.2. droits de l'homme	No	Yes	Yes (Target reached)	Yes (no change)	Yes (no change)	MJL	En 2019, il est réalisé un appui à la Direction Générale de l'Agence Pénitentiaire du Bénin (DGAPB) par la formation des régisseurs sur la sécurité pénitentiaire. Par ailleurs plus de 1000 personnes en détention ont été libérées en 2019 grâce à l'accompagnement du PNUD à travers la prise en charge financière et l'accélération du traitement de leurs dossiers En 2020, un appui a été apporté à la Direction des Droits Humains et de l'Enfance (DDHE) pour la rédaction et la validation des rapports pays
	Indicator 2.2.2. Nombre de personnes ayant accès à la justice, ventilé par sexe	2.2.2.1. Total	1,473,804	2,000,000	1473804 (no change)	1473804 (no change)	1473804 (no change)	MJL	
		2.2.2.2. hommes	719,739	976,709	719739 (no change)	719739 (no change)	719739 (no change)	MJL	
2.2.2.3. femmes		754,065	1,023,291	754065 (no change)	754065 (no change)	754065 (no change)			
CPD Output 2.3: Ministries in charge of public services and national institutions are	Indicator 2.3.1 Existence de dispositifs mettant à profit les	2.3.1.1. pour la prestation de services et leur suivi	No	Yes	Yes (Target reached)	Yes (no change)	Yes (no change)	Direction Générale de Réformes de l'Etat / MTFP MJL	les résultats portent essentiellement sur la mise en place de 10 plateformes de services à savoir : le Portail des Démarches Administratives (PDA), le Système de gestion

strengthened to use digital technologies and big data for improved public services and other government functions.	technologies numériques et les mégadonnées								<p>électronique des courriers (SYGEC), la plateforme de mise en ligne des actes (WETCHE), le dispositif hybride de collecte et de traitement des données sur le genre (STAT-GENRE), le système d'information sur le marché du travail (SIRP-STAT), le guichet unique virtuel de la fonction publique (GUV), la base de données sur les réformes (BD-RAI), la plateforme de soumission des candidatures en ligne, la plateforme de suivi des procédures disciplinaires, la plateforme de dématérialisation des actes de reclassement.</p> <p>Il est également mis en place 04 services accessibles en ligne à savoir l'attestation de non litige, la déclaration d'établissement, les cadres organiques et plans de formation</p>
		2.3.1.2. pour la participation publique	No	Yes	No (no change)	Yes (Target reached)	Yes (no change)	Ministère en charge des relations avec les Institutions et la Société Civile MTFP	<p>les résultats enregistrés concernent la mise en place d'une (01) plateforme de gestion des requêtes des usagers (Mat-Accueil), la mise en place de 03 guichets de service des relations avec les usagers (Guichets SRU de la Tour Administrative B, de la DDTFP Zou et de la DDTFP Borgou)"</p>

		2.3.1.3. pour l'identité juridique et l'enregistrement des actes d'état civil	No	Yes	No (no change)	No (no change)	Yes (Target reached)	Ministère de l'Intérieur ANIP	le gouvernement béninois a créé exclusivement l'Agence nationale d'Identification de la Population (ANIP) pour conduire la dématérialisation de l'état civil
CPD Output 2.4: Capacities developed across the whole of government, including local government, to integrate the 2030 Agenda and the Paris Agreement into development plans and budgets, and to analyse progress towards the Sustainable Development Goals (SDGs), using innovative and data-driven solutions.	Indicator 2.4.1 Existence de plans de développement et de budgets tenant compte des accords internationaux dans l'ensemble de la fonction publique, y compris au niveau local	2.4.2.1. Programme 2030	No	Yes	Yes (Target reached)	No (Regression)	No (no change)	Rapports d'avancement PND/PC2D Rapport Revues Conjointes Gouvernement-PTF	Bien que l'indicateur soit NON, des progrès sont enregistrés. En effet, Les ODD et l'accord de Paris sont pris en compte dans le Programme d'Actions du Gouvernement, le Plan National de Développement, le PC2D, le budget de l'Etat central. Le processus d'intégration des ODD dans les Plan de Développement Communal est en cours avec la spatialisation des ODD sur les 77 communes et l'appui spécifique à certaines communes (PPNA). Elle sera effective dans les prochains PDC prévus pour l'année 2022. De même, l'actualisation en cours de la Contribution Déterminée au niveau National (NDC) dans le cadre de la Promesse Climatique permettra de concentrer les ambitions du Bénin pour la réduction des émissions de Gas à effet de serre (GES) et sa territorialisation.
		2.4.2.2. Accord de Paris	No	Yes	Yes (Target reached)	No (Regression)	No (no change)	Rapports d'avancement PND/PC2D Rapport Revues Conjointes Gouvernement-PTF	Bien que l'indicateur soit NON, des progrès sont enregistrés. En effet, Les ODD et l'accord de Paris sont pris en compte dans le Programme d'Actions du Gouvernement, le Plan National de Développement, le PC2D, le budget de l'Etat

									central. Le processus d'intégration des ODD dans les Plan de Développement Communal est en cours avec la spatialisation des ODD sur les 77 communes et l'appui spécifique à certaines communes (PPNA). Elle sera effective dans les prochains PDC prévus pour l'année 2022. De même, l'actualisation en cours de la Contribution Déterminée au niveau National (NDC) dans le cadre de la Promesse Climatique permettra de concentrer les ambitions du Bénin pour la réduction des émissions de Gas à effet de serre (GES) et sa territorialisation.
	Indicator 2.4.2 Existence de dispositifs de collecte et d'analyse des données fournissant des données ventilées afin de suivre les progrès accomplis vers la réalisation des objectifs de développement durable	No	Yes	No (no change)	No (no change)	Yes (Target reached)	Rapports de Suivi des ODD / DGCS-ODD Rapport de progrès de projet	Bien que l'indicateur soit encore NON, des progrès sont enregistrés et concernent : - un appui à l'INSAE pour le calcul et/ou l'actualisation des indicateurs ODD pouvant être calculés. En effet, 126 indicateurs sont déjà calculés sur les 164 indicateurs priorités par le Bénin. Cet appui a permis la rédaction du rapport biennal 2017-2018 de suivi des ODD et l'actualisation du manuel de définition et de calcul des indicateurs ODD. - un appui à l'INSAE dans le cadre de son programme de restructuration qui permettra de renforcer sa capacité de mobilisation de ressources	

	Indicator 2.4.3 Degré de mise en œuvre du cadre harmonisé de réformes des finances publiques adopté par l'Union économique et monétaire ouest-africaine (UEMOA)		No	Yes	No (no change)	No (no change)	Yes (Target reached)	Rapport d'évaluation annuelle faite par la Commission de l'UEMOA	Il est noté un appui à la mise en œuvre de la Loi Organique relative aux Lois des Finances. En effet, en 2020, le cadre harmonisé est mis en œuvre à 84,54% contre 52,9% en 2019. En 2021, le cadre harmonisé est mis en œuvre à 91,15%.
	Indicator 2.4.4 Existence d'un programme d'accélération des objectifs de développement durable visant à favoriser l'émergence de solutions innovantes et intégrées		No	Yes	No (no change)	Yes (Target reached)	Yes (no change)	Rapports de Suivi des ODD / DGCS-ODD	Dans la perspective de la réalisation de l'indicateur, l'équipe accelerator LABS est mise en place. Le Document portant cadre décennal de mise en œuvre des ODD et son Plan de déclinaison pour 2021 sont validés. Pour cette année 2021, l'atelier technique d'évaluation et de mise en cohérence des PTA et DPPD, en lien avec le CDA-ODD et le Costing des ODD a eu lieu.
CPD Output 2.5: National capacities strengthened for peaceful management of conflict and prevention of violent extremism in response to national policies and priorities	Indicator 2.5.1 Les infrastructures nationales pour la paix sont créées ou renforcées, avec l'appui du PNUD, à la demande	2.5.1.1. Les infrastructures nationales pour la paix sont créées avec l'appui du PNUD, à la demande	Yes	Yes	Yes (Target maintained)	Yes (no change)	Yes (no change)	Rapport d'Activité de la Coalition Nationale pour la Paix (CNP)	le PNUD a appuyé la création de la commission nationale de la paix
		2.5.1.2. Les infrastructures nationales pour la paix sont renforcées, avec l'appui du PNUD, à la demande	No	Yes	Yes (Target reached)	Yes (no change)	Yes (no change)	Rapport d'Activité de la Coalition Nationale pour la Paix (CNP)	il est réalisé le renforcement des capacités de la commission nationale pour la paix ; l'appui au MISP pour la rédaction de la feuille de route pour l'élaboration de la stratégie nationale de prévention de l'extrémisme violent. Il est également réalisé le renforcement des capacités du CPADD; ce qui a permis d'améliorer son niveau d'attractivité. Grâce à cet

									appui, le CPADD est porté au rang de Centre d'excellence de la CEDEAO.
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Source : https://intranet-apps.undp.org/UNDP.HQ.CPS2018/Pages/IRRFCPDOOutcomeIndicators.aspx?ou=BEN&cycle_id=243

https://intranet-apps.undp.org/UNDP.HQ.CPS2018/Pages/IRRFCPDOOutputIndicators.aspx?ou=BEN&cycle_id=243

ANNEX 7: COUNTRY PROGRAMME PERFORMANCE RATINGS

Key criteria	Outcome 1 rating	Outcome 2 rating	Overall rating
1. Relevance	4.0	4.0	4.0
1.A. Adherence to national development priorities	4.0	4.0	4.0
1.B. Alignment with UN/UNDP goals	4.0	4.0	4.0
1.C. Relevance of programme priorities	4.0	4.0	4.0
2. Coherence	2.6	2.8	2.7
2.A. Internal programme coherence	2.4	2.6	2.5
2.B. External programme coherence	2.9	3.0	2.9
3. Efficiency	2.9	3.0	3.0
3.A. Timeliness	3.0	3.0	2.9
3.B. Management and operational efficiency	2.9	3.0	3.0
4. Effectiveness	3.1	2.7	2.9
4.A. Achievement/Eventual achievement of stated outputs and outcomes	2.6	2.5	2.6
4.B. Programme inclusiveness (especially those at risk of being left behind)	3.3	3.0	3.1
4.C. Prioritization of gender equality and women's empowerment	3.3	2.7	3.0
4.D. Prioritization of development innovation	3.3	2.4	2.8
5. Sustainability	2.6	2.7	2.6
5.A. Sustainable capacity	2.6	2.7	2.7
5.B. Financing for development	2.5	2.6	2.6

Note: A Four-Point Rating scale was used to determine UNDP programme performance.

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.

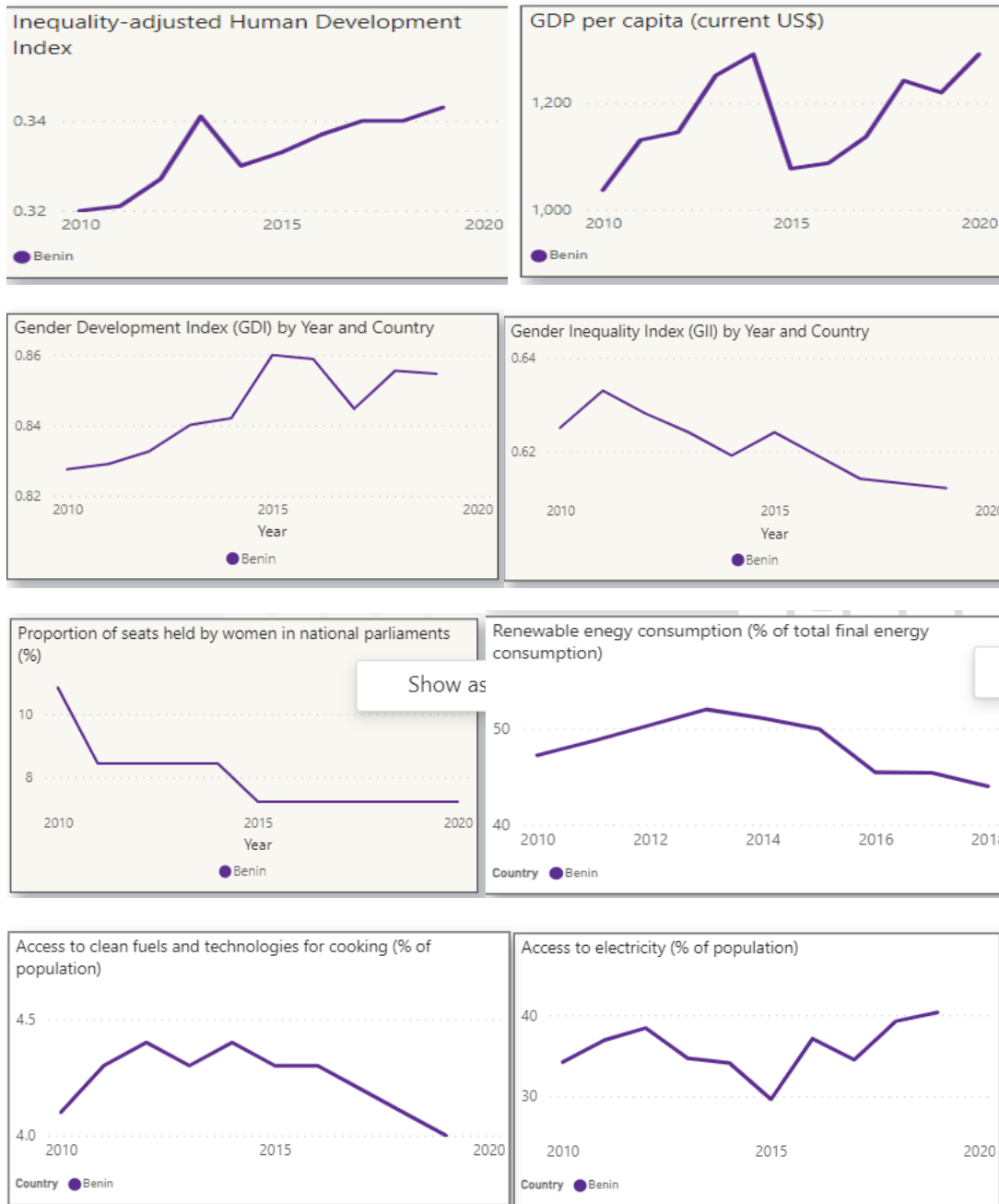
3 = Mostly Achieved. A rating of this level is used when the overall assessment is substantially positive, and problems are small relative to the positive findings. There are some limitations in the contribution of UNDP programmes that have prevented the achievement of stated outputs and outcomes, but 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 outweigh any positive achievements. There has been limited or no achievement of planned programme outputs/ outcomes. This score indicates poor performance.

Source: IEO

ANNEX 8: COUNTRY AT A GLANCE



Source: IEO Data mart