

# Closure Stage Quality Assurance Report

**Form Status: Approved**

<b>Overall Rating:</b>	Satisfactory
<b>Decision:</b>	
<b>Portfolio/Project Number:</b>	00101953
<b>Portfolio/Project Title:</b>	Commune du Millénaire de Bonou
<b>Portfolio/Project Date:</b>	2016-01-01 / 2022-03-31

**Strategic**

**Quality Rating: Needs Improvement**

1. Did the project pro-actively identified changes to the external environment and incorporated them into the project strategy?

- 3: The project team identified relevant changes in the external environment that may present new opportunities or threats to the project's ability to achieve its objectives, assumptions were tested to determine if the project's strategy was valid. There is some evidence that the project board considered the implications, and documented the changes needed to the project in response. (all must be true)
- 2: The project team identified relevant changes in the external environment that may present new opportunities or threats to the project's ability to achieve its objectives. There is some evidence that the project board discussed this, but relevant changes did not fully integrate in the project. (both must be true)
- 1: *The project team considered relevant changes in the external environment since implementation began, but there is no evidence that the project team considered these changes to the project as a result.*

**Evidence:**

Evidence

Les actions du Projet sont destinées à résoudre de ux problèmes majeures de la Commune de BONOU ( déficit d'infrastructures et moyens de production pour apporter de la valeur ajoutée à la production agricole locale et le renforcement de capacités des acteurs ; mais le contexte de BONOU est marqué par un fort taux d'exode rural avec un flux migratoire orienté vers le Nigéria voisin . Le contexte de Bonou c'est l'existence des carrières de sables qui offrent des revenus dérisoires aux population au détriment souvent de leur santé. Ce contexte constitue une menace pour l'optimisation de l'exploitation des plateformes d'activités génératrices de revenus créées par le PCM. En effet, les groupements d'intérêts économiques et affermages concédés pour assurer l'exploitation communautaire des Plateformes ou PTFM souffre de l'instabilité des membres ce qui impacte la gouvernance associative pour gérer les PTFM ;

La dynamique de pérennisation des PTFM est alors compromise en absence de la Coordination du Projet ; Aussi, une étude de faisabilité pour la création d'une Société d'exploitation des actifs des plateformes sous format juridique de Société Anonyme à dénommer PCM SA a-t-elle été commanditée par les responsables de la Partie Nationale afin d'institutionnaliser la responsabilité des populations de BONOU sur les investissements des PTFM à gérer et à mettre en échelle.

Evidence : Rapport de l'étude sur la restructuration des PTFM pour la création d'une PME PCM -SA

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No documents available.

2. Was the project aligned with the thematic focus of the Strategic Plan?

- 3: *The project responded to at least one of the development settings as specified in the Strategic Plan (SP) and adopted at least one Signature Solution .The project's RRF included all the relevant SP output indicators. (all must be true)*
- 2: The project responded to at least one of the developments settings<sup>1</sup> as specified in the Strategic Plan. The project's RRF included at least one SP output indicator, if relevant. (both must be true)
- 1: While the project may have responded to a partner's identified need, this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.

**Evidence:**

Le PCM a la particularité d'être un modèle de concrétisation des ODD au niveau local suivant une approche de mise en œuvre intégrée pour embrasser toutes les six solutions de signature du mandat du PNUD Evidence . De même, il est en arrimage avec l'effort 1 du CPD

Source : Appréciation de la Directrice ONU –Femmes région Afrique lors de sa visite au Bénin et à BONO au premier semestre 2021 et Présentation du Projet à la revue du SNU en juin 2021. il est aligné sur le output 1.2 et 1.3 du PS/PNUD et sur les solutions de signature 1, 2, 5 et 6

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**Relevant****Quality Rating: Exemplary**

3. Were the project's targeted groups systematically identified and engaged, with a priority focus on the discriminated and marginalized, to ensure the project remained relevant for them?

- 3: *Systematic and structured feedback was collected over the project duration from a representative sample of beneficiaries, with a priority focus on the discriminated and marginalized, as part of the project's monitoring system. Representatives from the targeted groups were active members of the project's governance mechanism (i.e., the project board or equivalent) and there is credible evidence that their feedback informs project decision making. (all must be true)*
- 2: Targeted groups were engaged in implementation and monitoring, with a priority focus on the discriminated and marginalized. Beneficiary feedback, which may be anecdotal, was collected regularly to ensure the project addressed local priorities. This information was used to inform project decision making. (all must be true to select this option)
- 1: Some beneficiary feedback may have been collected, but this information did not inform project decision making. This option should also be selected if no beneficiary feedback was collected
- Not Applicable

**Evidence:**

Les cibles prioritaires du PCM sont les femmes et les jeunes qui constituent les couches les plus défavorisées. A 90% les réalisations du Projet adressent les défis liés à leur auto épanouissement ( Revenus, accès à une éducation de base de qualité, aux soins de santé de base, à l'énergie et à l'eau. Des suivis évaluation ont pu relever à plusieurs reprises leurs appréciations favorables des effets de ces actions du Projet.

Source : Rapport d' EMP du PCM, Rapport de l'étude sur la dynamique de l'autonomisation économique des femmes impulsées par le PCM

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No documents available.

4. Did the project generate knowledge, and lessons learned (i.e., what has worked and what has not) and has this knowledge informed management decisions to ensure the continued relevance of the project towards its stated objectives, the quality of its outputs and the management of risk?

- 3: *Knowledge and lessons learned from internal or external sources (gained, for example, from Peer Assists, After Action Reviews or Lessons Learned Workshops) backed by credible evidence from evaluation, corporate policies/strategies, analysis and monitoring were discussed in project board meetings and reflected in the minutes. There is clear evidence that changes were made to the project to ensure its continued relevance. (both must be true)*
- 2: Knowledge and lessons learned backed by relatively limited evidence, drawn mainly from within the project, were considered by the project team. There is some evidence that changes were made to the project as a result to ensure its continued relevance. (both must be true)
- 1: There is limited or no evidence that knowledge and lessons learned were collected by the project team. There is little or no evidence that this informed project decision making.

**Evidence:**

Dans son volet amelioration de l' accès à une education de base de qualité, le Projet devrait organiser c haque le don en kits scolaires aux élèves démunis e t aux filles pour encourager la scolarisation; Mais pr egnant leçon de la propension chez les bénéficiaires à revendre les biens acquis auprès des projets d'ap pui sociaux pour avoir de liquidités à orienter vers d'autres priorités, le projet

a fait l'obtention pour une approche plus durable on convertissant les activités de dons systématiques de fournitures scolaires en : 1. Création d'un complexe bibliothèque, télcentre et centre de jeux et de loisirs  
2- l'octroi de fournitures scolaires sur la base de critères d'excellence.

Aujourd'hui , cette approche s'est révélée payante car ce complexe s'est transformé en un véritable Centre ressources pédagogique de la Commune qui impulse véritablement le maintien à l'école et l'amélioration de la qualité de l'éducation

3- Une attention particulière devra être accordée, pour des projets s'appuyant sur les productions végétale, animale et de transformation agroalimentaire, à la valorisation des potentialités naturelles du milieu et les aptitudes des acteurs (populations) à mener à bien les activités sans grand effort. Une autre leçon apprise est que l'adéquation entre les objectifs du projet et le niveau de viabilisation des localités est aussi un facteur essentiel pour l'atteinte des résultats, notamment pour la mise en marché des produits. En ce sens, les infrastructures et équipements requis devraient être installés et continuellement entretenus.

Source ! Rapport du programme de soutien scolaire en crise sanitaire de COVID et rapport de progrès PCM au 30 SEPTEMBRE 2020

-Rapport sur le Modèle EX post du PCM

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No documents available.

5. Was the project sufficiently at scale, or is there potential to scale up in the future, to meaningfully contribute to development change?

- 3: *There was credible evidence that the project reached sufficient number of beneficiaries (either directly through significant coverage of target groups, or indirectly, through policy change) to meaningfully contribute to development change.*
- 2: While the project was not considered at scale, there are explicit plans in place to scale up the project in the future (e.g. by extending its coverage or using project results to advocate for policy change).
- 1: The project was not at scale, and there are no plans to scale up the project in the future.

**Evidence:**

Les indices d'effets d'amélioration des conditions de vie des populations et le modèle d'accélération des ODD au niveau communauté sous l'effet du PCM commencent par être perceptible au niveau des populations de BONOU.

En effet, le projet a induit une amélioration des revenus issus de la PV (146 958 FCFA), PA (49 336 FCFA), PH (89 449 FCFA) et transformation (189 916 FCFA).

- Sur 26 ménages sur 100 qui n'arrivaient pas à couvrir leurs besoins alimentaires et non alimentaires, c'est seulement 8 ménages qui sont dus aux interventions du PCM.

- Le PCM a permis d'améliorer significativement le score de consommation alimentaire dans les ménages de près 6,8 points. Les dispositifs d'intervention du PCM ont influencé positivement la situation alimentaire et nutritionnelle des ménages de Bonou en ce sens que ces derniers non seulement sont loin d'être victime de l'insécurité alimentaire mais aussi ont vu leur consommation alimentaire qualifiée d'acceptable grâce à la diversité alimentaire.

Cela justifie la demande du Ministre d'Etat pour l'accompagnement du PNUD, pour élaborer un programme de mise en échelle des acquis du PCM par la conception et l'animation d'un programme cette fois ci au profit de plusieurs communes à la fois dans une dynamique de synergie intercommunale :

Sources : Courrier du MPD, Rapports Etudes sur Programme Commune 20/30 et Rapport Modèle EX post de mise en œuvre du PCM

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### Principled

Quality Rating: **Satisfactory**

6. Were the project's measures (through outputs, activities, indicators) to address gender inequalities and empower women relevant and produced the intended effect? If not, evidence-based adjustments and changes were made.

- 3:** *The project team gathered data and evidence through project monitoring on the relevance of the measures to address gender inequalities and empower women. Analysis of data and evidence were used to inform adjustments and changes, as appropriate. (both must be true)*
- 2:** The project team had some data and evidence on the relevance of the measures to address gender inequalities and empower women. There is evidence that at least some adjustments were made, as appropriate. (both must be true)
- 1:** The project team had limited or no evidence on the relevance of measures to address gender inequalities and empowering women. No evidence of adjustments and/or changes made. This option should also be selected if the project has no measures to address gender inequalities and empower women relevant to the project results and activities.

#### Evidence:

Le PCM est un projet à consistance empowerment d es femmes pour la reduction de la pauvreté par la diversification des opportunités économiques pour les couches défavorisées. En consequence, le développement économique local par l'accompagnement des femmes, est une composante catalytique de Plan de travail annuel du PCM pour lequel chaque année, en moyenne 60% des dépenses sont affectées.

Source : Rapport de l'étude sur la prise en compte du genre organisée sous le leadership du Chargé de Programme Genre au niveau du Bureau du PNUDB énin en 2018 et Rapport de l'étude sur la dynamique de l'autonomisation économique des femmes s d BONOU sous l'impulsion du PCM-BONOU en 2019 et le rapport en 2021 de l'étude d'impact Elaboration du modèle Ex post du PCM .



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7. Were social and environmental impacts and risks successfully managed and monitored?

- 3: Social and environmental risks were tracked in the risk log. Appropriate assessments conducted where required (i.e., Environmental and Social Impact Assessment (ESIA) for High risk projects and some level of social and environmental assessment for Moderate risk projects as identified through SESP). Relevant management plan(s) developed for identified risks through consultative process and implemented, resourced, and monitored. Risks effectively managed or mitigated. If there is a substantive change to the project or change in context that affects risk levels, the SESP was updated to reflect these changes. (all must be true)
- 2: Social and environmental risks were tracked in the risk log. Appropriate assessments conducted where required (i.e., Environmental and Social Impact Assessment (ESIA) for High risk projects and some level of social and environmental assessment for Moderate risk projects as identified through SESP). Relevant management plan(s) developed, implemented and monitored for identified risks. OR project was categorized as Low risk through the SESP.*
- 1: Social and environmental risks were tracked in the risk log. For projects categorized as High or Moderate Risk, there was no evidence that social and environmental assessments completed and/or management plans or measures development, implemented or monitored. There are substantive changes to the project or changes in the context but SESP was not updated. (any may be true)

#### Evidence:

La mise à jour des risque se fait chaque trimestre, c omme en témoigne un journal des risques mis à jou r. Des mises à jour ont été apportées aux plans de g estion et au plan de fiancement notamment en ce qu i concerne la mobilisation de la contre partie national e ;Les repercution de l'instabilité à la tête de la Mai rie ont été prises en compte pour actualiser le table au des risques. Il en est demême de cette année 20 20 et de l'année prochaine qui sont des périodes é lectorales au Bénin. Les risques environnementaux sont liés essentiellement aux inondations qui provi ennent du débordement des cours d'eau en période de décrue

Source : table des risques  
Tableau des risques

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8. Were grievance mechanisms available to project-affected people and were grievances (if any) addressed to ensure any perceived harm was effectively mitigated?

- 3: Project-affected people actively informed of UNDP's Corporate Accountability Mechanism (SRM/SECU) and how to access it. If the project was categorized as High or Moderate Risk through the SESP, a project -level grievance mechanism was in place and project affected people informed. If grievances were received, they were effectively addressed in accordance with SRM Guidance. (all must be true)
- 2: Project-affected people informed of UNDP's Corporate Accountability Mechanism and how to access it. If the project was categorized as High Risk through the SESP, a project -level grievance mechanism was in place and project affected people informed. If grievances were received, they were responded to but faced challenges in arriving at a resolution.
- 1: *Project-affected people was not informed of UNDP's Corporate Accountability Mechanism. If grievances were received, they were not responded to. (any may be true)*

**Evidence:**

Le projet ne compte pas de groupes de personnes sinistrées par le fait de la mise en œuvre du projet ; Toutefois pour les différentes réalisations du Projet , il est arrivé que des personnes physiques ou morales mettent à la disposition des parcelles de terrains pour leur valorisation sur la base d'acte de donation sans exigences de contreparties spécifiques  
Source : quelques actes de donation

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No documents available.			

**Management & Monitoring****Quality Rating: Satisfactory**

9. Was the project's M&E Plan adequately implemented?

- 3: *The project had a comprehensive and costed M&E plan. Baselines, targets and milestones were fully populated. Progress data against indicators in the project's RRF was reported regularly using credible data sources and collected according to the frequency stated in the Plan, including sex disaggregated data as relevant. Any evaluations conducted, if relevant, fully meet decentralized evaluation standards, including gender UNEG standards. Lessons learned, included during evaluations and/or After-Action Reviews, were used to take corrective actions when necessary. (all must be true)*
- 2: The project costed M&E Plan, and most baselines and targets were populated. Progress data against indicators in the project's RRF was collected on a regular basis, although there may be some slippage in following the frequency stated in the Plan and data sources was not always reliable. Any evaluations conducted, if relevant, met most decentralized evaluation standards. Lessons learned were captured but were used to take corrective actions. (all must be true)
- 1: The project had M&E Plan, but costs were not clearly planned and budgeted for, or were unrealistic. Progress data was not regularly collected against the indicators in the project's RRF. Evaluations did not meet decentralized evaluation standards. Lessons learned were rarely captured and used. Select this option also if the project did not have an M&E plan.

**Evidence:**

Le projet comporte un plan de S & E chiffré et la plupart des lignes de base et des cibles sont précisés. Les données d'avancement par rapport aux indicateurs du projet sont recueillies régulièrement, bien qu'il puisse y avoir un certain retard dans la fréquence indiquée dans le plan.

Source : Prodoc, PTA 2020 et rapport de progrès, table des indicateurs

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No documents available.			

10. Was the project's governance mechanism (i.e., the project board or equivalent) function as intended?

- 3: The project's governance mechanism operated well, and was a model for other projects. It met in the agreed frequency stated in the project document and the minutes of the meetings were all on file. There was regular (at least annual) progress reporting to the project board or equivalent on results, risks and opportunities. It is clear that the project board explicitly reviewed and used evidence, including progress data, knowledge, lessons and evaluations, as the basis for informing management decisions (e.g., change in strategy, approach, work plan.) (all must be true to select this option)
- 2: *The project's governance mechanism met in the agreed frequency and minutes of the meeting are on file. A project progress report was submitted to the project board or equivalent at least once per year, covering results, risks and opportunities. (both must be true to select this option)*
- 1: The project's governance mechanism did not meet in the frequency stated in the project document over the past year and/or the project board or equivalent was not functioning as a decision-making body for the project as intended.

**Evidence:**

Le mécanisme de gestion du projet fonctionne comme prévu dans le document du projet. La stabilité politique retrouvée à la tête de la Commune de BONOU a enfin permis de tenir les sessions intermédiaires du Comité Local de pilotage du Projet. Source : Rapport des sessions du comité local

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No documents available.			

11. Were risks to the project adequately monitored and managed?

- 3: The project monitored risks every quarter and consulted with the key stakeholders, security advisors, to identify continuing and emerging risks to assess if the main assumptions remained valid. There is clear evidence that relevant management plans and mitigating measures were fully implemented to address each key project risk and were updated to reflect the latest risk assessment. (all must be true)
- 2: *The project monitored risks every year, as evidenced by an updated risk log. Some updates were made to management plans and mitigation measures.*
- 1: The risk log was not updated as required. There was may be some evidence that the project monitored risks that may affected the project's achievement of results, but there is no explicit evidence that management actions were taken to mitigate risks.

**Evidence:**

La mise à jour des risques se fait chaque trimestre, comme en témoigne un journal des risques mis à jour. Des mises à jour ont été apportées aux plans de gestion et au plan de financement notamment en ce qui concerne la mobilisation de la contre partie nationale ; Les répercussions de l'instabilité à la tête de la Mairie ont été prises en compte pour actualiser le tableau des risques. Il est de même de deux dernières années à venir du Projet qui sont des périodes électorales au Bénin

Source : table des risques

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No documents available.			

**Efficient****Quality Rating: Highly Satisfactory**

12. Adequate resources were mobilized to achieve intended results. If not, management decisions were taken to adjust expected results in the project's results framework.

- Yes  
 No

**Evidence:**

le projet a bénéficié de financements du Japon et du Budget National totalement libérés avec une contribution du TRAC

**List of Uploaded Documents**

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No documents available.			

13. Were project inputs procured and delivered on time to efficiently contribute to results?

- 3: *The project had a procurement plan and kept it updated. The project quarterly reviewed operational bottlenecks to procuring inputs in a timely manner and addressed them through appropriate management actions. (all must be true)*
- 2: The project had updated procurement plan. The project annually reviewed operational bottlenecks to procuring inputs in a timely manner and addressed them through appropriate management actions. (all must be true)
- 1: The project did not have an updated procurement plan. The project team may or may not have reviewed operational bottlenecks to procuring inputs regularly, however management actions were not taken to address them.

**Evidence:**

Sur la base du Plan de Travail Annuel, le Projet élabore, un Procurement. Ainsi, chaque trimestre, un plan de décaissement validé par le DNP permet de mobiliser le financement requis pour l'exécution du plan trimestriel de travail ; Le rapport technique et financier rend compte à la fin du trimestre du taux d'exécution financière et physique pour justifier la nouvelle demande de décaissement pour le trimestre suivant.

Source : Un exemple de plan de décaissement trimestre 3 de 2021

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14. Was there regular monitoring and recording of cost efficiencies, taking into account the expected quality of results?

- 3: There is evidence that the project regularly reviewed costs against relevant comparators (e.g., other projects or country offices) or industry benchmarks to ensure the project maximized results delivered with given resources. The project actively coordinated with other relevant ongoing projects and initiatives (UNDP or other) to ensure complementarity and sought efficiencies wherever possible (e.g. joint activities.) (both must be true)
- 2: *The project monitored its own costs and gave anecdotal examples of cost efficiencies (e.g., spending less to get the same result,) but there was no systematic analysis of costs and no link to the expected quality of results delivered. The project coordinated activities with other projects to achieve cost efficiency gains.*
- 1: There is little or no evidence that the project monitored its own costs and considered ways to save money beyond following standard procurement rules.

**Evidence:**

Le projet surveille ses propres coûts mais . Le projet fonctionne suivant le principe de la recherche systématique de la compétition et de la concurrence. Les marchés d'acquisitions sont publiés, même dans les journaux pour certains seuils de dépenses  
Source : PTA et offre technique et financière des prestataires, les avis de cotation

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No documents available.			

**Effective****Quality Rating: Exemplary**

15. Was the project on track and delivered its expected outputs?

- Yes
- No

**Evidence:**

The project final report shows that the project has reached all of its planned results.

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No documents available.			

16. Were there regular reviews of the work plan to ensure that the project was on track to achieve the desired results, and to inform course corrections if needed?

- 3: *Quarterly progress data informed regular reviews of the project work plan to ensure that the activities implemented were most likely to achieve the desired results. There is evidence that data and lessons learned (including from evaluations /or After-Action Reviews) were used to inform course corrections, as needed. Any necessary budget revisions were made. (both must be true)*
- 2: There was at least one review of the work plan per year with a view to assessing if project activities were on track to achieving the desired development results (i.e., outputs.) There may or may not be evidence that data or lessons learned were used to inform the review(s). Any necessary budget revisions have been made.
- 1: While the project team may have reviewed the work plan at least once over the past year to ensure outputs were delivered on time, no link was made to the delivery of desired development results. Select this option also if no review of the work plan by management took place.

**Evidence:**

Chaque trois mois, le projet produit , un rapport de p  
rogrès, organise une session du comité local de pilo  
tage pour adoption de ce rapport et du PTT suivant,  
Le ministère d' Etat chargé du pla reçoit aussi trimes  
triellement le niveau de réalisation des activités du P  
CM  
Source: PTA et Rapport de progrès et suivi par le G  
ouvernement à travers le PAG, rapport de sessions  
du comité local

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17. Were the targeted groups systematically identified and engaged, prioritizing the marginalized and excluded, to ensure results were achieved as expected?



- 3: *The project targeted specific groups and/or geographic areas, identified by using credible data sources on their capacity needs, deprivation and/or exclusion from development opportunities relevant to the project's area of work. There is clear evidence that the targeted groups were reached as intended. The project engaged regularly with targeted groups over the past year to assess whether they benefited as expected and adjustments were made if necessary, to refine targeting. (all must be true)*
- 2: The project targeted specific groups and/or geographic areas, based on some evidence of their capacity needs, deprivation and/or exclusion from development opportunities relevant to the project's area of work. Some evidence is provided to confirm that project beneficiaries are members of the targeted groups. There was some engagement with beneficiaries in the past year to assess whether they were benefiting as expected. (all must be true)
- 1: The project did not report on specific targeted groups. There is no evidence to confirm that project beneficiaries are populations have capacity needs or are deprived and/or excluded from development opportunities relevant to the project area of work. There is some engagement with beneficiaries to assess whether they benefited as expected, but it was limited or did not occurred in the past year.
- Not Applicable

**Evidence:**

Le projet se met en œuvre par arrondissement en créant des leviers de création de richesses socio économiques et suivant les besoins exprimés par les populations et les atouts du milieu local.

Les bénéficiaires, identifiés parmi les couches les plus vulnérables sont formés, responsabilisés sur l'exploitation des aménagements, équipements mis en place par le projet. Le fonctionnement du Projet intègre effectivement plusieurs groupes d'acteurs dont l'interaction détermine l'impact équitablement réparti du Projet. Mieux pour plus d'inclusion, le projet a noué de partenariat pour animer un programme de micro crédits adossé au système crédit-épargne de la localité.

Source : Prodoc, Rapport de progrès, PTA 2020, rapport d'évaluation à mi parcours et rapport du Modèle ex post du PCM

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## Sustainability &amp; National Ownership

Quality Rating: **Satisfactory**

18. Were stakeholders and national partners fully engaged in the decision-making, implementation and monitoring of the project?

- 3: Only national systems (i.e., procurement, monitoring, evaluation, etc.) were used to fully implement and monitor the project. All relevant stakeholders and partners were fully and actively engaged in the process, playing a lead role in project decision-making, implementation and monitoring. (both must be true)
- 2: *National systems (i.e., procurement, monitoring, evaluation, etc.) were used to implement and monitor the project (such as country office support or project systems) were also used, if necessary. All relevant stakeholders and partners were actively engaged in the process, playing an active role in project decision-making, implementation and monitoring. (both must be true)*
- 1: There was relatively limited or no engagement with national stakeholders and partners in the decision-making, implementation and/or monitoring of the project.
- Not Applicable

**Evidence:**

Les parties prenantes et les partenaires nationaux participent pleinement à la prise de décisions, à la mise en œuvre et au suivi du projet. C'est le Directeur National, fonctionnaire du Ministère d'Échargé du Plan qui est un représentant du Gouvernement qui valide les décisions opérationnelles. Pour le PCM, c'est le Comité Local, présidé par le Maire qui valide le PTAB et en connaît chaque trois ; le niveau de réalisation

Source : Rapport de progrès et les autorisations de dépenses, Rapport des sessions du comité local de pilotage du Projet. Les plans de décaissement

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19. Were there regular monitoring of changes in capacities and performance of institutions and systems relevant to the project, as needed, and were the implementation [arrangements](#)<sup>8</sup> adjusted according to changes in partner capacities?

- 3: Changes in capacities and performance of national institutions and systems were assessed/monitored using clear indicators, rigorous methods of data collection and credible data sources including relevant HACT assurance activities. Implementation arrangements were formally reviewed and adjusted, if needed, in agreement with partners according to changes in partner capacities. (all must be true)
- 2: Aspects of changes in capacities and performance of relevant national institutions and systems were monitored by the project using indicators and reasonably credible data sources including relevant HACT assurance activities. Some adjustment was made to implementation arrangements if needed to reflect changes in partner capacities. (all must be true)*
- 1: Some aspects of changes in capacities and performance of relevant national institutions and systems may have been monitored by the project, however changes to implementation arrangements have not been considered. Also select this option if changes in capacities and performance of relevant national institutions and systems have not been monitored by the project.
- Not Applicable

**Evidence:**

Il a été organisé pour les institutions nationales impliquées dans la gestion du Projet ( Ce PED, Direction Nationale du Projet et Mairie , pilotage du Comité local, ) une micro évaluation de leur fonctionnement; Sur la base des observations les responsabilités opérationnelles pour les un et les autres ont été élargies notamment pour la Mairie à la gestion de fonds du Projet:  
Sources : Convention de financements avec la Mairie

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20. Were the transition and phase-out arrangements were reviewed and adjusted according to progress (including financial commitment and capacity).

- 3: The project's governance mechanism regularly reviewed the project's sustainability plan, including arrangements for transition and phase-out, to ensure the project remained on track in meeting the requirements set out by the plan. The plan was implemented as planned by the end of the project, taking into account any adjustments made during implementation. (both must be true)
- 2: There was a review of the project's sustainability plan, including arrangements for transition and phase-out, to ensure the project remained on track in meeting the requirements set out by the plan.*
- 1: The project may have had a sustainability plan but there was no review of this strategy after it was developed. Also select this option if the project did not have a sustainability strategy.

**Evidence:**

Dans le souci d'assurer une durabilité aux réalisations du Projet et prenant en compte les options de sorties de Projet axées sur les orientations de la partie Nationale d'assurer obligatoirement un retour sur investissement pour les plateformes aménagées par le Projet, l'année 2021 a été décidée comme une année de transition avec une feuille de route pour la mise en oeuvre de la stratégie de sortie de Projet. La consistance de cette stratégie de sortie s'articule autour de la concrétisation du mécanisme d'actionnariat comme mode d'institutionnalisation des plateformes créées par le Projet. In fine l'option retenue est de créer une société territoriale de gestion des initiatives de développement économique de la commune de Bonou (PCM-SA). Il s'agit d'une société de gestion des infrastructures et équipements communautaires créée par le PCM-Bonou. Cette société se veut être une société anonyme d'économie mixte avec toutes les immobilisations existantes représentant la subvention de l'Etat pour appuyer l'avènement de la PCM-SA en termes d'appui en équipements et en matériels.

Source : Rapport de la mission d'assistance technique pour la gestion déléguée des centres créés, Synthèse actions de la stratégie de sortie pour 2021 et le rapport de l'étude sur la restructuration des PTFM et la création d'une PME SA

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**QA Summary/Final Project Board Comments**

Résultats satisfaisants mais beaucoup d'inquiétude sur les questions de gestion déléguée pour la pérennisation des plateformes. préoccupation sur le temps de l'expérimentation de la gestion déléguée pour passer à la concrétisation. et quels résultats et leçons pour la durabilité des interventions et investissement.

