

ANNEXES OF THE COTE D'IVOIRE CPE 2021-2025



INDEPENDENT EVALUATION, AUDIT AND INVESTIGATION SERVICES (IEAIS)

Independent Evaluation Service (IES)

UN WOMEN

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Date of the Report	June 2025, Version 2
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ANNEX. 1 TERMS OF REFERENCE

The TORs can be found on the [GATE](#) repository

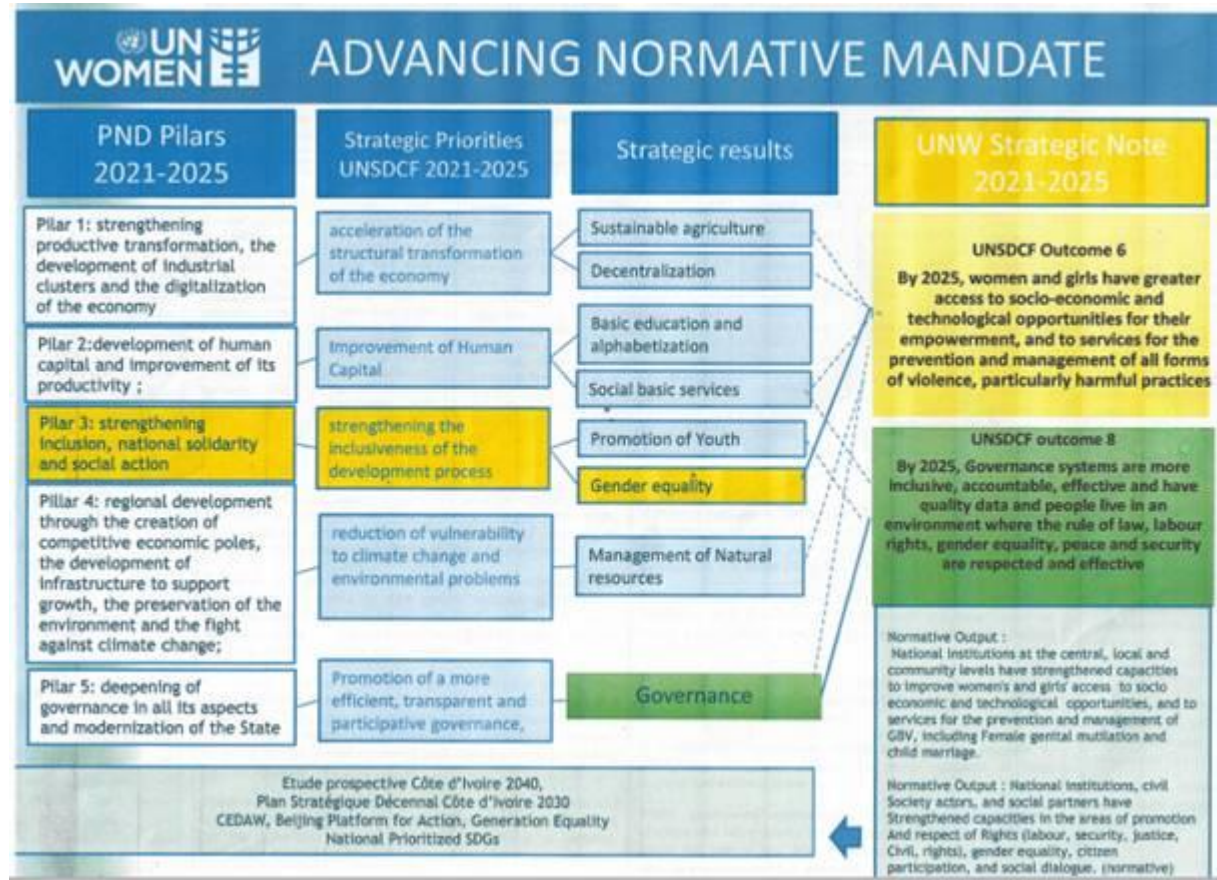
ANNEX. 2 REFERENCE GROUP OF THE CPE

Name	Title, Unit/Division/Office	Type
Diarrassouba Moussa	Chief of Staff, Ministry of Women, Family and Children	Government
Marcelin Cissé	Director General of Planning and Poverty Reduction, Ministry of Economy, Planning, and Development	Government
Sakinatou BALDE	Senior Officer for Business Environment, (AFAWA), African Development Bank	Donors
Mouhamadou Mody DIOP	Program Officer, European Union	Donors
Hawa Ouattara Koffi	Political Affairs Agent, Embassy of Canada	Donors
Virginie Owo NIANGORAN	Partnership Officer, Acting Head of Office, Resident Coordinator's Office	SNU
Rachel Gogoua	President, Group of Women's Organizations for Gender Equality	Civil Society
Irad Gbazalé	National Coordinator, Network of Women Peace Mediators of Côte d'Ivoire	Civil Society
Vanessa Tiamou	President, Platform of Youth Organizations for the Empowerment of Women in Côte d'Ivoire	Civil Society
Anne Cécile KONAN	President, National Union of Disabled Women of Côte d'Ivoire	Civil Society
Adjaratou NDIAYE	Resident Representative, UN Women en	Country Office
Yacouba Doumbia	Program Manager, UN Women	Country Office

Source: *UN WOMEN Côte d'Ivoire Country Office*

ANNEX. 3 THEORY OF CHANGE

ALIGNED WITH UNSDCF & WITH NATIONAL PRIORITIES



Source: ToC and alignment pptx (SN Narrative 2021-2025, page 28)

ANNEX. 4 STAKEHOLDERS' MAPPING

UN Women mandate	Stakeholder category	Boundary partners	Main contribution to UN Women's work	Impact area
Program (operational mandate)	Responsible parties	UN Women	Manage and coordinate all Strategic Note implementation activities; provide technical support to implementing partners through quality assurance, M&E and reporting. ,	G&PPL, WEE, EVAW, WPSH&DR R

UN Women mandate	Stakeholder category	Boundary partners	Main contribution to UN Women's work	Impact area
	Joint program and joint programming partners	UNFPA, UNDP, UNICEF, UNESCO, IOM, ILO, WHO, UNAIDS, FAO, WFP, UNODC, UNHCR, UNEP, UNHABITAT, OHCHR, ONUDI, IFAD	Coordination and implementation of joint program	G&PPL, WEE, WPSH&DR R
	Government	Ministry in charge of Defense, Ministry in charge of Agriculture, Rural Development and Food Production, Ministry in charge of the Civil Service and Modernization of the Administration, Ministry in charge of the Economy, Planning and Development, Ministry in charge of Justice and Human Rights, Ministry in charge of the Interior and Security, Ministry in charge of Mines, Petroleum and Energy, Ministry in charge of Finance and Budget, Ministry in charge of Foreign Affairs, African Integration and Ivorians Abroad, Ministry in charge of Construction, Housing and Urban Planning, Ministry in charge of Transport, Ministry in charge of Heritage, State Portfolio and Public Enterprises, Ministry in charge of Equipment and Road Maintenance, Ministry in charge of Youth Promotion, Professional Integration and Civic Service, Deputy Government Spokesman, Ministry in charge of Health, Public Hygiene and Universal Health Coverage, Ministry in charge of Hydraulics, Sanitation and Health, Ministry in charge of Animal and Fisheries Resources, Ministry in charge of National Education and Literacy, Ministry in charge of Communication, Ministry in charge of the Environment, Sustainable Development and Ecological Transition, Ministry in charge of Digital Transition and	Provide policy and legal frameworks guidance Support and collaborate with the Country Office and implementing partners for effective implementation of the Strategic Note development portfolio in relevant ministries and sectors; Adopt and participate in capacity building interventions; build institutional and individual capacity	G&PPL, WEE, EVAW, WPSH&DR R

UN Women mandate	Stakeholder category	Boundary partners	Main contribution to UN Women's work	Impact area
		Digitalization, Ministry in charge of Tourism and Leisure, Ministry in charge of Trade and Industry, Ministry in charge of Higher Education and Scientific Research, Ministry in charge of Water and Forests, Ministry in charge of Employment and Social Protection, Ministry in charge of Technical Education, Vocational Training and Apprenticeship, Ministry in charge of Women, Family and Children Ministry in charge of National Cohesion, Solidarity and the Fight against Poverty, Ministry in charge of Culture and Francophonie, Ministry in charge of Sports and the Living Environment, in charge of Sports and the Living Environment, Ministry in charge of Transport specifically Maritime Affairs: National Assembly Senate		
	ONG et Organizations and civil society	WANEP Côte d'Ivoire, organisation nationale pour l'enfant, Cabinet de la conseillère, projets DEPG, Search For Common Ground, Mairie de Danane, Association de soutien à ONG AIP, Fondation Espoir et vie (FEV), Caucus des femmes parlementaires, MACOM, HIMAIJE Production Internationale, S/P Bin-Houye/projet ONU Femmes, projet Préfecture de Touleupleu/ONU Femmes, OIS Afrique, International Friendship, Pluriel communications, Leadafricaines, Caritas BDPH Odienne, Organisation Panafricaine des Femmes, FSD - Commune d'Attecoubé, NGO Génération Femmes du 3e Millenaire, Animation rurale de Korhogo, Centre de	Implementing partners: Project development, activity planning and development of monitoring and evaluation indicators; Project communication and knowledge management	G&PPL, WEE, EVAW, WPSH&DR R Humanitarian Action

UN Women mandate	Stakeholder category	Boundary partners	Main contribution to UN Women's work	Impact area
		recherche et d'action pour la paix, École nationale supérieure de stat et éco appliquée, ONG Initiative africaine pour le dÉvelop, Association Africa Global International, West Africa Network for Peacebuilding, Filière karité de Côte d'Ivoire, Centre de formation et d'accompagnement, ONG BLETY Espoir, Cellule d'analyses de politiques Économiques du cires, Fondation DJIGUI, Anader, CNRA, IFED, CSRC, SODEFOR, Université, Sodexam, Endeavour mining, National Security Council (CNS).		
UN Coordination System	Regional Coordinator's Office	Regional Coordinator ; Program Unit; Monitoring and Evaluation Unit	Support to the Country Office for effective implementation of the Strategic Note; Monitoring of regional programs for accelerating the implementation of the Women Peace and Security Agenda for enhanced conflict prevention and peace building	OEEF
	United Nations Country Team	UN Women, UNDP, OCHA, UNHCR, WHO, OHCHR, UNAIDS, UNFPA, UNICEF, UNESCO, UNODC, UNOPS, WFP, IOM	Strategic implementing partners for the implementation of UNSDCF, joint program, and other joint initiatives	OEEF, Joint program
	Gender Theme Group	UN Women, UNDP, UNFPA, OCHA, WHO	Provide technical support and strategic advice to country teams to enhance gender mainstreaming efforts	Cross-cutting
Normative	Government	Ministries and public institutions listed above (see operational	Design the laws, policies, programs and services necessary to ensure	Cross-cutting

UN Women mandate	Stakeholder category	Boundary partners	Main contribution to UN Women's work	Impact area
		mandate)	international norms are applied effectively and that women and girls can benefit from them	
	National machinery for gender equality	Women's league, youth parliament, UNESCO chair for women, Children of Africa, Support fund for women, League of Secretaries, Network of Women Parliamentarians, Women's food grower cooperatives Women in ECOWAS (Réseau Paix et Sécurité des Femmes dans l'espace CEDEAO - REPSFECO), West African Young Women Leaders' Network (Réseau Ouest Africain des Jeunes Femmes Leaders - ROAJELF), Wanep; West Africa Network of peacebuilding	Support the government in designing the laws, policies, program and services necessary to ensure international norms are applied effectively and that women and girls can benefit from them	Cross-cutting
Organizational Effectiveness and Efficiency	UN Women personnel	Country Office, Regional Office, HQ	Implement the Strategic Note, Develop effective partnerships	OEEF, Cross-cutting
Resource mobilization	Bilateral and multilateral donors	African Development Bank, World Bank, Canada, the Government of Quebec, KOICA, China, Spain, Switzerland, Belgium, the European Union, USAID, Sweden, Norway, Finland, the Netherlands, the Francophonie (OIF)	Strategic partners for resource mobilisation; Project and program financing; Feedback on periodic reports, narrative and financial, submitted by the Country Office	Cross-cutting

UN Women mandate	Stakeholder category	Boundary partners	Main contribution to UN Women's work	Impact area
	Government	Ministry in charge of Finance	Gender-responsive budgeting and support to national gender machinery	Cross-cutting
	Private sector	CGECI, FIPME, CCI	Supply of financial product, loans, savings, financial education and support to women entrepreneurs/ traders Project support in specific technical domains	WEE, Cross-cutting
	United Nations	UNDP, PBF, Climate funds, EU	Project financing and co-financing	LPP, EVAW
Right holders	Direct beneficiaries	Women's associations Aspiring female political candidates Women's professional associations Marginalized women in the workplace Marginalized women in politics People with disabilities Young girls and boys Community organizations and grassroots networks representing the voice of beneficiaries	Participation in activities as direct beneficiaries of the implementation of the Country Office program	Cross-cutting
Duty bearers	Government	government bodies, listed above, partners in the implementation of the country program.	In charge of the country's development program, support to the alignment of priorities with national gender policies and	Cross-cutting

UN Women mandate	Stakeholder category	Boundary partners	Main contribution to UN Women's work	Impact area
			actions	

Source : *UN Women Côte d'Ivoire & UN Women, Second regular session of 2021 14 – 15 September 2021, Item 3 of the provisional Agenda, Strategic Plan & Evaluators' review*

ANNEX. 5 PROJECT LIST

N°	Project N° (DAMS ID)	Project Title	Donor	Period	US\$
1	14678	Renforcer la résilience dans le Nord – Est de la Côte d'Ivoire	United Nations Children's Fund	2024-2025	462,676
2	14670	Autonomisation Economiques des femmes en zone minière de Ity	La Fondation Endeavour Mining	2024-2025	124,987
3	14606	Meeting the urgent needs of women and girls affected by the humanitarian crisis in northern Côte d'Ivoire and ensuring their full participation in the humanitarian response	Government Of Japan	2024-2025	548,532
4	14514	Améliorer les droits et la santé sexuels et reproductifs et la santé maternelle, néonatale, infantile et des adolescents et la nutrition en Afrique de l'Ouest et centrale _ CIV MUSKOKA 2023	Government Of France	2023-2025	100,000
5	14317	Soutien au renforcement du leadership des jeunes filles et à la promotion de leur accès et participation aux filières scientifiques, à travers les Clubs Genre	Government Of Switzerland	2023-2025	17,574.25
6	13982	Empowering women and girls through Education and digital technology	African Development Bank	2022-2024	599,173
7	13880	Affirmative Procurement Reform in West Africa _ AFFIRMATIVE PROCUREMENT-UNW-CIV-00129696	African Development Bank	2022-2025	510,000
8	13871	Letter of Agreement covering funding of UN Women's activities included in the UNAIDS 2022-2023 budget and Letter of Agreement covering UN Women's 2022-2023 country envelopes to be funded from the UNAIDS 2022-2023 budget _ Prevent HIV GBV among young gi-UNW-CIV-00130682	UNAIDS	2022-2024	71,000
9	13846	Assessment of the Barriers to the Participation of Uniformed Women in Côte d'Ivoire in United Nations Peacekeeping Operations (PKOs)	Multi-Donor Trust Fund Office	2022-2023	219,996.08
10	13818	Strategic Partnership Framework III 2022-2025 _ SPF 3_Outcome1 WPP-UNW-00129648	Swedish Int'l Development Cooperation	2022-2025	100,000
11	13798	Améliorer les droits et la santé sexuels et reproductifs et la santé maternelle, néonatale, infantile et des adolescents et la nutrition dans 9 pays francophones d'Afrique de l'Ouest et centrale _ Cote d'Ivoire Muskoka Funds-UNW-CIV-00123483	Government Of France	2021-2023	100 000
12	13794	WOMEN-LED STAPLE FOOD COOPERATIVES ADVISORY PROJECT	African Development Bank	2022 - 2024	1,500,001
13	13792	APPUI À LA CAMPAGNE DES 16 JOURS D'ACTIVISME CONTRE LES VIOLENCES FAITES AUX FEMMES ET AUX FILLES EN COTE D'IVOIRE	Swiss Agy For Development & Cooperation	2021-2021	15 000

N°	Project N° (DAMS ID)	Project Title	Donor	Period	US\$
14	13730	Integrated support for the management of local development, the promotion of peaceful societies and human security in the Gbêkê region, in particular the four localities of Béoumi, Bottro, Bouaké and Sakassou	UN Tr Fund for Human Security	2021-2024	433,350
15	13399	APPUI POUR PARTICIPATION ACCRUE DES FEMMES AU PROCESSUS ELECTORAL	Swiss Agy For Development & Cooperation	2020-2021	54,300
16	13332	Accélérer la réduction de la mortalité maternelle, néonatale, infantile et des adolescents et renforcer les programmes de santé sexuelle et reproductive et de nutrition, notamment pour les adolescents et les jeunes, dans les pays prioritaires pour la coopération française _ Cote d'Ivoire Muskoka Funds-UNW-CIV-00129844	Government Of France	2020-2022	30,000
17	13114	Letter of Agreement covering funding of UN Women's activities included in the UNAIDS 2020-2021 budget and Letter of Agreement covering UN Women's 2020-2021 country envelopes to be funded from the UNAIDS 2020-2021 budget _ UNAIDS COUNTRY ENVELOPES-UNW-CIV-00120644 _ UNAIDS Business Unusual Funds-UNW-CIV-00126449 _ UNAIDS GLOBAL ALLOCATION-UNW-CIV-00121383	Unaids	2021-2022	295,26300
18	12640	Empowering Women in Agriculture through Access to ICT in Cote d'Ivoire	African Development Ban	2020-2022	462,240
19	12608	Appui au processus démocratique et de consolidation de la paix en Côte d'Ivoire	Swiss Agy For Development & Cooperation	2018-2021	425,000
20	11719	UN Women Sida Strategic Partnership Framework 2017-2020 _ SPF2 O1.1 Legislation-UNW-00103615	Government Of Sweden	2017-2021	150,000

Source: Country Office Team, June 2025

ANNEX. 6 EVALUATION MATRIX

Evaluation criteria and questions	Indicator	Data sources	Data collection methods	Data analysis methods
1. Relevance				
Is the strategic note aligned with international gender equality and human rights standards and national policies?	Proof of alignment between UN Women's areas of intervention and international human rights and gender equality standards	Documents related to UN Women programs and projects Strategic note from the Country office Gender-based analyses Relevant national and international policies and strategies Key informant	Literature review Key informant interviews	Qualitative analysis (thematic)

Evaluation criteria and questions	Indicator	Data sources	Data collection methods	Data analysis methods
		interview notes		
Are interventions adapted to the needs of women?	Outputs assessment	DRF, progress reviews	Desk review, stakeholders' consultations	Qualitative and Quantitative analysis
2. Coherence				
How coherent is the portfolio in avoiding duplication and fostering internal synergies across impact areas?	Evidence of joint programming activities and implementation of joint projects	Project documentation Interview notes: UN Women staff, UN agency staff, national stakeholders	Literature review Key informant interviews	Qualitative analysis (thematic)
In what ways did UN Women contribute to the coherence of the United Nations's (as a whole) work in Côte d'Ivoire on GEWE?	Evidence of UN Women's particular thematic and geographical positioning in relation to other UN organizations, and of the differences in strategic approach to areas of intervention.	Geographic and thematic mapping of UN Women interventions UNSDCF Interview notes with key informants (UN Women staff, staff of other UN entities, staff of government entities, implementing partners)	Literature review Key informant interviews	Qualitative analysis (thematic)
3. Effectiveness				
What are the key results of UN Women's work in Côte d'Ivoire?	Proof of achievement of the results contained in the Strategic Note's results framework within the allotted time and existence of	Project documentation (project agreements, implementation reports, mid-term and end-of-term reports, reports to donors) Survey: national	Literature review Key informant interviews	Comparative descriptive analysis

Evaluation criteria and questions	Indicator	Data sources	Data collection methods	Data analysis methods
What is the main enabling/hindering factors for the achievement of results?	project extensions	stakeholders, implementing partners Work plans Evaluations Interview notes: UN Women staff, national stakeholders, implementing partners		
	Evidence of enabling factors and challenges encountered in implementing planned activities and achieving expected results	Project documentation (implementation reports, mid-term and final reports, donor reports) Evaluations Interview notes: UN Women staff, national stakeholders, implementing partners Survey: UN Women personnel	Literature review Key informant interviews	Qualitative (thematic) and quantitative (descriptive statistics) analysis
4. Efficiency				
To what extent does the organization have appropriate governance skills, knowledge, and capabilities necessary to ensure effective use of resources (personnel, funding, and assets) to deliver and report on strategic outcomes?	Proof of training and capacity building in term of additional resources ; proof of application of acquired knowledge	Training reports, resources allocation report, stakeholders trained confirm utilization of knowledge acquired	Desk review, stakeholders consultations	Quantitative and Qualitative
5. Sustainability and modalities of exit strategies				

Evaluation criteria and questions	Indicator	Data sources	Data collection methods	Data analysis methods
Have capacities been developed and strengthened to ensure the sustainability of efforts and results?	Evidence of strengthened gender mainstreaming processes within institutions and of gender-sensitive resource allocation Evidence of the results of capacity-building activities, improved organizational and management processes among implementing partners	Documentation of training and other capacity-building interventions carried out by UN Women Interview notes: UN Women staff, national stakeholders, implementing partners	Literature review Key informant interviews	Evolving skills analysis
Is there national ownership, including champions and local accountability systems, supporting the portfolio?	Evidence of commitment to gender equality, at individual and institutional levels (processes, policies)	Declarations of commitment by national stakeholders Documentation on national stakeholder's initiatives Interview notes: national stakeholders, implementing partners	Literature review Key informant interviews	Thematic and communication analysis
6. Human rights and gender equality				
Has the portfolio been designed and implemented according to the Leave No One Behind principles, including disability perspective	Evidence that marginalized people (e.g. women, people with disabilities, LGBTQI people, displaced people) have been involved in project development	Project documentation Notes from interviews and focus groups: program programme's participants	Literature review Interviews and focus groups with key informants	Thematic analysis

Source : Inception Report

ANNEX. 7 LIST OF CONSULTED PARTICIPANTS

UN Women Personnel		
WEE Programme Head		Female
WEE Programme Analyst		Male
WEE Feminist Economist		Male
WEE Programme Assistant		Female
WEE Food Safety Specialist		Female
Monitoring, Evaluation, and Knowledge Management Specialist		Male
WPS Program Associate		Female
Human Resource Assistant		Female
Programme Specialist WPP& Lead		Female
Finance Associate		Female
EVAW Program Head		Male
Programme specialist		Male
UN Women Representative		Female
UN Agencies		
UNDP	Deputy Representative	Male
UN RCO	Head of the Resident Coordinator's Office (RCO)	Female
Gender Thematic Gr	UNFPA, UNICEF, UNESCO	Females
FAO	3 programme personnel, including GTG focal point	Females
UNICEF	4 programme personnel, incl Planning Specialists	Females
UNHCR	4 personnel from CIAUD (international committee)	4 Females
Donors		
EU	Gender Focal Point	Female
Canada	Program Policy and Public Affairs Officer (Embassy)	Female
AFDB	Gender Specialist	Female
Switzerland	Assistant (Embassy)	Female
Orange Bank	Partnership Manager	Female
Government of Côte d'Ivoire		
Ministry of Security	Gender Focal Point	Female
Hum. R. Commission	First Vice President, Exec. Secretary, Legal Affairs,	4 females
Ministry of Women & G	Deputy Director and 4 programme personnel	5 females
Ministry of Planning	Director and 2 personnel, including Research Officer	3 females
Min of Social Affairs	2 personnel in Ferkessedougou	2 females
M of Foreign Affairs	4 agents in Ferkessedougou	4 males
CSOs		
NDI	Senior Director of National Democratic Institute (NDI)	Male
CELDCi	President of Women committed to democratic leadership	Female
COVIE	Exec Director and Coordinator of Consciousness and life	2 females
UDW CIV	Director and Project Manager	2 females

ANNEX. 8 SITES VISITED

The CPE team has selected eleven (11) sites for visits: five (5) for the project number DAMS 13794, three (3) for the project number DAMS 13730 or cross-cutting project, *and three (3) for the project number DAMS 14606*. Data collection process took place from 26th August to 4th September 2025 in Bouake, Beoumi, Sakassou, Korhogo, and Ferkessedougou. The selected sites for visits are as follows:

1. Site Visit: Social Center Bouake Zone (Cross-cutting, *Project DAMS 13730*)
Date: 26th August 2025
2. Site Visit: COFEMVIB Cooperative Food Market Place *Project DAMS 13794*) Women led staple food cooperative, Date: 27th August 2025
3. Site Visit: EBENEZER Cooperative *Bouake Zone Project DAMS 13794*) Women led staple food cooperative, Date: 27th August 2025
4. Site Visit: Femmes Battantes Cooperative *Tchelekro Project DAMS 13794*) Women led staple food cooperative, Date: 27th August 2025
5. Site Visit: Social Center Beoumi (Cross-cutting, *Project DAMS 13730*)
Date: 28th August 2025
6. Site Visit: Social Center Sakassou (Cross-cutting, *Project DAMS 13730*)
Date: 28th August, 2025
7. Site Visit: Femmes We Cooperative *Bouake Air France Project DAMS 13794*) Women led staple food cooperative, Date: 29th August 2025
8. Site Visit: Nontonwa Cooperative *Korhogo Project DAMS 13794*) Women led staple food cooperative, Date: 1st September 2025
9. Site Visit: DAARA Women Cooperative *Ouangolodougou Project DAMS 14606*) Meeting the urgent needs of women and girls affected by the humanitarian crisis in northern Côte d'Ivoire and ensuring their full participation in the humanitarian response, Date: 3rd September 2025
10. Site Visit: DAARA Men Cooperative *Ouangolodougou Project DAMS 14606*) Meeting the urgent needs of women and girls affected by the humanitarian crisis in northern Côte d'Ivoire and ensuring their full participation in the humanitarian response, Date: 3rd September 2025
11. Site Visit: DAARA Torla village Women Cooperative *Ouangolodougou Project DAMS 14606*) Meeting the urgent needs of women and girls affected by the humanitarian crisis in northern Côte d'Ivoire and ensuring their full participation in the humanitarian response, Date: 4th September 2025

ANNEX. 9 DATA COLLECTION TOOLS

Consent form for evaluation participants

We are performing an evaluation to assess the results of the work implemented by UN Women Côte d'Ivoire

Country Office between 2020 and 2024. As part of our work, we wish to learn more about stakeholder's perceptions of UN Women's interventions, and of their contributions in addressing the needs and expectations of targeted beneficiaries.

We would like to hear your opinions on activities and results, to better understand the achievements and challenges faced during realization. Your perspective will help us better understanding the Country Office's work and will support us in making recommendations to improve future interventions in the field of gender equality and women's empowerment in Côte d'Ivoire.

Please note that there are no expectations linked to the participation in the evaluation. The opinions expressed during the conversation and the conduct of the evaluation itself will have no direct implications on the likelihood of future projects being implemented in this area or in collaboration with former implementing partners.

We will solely use the collected information for the purpose of this evaluation. All personal information that may be disclosed during the data collection session will be treated in a confidential manner and never disclosed to the public. The final evaluation report will not include any specific reference to respondents' identity, unless they explicitly wish so. All online information stored by the team concerning this data collection exercise will be solely accessible to the Evaluation Team, and will be destroyed within three months of evaluation completion. No recordings will take place during data collection.

Please note participation is fully voluntary, and that you are free to interrupt data collection at all times should you wish not to proceed.

Interview Protocols

Standard information for all interviews:

"Good morning/afternoon [Name]. My name is [Your Name], and I'm part of the evaluation team conducting a comprehensive review of UN Women's work in Côte d'Ivoire between 2021 and 2025. We're here today to understand your ministry/agency's collaboration with UN Women. Your insights into the effectiveness of joint programmes, projects, and the challenges faced are vital for this evaluation. Your participation is entirely voluntary, and all information shared will be kept confidential and used solely for the purposes of this evaluation, and all interviews are confidential. Your name or identifying information will not be shared with anyone outside of the evaluation team. The overall duration of this interview should be around 60 min. Before we begin, would you mind if we record this conversation?"

Government Partners

Partnership Overview

- Describe your ministry/agency's partnership with UN Women in Côte d'Ivoire (2021-2025). Which specific programs/projects were you involved in?
- What were the main objectives of this collaboration?
- How was the partnership structured (e.g., joint planning, resource allocation, monitoring)?
- What were the key strengths of this collaboration?

Program Implementation & Outcome

- What were the key achievements and challenges of UN Women Côte d'Ivoire Country program

(joint program & projects)? Provide specific examples.

- What was your assessment of the outcome of such interventions? What evidence supports your assessment?
- Were the joint program and projects successful in achieving their stated objectives? Why or why not?
- How sustainable are the program's results? What strategies were used to ensure sustainability?
- Were there any unintended consequences or negative impacts?

Lessons Learned & Future Collaboration

- What are the key lessons learned from this partnership?
- What recommendations would you offer for improving future collaborations between UN Women and your ministry/agency?
- What are the key priorities for your ministry/agency regarding gender equality and women's empowerment in Côte d'Ivoire?

Closing

- Thank the interviewee for their time and participation.
- Confirm any follow-up actions (e.g., providing additional information).

Civil Society Partner

Partnership Overview

- Describe your organization's partnership with UN Women in Côte d'Ivoire (2021-2025). What specific programs were you involved in?
- What were the main objectives of the collaboration?
- How did your organization's expertise and resources contribute to the programs?
- What were the key strengths and weaknesses of the partnership?

Program Results & Sustainability

- What is your assessment of the country program's results on program participants and the community? Provide specific examples.
- How sustainable are the program's results? What strategies were used to ensure sustainability?
- What were the main challenges and successes in implementing the program?
- What were the key lessons learned from the partnership?

Recommendations

- What recommendations would you offer for improving future UN Women program and partnerships with civil society organizations?
- What are the key priorities for your organization regarding gender equality and women's empowerment in Côte d'Ivoire?

Closing

- Thank the interviewee for their time and participation.
- Confirm any follow-up actions (e.g., providing additional information).

Private Sector Partner

Partnership Overview

- Describe your organization's partnership with UN Women in Côte d'Ivoire (2021-2025). What specific programs did you support?
- What motivated your organization to partner with UN Women on these initiatives?
- What resources (financial, technical, human) did your organization contribute?
- What were the key successes and challenges of the partnership?

Program Results & Business Outcomes

- What is your assessment of the programs' results on program participants and the community?
- How did the partnership contribute to your organization's business goals and objectives (e.g., corporate social responsibility)?
- How sustainable are the program's results? What strategies were used to ensure sustainability?
- What lessons did your organization learn from this partnership?

Recommendations

- What recommendations would you offer for improving future collaborations between UN Women and the private sector?
- What are the key priorities for your organization regarding corporate social responsibility and gender equality in Côte d'Ivoire?

Closing

- Thank the interviewee for their time and participation.
- Confirm any follow-up actions (e.g., providing additional information).

Donors

Partnership Overview

- Can you describe your organization's funding partnership with UN Women in Côte d'Ivoire since 2021? Which specific programs or initiatives did you support?
- What were the primary objectives of your partnership with UN Women?
- How did your organization structure its engagement with UN Women? (e.g., joint planning, resource allocation, monitoring mechanisms)
- In your view, what were the key strengths of this partnership?

Programme Implementation & Results

- From your perspective, what were the significant achievements of the funded programs? Can you provide specific examples of success?
- How do you assess the overall outcome of the programs supported? What evidence or indicators inform your assessment?
- Were the programs effective in meeting their stated objectives? What factors contributed to this success or challenges?
- How sustainable are the program's results? What strategies were used to ensure sustainability?
- Did you observe any unintended consequences or negative impacts arising from the programs?

Lessons Learned & Future Recommendations

- What are the most important lessons learned from your partnership with UN Women?

- Based on your experience, what recommendations would you make to enhance future collaborations between your organization and UN Women?
- What are your organization's key priorities concerning gender equality and women's empowerment in Côte d'Ivoire moving forward?

Closing

- Thank you for your time and valuable insights today.
- Are there any follow-up actions we should take or specific information you would like to receive post-interview?

Program Participants

Background Information

- Can you tell us a little about yourself? (e.g., age, occupation, community)
- How did you first learn about UN Women's program? What motivated you to participate?
- Which specific UN Women programs or initiatives have you been involved in during the period from 2021 to 2025?

Experiences with Programs

- Can you describe your overall experience with the programs? What aspects did you find most helpful or impactful?
- What specific changes or benefits have you observed in your life or the lives of others in your community as a result of participating in these programs? Please provide examples.
- Were there any challenges or obstacles you faced while participating in the programs?
- How well do you feel the program addressed the needs and concerns of program participants like yourself?

Effectiveness and Sustainability

- Do you believe these changes will continue after the program's completion? Why or why not?
- What support or resources do you think are necessary to ensure that the benefits of these programs are sustained over time?
- Have you witnessed any positive changes in your community as a result of the programs? If so, what are they?

Suggestions and Recommendations

- What key lessons have you learned from your participation in these programs?
- What recommendations would you offer to improve future programs or initiatives by UN Women?
- Are there any additional services or support that you believe UN Women or other organizations should provide to better serve the community's needs?

Closing

- Thank you for sharing your experiences and insights today; they are invaluable to our evaluation.
- Is there anything else you would like to add or any questions you have for us?
- Confirm any follow-up actions (e.g., offering additional information or resources).

Surveys (Personnel and Stakeholders)

Personnel Survey Template:

UN Women Côte d'Ivoire Country Portfolio Assessment

June 2025



Dear colleague, UN Women's Independent Evaluation Service thanks you for your participation in this survey, which is a key component of the evaluation of UN Women's country portfolio of Côte d'Ivoire. The objective of this evaluation is to highlight the results achieved for the 2021-2025 implementation period and to document lessons learned for the future.

In this context, the survey aims to better understand your views on UN Women's work in the country. The survey will take between 10 and 20 minutes; Some questions are optional in case you are unable to answer.

All data will be treated confidentially with a focus on preserving your identity. If you have any questions, please contact the Independent Evaluation Team [romain.diatta@unwomen.org] .

*Requis **

1. Your gender identification :

- Female
- Male

Work Environment

2. Please indicate the extent to which you agree with the following statements regarding the work in the UN Women country office. *

MOTIVATION ET ENGAGEMENT

	Totally disagree	Disagree	Neutral	All right	Totally agree
My workload is manageable.					
I am able to maintain a healthy work-life balance.					
If I was offered a comparable position with a similar salary and benefits elsewhere, I would stay in the Office.					

The Office has sufficient financial resources to carry out its work.					
The Office has sufficient human resources to carry out its work.					
The level of stress I feel in my job is acceptable.					

3. * **INNOVATION AND AGILITY**

	Totally disagree	Disagree	Neutral	All right	Totally agree
In our office, we are open to new ideas.					
In my office, we regularly try new ideas to improve our services, processes or programs.					
I am confident in the ability of my office's leadership to make the decisions necessary to carry out our mandate.					
My office adapts well to changes in the way it operates.					

4. Please select the **TRAINING** opportunities you have participated in since 2021 or after joining the office, while indicating the number of these opportunities.

	0	1-2	3-5	> 5
Country Office Internal Training Session				
Regional Office Webinar				
Headquarters Webinar				
Other external training activity (online courses, conferences, etc.)				

5. Please rate your level of satisfaction with the support provided by the UN Women offices listed below.

	Very dissatisfied	Instead dissatisfied	Neutral	Instead satisfied	Very satisfied
Country office					

Regional office					
Headquarters					

6. How often do you encounter significant BOTTLENECKS in the following management areas, if any?

	Very often	Often	Sometimes	Rarely	Never
Recruitment of staff and consultants					
Partner management (agreements, transfer of funds, etc.)					
Internal Approvals - Country Office					
Internal Approvals - Regional Office and/or Head Office					
Supply					
Communication with partners					

Relevance and priorities strategic



7. Please indicate your level of satisfaction with the work of UN Women regarding the following statements?

	Very dissatisfied	Instead dissatisfied	Neutral	Instead satisfied	Very satisfied
ALIGNMENT with the most urgent needs of the country's women and girls					
Target the CAUSES of gender inequality					
IDENTIFICATION of the most marginalized and vulnerable populations in accordance with the principle of “leaving no one behind”					
COMMITTING to the most marginalized and vulnerable populations in accordance with the principle of “leaving no one behind”					



8. Please rate the level of value added by UN Women in the areas listed below.

	Very weak	Weak	AVERAGE	High	Very high
Governance and participation in public life					
Empowerment women's economics					
Elimination of violence against women					
Humanitarian action, risk and disaster management					
Women, Peace and Security					



9. Please assess the extent to which UN Women has effectively adapted its work programme to the evolving country context, including COVID-19.

Not at all  Entirely

Coordination and partnerships



10. To what extent has UN Women effectively contributed to **STRENGTHENING COORDINATION on gender with the United Nations system in the following areas?**

UN Women's coordination work aims to promote the accountability of the United Nations system for gender equality and women's empowerment, and more broadly to mobilize key stakeholders to ensure greater coherence and integration of the gender dimension within the United Nations.

	Very inefficient	Instead ineffective	Neutral	Instead effective	Very effective
Mobilization around the gender agenda through ADVOCACY with the government					
Technical support for the integration of the gender dimension in UNITED NATIONS INTERVENTIONS					
COHERENCE of UN interventions on gender					
Conceptualization and implementation of joint United Nations gender programmes					

Gender accountability (e.g. with the UNCT-SWAP Gender Equality Dashboard)					
---	--	--	--	--	--



11. Please indicate the extent to which you agree with the following statements regarding the coordination role of UN Women.

	Totally in disagreement	Disagree	Neutral	Accept	Completely agree
The UN Gender Coordination MANDATE for Women is clear to me					
UN Women's leadership within the GENDER THEMATIC GROUP has been effective in strengthening UN coordination					
There is a CLEAR DELIMITATION of responsibilities regarding the gender agenda between UN agencies					
The work of UN Women does not duplicate that of other agencies.					
UN Women has effectively fulfilled its gender coordination role					



12. In your opinion, to what extent does the United Nations system integrate the gender dimension?

Not at all integrated  Fully integrated



13. UN Women strives to strengthen the capacity of its partners to develop and implement gender-responsive policies, strategies, frameworks, and programs. Please rate the effectiveness of UN Women's capacity building efforts with the following partners.

	Very inefficient	Instead ineffective	Neutral	Instead effective	Very effective
United Nations System					
national government					
government subnational					
Civil society					

14. Please assess the effectiveness of UN Women's PARTNERSHIP MANAGEMENT with the following actors in effectively fulfilling its mandate.

	Very inefficient	Instead ineffective	Neutral	Instead effective	Very effective
United Nations System					
national government					
government subnational					
Civil society					
International non-governmental organizations					
Donors					
International financial institutions					



Submit

UN System Survey Template:

UN Women Côte d'Ivoire Country Portfolio Assessment

June 2025



Dear Colleague, The UN Women Independent Evaluation Service thanks you for participating in this survey, which is a key element of **the evaluation of the UN Women Côte d'Ivoire country portfolio**. The objective of this evaluation is to assess the results achieved for the 2021-2025 implementation period and to document lessons learned for the future.

In this context, the survey aims to **better understand your perspective on the work of UN Women in the country**. The survey will take between 10 and 20 minutes to complete; some questions are optional in case you are unable to answer them.

All data will be treated confidentially without any attribution to your identity. For any questions, please contact the Independent Evaluation Team [romain.diatta@unwomen.org].

*Required **

1. Your gender identification *

- Female
- Male

2. Your United Nations agency

3. Since 2021, which United Nations coordination mechanisms, if any, have you participated in?

Select all that apply

- ☐ United Nations Country Team (UNCT)
- ☐ Gender Thematic Group
- ☐ Monitoring and Evaluation Group
- ☐ Operations Management Team (OMT)
- ☐ Communication group
- ☐ UN CDA Group 1: [XYZ]
- ☐ of the UN CDA Group 2: [XYZ]
- ☐ from UN CDAF Group 3: [XYZ]
- ☐ UNDAF Results, Group 4: [XYZ]
- ☐ [List other groups if necessary]
- ☐

Other



4. To what extent has UN Women effectively contributed to STRENGTHENING COORDINATION on gender with the United Nations system in the following areas?

UN Women's coordination work aims to promote the accountability of the United Nations system for gender equality and women's empowerment, and more broadly to mobilize key stakeholders to ensure greater coherence and integration of the gender dimension within the United Nations.

	Very inefficient	Instead ineffective	Not sure	Instead effective	Very effective
--	------------------	---------------------	----------	-------------------	----------------

Mobilization around the gender agenda through ADVOCACY with the government					
Technical support for the integration of the gender dimension in UNITED NATIONS INTERVENTIONS					
COHERENCE of UN interventions on gender					
Conceptualization and implementation of joint United Nations gender programmes					
Gender accountability (e.g. with the UNCT-SWAP Gender Equality Dashboard)					

5. Please indicate the extent to which you agree with the following statements regarding the coordination role of UN Women.

	Totally in disagreement	Be in disagreement	Not sure	Accept	Completely agree
The UN Gender Coordination MANDATE for Women is clear to me					
There is a CLEAR DELIMITATION of responsibilities regarding the gender agenda between UN agencies					
The work of UN Women does not duplicate that of other agencies.					
UN Women is a strong advocate for gender equality and women's empowerment and human rights issues at key donor and civil society meetings.					
Gender equality, women's empowerment and human rights are well-represented issues in donor/civil society coordination meetings.					
UN Women has effectively fulfilled its coordination role					

6. In your opinion, to what extent does the United Nations system integrate the gender dimension?

Not at all integrated  Fully integrated

7. To what extent has UN Women contributed effectively to NORMATIVE work in the following areas?

UN Women's normative work aims to contribute to the advancement and implementation of key international instruments on gender equality and the empowerment of women.

	Very inefficient	Instead ineffective	Not sure	Instead effective	Very effective
Technical support for discussions in international processes (CSW, Beijing +25, SCR 1325)					
Support for the Universal Periodic Review and CEDAW processes					
Monitoring the implementation of CEDAW recommendations					
Support for the development of gender equality policies in the country					
Support for the implementation of the national gender equality policy in the country					
Awareness of international and national normative commitments					



Stakeholders Survey Template:

UN Women Côte d'Ivoire Country Portfolio Assessment
June 2025



Dear Colleague, The UN Women Independent Evaluation Service thanks you for participating in this survey, which is a key element of **the evaluation of the UN Women Côte d'Ivoire country portfolio**. The objective of this evaluation is to assess the results achieved for the 2021-2025 implementation period and to document lessons learned for the future.

In this context, the survey aims to **better understand your perspective on the work of UN Women in the country**. The survey will take between 10 and 20 minutes to complete; some questions are optional in case you are unable to answer them.

All data will be treated confidentially without any attribution to your identity. For any questions, please contact the Independent Evaluation Team [romain.diatta@unwomen.org].

*Required **

1. Your gender identification *

- Female
- Male

2. Your position in your organization

Senior Manager (Director, Representative, or Deputy Representative
Program Manager
Program Specialist
Project staff
Other

3. Your type of organization *

United Nations agency (To next Q#5)
Civil Society Organization (Skip to Q#8)
Bilateral agency or donor (Skip to Q#9)
Government (Skip to Q#9)
Other (Skip to Q#9)

4. To what extent has UN Women effectively contributed to STRENGTHENING COORDINATION on gender with the United Nations system in the following areas?

UN Women's coordination work aims to promote the accountability of the United Nations system for gender equality and women's empowerment, and more broadly to mobilize key stakeholders to ensure greater

coherence and integration of the gender dimension within the United Nations.

	Very inefficient	Instead ineffective	Not sure	Instead effective	Very effective
Mobilization around the gender agenda through ADVOCACY with the government					
Technical support for the integration of the gender dimension in UNITED NATIONS INTERVENTIONS					
COHERENCE of UN interventions on gender					
Conceptualization and implementation of joint United Nations gender programmes					
Gender accountability (e.g. with the UNCT-SWAP Gender Equality Dashboard)					

5. How are gender equality and human rights positioned in your organization's priorities?

- They constitute a distinct strategic priority
- They are cross-cutting to all priorities
- Both answers above
- They are not part of our strategic priorities

 6. Please indicate your level of satisfaction with the work of UN Women regarding the following statements?

	Very dissatisfied	Instead dissatisfied	Not sure	Instead satisfied	Very satisfied
ALIGNMENT with the most urgent needs of the country's women and girls					
Target the CAUSES of gender inequality					
IDENTIFICATION of the most					

marginalized and vulnerable populations in accordance with the principle of “leaving no one behind”					
COMMITTING to the most marginalized and vulnerable populations in accordance with the principle of “leaving no one behind”					

7. Please rate the level of value added by UN Women in the areas listed below.

	Very weak	Weak	AVERAGE	High	Very high
Governance and participation in public life					
Empowerment women's economics					
Elimination of violence against women					
Humanitarian action, risk and disaster management					
Women, Peace and Security					

 8. UN Women strives to strengthen the capacity of its partners to develop and implement gender-responsive policies, strategies, frameworks, and programs. Please rate the effectiveness of UN Women's capacity building efforts with the following partners.

	Very inefficient	Instead ineffective	Not sure	Instead effective	Very effective
United Nations System					
national government					
government subnational					
Civil society					

9. To what extent do you agree with the following statements?

	Totally in disagreement	Be in disagreement	Not sure	Accept	Completely agree
Capacity needs have been well assessed by UN Women					
Capacity building was relevant to my organization					
UN Women's capacity					

building programs					
UN Women has given me knowledge and skills that I didn't have before.					
UN Women provided quality knowledge products (manuals, toolkits, etc.)					
UN Women provided relevant international experience					
The program helped me change my attitudes and behaviors					
I successfully applied the knowledge and skills acquired after the program					
UN Women provided follow-up support to facilitate the application of knowledge and skills					
UN Women measured the results of capacity building					

10. To what extent do you agree with the following statements regarding UN Women's communication approach?

	Totally in disagreement	Be in disagreement	Not sure	Accept	Completely agree
UN Women has integrated innovation into its communication strategies.					
UN Women tailors its messages to different audiences					
UN Women uses creative ways to communicate its messages					
UN Women is reaching a wider population with its messages					
UN Women manages to reach socially vulnerable groups with its messages					
UN Women's communication challenges stereotypes					



11. Please assess the extent to which UN Women has effectively adapted its work programme to the

evolving country context, including COVID-19.

Not at all  Entirely



12. Please provide one or two examples of cases where the Office's work has been effectively adapted to changing circumstances, where appropriate.

Enter your answer

13. Please use this space to suggest 2-3 ACTIONS to UN Women regarding its approach to achieving gender equality and women's empowerment in the country.

Enter your answer

ANNEX. 10

SURVEY RESULTS

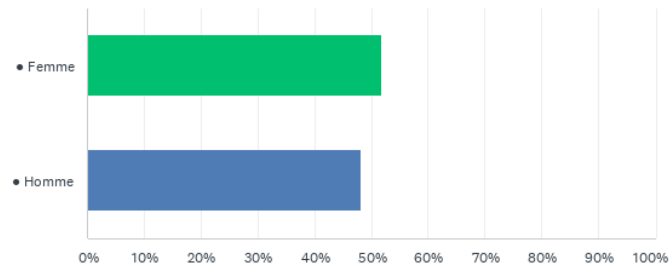
UN Women Personnel survey

The survey paints a picture of a workforce that is committed, resourceful, and largely confident in the Country Office's mandate and strategic direction. Personnel view UN Women Côte d'Ivoire as a meaningful contributor across most thematic areas, demonstrating strong coordination leadership and an ability to adapt within a dynamic operating environment.

However, the survey also reveals structural challenges that constrain both performance and sustainability. Financial and human resource shortages are widely felt, placing pressure on workload distribution. Operational bottlenecks in recruitment, procurement, and internal approvals slow down implementation processes. Furthermore, thematic sustainability shows notable variation, with EAW emerging as the area where institutional anchoring and perceived added value are weakest.

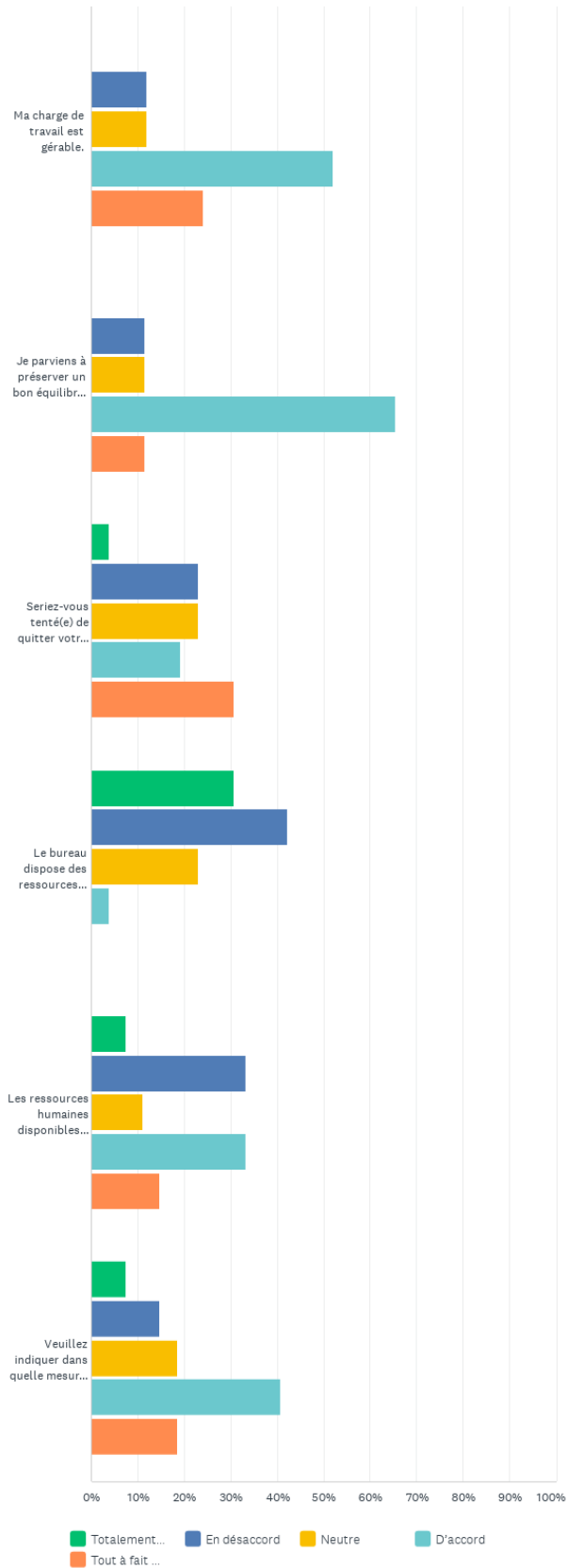
Overall, the survey reflects a dedicated team working under significant pressure, delivering results despite constraints, while clearly identifying areas where organizational strengthening could further enhance effectiveness and long-term impact.

Q1 Quel est votre genre ?



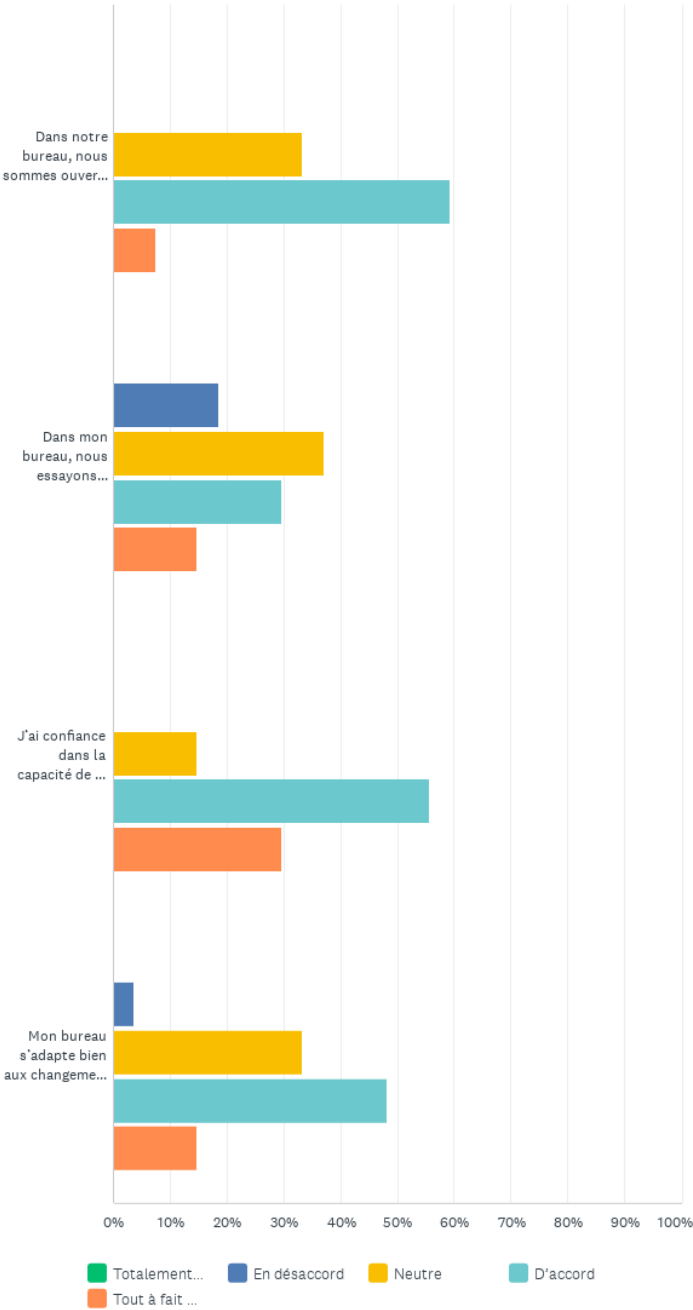
CHOIX DE RÉPONSES	RÉPONSES	
Femme	51,85 %	14
Homme	48,15 %	13
Nombre total de participants : 27		

Q2 Environnement de travail Veuillez indiquer dans quelle mesure vous êtes d'accord avec les affirmations suivantes concernant le travail au bureau pays d'ONU Femmes.
*MOTIVATION ET ENGAGEMENT



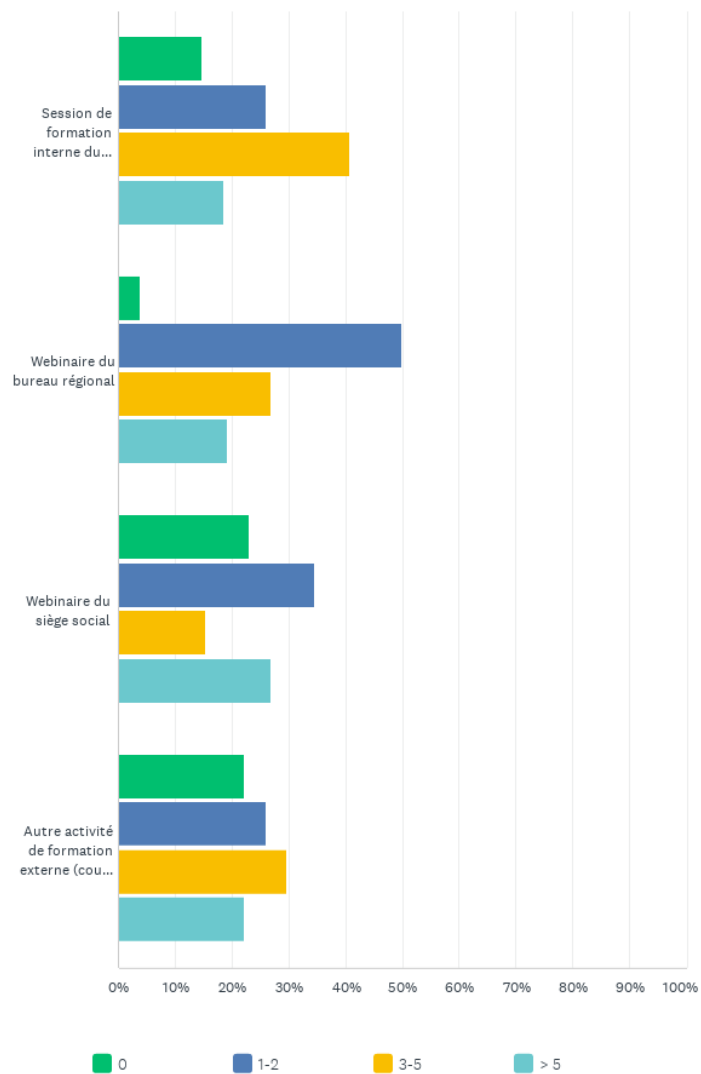
	TOTALEMENT EN DÉSACCORD	EN DÉSACCORD	NEUTRE	D'ACCORD	TOUT À FAIT D'ACCORD	TOTAL
Ma charge de travail est gérable.	0.00% 0	12.00% 3	12.00% 3	52.00% 13	24.00% 6	25
Je parviens à préserver un bon équilibre entre mes responsabilités professionnelles et ma vie personnelle.	0.00% 0	11.54% 3	11.54% 3	65.38% 17	11.54% 3	26
Seriez-vous tenté(e) de quitter votre poste actuel si une offre équivalente vous était faite ailleurs ?	3.85% 1	23.08% 6	23.08% 6	19.23% 5	30.77% 8	26
Le bureau dispose des ressources financières nécessaires pour mener à bien ses missions.	30.77% 8	42.31% 11	23.08% 6	3.85% 1	0.00% 0	26
Les ressources humaines disponibles permettent une exécution efficace du travail.	7.41% 2	33.33% 9	11.11% 3	33.33% 9	14.81% 4	27
Veuillez indiquer dans quelle mesure vous êtes d'accord avec l'affirmation suivante : « Le stress que je ressens dans mon travail est à un niveau acceptable. »	7.41% 2	14.81% 4	18.52% 5	40.74% 11	18.52% 5	27

Q3 INNOVATION ET AGILITÉ



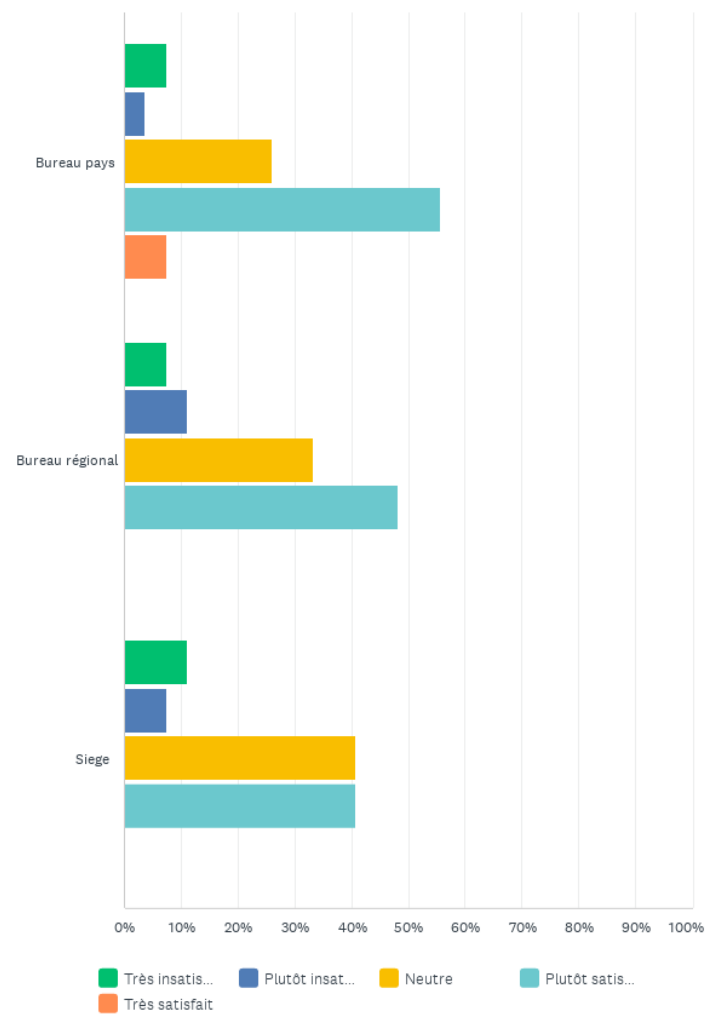
	TOTALEMENT EN DÉSACCORD	EN DÉSACCORD	NEUTRE	D'ACCORD	TOUT À FAIT D'ACCORD	TOTAL
Dans notre bureau, nous sommes ouverts aux nouvelles idées.	0.00% 0	0.00% 0	33.33% 9	59.26% 16	7.41% 2	27
Dans mon bureau, nous essayons régulièrement de nouvelles idées pour améliorer nos services, nos processus ou nos programmes.	0.00% 0	18.52% 5	37.04% 10	29.63% 8	14.81% 4	27
J'ai confiance dans la capacité de la direction de mon bureau à prendre les décisions nécessaires pour mener à bien notre mandat.	0.00% 0	0.00% 0	14.81% 4	55.56% 15	29.63% 8	27
Mon bureau s'adapte bien aux changements dans notre façon de fonctionner.	0.00% 0	3.70% 1	33.33% 9	48.15% 13	14.81% 4	27

Q4 Veuillez sélectionner les opportunités de FORMATION auxquelles vous avez participé depuis 2021 ou après avoir rejoint le bureau, tout en indiquant le nombre de ces opportunités.



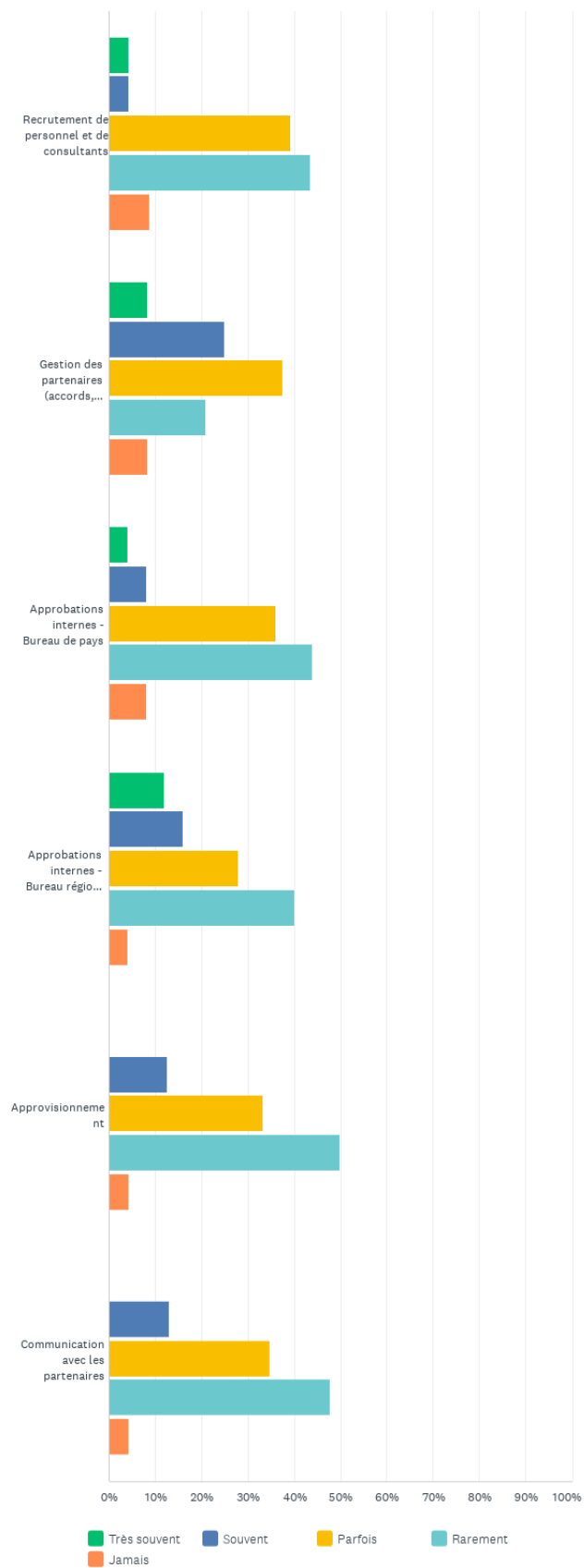
	0	1-2	3-5	> 5	TOTAL
Session de formation interne du bureau de pays	14.81% 4	25.93% 7	40.74% 11	18.52% 5	27
Webinaire du bureau régional	3.85% 1	50.00% 13	26.92% 7	19.23% 5	26
Webinaire du siège social	23.08% 6	34.62% 9	15.38% 4	26.92% 7	26
Autre activité de formation externe (cours en ligne, conférence, etc.)	22.22% 6	25.93% 7	29.63% 8	22.22% 6	27

Q5 Veuillez évaluer votre niveau de satisfaction quant au soutien fourni par les bureaux d'ONU Femmes énumérés ci-dessous.



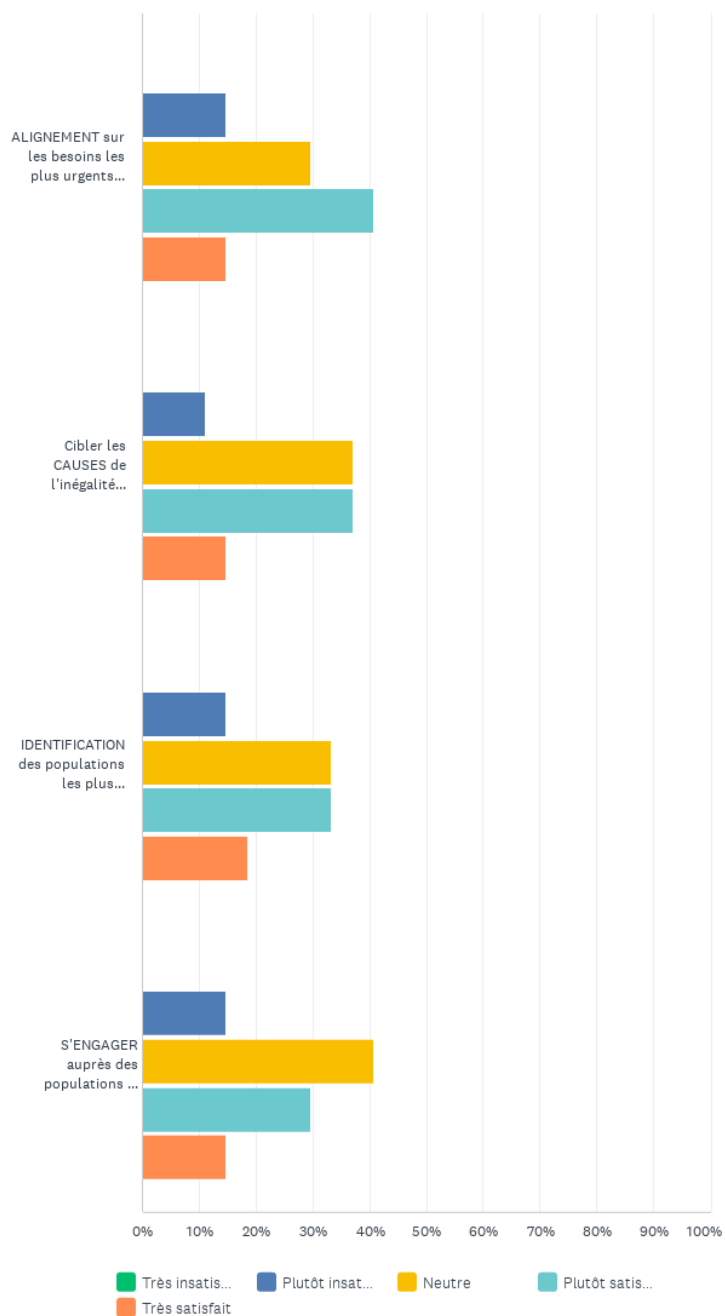
	TRÈS INSATISFAIT	PLUTÔT INSATISFAIT	NEUTRE	PLUTÔT SATISFAIT	TRÈS SATISFAIT	TOTAL
Bureau pays	7.41% 2	3.70% 1	25.93% 7	55.56% 15	7.41% 2	27
Bureau régional	7.41% 2	11.11% 3	33.33% 9	48.15% 13	0.00% 0	27
Siege	11.11% 3	7.41% 2	40.74% 11	40.74% 11	0.00% 0	27

Q6 À quelle fréquence rencontrez-vous des GOULOTS d'ÉTRANGLEMENT importants dans les domaines de gestion suivants, le cas échéant ?



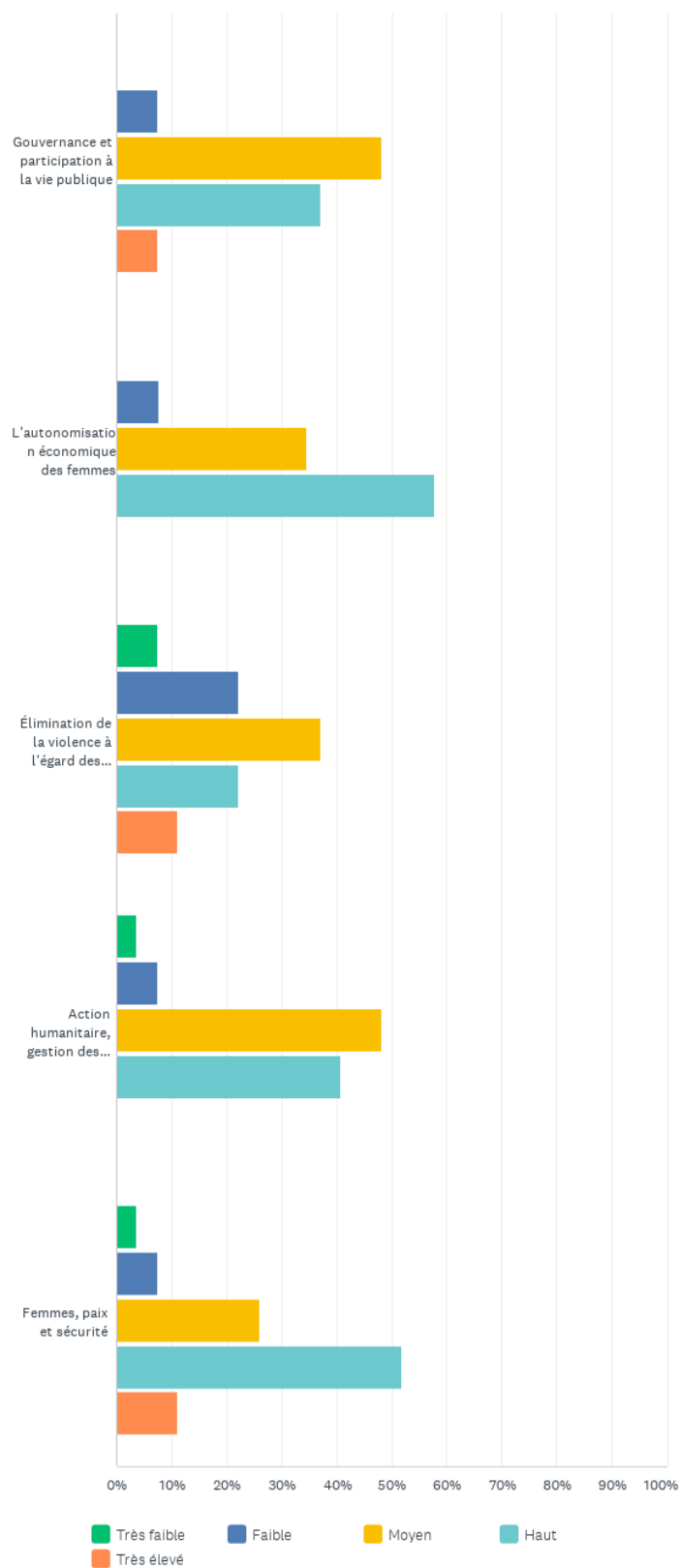
	TRÈS SOUVENT	SOUVENT	PARFOIS	RAREMENT	JAMAIS	TOTAL
Recrutement de personnel et de consultants	4.35% 1	4.35% 1	39.13% 9	43.48% 10	8.70% 2	23
Gestion des partenaires (accords, transfert de fonds, etc.)	8.33% 2	25.00% 6	37.50% 9	20.83% 5	8.33% 2	24
Approbations internes - Bureau de pays	4.00% 1	8.00% 2	36.00% 9	44.00% 11	8.00% 2	25
Approbations internes - Bureau régional et/ou siège social	12.00% 3	16.00% 4	28.00% 7	40.00% 10	4.00% 1	25
Approvisionnement	0.00% 0	12.50% 3	33.33% 8	50.00% 12	4.17% 1	24
Communication avec les partenaires	0.00% 0	13.04% 3	34.78% 8	47.83% 11	4.35% 1	23

Q7 Pertinence et priorités stratégiques Veuillez indiquer votre niveau de satisfaction à l'égard du travail d'ONU Femmes concernant les affirmations suivantes ?



	TRÈS INSATISFAIT	PLUTÔT INSATISFAIT	NEUTRE	PLUTÔT SATISFAIT	TRÈS SATISFAIT	TOTAL
ALIGNEMENT sur les besoins les plus urgents des femmes et des filles du pays	0.00% 0	14.81% 4	29.63% 8	40.74% 11	14.81% 4	27
Cibler les CAUSES de l'inégalité entre les sexes	0.00% 0	11.11% 3	37.04% 10	37.04% 10	14.81% 4	27
IDENTIFICATION des populations les plus marginalisées et vulnérables conformément au principe de « ne laisser personne de côté »	0.00% 0	14.81% 4	33.33% 9	33.33% 9	18.52% 5	27
S'ENGAGER auprès des populations les plus marginalisées et les plus vulnérables conformément au principe de « ne laisser personne de côté »	0.00% 0	14.81% 4	40.74% 11	29.63% 8	14.81% 4	27

Q8 Veuillez évaluer le niveau de valeur ajoutée d'ONU Femmes dans les domaines énumérés ci-dessous.



	TRÈS FAIBLE	FAIBLE	MOYEN	HAUT	TRÈS ÉLEVÉ	TOTAL
Gouvernance et participation à la vie publique	0.00% 0	7.41% 2	48.15% 13	37.04% 10	7.41% 2	27
L'autonomisation économique des femmes	0.00% 0	7.69% 2	34.62% 9	57.69% 15	0.00% 0	26
Élimination de la violence à l'égard des femmes	7.41% 2	22.22% 6	37.04% 10	22.22% 6	11.11% 3	27
Action humanitaire, gestion des risques et des catastrophes	3.70% 1	7.41% 2	48.15% 13	40.74% 11	0.00% 0	27
Femmes, paix et sécurité	3.70% 1	7.41% 2	25.93% 7	51.85% 14	11.11% 3	27

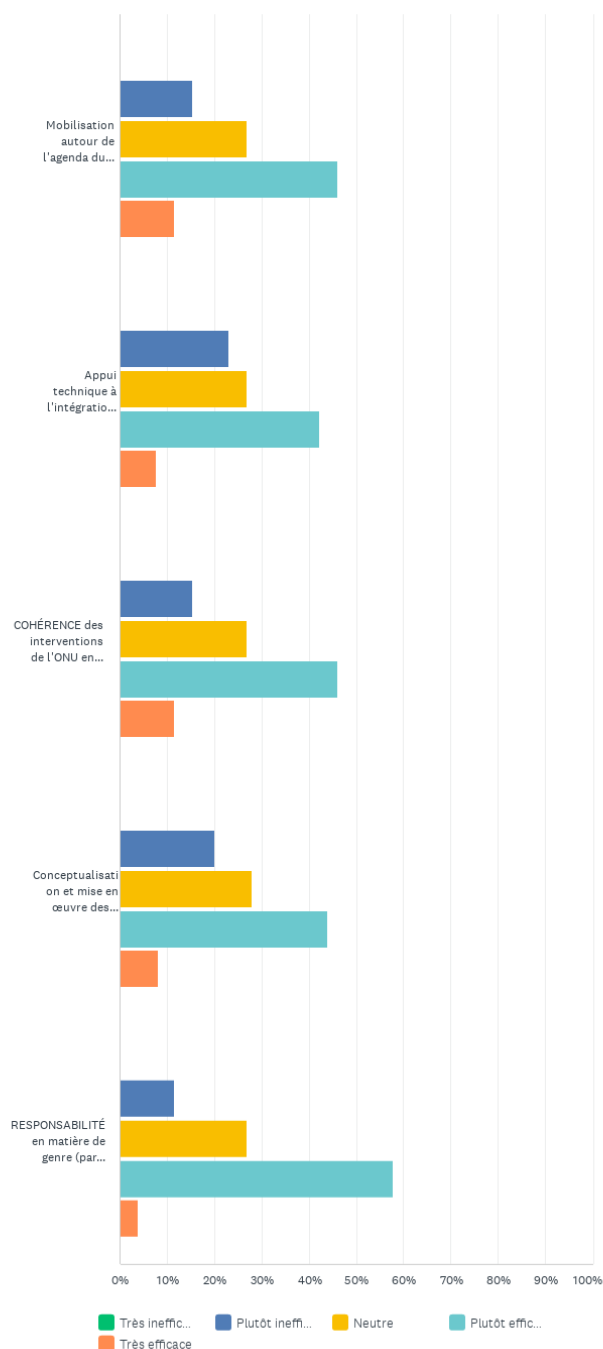
Q9 Veuillez évaluer dans quelle mesure ONU Femmes a efficacement ADAPTÉ son programme de travail à l'évolution du contexte du pays, COVID-19 et autres.

3.6★
average rating



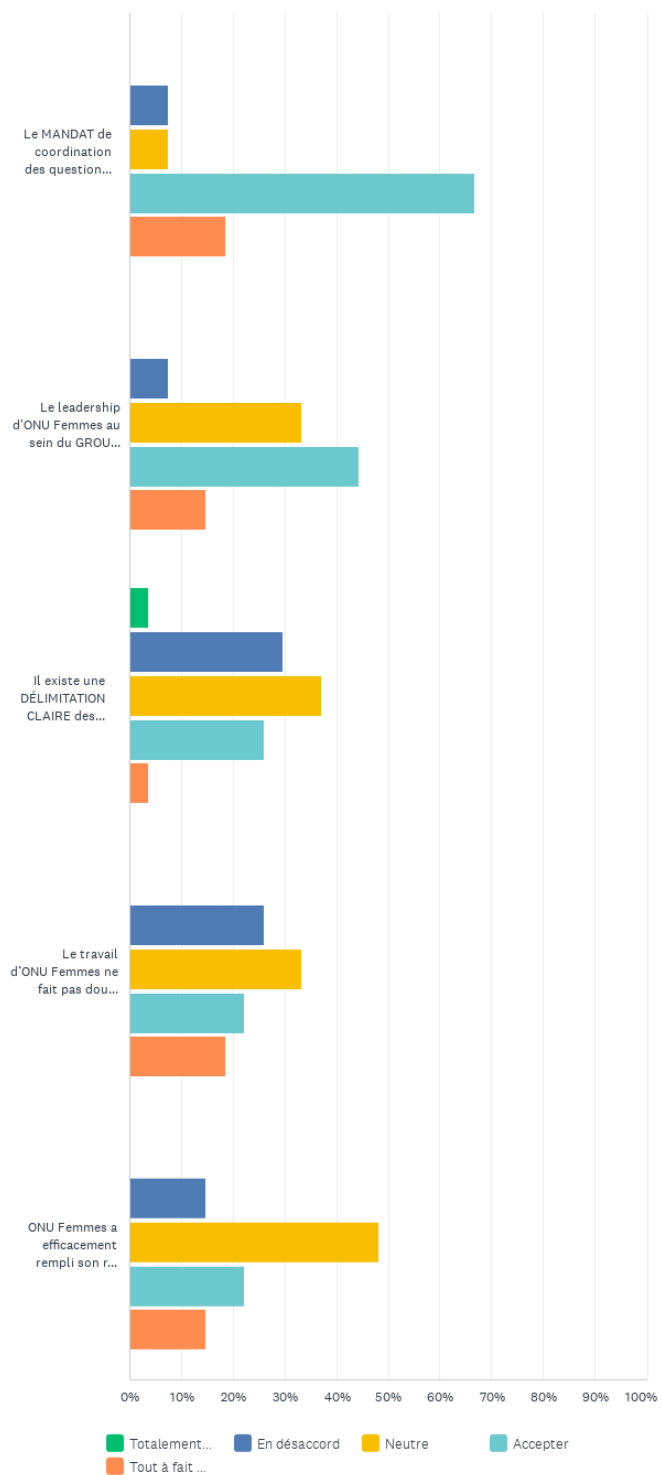
	PAS DU TOUT	(NO LABEL)	(NO LABEL)	(NO LABEL)	ENTIÈREMENT	TOTAL	WEIGHTED AVERAGE
☆	0.00% 0	8.70% 2	39.13% 9	39.13% 9	13.04% 3	23	3.57

Q10 Coordination et partenariats Dans quelle mesure ONU Femmes a-t-elle contribué efficacement au RENFORCEMENT de la COORDINATION sur le genre avec le système des Nations Unies dans les domaines suivants ? Le travail de coordination d'ONU Femmes vise à promouvoir la responsabilité du système des Nations Unies en matière d'égalité des sexes et d'autonomisation des femmes, et plus largement à mobiliser les principales parties prenantes pour assurer une plus grande cohérence et une meilleure intégration de la dimension de genre au sein des Nations Unies.



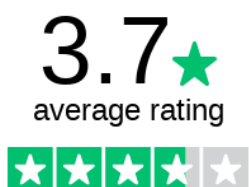
	TRÈS INEFFICACE	PLUTÔT INEFFICACE	NEUTRE	PLUTÔT EFFICACE	TRÈS EFFICACE	TOTAL
Mobilisation autour de l'agenda du genre à travers le PLAIDOYER auprès du gouvernement	0.00% 0	15.38% 4	26.92% 7	46.15% 12	11.54% 3	26
Appui technique à l'intégration de la dimension de genre dans les INTERVENTIONS DES NATIONS UNIES	0.00% 0	23.08% 6	26.92% 7	42.31% 11	7.69% 2	26
COHÉRENCE des interventions de l'ONU en matière de genre	0.00% 0	15.38% 4	26.92% 7	46.15% 12	11.54% 3	26
Conceptualisation et mise en œuvre des PROGRAMMES COMMUNS DES NATIONS UNIES sur le genre	0.00% 0	20.00% 5	28.00% 7	44.00% 11	8.00% 2	25
RESPONSABILITÉ en matière de genre (par exemple avec le tableau de bord de l'égalité des sexes de l'UNCT-SWAP)	0.00% 0	11.54% 3	26.92% 7	57.69% 15	3.85% 1	26

Q11 Veuillez indiquer dans quelle mesure vous êtes d'accord avec les affirmations suivantes concernant le rôle de coordination d'ONU Femmes.



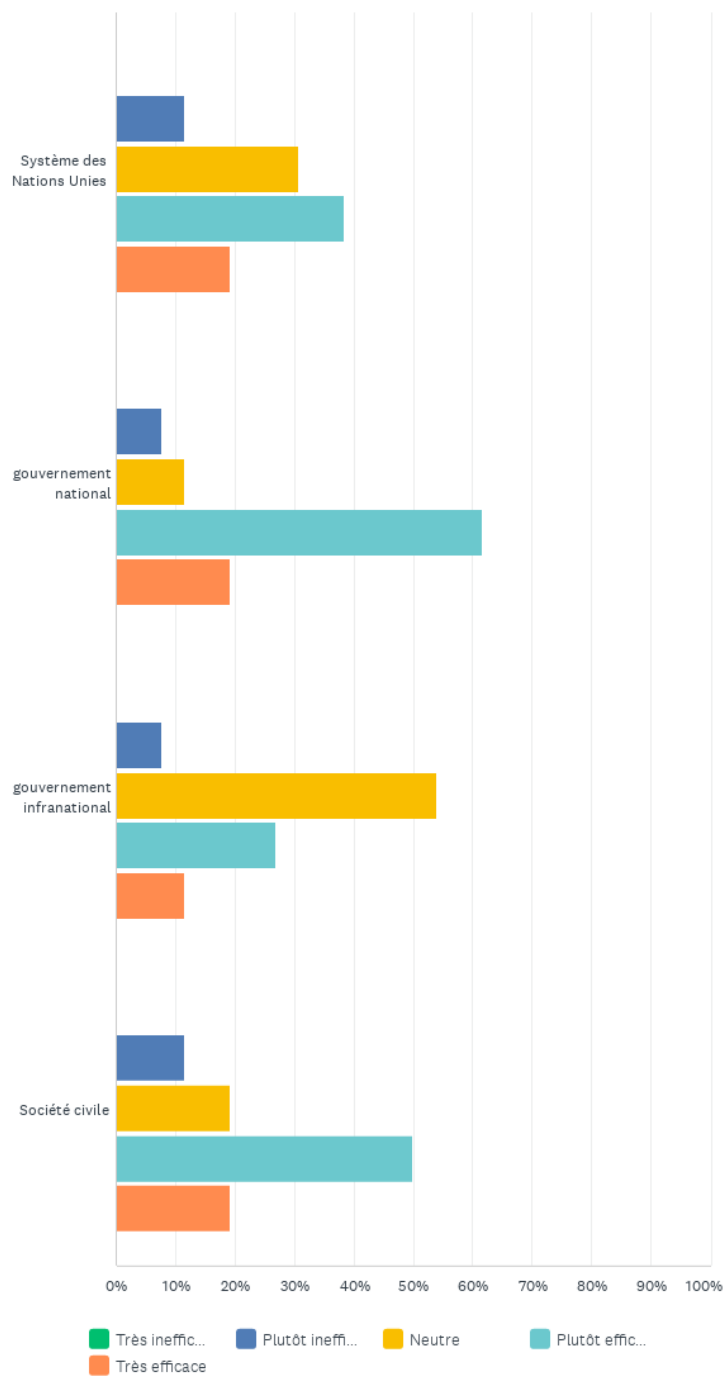
	TOTALEMENT EN DÉSACCORD	EN DÉSACCORD	NEUTRE	ACCEPTER	TOUT À FAIT D'ACCORD	TOTAL
Le MANDAT de coordination des questions de genre de l'ONU pour les femmes est clair pour moi	0.00% 0	7.41% 2	7.41% 2	66.67% 18	18.52% 5	27
Le leadership d'ONU Femmes au sein du GROUPE THÉMATIQUE GENRE a été efficace pour renforcer la coordination des Nations Unies	0.00% 0	7.41% 2	33.33% 9	44.44% 12	14.81% 4	27
Il existe une DÉLIMITATION CLAIRE des responsabilités concernant l'agenda du genre entre les agences des Nations Unies	3.70% 1	29.63% 8	37.04% 10	25.93% 7	3.70% 1	27
Le travail d'ONU Femmes ne fait pas double emploi avec celui des autres agences	0.00% 0	25.93% 7	33.33% 9	22.22% 6	18.52% 5	27
ONU Femmes a efficacement rempli son rôle de coordination en matière de genre	0.00% 0	14.81% 4	48.15% 13	22.22% 6	14.81% 4	27

Q12 Selon vous, dans quelle mesure le système des Nations Unies intègre-t-il la dimension de genre ?



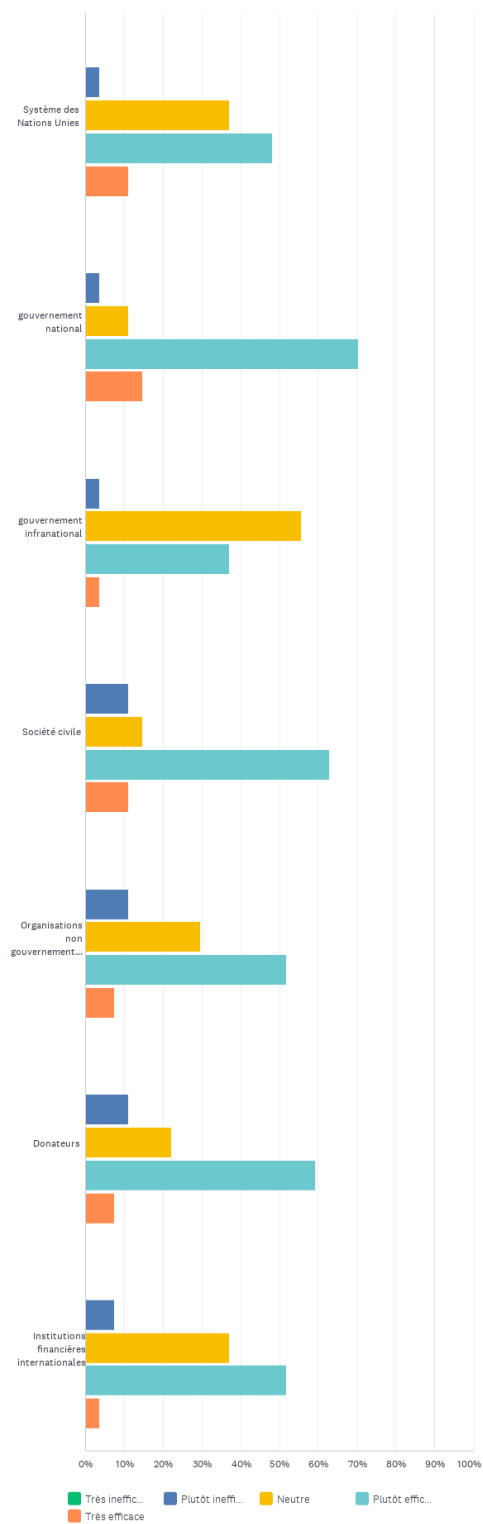
	PAS DU TOUT INTÉGRÉ	(NO LABEL)	(NO LABEL)	(NO LABEL)	ENTIÈREMENT INTÉGRÉ	TOTAL	WEIGHTED AVERAGE
☆	0.00% 0	3.85% 1	38.46% 10	42.31% 11	15.38% 4	26	3.69

Q13 ONU Femmes s'efforce de renforcer les capacités de ses partenaires à élaborer et à mettre en œuvre des politiques, des stratégies, des cadres et des programmes tenant compte des questions de genre. Veuillez évaluer l'efficacité des efforts de RENFORCEMENT DES CAPACITÉS d'ONU Femmes avec les partenaires suivants.



	TRÈS INEFFICACE	PLUTÔT INEFFICACE	NEUTRE	PLUTÔT EFFICACE	TRÈS EFFICACE	TOTAL
Système des Nations Unies	0.00% 0	11.54% 3	30.77% 8	38.46% 10	19.23% 5	26
gouvernement national	0.00% 0	7.69% 2	11.54% 3	61.54% 16	19.23% 5	26
gouvernement infranational	0.00% 0	7.69% 2	53.85% 14	26.92% 7	11.54% 3	26
Société civile	0.00% 0	11.54% 3	19.23% 5	50.00% 13	19.23% 5	26

Q14 Veuillez évaluer l'efficacité de la GESTION DES PARTENARIATS d'ONU Femmes avec les acteurs suivants afin de remplir efficacement son mandat.



	TRÈS INEFFICACE	PLUTÔT INEFFICACE	NEUTRE	PLUTÔT EFFICACE	TRÈS EFFICACE	TOTAL
Système des Nations Unies	0.00% 0	3.70% 1	37.04% 10	48.15% 13	11.11% 3	27
gouvernement national	0.00% 0	3.70% 1	11.11% 3	70.37% 19	14.81% 4	27
gouvernement infranational	0.00% 0	3.70% 1	55.56% 15	37.04% 10	3.70% 1	27
Société civile	0.00% 0	11.11% 3	14.81% 4	62.96% 17	11.11% 3	27
Organisations non gouvernementales internationales	0.00% 0	11.11% 3	29.63% 8	51.85% 14	7.41% 2	27
Donateurs	0.00% 0	11.11% 3	22.22% 6	59.26% 16	7.41% 2	27
Institutions financières internationales	0.00% 0	7.41% 2	37.04% 10	51.85% 14	3.70% 1	27

ANNEX. 11 REVISED RESULT FRAMEWORK 2022-2023

From the transition from DR2021 to DR2022-2023, all indicators have been replaced with the exception of Indicator 2.1.1A and Indicator 2.1.1A (Output 2.1.1).

Impacts / Outcomes / Output	Indicators	Baseline		Targets			
		Year	Value	2022	2023	2024	2025
Impact 1: Women fully and equally participate in leadership and decision making and women and	(SP Impact) 4.2: Percentage of women mediators, negotiators, and signatories in major peace processes (Desk Review)	2021	TBD		10%	10%	20%
	(SP Impact) 1.1: SDG 5.5.1: Proportion of seats held by women in (a) national parliaments, (b) local	2021	(a) 15%, (b) 8,46% of Mayors and 3,22%		(a) 15% (b)	(a) 15% (b)	(a) 30% (b)

Impacts / Outcomes / Output	Indicators	Baseline		Targets			
		Year	Value	2022	2023	2024	2025
girls benefit from ender responsive governance	governments and (c) executive positions/ministers (cabinets) held by women (Desk Review)		President of Regional Council		30%	30%	30%
Outcome 1.1 By 2025, Governance systems are more inclusive, accountable, effective and have quality data and people live in an environment where the rule of law, labour rights, gender equality, peace and security are respected and effective	Indicator (SP Outcome) 0.1.5: Number of national and/or local (multi) sectoral strategies, policies and/or action plans that are adopted with a focus on gender equality (CO)	2021		2	1	1	1
	(SP Outcome) 0.2.3: Percentage of national budget allocated to gender equality and women's empowerment out of total budget (CO)	2021	0.45			0.5	0.5
	(SP Outcome) 0.5.4: Number of normative, policy, peace and humanitarian processes influenced by civil society organizations (CO, RO, HQ)	2021	2	5	2	3	4
	(SP Outcome) 0.6.2: Number of national plans and strategies that integrate gender statistics as an objective or strategy (CO, RO, HQ)	2021	1	1	1	1	1
	(SP Outcome) 0.6.3: Number of policies, plans, and/or strategies that have been informed by gender data and statistics (CO, RO, HQ)	2021	2	3	3	3	3
	(SP Outcome) 0.1.7: Number of adopted National Action Plans on Women, Peace and Security with monitoring indicators (CO)	2019	Yes		yes		
	Indicator (SP Outcome) 0.1.6: Number of legal and policy frameworks that promote gender balance in decision making institutions and processes (CO)	2022	No		Yes		Yes
	Indicator (SP Outcome) 0.2.2: Number of countries that incorporate gender equality targets within national investment and financing frameworks (CO)	2021	No		Yes	Yes	Yes

Impacts / Outcomes / Output	Indicators	Baseline		Targets			
		Year	Value	2022	2023	2024	2025
Output 1.1.1 National institutions, civil society actors, and	(SP) 0.1.a: Number of governments that undertake national review processes in response to global intergovernmental outcomes (Desk Review)	2021	Yes	Yes	Yes	yes	Yes
	(SP) 0.1.d: Number of partners that have	2021	100	50	50	50	50

Impacts / Outcomes / Output	Indicators	Baseline		Targets			
		Year	Value	2022	2023	2024	2025
social partners have strengthened capacities in the areas of promotion and respect of Rights (labour, security, justice, civil rights), gender equality, citizen participation, and social dialogue	increased capacities to promote/influence gender responsive legislation (CO, HQ)						
	(SP) 0.1.e: Number of partners that have increased capacities to advance gender equality and women's empowerment through national and/or local (multi) sectoral strategies, policies and/or action plans (CO, HQ)	2021	10	3	3	3	3
	(SP) 0.1.f: Number of institutions that have increased capacities to design and implement institutional reforms/strategies/policies that promote women's representation and equal participation in decision making (CO)	2021	3	3	3	3	3
	Indicator (SP) 0.1.h: Number of multi-stakeholder dialogue processes to promote engagement of governments with civil society and other partners to advance gender equality and women's empowerment (CO, RO, HQ)	2021	1	2	1	1	2
	(SP) 0.5.f: Number of initiatives developed and implemented to prevent, monitor and mitigate violence against women in politics (VAWP) and in public life (including gender equality advocates in civil society organizations working on gender equality and women's empowerment, especially women's organizations) (CO, RO, HQ)	2021	2		1	2	2
Output 1.1.2 National institutions have strengthened capacity to collect, analyze, disseminate and use quality disaggregated data to support decision-making and accountability	(SP) 0.6.a: Number of inter-agency coordination mechanisms governing the production of multi-level disaggregated gender statistics and sex-disaggregated data, established or strengthened (CO, RO, HQ)	2021	2	2	2	2	2
	(SP) 0.6.b: Number of data producers and users with strengthened capacities in the collection, analysis, dissemination and use of gender statistics (CO)	2021	30	30	30	30	30
	(SP) 0.6.c: Number of gender statistics and sex-disaggregated data collection initiatives, including in emerging areas conducted or analyzed (CO)	2021	3	3	3	3	3
	(SP) 0.6.d: Number of platforms/web-based databases for dissemination of multi-level disaggregated gender statistics, sex-disaggregated data and knowledge developed (CO)	2021	1	1	1	1	1
	(SP) 0.6.e: Number of countries with institutionalized user-producer dialogues to increase accessibility, quality and demand for multi-level disaggregated gender statistics, sex-disaggregated data and knowledge (CO)	2021	Yes	Yes	Yes	Yes	Yes

Impacts / Outcomes / Output	Indicators	Baseline		Targets			
		Year	Value	2022	2023	2024	2025
Output 1.1.3 National actors are equipped with tools for planning, budgeting, monitoring, and evaluating equity-based, gender-sensitive and results-oriented policies and programs to achieve the SDGs.	Indicator (SP) 0.2.b: Number of gender financing assessments conducted by government partners (CO)	2021	0		1	2	2
	Indicator (SP) 0.2.c: Number of national partners with capacities to apply Gender Responsive Budgeting tools in the budget cycle (CO)	2021	0	2	3	4	4
Output 1.1.4 National and community institutions have the capacity to strengthen democracy, security, and social cohesion at the local, regional, and national levels	0.4.c: Number of women's organizations with increased capacities to deliver and/or monitor the quality of services, resources and goods for women in humanitarian and development settings (CO, HQ)	2021	2	2	3	4	4
	(SP) 0.4.d: Number of women accessing information, goods, resources and/or services through UNW supported platforms and programs in humanitarian and development settings (CO, HQ)	2021	528	528		600	800

Impacts / Outcomes / Output	Indicators	Baseline		Targets			
		Year	Value	2022	2023	2024	2025
Outcome 1.2 By 2025, the UN system in Cote d'Ivoire coherently and systematically contributes to progress on gender equality and the empowerment of women and girls	Indicator (SP Outcome) 0.7.1: Percentage of ratings of reporting entities that meet or exceed UN-SWAP standards (derived from QCPR indicator 1.4.13) (Desk Review)	2021	27%	30%	35%	40%	50%
	(SP Outcome) 0.7.8: Number of UNCTs implementing UN-system commitments and advocacy on women's equal participation in elections and temporary special measures in their support to Member States (CO)	2021	Yes	Yes	Yes	Yes	Yes
Output 1.2.1 CO effectively leads, coordinates and promote accountability for the implementation of gender equality commitment across the UN system	Indicator (SP) 0.7.a: Number of thematic interagency mechanisms/teams that effectively address gender mainstreaming in priority areas (discontinued for future planning)	2021	3	3	3	3	3

Impacts / Outcomes / Output	Indicators	Baseline		Targets			
		Year	Value	2022	2023	2024	2025
Output 1.2.2 UNWomen provides technical support and coordination of the implementation of the Gender Scorecard recommendations by the UNCT in Cote d'Ivoire	(SP) 0.6.f: Number of countries with national gender equality profiles developed and published with UN Women support and informing national priorities (CO)	2019	Yes		Yes		
Output 1.2.3 Targeted Ministries Agencies and Commissions have strengthened capacity to implement, monitor, report on CEDAW concluding Commission on the Status of Women agreed conclusions, 1325 Resolution and Beijing Platform for action	Indicator (SP) 0.1.h: Number of multi-stakeholder dialogue processes to promote engagement of governments with civil society and other partners to advance gender equality and women's empowerment (CO, RO, HQ)	2021	1	2	1	1	2
Output 1.2.4 CSOs have strengthened capacity to advocate and monitor the implementation of CEDAW concluding observations, Commission on the Status of Women agreed conclusions, 1325 Resolution and Beijing Platform for action in Cote d'Ivoire with UNW support	Indicator (SP) 0.1.b: Percentage of UN Country Teams reports to the CEDAW Committee submitted (Desk Review)	2021	1	1	1	y1	1

Impacts / Outcomes / Output	Indicators	Baseline		Targets			
		Year	Value	2022	2023	2024	2025
Impact2 Women have income security, decent work, and economic autonomy	Indicator (SP Impact) 2.2: SDG 8.3.1 Proportion of informal employment in total employment, by sector and sex (Desk Review)	2019	89,1% (M 85,3% & W 94,5%) (ENE 2019)	87%	85%	83%	82%

ANNEX. 12

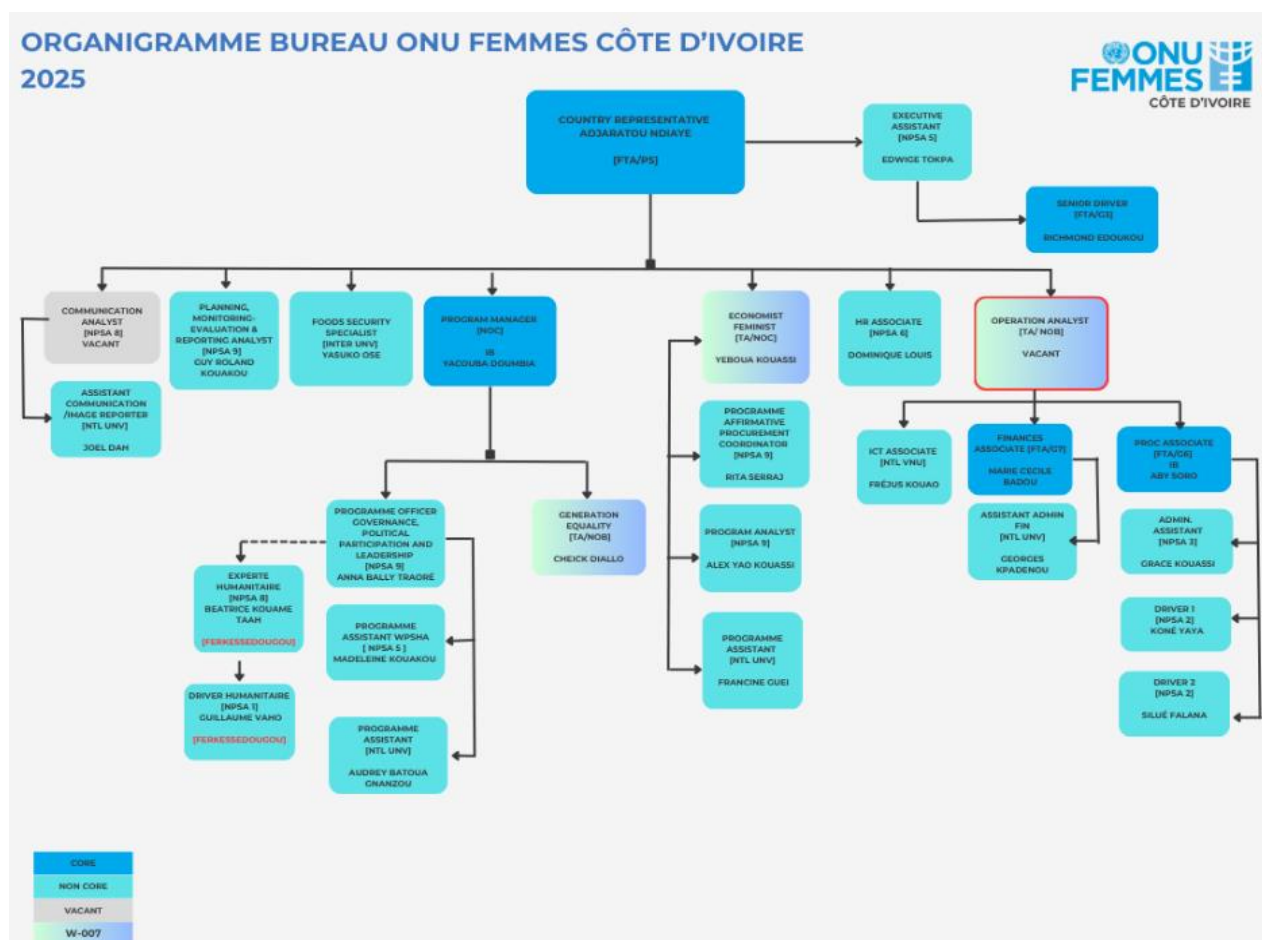
2024 REVISED INDICATORS

Following the 2024 Midterm Review, certain indicators were revised. Of these, 3 indicators were reformulated, 1 indicator was removed, and 1 replaced by another. The table below summarizes these changes.

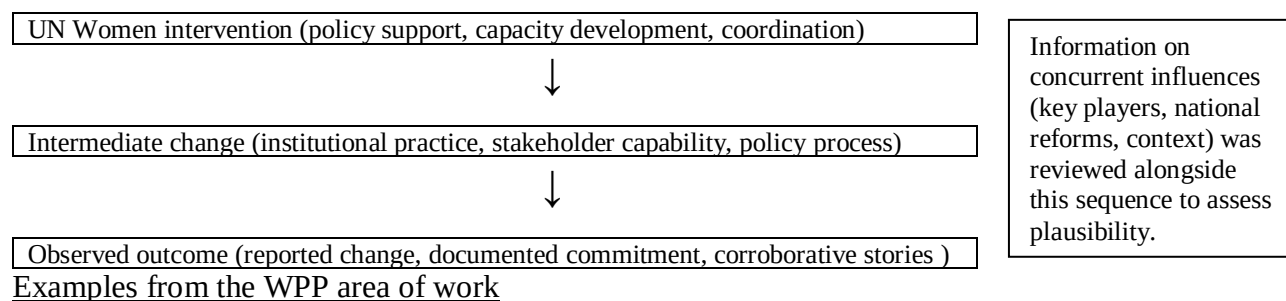
Deleted Indicator :	
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SP_D_0.1. a: Number of governments that undertake national review processes in response to global intergovernmental outcomes (CO)	
Indicator replaced: SP_D_0.7.a: Number of thematic interagency mechanisms/teams that effectively address gender mainstreaming in priority areas (CO, RO, HQ)	Replaced by: SP_D_0.7.b: Number of UN system coordination mechanisms in which UN-Women is chair or co-chair that drive progress on gender mainstreaming mandates and commitments at global, regional, and country level
Indicator reformulated: SP_D_0.5.4: Level of influence of civil society organizations working on gender equality and women's empowerment, including women's organizations, in key normative, policy and peace processes (CO, RO, HQ) SP_D_0.6.3: Number of countries demonstrating use of gender statistics, analysis, and policy relevant research (CO) SP_D_0.3.3: Number of countries and/or other actors with comprehensive and coordinated VAW prevention strategy (CO)	New formulation: SP_D_0.5.4: Number of normative, policy, peace and humanitarian processes influenced by civil society organizations (CO, RO, HQ) SP_D_0.6.3: Number of policies, plans, and/or strategies that have been informed by gender data and statistics (CO, RO, HQ) SP_D_0.3.3: Number of countries with comprehensive and coordinated VAW prevention strategy at national and/or sub-national government levels (CO)"

ANNEX. 13 ORGANIGRAM



ANNEX. 14 Effectiveness findings interpretation



Example	UN Women inputs	Intermediate mechanisms	Observed outcome
1.Electoral quota enforcement	☐ Technical assistance to the Independent Electoral Commission (IEC) on electoral governance ☐ Normative support to	☐ Norm diffusion through harmonization of the electoral framework with gender quota legislation ☐ Institutional uptake	☐ Increase in women's representation in the 2023 local elections, with women holding 32.71 percent of municipal council seats and 32.40

Example	UN Women inputs	Intermediate mechanisms	Observed outcome
	align the electoral code with Law 2019-870 and Decree 2020-941 ☐ Upstream engagement focused on enforcement of the statutory 30 percent quota for women candidates	within the IEC, enabling consistent application of quota provisions ☐ Strengthened accountability mechanisms within electoral administration	percent of regional council seats, compared with 15.43 percent and 12.63 percent respectively in 2018 ☐ Measurable gains in gender balance in elected bodies
2. Institutionalization of gender in electoral governance	☐ Technical support to the IEC for the establishment of the Gender Thematic Commission ☐ Advisory support on institutional mechanisms to integrate gender into electoral governance frameworks	☐ Creation of a formal coordination and accountability mechanism for gender within the IEC ☐ Institutionalization of gender considerations in electoral governance processes ☐ Increased legitimacy and routinization of gender-responsive oversight	☐ Establishment of the Gender Thematic Commission under IEC Ordinance No. 029/CEI/PDT (2020) ☐ Stakeholder perception of the Commission as a turning point for systematizing gender accountability within electoral governance structures

ANNEX. 15 Key features of WPP Projects included in the Coherence Analysis

Electoral Support Project, implemented during the 2020-2021 electoral cycle, focused on electoral governance and institutional support. It was part of a broader UNDP-led initiative and included components such as dialogue facilitation, violence prevention, and capacity-building for the Electoral Commission. UN Women contributed gender-specific expertise and engaged in the project's governance structures.

Increasing and enhancing WPP, launched in 2021, operated within the same electoral context but concentrated on civic engagement and post-electoral support. It provided technical assistance to the Electoral Commission, supported women mediators, and engaged with parliamentary caucuses. Interviews with project managers and documentation indicate that *Increasing and Enhancing WPP* complements the broader electoral support framework.

The third project, *University Gender Clubs*, initiated in 2023, shifted focus to youth leadership and gender equality in education, particularly in STEM fields. It targeted university and secondary school girls and built on earlier initiatives such as the establishment of Gender Clubs in 2018. The project aligned with broader strategic frameworks, including the Generation Equality Campaign and Côte d'Ivoire's national development plan (PND 2021-2025). Unlike the previous two projects, *University Gender Clubs* did not engage directly with electoral institutions or processes. Its thematic and demographic focus suggests it is not an intervention with immediate electoral implications. It contributes to the long-term pipeline of women leaders.

ANNEX. 16 Evidence matrix: intended scaling, enhancement, and adaptation of the BfW model

This annex provides evidence¹ of the coherent design logic while clearly distinguishing between intended/reported expansions and actual operational results.

1. Scaling (geographic and beneficiary expansion)

Intended or reported scaling	Description as per project documentation	Reference basis
The BfW model was intended to be scaled from pilot implementation to a broader multi-region programme under AFAWA (<i>Women-led Staple Food Cooperatives Advisory Project</i>)	Expansion from 60 OPAs (pilot phase in Bélier and Yamoussoukro) to 322 women-led cooperatives under AFAWA	AFAWA results reporting and WEE portfolio outputs
The combined interventions achieved reported geographic scaling beyond the original pilot zones	Expansion from 2 regions (Bélier, Yamoussoukro) to 8 production regions (Tchologo, Poro, Bounkani, Folon, Bagoué, Bélier, Gbêkê, Tonkpi)	Project geographic coverage reporting (AFAWA implementation records)
Overall combined interventions beneficiary reach reportedly increased	Reported increase from pilot cohort to over 21,300 women reached across WEE interventions linked to BfW model ²	Aggregated output reporting across WEE portfolio (AFAWA + related WEE interventions)

2. Enhancement or upgrading

Intended or reported enhancement	Description as per project documentation	Reference basis
The original model was intended to be enhanced through integration with financial service providers	Partnership established with Orange Bank Africa enabling digitalisation of Village Savings and Credit Associations (AVEC) via mobile money systems	AFAWA implementation documentation and partner engagement records
The model was intended to	Introduction of HACCP standards training	AFAWA technical

¹ The tables describe the intended or reported scaling, enhancement, and adaptation of the Buy from Women (BfW) model based on project documents and reporting. However, as detailed in the effectiveness analysis, implementation challenges [low platform utilization (1,945 women against a target of 25,000), non-functional climate-resilience systems, delayed literacy materials, and budget misallocation] limited the extent to which these intended expansions translated into operational reality. The matrix should therefore be read as evidence of design coherence, not of successful implementation.

² Reported reach of 21,300 women refers to members of supported cooperatives, not active users of the BfW platform. Actual platform engagement was 1,945 women against a target of 25,000 (cfr. effectiveness section).

Intended or reported enhancement	Description as per project documentation	Reference basis
be enhanced to improve market compliance and competitiveness	and packaging/labelling support to enable access to formal buyers (including supermarket chains such as Auchan)	assistance components and training outputs
The platform infrastructure was technically upgraded to improve accessibility and usability ³	Introduction of SMS notification systems, mobile application interface, and improved web security features	Platform evolution documentation within BfW system development records
WEE interventions expanded into policy and enabling environment work	Inclusion of Business Enabling Environment component addressing regulatory constraints affecting women-led cooperatives	AFAWA programme design and implementation framework

3. Adaptation (to new contexts and sectors)

Intended or reported adaptation	Description as per project documentation	Reference basis
The BfW model was applied to education and youth inclusion programming	The <i>"Empowering disadvantaged women and girls through education and digital technology"</i> (Digital Technology project) applied digital inclusion logic to out-of-school girls, linking approximately 400 girls to vocational training and employment pathways	Digital Technology project documentation and results reporting
The model was applied to mining-affected communities	The WEE in Mining Area Project applied a structured sequence (diagnostic, formalisation, AVEC creation) in the Ity mining zone context	Implementation reporting of the Mining project
The model was applied to public procurement systems	The Affirmative Procurement Project used BfW-linked infrastructure to support WSME registration in UN Global Marketplace and access public procurement opportunities	Affirmative Procurement project documentation

³ Despite reported upgrades, the climate-resilience information system (a core intended feature) remained non-functional. This significantly undermined the platform's utility (see effectiveness section).

ANNEX. 17 AGING OUTSTANDING ADVANCES

Aging outstanding advances				
	< 6 months	7 – 12 months	> 12 months	Total
2021	27,270.74	-	-	27 270,74
2022	4,530.08	0	0	4 530,08
2023	7873,37	30,259.19	66541,22	104 673,78
2024	1,705.14	24,624.75	19762,92	46 092,81
2025	21,303.99	6090,41	33542,4	60 936,80
Total	62,683.32	60 974,35	119 846,54	243 504,21
%	26%	25%	49%	

Source : Atlas (2021, 2022), Quantum (2023, 2024, 2025) as of 22 Sept 2025