



# EVALUATION OF THE PROJECT FOR DEVELOPING AN INTEGRATED SOCIAL PROTECTION MODEL IN THE GUIDIMAGHA REGION, MAURITANIA

## EVALUATION REPORT

Purpose of the evaluation	Evaluation of the integrated social protection program in the Guidimagha region
Period	February 2020- August 2022
Country	Mauritania
Region	West and Central Africa Region Office (WCARO)
Sponsors	UNICEF, WFP, ILO
Evaluation team	SEKE Kouassi De SYG, International Consultant, Team leader Hamza KOITA, National Consultant
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## ABBREVIATIONS AND ACRONYMS

<b>ACF</b>	Action Against Hunger
<b>AFD</b>	French development agency
<b>AMAMI</b>	Mauritanian association for aid to indigent patients
<b>AMSME</b>	Mauritanian Association for Mother and Child Health
<b>ANJE</b>	Infant and Young Child Feeding (IYCF)
<b>ANSADE</b>	National Agency for Statistics and Demographic and Economic Analysis
<b>UNSA</b>	United Nations System Agencies
<b>ADB</b>	African Development Bank
<b>IDB</b>	Islamic Development Bank
<b>WB</b>	World Bank
<b>BMZ/KfW</b>	German Government
<b>SBC</b>	Social Behavior Change
<b>CNAM</b>	National Health Insurance Fund
<b>CNDSTE</b>	National Council for Social Dialogue on Child Labor and the Worst Forms and Forced Labor Issues
<b>CNSS</b>	National Social Security Fund
<b>COGES</b>	Management committees
<b>SDPF</b>	Sustainable Development Partnership Framework
<b>CRD</b>	Regional Development Council
<b>CRESS</b>	Regional Health Solidarity Funds
<b>CRF</b>	French Red Cross
<b>CSA</b>	Food Security Commission
<b>ENABEL</b>	Belgian Development Agency
<b>IMF</b>	International Monetary Fund
<b>RBM</b>	Results-Based Management
<b>EM</b>	Evaluation Manager
<b>GEROS</b>	Global Evaluation Reports Oversight System
<b>GRE</b>	Evaluation Reference Group
<b>MAEPSP</b>	Ministry of Economic Affairs and Promotion of Productive Sectors
<b>SAM</b>	Severe Acute Malnutrition
<b>MASEF</b>	Ministry of Social Affairs, Child and Family
<b>CGM</b>	Chronic Global Malnutrition
<b>MEA</b>	Ministry of Water and Sanitation
<b>MENFP</b>	Ministry of National Education and Vocational Training
<b>MFPT</b>	Ministry of Civil Service and Labor
<b>MIDEC</b>	Ministry of Domestic Affairs and Decentralization
<b>MoH</b>	Ministry of Health
<b>OECD-CAD</b>	Development Assistance Committee of the Organization for Economic Cooperation and Development
<b>SDG</b>	Sustainable Development Goals
<b>IOM</b>	International Organization for Migration
<b>NGO</b>	Non-Government Organization
<b>CSO</b>	Civil Society Organizations
<b>WFP</b>	World Food Program
<b>JP</b>	Joint Program
<b>RDP</b>	Regional Development Plan

<b>EFP</b>	Essential Family Practices
<b>UNDP</b>	United Nations Development Program
<b>DWCP</b>	Decent Work Country Program
<b>PUNO</b>	Partnership United Nations Operating (UNICEF, WFP and ILO agencies)
<b>QE</b>	Evaluation Questions
<b>SCAPP</b>	Accelerated Growth and Shared Prosperity Strategy
<b>SNPS</b>	National Social Protection Strategy
<b>SPS</b>	Social Protection System
<b>AWS</b>	Adaptive Welfare System
<b>ESQ</b>	Evaluation Sub-Questions
<b>GER</b>	Gross Enrollment Rate
<b>ToC</b>	Theory of Change
<b>EU</b>	European Union
<b>UNCT</b>	United nations Country Team
<b>UNEG</b>	United Nations Evaluation Group
<b>UNICEF</b>	United Nations Children's Fund
<b>UNFPA</b>	United Nations Population Fund

## ACKNOWLEDGEMENTS

The final evaluation of the "project for developing an integrated social protection model in the Guidimakha region of Mauritania" was carried out thanks to the involvement of several institutions and resource persons without whom this exercise would not have been possible.

The objectives of the evaluation mission were achieved thanks to the combined efforts of all stakeholders who provided the evaluation team with quality information on the project through exchange meetings, individual interviews, and the provision of useful documentation for the mission.

The evaluators' sincere thanks go to UNICEF, WFP, and ILO and all their staff for their remarkable availability, valuable contributions, and necessary support to the evaluation team.

In particular, the evaluators thank the members of the Evaluation Reference Group (ERG) for their effective management of the evaluation, their guidance at the outset, and their comments and suggestions that helped improve this final evaluation.

We would also like to thank all the government, CSO and NGO actors in Nouakchott and in the Guidimakha Wilaya (implementation region), as well as all the people who participated in the individual/group interviews or Focus Group Discussions. The team's recognition and gratitude are expressed to them. Indeed, without their support for the merits of this evaluation, their collaboration and willingness to participate actively in all forms of interviews, it would not have been possible to gather the mass of relevant information that they made available to the evaluators.

It is expected that the outcomes and lessons learned from the evaluation of the "project for developing an integrated social protection model in the Guidimakha region of Mauritania", as well as the guidelines suggested by the recommendations made, will be used as part of the new SDG Fund-type projects.

### **The Evaluators**

## EXECUTIVE SUMMARY

### 1. INTRODUCTION

This final independent and formative evaluation of the "Project for Developing an Integrated Social Protection Model in the Guidimagha Region of Mauritania" is being undertaken to promote transparency, accountability and collective learning. It will first assess the achievements of the project, draw lessons learned and make recommendations that will better inform strategic decision-making on social protection programs in the country. In addition, it aims to generate knowledge about the integrated social protection approach tested in the Guidimakha region. It will also serve to analyze the factors of success or failure, opportunities and challenges for its scaling up in order to influence social policies and programs in the country.

### 2. PURPOSE OF THE EVALUATION

The main goals of this final evaluation of the "Project for Developing an Integrated Social Protection Model in the Guidimakha Region of Mauritania" implemented over the period (2020-2022) are accountability and learning.

### 3. OBJECTIVES OF THE EVALUATION

The overall objective of this final evaluation is to (i) report on the results (expected or not) that have been achieved by the project to donors as well as operators and beneficiaries, (ii) generate knowledge and lessons learned from the integrated social protection approach tested in the Guidimakha region, and (iii) analyze the factors of success or failure, the opportunities and challenges for its scaling up, and its ability to influence social policies and programs in the country. Specifically, the final evaluation of the JP (2020-2022) has the following objectives:

1. Determine the overall functioning of the integrated social protection model supported by UNICEF, WFP, and ILO and explore the extent to which the model generates evidence for the national social protection system;
2. Explore ways to strengthen the effectiveness of the national social protection system and programs in Mauritania;
3. Assess the extent to which the joint program improves the articulation between contributory and non-contributory social protection programs and support for the development of key missing pieces of a social protection system for Mauritania;
4. Examine how the joint program has contributed to the acceleration of the SDGs and UN reforms (including UNCT consistency);
5. Assess the extent to which the joint program has contributed to the integration of people with disabilities and gender mainstreaming in the social protection system in Mauritania;
6. Identify lessons learned and good practices for national stakeholders, including UN agencies.

### 4. SCOPE OF THE EVALUATION

This evaluation covers all 4 axes/pillars of this project, namely: (i) Articulation of productive safety nets, (ii) Promotion of social services, (iii) Deployment of social insurance schemes and (iv) use of lessons learned from the model to feed into the national policy dialogue around the national vision for social protection. It covers the time frame from the start of the project in February 2020 to the end implementation of the project in August 2022. Finally, the evaluation focuses on all the interventions implemented as part of the project at the central level (Nouakchott) as well as in the Guidimakha region across its four (04) Moughataas: Selibaby, Ould Yengé, Ghabou and Wompou.

### 5. EVALUATION CRITERIA AND QUESTIONS

In order to fulfill the purpose and objectives of the evaluation and to meet the expected uses, the evaluation focused on 5 (five) main criteria of the United Nations Evaluation Group (UNEG) and the Development Assistance Committee of the Organization for Economic Co-operation and Development (OECD/DAC): (i) relevance, (ii) coherence, (iii) efficiency, (iv) effectiveness and (v) sustainability. In addition to these criteria, the additional criteria of equity, gender equality and human rights were also taken into account in this evaluation. These six criteria resulted in a total of 26 evaluation questions that were addressed in this evaluation.



## 6. METHODOLOGY OF THE EVALUATION

This evaluation covers the four (4) axes/pillars of the JP (2020-2022) based on main questions that assess six (6) criteria: (i) relevance; (ii) coherence; (iii) effectiveness; (iv) efficiency; (v) sustainability; and (vi) equity, gender equality and human rights. The evaluation adopted the input analysis approach and mobilized five (5) main data collection methods. One of these data collection methods was built on *the document review* of the JP (2020-2022), which allowed the review of nearly 40 documents related to the national social protection context in Mauritania and those related to the documents produced during the implementation of the evaluated project. Also the *semi-structured individual interviews* were highlighted. They were conducted in both face-to-face and online mode with 51 key informants (including 10 women) at the central (Nouakchott) and decentralized level (Selibaby, Ould Yengé, Ghabou and Wompou). In addition, a total of 25 *Focus Group Discussions (FGD)* were conducted with beneficiaries in the four Moughataas where the project is underway, including 10 with young people aged 18-24, 7 with women aged 25 and over, and 8 with men aged 25 and over. *Evaluation H* consisted of 24 participatory discussion sessions with groups of 6 to 8 children (girls and boys separately) aged 3 to 17 on the impact of the project interventions on their lives. Finally, *18 site visits and observations* were conducted at service delivery points in the social protection sector (health, education, nutrition, etc.) where some of the JP (2020-2022) interventions were delivered.

Two (2) analytical approaches were highlighted in this evaluation, namely: the qualitative approach (content and comparative analysis) and the quantitative approach (descriptive statistical analyses applied to the outcomes/outputs indicators as well as to JP (2020-2022) financial data.)

In fact, the overall analysis of the results of this evaluation was then conducted on the basis of empirical findings subjected to a triangulation process, i.e., a cross-comparison of the three (3) data collection approaches (documentary review, quantitative and qualitative data). This is done in order to draw strong conclusions and recommendations from the implementation of the JP (2020-2022) in accordance with the objectives assigned to this evaluation.

## 7. MAJOR FINDINGS AND CONCLUSIONS

Findings are based on responses to the 6 evaluation criteria assigned to this evaluation including:

1. The analysis of the project's **relevance** over the evaluation period shows that the JP (2020-2022) interventions were designed as complementary elements of the same package and are adequate in terms of the social protection responses provided in Mauritania and particularly in Guidimakha. The evaluation found that the JP (2020-2022) has fostered a context in which social protection interventions have improved significantly, insofar as there is less fragmentation of these interventions in relation to basic social services (health, nutrition, education, water and sanitation, civil registration). This situation is due to the fact that the JP (2020-2022) has made possible the existence of a coordination platform at the central and regional levels that has enabled state actors, civil society and the United Nations System Agencies (UNSA) to: (i) discuss social protection challenges in Mauritania and Guidimakha on the one hand, but also (ii) provide evidence (studies; pilot initiatives) to serve as a basis for future adjustments to the National Social Protection Strategy review process currently underway on the other hand.

Also, the evaluation notes that the initial implementation plan for JP activities (2020-2022), built around the project's theory of change, was able to be partially achieved due to COVID19 and the measures imposed to limit the spread of this pandemic.

2. The evaluation through the **coherence** criterion of the JP (2020-2022) implementation established that the merging of the comparative advantages of the three (03) UNSAs has strongly contributed to: (i) optimizing the coordination of social protection interventions in the Guidimakha region; (ii) avoiding the duplication of initiatives related to social protection in Guidimakha through the UN reforms related to the mobilization of all partners in the same program of actions and interventions (those related to social protection) and in the same geographical area (in this case Guidimakha).

However, the evaluation highlights dysfunctions that undermine the mechanisms for implementing social protection interventions through the coordination bodies of social protection actors set up at the national and regional levels. These dysfunctions are mainly related to: (i) the regularity of the sessions of these bodies, (ii) the qualitative level of participation/representativeness and (iii) the high job related mobility of the members, which does not always allow these bodies to play their role sufficiently as spaces for sharing information, knowledge, experiences, lessons learned and good

practices. Particularly with regard to the participation/representativeness of members of the Regional Social Protection Committee, the evaluation notes the weakness of the commitment and effective and qualitative participation of these focal points in this regional body.

3. The **effectiveness** analysis focused on the results framework of the JP (2020-2022), specifically on the achievement of the Outcome/Output indicators at the end of the implementation of the evaluated project. It appears from the achievement of the expected results indicators of the JP (2020-2022) in the Guidimakha region that only the one related to SDG 1.3 has been achieved with a level of implementation deemed satisfactory for Outcome 1 (*Improved efficiency and effectiveness in the delivery of social protection services*). This situation is not very similar with the case of JP (2020-2022) Outcome 2 (*Central and local institutions ensure a more efficient and transparent conduct of public policies*), where it is noted that neither of the two outcome indicators (SDG 10.4 and 17.14) has been achieved with a satisfactory level of implementation, although progress has been made specifically with regard to SDG 17.14. Indeed, it is noted for SDG 17.14 that through advocacy actions with all sectors and institutions, the JP (2020-2022) has strongly initiated awareness-raising actions aiming at a better integration of people with disabilities in the Social Register and the CNAM as part of the universal health care delivery system. Also, the effectiveness analysis of the JP output indicators (2020-2022) concluded that the performance of the project evaluated was low (45% and therefore considered unsatisfactory) on the basis that only 5 out of 11 output indicators have a high level of performance (as they reach at least 75% of the expected target in 2022).

In addition, the evaluation notes that COVID-19 was the major challenge faced by the JP (2020-2022) during its implementation. This pandemic resulted in a reorientation of funding to address an adequate response to its occurrence in 2020, but also a delay in the development of the project's action plan as well as a slowdown in the JP (2020-2022) implementation plan. In addition, the evaluation highlighted three (3) other challenges which were not the least of which the JP (2020-2022) had to face: (i) the rather late recruitment (during June 2021) of the only National Social Protection Consultant (SDG) in charge of the project's implementation at the regional level; (ii) the lack of knowledge of the very concept of social protection by the actors at the regional level; and, (iii) the job-related mobility of the members of the Regional Social Protection Committee.

Finally, regarding the adequacy of the institutional M&E and reporting arrangements to provide data and evidence during the implementation of the JP (2020-2022), it is established that the project's institutional M&E system has a weak capacity to assess achievements through the indicators of its results framework and a weak reporting capacity based on the semi-annual/annual reports. The first item can be explained by technical weaknesses in the JP (2020-2022) results framework, namely, (i) a lack of baseline for some outcomes/output indicators in the project's results framework, and (ii) a formulation of the project's outcomes/output indicators that does not reflect the required SMART feature. As for the item related to project reporting, although reports are regularly released, they remain mainly descriptive; do not provide information on the levels of progress of the JP (2020-2022) outcomes/outputs indicators, and lack consistency following a common framework since the beginning of project implementation.

4. With regard to **efficiency**, the evaluation highlighted a real adequacy in the level of resource mobilization (human and technical as well as financial) of the JP (2020-2022) in relation to the expected expectations of the project, as well as an adequate and coherent orientation of these mobilized resources to its implementation.

In particular, a strategic choice of implementation partnerships was highlighted, mainly of a governmental type. This choice was based primarily on an integrated and holistic approach with a view to setting up (national and regional) social protection committees (under the direction and leadership of the MAEPSP) in order to operationalize the JP (2020-2022). This situation has laid a solid foundation for better articulation, coherence, responsiveness and inclusion of existing social protection programs in the Guidimakha wilaya.

Also, an important financial provision of the 2,000,000 USD (100%) required for the implementation of the project was noted, coupled with a strong (100%) budgetary execution of these resources thus mobilized as of 30/11/2022.

Finally, a cost-effectiveness analysis of the activities covered by the JP (2020-2022) was carried out in relation to the results achieved for the project's outcomes/outputs, and a proxy was used relating to the adequacy between the results achieved for the said outcomes/outputs, the resources mobilized and the budgetary execution carried out. The analysis of this proxy reveals an unfavorable/inadequate efficiency ratio between performance achieved, resources mobilized and used for all 5 FP (2020-

2022) outputs, corresponding to "Situation 6" for FP (2020-2022) Outcome 1 (*Improved efficiency and effectiveness in social protection service delivery*). This "Status 6" reflects having mobilized as many resources as possible while spending as little as possible for an unsatisfactory level of performance. On the other hand, for Outcome 2 (*Central and local institutions ensure more effective and transparent conduct of public policies*) of the JP (2020-2022), it is noted there is a favorable/adequate efficiency ratio between performance achieved, resources mobilized and used for the two outputs of the JP (2020-2022), corresponding to "Situation 1" (Output 2.1) and "Situation 3" (Output 2.2). Situation 1" reflects the fact that, for a given Output, as many financial resources as possible will have been mobilized while spending as much as possible for a satisfactory level of performance, whereas "Situation 3" refers to the situation where as few financial resources as possible will have been mobilized while spending as much as possible for a satisfactory level of performance. In fact, project implementation was perceived to be less efficient for Outcome 1, while it was much more efficient for Outcome 2.

5. The **sustainability** analysis based on the measures inherent in the implementation of the JP (2020-2022), which are sources of sustainability of the project's achievements, revealed the existence of inclusive strategies for the implementation of interventions for some outputs, namely those in Outcome 1 relating to improving effectiveness and efficiency in the delivery of social protection services. These inclusive strategies concern: (i) Output 1.2 in the specific case of the strategic partner Taazour; (ii) Output 1.4 for the beneficiary communities; and (iii) Output 1.5 with regard to the national institutional actors in social protection statistics.

Furthermore, with regard to developing an enabling environment and bringing about long-term institutional changes that can advance social protection issues at the national and regional level, the evaluation captured the contribution of the JP (2020-2022) at 3 (three) levels: (i) the production of evidence/policy documents or strategies/data/tools and guides; (ii) capacity building of actors through the adoption of a technical assistance approach by the PUNO; and finally (iii) the establishment of a legislative framework following the publication by the Ministry of Public Service and Labor of a decree prohibiting children from performing certain types of work in Guidimakha. However, the evaluation particularly recommends visits to share experiences in the sub-region where the social protection model is well advanced, also with a view to strengthening the capacities of the members of the regional committee, extended to the members of the steering committee.

Although the evaluation revealed a real and strong ownership of the JP (2020-2022) by the Government at the political level for the implementation of the social protection system due to its high level of involvement and commitment, the evaluation unfortunately notes the non-existence of any institutionalization of budget lines for the sustainable support of the JP (2020-2022) achievements.

Finally, the sustainability of the JP (2020-2022) interventions was deemed guaranteed by the evaluation insofar as the JP (2020-2022) provided a basis for creating and setting up strategic institutional partnerships with the main actors (MASEF/MAEPS/CNSS) at the central and decentralized levels of social protection services in the country, but also with other types of cross-sectoral actors (MS/MEN/CNAM/NGOs) in other related sectors.

6. With regard to **the equity, gender equality and human rights** criterion, the evaluation notes that the design of interventions under the JP (2020-2022) has taken into account the equity, gender equality and human rights approach on the basis of certain interventions targeting these aspects. In fact, the design of interventions under the JP (2020-2022) took equity into account through two (2) project outputs targeting vulnerable people (*Outputs 1.2 and 1.3*), one output explicitly including the notion of equity itself (Output 1.4) and one output specifically targeting people in rural/informal areas in Mauritania (Output 1.5). The evaluation also notes with satisfaction that gender is taken into account, as four outputs (Outputs 1.1, 1.2, 1.3 and 2.1) refer to it in the design of project interventions.

However, it is noted that there is no information on the indicators of the JP (2020-2022) related to the consideration of this dimension, equity, gender equality and human rights at the end of the project implementation. This situation requires an appropriate results framework reflecting the entire chain of interventions from an RBM perspective and the production of relevant data related to the planned activities in order to allow for decision-making and increased accountability of the project. Also, the evaluation highlights a friendly and favorable consultation framework concerning issues related to people with disabilities as part of the JP (2020-2022) based on the consultation of those concerned themselves through their representative body, namely the Guidimakha Association of the People with Disabilities. However, in order to facilitate the use of CNAM cards for the 208 men and 122 women beneficiaries in Guidimakha, it would be advisable to raise their

awareness about the use of the said cards and to equip health centers in rural areas in order to facilitate access to care for people with disabilities holders of these CNAM cards.

## 8. LESSONS LEARNED

The evaluation of the JP (2020-2022) implementation mainly helps identify the following 5 lessons to capitalize on related to:

1. The strong involvement and commitment of the Mauritanian government at a high level (Prime Minister, Interministerial Committee for Social Protection, Minister of Public Service and Labor, Secretaries General of the MAEPSP and MASEF) in supporting the actions implemented during the implementation of the project has been a token of the establishment of conditionalities ensuring the success of the objectives targeted by the JP (2020-2022);
2. The synergy of actions between the three agencies (UNICEF, WFP and ILO) in the implementation has helped be more effective and efficient, particularly for Outcome 2 (*Central and local institutions ensure more effective and transparent conduct of public policies*), and has helped strengthen the credibility of the actors from the point of view of the Government actors. This situation has enabled the JP (2020-2022) to make a significant contribution to strengthening the social protection system in Mauritania through this outcome.
3. The production of evidence on themes of interest to social protection in Mauritania and its dissemination in the JP (2020-2022) served as a basis for decision-making in the implementation of project interventions and for actions to be implemented as part of the updating of the NSPS
4. The efficiency of the project's regional coordination mechanism, on the one hand, and the involvement of governmental or NGO/CSO inter sector actors active in the areas of implementation of the JP (2020-2022), on the other, have had positive effects on the achievement of project results.
5. The job-related mobility of the stakeholders of the regional social protection committee set up in the Wilaya has not necessarily facilitated the appropriation and monitoring of the activities of this body in a context of frequent reshuffling of the stakeholders, including that of the Wali, a key player in this coordination body.

## 9. MAJOR RECOMMENDATIONS

These recommendations are classified according to their level of priority on a scale with two (2) thresholds (1 for "High" and 2 for "Medium") as well as the resources required for their implementation (High; Medium and Low).

### ❖ Strategic recommendations

**R1.** Leveraging the dialogue and consultation mechanism established as part of the JP with the Taazour Delegation not only to request its active participation in the regional social protection committee, but also to make the best use of its powers in the fight against poverty and the implementation of social safety net programs in the Guidimakha Wilaya. *Priority Level: 1; Resource Requirements: Low; Target Audience: Government/Taazour/PUNO*

**R2.** As part of a future project, establish an appropriate results framework that reflects the entire chain of interventions from an RBM perspective and consider restructuring the M&E system on the basis of this results framework in order to ensure that it functions optimally in the data generation for decision making and increased accountability of the project. *Priority Level: 1; Resource Requirements: Medium; Target Audience: PUNO/RCO.*

**R3.** Set up budget lines for the sustainable support of the achievements of the JP (2020-2022) by integrating the actions supported by the project (as part of the updating of the NSPS) and the planning of budgets (both national and regional), related to the field of social security through, in particular, the Budget Law and the Regional Development Plans. *Priority Level: 1; Resource Requirements: High; Target: Government/Regional Development Council (RDC).*

**R4.** Conduct advocacy with the Ministry of Health and CNAM to equip health centers in rural areas to facilitate access to care for people with disabilities who hold CNAM cards. *Priority Level: 1; Resource Requirements: Low; Target Audience: PUNO/CNAM/Ministry of Health.*

❖ **Operational recommendations**

**R5.** Promote the multiplicity and regularity of meetings of the institutional coordination mechanism in the context of similar projects, in order to ensure effective local monitoring and help situate the progress achieved in relation to the results expected from the results framework adopted. Priority Level: 1; Resource Requirements: Medium; Target Audience: PUNO/Government/NGO/CSO stakeholders.

**R6.** To set up a project team with sufficient human and material resources in line with the stated ambitions and objectives of similar projects, exclusively dedicated to the implementation of the project. Priority level: 1; Resource requirements: High; Recipients: PUNO/RCO.

**R7.** To provide for an optimal functioning of the M&E system, the systematic description of the rationale for determining each indicator target for increased accountability by ensuring that SMART indicators are defined in relation to the project interventions implemented. This is to capture the effort involved in implementing the interventions and to support decision-making by the implementing actors. Priority Level: 1; Resource Requirements: Low; Target Audience: PUNO/RCO.

## CHAPTER 1: BACKGROUND OF THE EVALUATION

1. The elements of the national context in terms of social protection in Mauritania, the situational analysis of the project on the theme of social protection at the beginning of its development, and the various stakeholders in this evaluation are described below in order to better identify the conditions for developing and implementing the assessment of the project being evaluated.

### 1.1. NATIONAL PROJECT CONTEXT

2. Following the adoption of the National Social Protection Strategy (NSPS) in 2013, and in line with the Strategy for Accelerated Growth and Shared Prosperity (SCAPP 2016 - 2030), the Government of Mauritania has developed a range of social protection tools and programs to address vulnerabilities, chronic poverty, food insecurity, and malnutrition related to shocks. These include regular and shock-responsive safety nets (e.g., Tekavoul and El Maouna cash transfers, EMEL, school feeding programs), asset creation, the rollout of the national social register, the strengthening of the National Social Security Fund (CNSS) and the National Health Insurance Fund (CNAM), as well as a range of social promotion interventions and basic social services, including health, nutrition, education, water and sanitation.

3. However, these interventions remain fragmented along with critical gaps. Overall program coverage and quality remain limited, and implementation is still fragmented, with uneven resources, reach, and outcomes. Different interventions rarely interact despite the presence of the social register, designed to foster better coordination. Most importantly, the case management and social security dimensions of a social protection system remain completely absent. Overall, it is noted that the different interventions are not yet conceived as complementary elements of a single coherent set of social protection responses.

4. It is for the above reasons that since February 2020, UNICEF, WFP and ILO have been committed to the implementation of this project in the Guidimakha region, thanks to funding from the joint funds for the Sustainable Development Goals (SDGs). Indeed, these three agencies, in collaboration with other social protection partners, designed this joint program to test in one region (Guidimakha) a pilot approach to an integrated model of social protection programs and to support dialogue on the social protection system in Mauritania. This was done by adopting a strategy that helped address the fragmentation and significant gaps in Mauritania's social protection support to vulnerable populations, improving the articulation between social safety net programs, and developing the essential missing elements of a coherent social protection system.

### 1.2. ASSESSMENT OF SOCIAL PROTECTION NEEDS AT THE TIME OF PROJECT DESIGN

5. The assessment at the time of the project design in 2020 is shown here to justify the interventions of the joint social protection program.

6. Access to basic social services is extremely limited in the Guidimakha region. Only 29% of the population has access to water within a radius of 1 km, only 64% of the population has access to a health facility within a radius of 5 km of their home, and 67% of deliveries are carried out at home.

7. The Gross Enrollment Rate (GER) for primary and secondary schools in Guidimakha is only 18%, with a significant disparity between boys (22%) and girls (14%), compared to a national rate of 39%. It was noted that 2 out of 5 children did not have access to any type of toilet at the national level, while in Guidimakha only 32% of schools had latrines and 7% had running water.

8. Similarly, it is noted that food security was a major concern in this region. Indeed, the March 2019 Harmonized Framework had estimated 67,861 people in Phase 3 (food insecurity crisis) or more during the 2019 lean season, of which more than 40,000 had received seasonal food and cash assistance. According to the SMART nutrition survey (2018), Guidimakha was facing a nutrition emergency with a prevalence of Moderate Acute Malnutrition (MAM) of 18.8% (threshold >15%) when the level of prevalence at Severe Acute Malnutrition (SAM) was 4.1%, (threshold >2%). This high prevalence of malnutrition, combined with other underlying factors, contributed to high levels of stunting in children under five (26%). The prevalence of Chronic Global Malnutrition (CGM) in Guidimakha was 26.3%, exceeding the national threshold of 20%. In addition, the

prevalence of severe global underweight was 27.8%, well above the 20% threshold. In addition to these highlighted rates, the situation of children is also worrying, as full immunization coverage in Guidimakha was only 30%.

9. Finally, the CNAM (health) and CNSS (pension and family allowance) social insurance programs have had very limited reach in this region to date. Guidimakha also has one of the highest rates of early marriage, with about 54.8% of women aged 20-49 married before the age of 18. Only 44.2% of children under age 5 have a birth recorded compared to 65.6% nationally.

10. Thus, the "project for developing an integrated social protection model in the Guidimagha region - Mauritania" was implemented over the period from February 2020 to August 2022 with the aim of testing a pilot approach to an integrated model of social protection programs in one region and supporting dialogue on the social protection system in Mauritania. The choice of Guidimagha as the first intervention area for this project is not accidental insofar as it was made on the basis of a relatively strong presence of social safety net interventions, which presents important opportunities for synergy. For example, it is the region with the largest number of households registered in the national social register (11,275) on the one hand, just as it is the region with the largest number of extremely poor households registered in the Tekavoul cash transfer program (7,729 households, including 36,899 children, 11,564 of whom are under five years old). As such, Guidimakha is part of the Aftout zone, also known as the "Triangle of Hope," which is the government's priority area for poverty reduction and investment, just as the region is one of the three "convergence zones" of the United Nations system in Mauritania.

### 1.3. EVALUATION BACKGROUND

11. Initially scheduled to end after 30 months of implementation (February 2020-August 2022), and taking into account the context of the preparation of the next NSSP, the stakeholders of the Joint Program (JP) in Mauritania, in accordance with the framework of the monitoring/evaluation mechanisms of the said project, have committed to a final and formative evaluation at the end of 32 months of implementation (February 2020-October 2022). This is to document (i) the lessons learned and experiences of this example of the 3 agencies working together on a common social protection agenda, and (ii) how this program has influenced the national social protection strategy, including in the areas of expertise of each of the 3 agencies

### 1.4. EVALUATION STAKEHOLDERS

12. The evaluation team, consisting of resource persons from CERASS and 2MRS, worked in close collaboration with the evaluation management and governance bodies set up for this task. These were made up of:

- The evaluation management team (UNICEF, WFP, and ILO) had to supervise the evaluation team in collaboration with the MAEPSP and the joint program coordination committee. In fact, this evaluation was placed under the responsibility of the "regional pool" (three people, one per structure), which had to ensure the conformity of the process and the validity of the Terms of Reference (ToR, see **Annex A.1**). This pool had to work closely with the "national pool" which followed the process on a daily basis (supervision) and regularly exchanged with the pool in charge of monitoring and evaluation at the regional level for information and advice. The evaluation management team worked under the lead of the Resident Coordinator (or his delegate) and under the co-chairmanship of UNICEF.
- The regional pool (3 people, 1 per agency) ensured the quality and independence of the evaluation and guaranteed its alignment with UNEG/UNICEF/ILO/WFP evaluation norms and standards and other relevant procedures. The quality assurance of the evaluation was thus carried out by the units/sections in charge of evaluation in the three agencies

## CHAPTER 2: PURPOSE OF THE EVALUATION

13. The purpose of this evaluation is described in the table below:

*Table 2.1: Overview of the purpose of the evaluation*

<b>Project title</b>	Formative evaluation of the project to develop an integrated social protection model in the Guidimakha region of Mauritania
<b>Country</b>	Mauritania
<b>Funding sources</b>	SDG Funds, WFP, UNICEF and ILO
<b>Total budget</b>	10 000 000 USD (2 000 000 SDG fund ; 4 085 916WFP ; 3 805 667 UNICEF; 200 000 ILO)
<b>Duration</b>	32 months (February 2020-October 2022)
<b>Overall objective</b>	Increased number of vulnerable people with access to essential social protection services in target areas in terms of improved health, gender, and essential family practices of the hard-to-reach local population
<b>Components (axes of intervention)</b>	Four axes: (i) Articulation of productive safety nets, (ii) Promotion of social services, (iii) Deployment of social insurance schemes and (iv) Use of lessons learned from the model to inform national policy dialogue on social protection
<b>Partners (institutional, implementing)</b>	Ministries, regional delegations, national institutions, Civil Society Organizations (CSOs)/national and international NGOs, United Nations System Agencies (UNSA)

### 2.1. PROJECT OUTLINE

14. With funding from the Joint Fund for the SDGs, three agencies, UNICEF, WFP and ILO, in collaboration with other social protection partners, have designed a joint program to test a pilot approach to an integrated model of social protection programs in one region and to support dialogue on the social protection system in Mauritania. The project is structured around four interrelated and complementary axes/pillars. The summary of these pillars is presented in the table below:

*Table 2.2: Description of the different project areas*

Components	PE	Expected results
<b>axis 1</b> : Articulating protective and productive safety nets	WFP	Reducing the risk of fragmentation of social protection programs, enhance the coherence and effectiveness of social protection programs in their implementation
<b>Axis 2</b> : Promoting social services	UNICEF	Promoting access to and use of basic social services, particularly for the most vulnerable populations who are beneficiaries of social protection programs, and establish the embryo of a mechanism for identifying and referring cases to the appropriate services
<b>Axis 3</b> : Deployment of social insurance schemes	ILO	Laying the foundations for the extension of social insurance in rural areas, to influence national policies in this specific area
<b>Axis 4</b> : Drawing on lessons learned	WFP, UNICEF, ILO	Use lessons learned from the model to inform national policy dialogue on the national social protection vision

### 2.2. EXPECTED PROJECT OUTCOMES AND OUTPUTS

15. The project's results framework lays out 2 (two) main expected outcomes which should respectively induce 5 (five) and 2 (two) outputs, i.e. a total of 7 expected outputs as part of the implementation of this integrated social protection project in the Guidimakha region. It is specified that these 7 expected outputs support the achievement of 5 (five) major SDGs (1; 3; 5; 10 and 17) (for a total of six SDG targets: 1.3; 1.4; 3.8; 5.1; 10.4 and 17.14).



*Table 2.3: Description of expected project outcomes and outputs*

Outcomes	Outputs	SDG	Targets
<b>Outcome 1:</b> Improved effectiveness and efficiency in the delivery of social protection services in the Guidimakha region through integrated, expanded, more accessible and inclusive social protection programs.	<b>1.1</b> Better coordination and piloting of the different components of an integrated safety net package in Guidimakha, in a way that deliberately supports women's choice and empowerment;	5	5.1
	<b>1.2;</b> Increased responsiveness, inclusion and relevance to the social register, including for the most vulnerable women, men, boys and girls;	1	1.3
	<b>1.3</b> Improved capacity of vulnerable populations to access basic social services (both in terms of quality and quantity), including women, men, boys and girls;	1	1.4
	<b>1.4</b> Increased household knowledge of existing basic social services and their access conditions as well as essential family practices, child protection and gender equity concepts;	5	5.1
	<b>1.5.</b> Review, adaptation and testing of social security program tools and procedures to extend contributory social security schemes (including community-based schemes) to the rural/informal sector in Mauritania.	3	3.8
<b>Outcome 2 :</b> Central and local institutions ensure a more efficient and transparent conduct of public policies	<b>2.1</b> Gender-specific evidence generated and lessons learned from implementation of the integrated social protection model (for replicability and scaling) ;	10	10.4
	<b>2.2</b> Improved dialogue and coordination at all levels on social protection	17	17.14

### 2.3. PROJECT IMPLEMENTATION STRATEGY

**16.** The joint project addresses fragmentation and critical gaps in Mauritania's support to vulnerable populations by improving the articulation between safety net programs and developing the essential missing pieces of a coherent social protection system. It is thus based on the premise that better operational articulation of social protection programs with each other and the development of new essential elements in the social protection system are likely to have a significant impact on the achievement of the SDGs, especially if they are integrated into national policies and implemented on a large scale in the country. To this end, the project, through its four (4) focus areas, aims to directly address a set of five (05) major SDGs (for a total of 6 SDG targets) and 10 SDGs addressed indirectly.

**17.** To this end, the joint project mobilized technical expertise and coordination assistance to improve operational linkages between existing social protection programs, to promote basic social services, and to assess and advance the rollout of social security insurance in rural areas. The intent is to demonstrate and document that better integration leads to more effective program delivery to accelerate and sustain impact on vulnerable populations to achieve the SDG targets.

**18.** Therefore, in line with the "*convergence approach*" promulgated in the Partnership Framework for Sustainable Development (CPDD, new UNDAF), the integrated model combined, for the first time in Mauritania, within the same region, the key pillars of social protection: productive and protective safety nets; promotion of access to basic social services; and expansion of social insurance schemes. It has relied on two "vectors of integration": (i) a narrow geographic focus on an area facing multifaceted vulnerabilities to develop mechanisms for program articulation, integration, and improvement, and to develop and test new critical blocks for the system (referral and case management, and social security health insurance); and (ii) the promotion of a "human-centered approach" whereby individual programs, and indeed the entire system, move from a focus on program delivery to holistic support for the most vulnerable.

## 2.4. PROJECT STAKEHOLDERS

19. This joint program is led by the government and the overall management of the program is conducted by a steering committee, namely the multisectoral group co-chaired by the Ministry of Economic Affairs and Promotion of Productive Sectors (MAEPSP) and the Ministry of Social Affairs, Child and Family (MASEF). The PUNO works through the ministries (Ministry of Education for school feeding, Ministry of Social Affairs, etc.) or alongside government-led programs (Tekavoul and the Social Register). At the regional level, implementation is coordinated by the National Strategy for Accelerated Growth and Shared Prosperity (SCAPP) and its regional implementation, the Regional Development Council (RDC) of the Guidimakha region and regional institutions and authorities (including the regional presidency and the newly created Regional Council).

## 2.5. GEOGRAPHICAL COVERAGE OF THE PROJECT

20. The Wilaya (Region) of Guidimakha selected for the implementation of this project is subdivided into four (04) Moughataas; Selibaby, Ould Yengé, Ghabou and Wompou, three (03) Arrondissements/Boroughs and eighteen (18) Communes as illustrated below

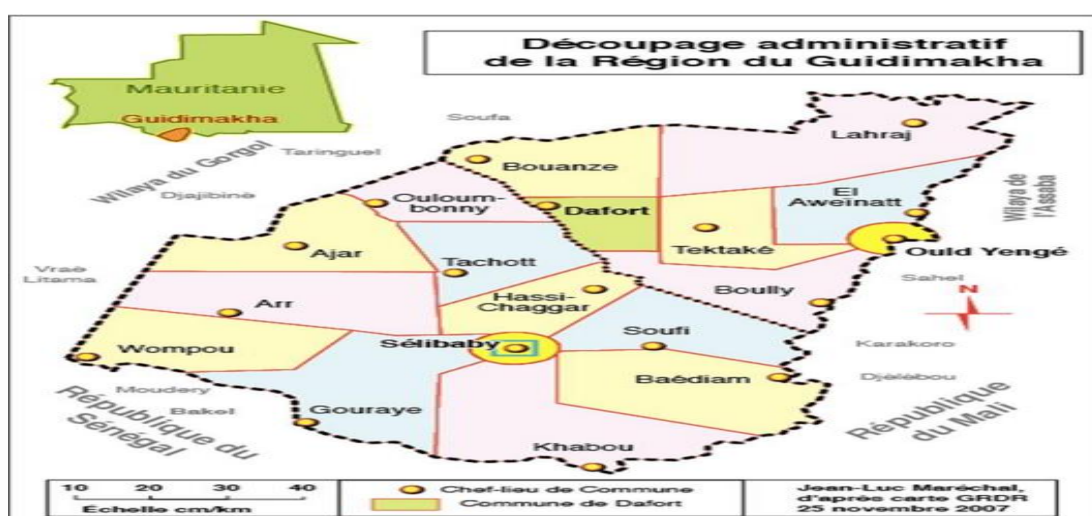


Figure 2.1: Geographic Coverage of the Project

## 2.6. PROJECT IMPLEMENTATION TIMELINE

21. Initially, the project covered the period from February 2020 to February 2022 or 24 months. However, its implementation has been extended to October 2022 or 32 months.

## 2.7. PROJECT BUDGET

22. According to the initial project document, the total budget was US\$10,000,000 over the implementation period of the interventions (see table below). This provisional allocation of funds for project implementation shows a significant difference depending on the contributors considered. WFP and UNICEF are expected to contribute nearly four fifths (80%) of the total budget (40.9% and 38.1% respectively), while the combined contributions of the SDG and ILO funds represent less than one quarter (22%) of the total initial project allocation (20% and 2% respectively).

Table 2.4: Initial Program Budget

Stakeholder contribution to the initial project budget	Amount (US\$)	Proportion (%)
Contribution of SDG funds	2 000 000	20,0
WFP Contribution	4 085 916	40,9
UNICEF Contribution: (core resources, BMZ)	3 805 667	38,1
ILO Contribution	200 000	2,0
<b>TOTAL</b>	<b>10 000 000</b>	<b>100</b>

## 2.8. EXPECTED BENEFICIARIES OF THE PROJET

23. Different categories of beneficiaries have been identified in this project. Data on the number of expected beneficiaries comes from the original project document highlighting households that may be subject to interventions based on their vulnerability, and households for which information is rarely disaggregated by gender.

*Table 2.5: Project Beneficiaries*

Categories of beneficiaries	Expected beneficiaries	Number of expected beneficiaries
Ministries and decentralized structures	Improved institutional framework and capacity (policies, strategies, standards and capacity for strategic and operational planning, coordination, monitoring) for social protection	<ul style="list-style-type: none"> <li>• Extremely poor households enrolled in the Tekavul cash transfer program (7,729 households, including 36,899 children, of which 11,564 are children under five);</li> <li>• Number of households in the national social register (11,275) ;;</li> <li>• Number of people in phase 3 (food insecurity crisis) or more during the 2019 lean season (67,861).</li> </ul>
	Improved capacity to deliver social protection services	
Basic Social Services	Improving the quality of social protection services provision (human and material capacities)	
Basic Social Services/NGO	Improved capacity to deliver social protection services	
Women, adolescents, children, especially the most vulnerable, including in emergency situations those from poor and/or food insecure households and those affected by the remnants of slavery	Knowledge and empowerment to use basic social services	

## CHAPTER 3: PURPOSE, USERS AND USES OF THE EVALUATION

This chapter describes the purpose of the evaluation and the users and uses of the results by stakeholders.

### 3.1. PURPOSE OF THE EVALUATION

**24.** This evaluation has two main purposes: accountability and learning. With regard to accountability, the evaluation reports on the results (expected or not) that have been achieved by the project to donors and beneficiaries. This accountability allows funding partners (vertical accountability) and beneficiaries (horizontal accountability) to know, on the basis of solid evidence, to what extent the project has achieved its intended objectives at the end of the evaluation.

**25.** In terms of learning, this evaluation generates knowledge and lessons learned from the integrated social protection approach tested in the Guidimakha region. It also analyzes the factors of success or failure, the opportunities and challenges for scaling up, and its ability to influence social policies and programs in the country.

### 3.2. USERS AND USES OF THE EVALUATION

**26.** The users of this assessment include the Government, the PUNO, i.e., UNICEF, WFP and ILO agencies, other UNSAs, as well as other development partners and NGOs. The intended uses are described in the table below.

Table 3.1: Evaluation Users and Uses

Evaluation Users	Evaluation uses
<b>Mauritanian Government (MEPSP, MASEF, TAAZOUR, etc.)</b>	<ul style="list-style-type: none"> <li>Inform the Government on the results of the project, the lessons learned and the orientations for a better articulation of social protection programs;</li> <li>To feed the process of revision of the National Social Protection Strategy (NSPS).</li> </ul>
<b>UNICEF, ILO and WFP Regional Offices for West and Central Africa</b>	<ul style="list-style-type: none"> <li>Provide learning and insight into the effectiveness of joint social protection program strategies and approaches in Mauritania;</li> <li>Contribute to the planning of the Regional Office's social protection support in Mauritania.</li> </ul>
<b>United Nations Country Team (UNCT), major development partners and donors in Mauritania</b>	<ul style="list-style-type: none"> <li>Inform the UN Country Team and Mauritania's development partners and donors of the results achieved through the implementation of the project as a contribution to the Partnership Framework for Sustainable Development (PFD) / new UNDAF.</li> <li>Understand how financial support has been used to achieve the expected results of the project implementation.</li> </ul>
<b>UNICEF, ILO and WFP Country Office in Mauritania</b>	<ul style="list-style-type: none"> <li>Review the Project's progress in achieving the expected social protection outcomes;</li> <li>Strengthen accountability and learning from the Project;</li> <li>Draw lessons from the project implementation to inform the design and effectiveness of the next National Social Protection Strategy Paper in Mauritania.</li> </ul>
<b>UNSA (UNICEF, WFP, ILO, UNHCR, etc.)</b>	<ul style="list-style-type: none"> <li>Learn from joint work between UN agencies;</li> <li>Identify possible improvements, and opportunities in such an approach.</li> </ul>
<b>NGO/CSO implementing partners</b>	<ul style="list-style-type: none"> <li>Develop new intervention strategies related to social protection;</li> <li>Build on lessons learned during the evaluation to strengthen their advocacy strategy with technical partners, territorial and decentralized administrations</li> </ul>
<b>Donors</b>	<ul style="list-style-type: none"> <li>Understand how financial support has been used to promote decent work</li> </ul>
<b>Rights holders</b>	<ul style="list-style-type: none"> <li>Stay informed so they can define their contribution and guide advocacy actions</li> </ul>

## CHAPTER 4: OBJECTIVES OF THE EVALUATION

### 4.1. OVERALL OBJECTIVE OF THE EVALUATION

27. The overall objective of this final evaluation is to report to donors and beneficiaries on the results (expected or not) achieved by the project, to generate knowledge and lessons learned from the integrated social protection approach tested in the Guidimakha region, to analyze the factors of success or failure, the opportunities and challenges for its scaling up, and its ability to influence social policies and programs in the country

### 4.2. SPECIFIC OBJECTIVES OF THE EVALUATION

28. Specifically, the evaluation of this program aims to:

1	Determine the overall functioning of the integrated social protection model supported by UNICEF, WFP, and ILO and explore the extent to which the model generates evidence for the national social protection system;
2	Explore ways to strengthen the effectiveness of the national social protection system and programs in Mauritania;
3	Assess the extent to which the joint program improves the articulation between contributory and non-contributory social protection programs and support for the development of essential missing pieces of a social protection system for Mauritania;
4	Examine how the joint program has contributed to the acceleration of the SDGs and UN reforms (including UNCT coherence);
5	Assess the extent to which the joint program has contributed to the integration of people with disabilities and gender mainstreaming in the social protection system in Mauritania;
6	Identify lessons learned and good practices for national stakeholders, including UN system agencies.

## CHAPTER 5: SCOPE OF THE EVALUATION

Three types of scope are assigned to this evaluation. These are described below.

### 5.1. THEMATIC SCOPE

29. The evaluation focuses on the 4 related and complementary axes/pillars of this project, namely: (i) Articulation of productive safety nets, (ii) Promotion of social services, (iii) Deployment of social insurance schemes, and (iv) Use of the lessons learned from the model to feed into the national policy dialogue around the national vision for social protection

### 5.2. GEOGRAPHIC SCOPE

30. This evaluation covered all the interventions implemented within the framework of the Project at the central level (Nouakchott) as well as in the Guidimakha region through its four (04) Moughataas; Selibaby, Ould Yengé, Ghabou and Wompou.

### 5.3. CHRONOLOGICAL SCOPE

31. The evaluation will cover the time frame from the start of the SDG Fund in February 2020 through the implementation of the SDG Fund project to August 2022. It is planned to be conducted over the period from September to November 2022.

## CHAPTER 6: EVALUATION CRITERIA

### 6.1. EVALUATION CRITERIA

32. The final evaluation of the "Project for the Development of an Integrated Social Protection Model in the Guidimakha Region of Mauritania" prioritized the strategic level of analysis and, in addition, conducted a review of the major achievements and challenges at the programmatic level. Each level is assigned a set of assessment criteria to guide the analysis in relation to the different aspects and from a variety of perspectives. The analysis was conducted under the criteria recommended by the United Nations Evaluation Group (UNEG) and the OECD-DAC, namely: (i) relevance, (ii) coherence, (iii) efficiency, (iv) effectiveness and (v) sustainability. In addition to these criteria, the evaluation also integrates the additional criteria of equity, gender equality and human rights considerations in the implementation of interventions.

Figure 6.1 : OECD Evaluation Criteria



Source: OECD/DAC Network on Development Evaluation

## CHAPTER 7: EVALUATION METHODOLOGY AND PROCESS

### 7.1. OVERALL APPROACH

34. The approach used is based on a theory-driven evaluation approach, including the Theory of Change (ToC) developed as part of the project implementation (Appendix A.5). The purpose of the evaluation is to draw conclusions about the contribution of the project interventions to the strategic outcomes. Indeed, the theory-driven approach for this evaluation consisted of a logic that considered: (1) the influence of context on project outcomes; and (2) the use of an evidence-based approach to determine causality.

35. Thus, based on the established ToC, the analysis done for this evaluation exercise has helped clearly highlight the consolidated evidence relating to: (i) the interventions implemented as part of the project activities; (ii) the chain of strategic results achieved by the project; (iii) the causal links between the activities of the interventions implemented and the strategic results achieved; and lastly (iv) the internal/external factors that may have interacted to positively or negatively influence the level of achievement of the project's strategic results.

### 7.2. SPECIFIC APPROACHES

36. In order to understand the project's performance as accurately as possible, a combined approach (qualitative and quantitative) was used. Qualitative data was drawn mainly from documents related to the formulation, implementation and monitoring of the project, national social protection policies and strategies, and interviews (semi-structured individual and group interviews). Quantitative data came mainly from the project's monitoring system, whose annual reports made it possible to specifically assess the indicators in the results framework of the evaluated project.

37. The design and conduct of the evaluation mission was carried out through a participatory and inclusive approach to the extent possible. Thus, the sampling of key informants sought to be as comprehensive and representative as possible within the limits of the information available and the time allocated to the data collection phase. In addition, feedback on the preliminary analysis was scheduled for exchange and constructive analysis between the evaluation team and key stakeholders. In addition, the beneficiaries of the interventions were involved in the evaluation process during the focus groups.

### 7.3. DATA COLLECTION METHODS AND TOOLS

38. In terms of data collection, five (5) main methods were used. The stakeholders involved and the interview protocols used for these methods are provided (in **Appendices A.6 and A.7** respectively). The data collection methods used were:

- **The document/literature review:** The evaluation began with a document review based on the Dropbox link provided to the evaluators. It involved nearly 40 documents and allowed for a better understanding of the project evaluated based on the availability of project documents and documents produced during the implementation of the project evaluated. During the analysis phase, the document review was also used to assess the progress, constraints and obstacles that arose during its implementation. The list of documents consulted is provided in **Appendix A.8**.
- **Semi-structured individual interviews:** The individual semi-structured interviews (see list of interviewees in **Appendix A.9**) were conducted on the basis of an interview guide and with a sampling of key informants. The selection was based on the project's stakeholder mapping and prioritized by representativeness and the importance of the role played by each actor. Given the availability of the stakeholders, the interviews were conducted in a combination of face-to-face and virtual modes through social media channels that ensure the confidentiality of conversations through end-to-end encryption technology (Skype, WhatsApp, Zoom).
- **Focus Group Discussion (FGD):** conducted using group discussion guides in face-to-face mode with the beneficiaries of the interventions in the four (04) Moughataas (Selibaby, Ould Yengé, Ghabou and Wompou) of the Guidimakha region concerned by the data collection.

- **H Evaluation**, a participatory method used with groups of 6 to 8 children or youth (girls and boys separately) of the same age group, to collect information on the impact that the project interventions have had on their lives in terms of meeting needs met/unmet, unexpected outcomes;
- **Structured field visits and observations**: These involved structured participant observation in the social protection sectors (health, education, nutrition, etc.) in the context of service delivery points where certain project interventions are delivered or to inquire about the conditions in which beneficiaries make use of the interventions implemented in their community.

*Table 7.1: Summary of data collection methods and tools*

Méthods	Tools	Details
Document /Literature Review	<ul style="list-style-type: none"> <li>▪ National policy, program and strategy documents;</li> <li>▪ Sectoral statistical surveys and directories on social protection issues</li> <li>▪ Project design, implementation, monitoring and coordination documents</li> </ul>	Approximately 30 documents
Semi-structured interviews	<ul style="list-style-type: none"> <li>▪ Individual Interview Guide</li> </ul>	<ul style="list-style-type: none"> <li>▪ 35 stakeholder structures mapped;</li> <li>• 80 requests for interviews planned with stakeholder structures, including 26 for Area I, 26 for Area II, 13 for Area III and 15 for Area IV;</li> <li>• 52 individual interviews requested and 44 carried out (85% response rate);</li> <li>• 51 people concerned by the individual and group interviews (18% women-82% men)</li> </ul>
Focus Group Discussion (FGD)	<ul style="list-style-type: none"> <li>▪ Group Interview Guide</li> </ul>	34 FGDs planned for an effective realization of 25 FGDs (71%) in Selibaby, Ould Yengé, Ghabou, Wompou including : <ul style="list-style-type: none"> <li>- 10 youth FGDs between 18-24 years old (5 for boys and 5 for girls)</li> <li>- 7 female FGDs aged 25 years and older ;</li> <li>- and 8 male FGDs aged 25 years and older.</li> </ul>
H Evaluation	<ul style="list-style-type: none"> <li>▪ Evaluation Guide H</li> </ul>	32 Evaluation H sessions were planned for children and adolescents aged 3-17 years, with 24 sessions (75%) actually conducted in Selibaby, Ould Yengé, Ghabou and Wompou.
Visits and observations field visits	<ul style="list-style-type: none"> <li>▪ Participatory and structured observation guide on the living conditions of the population (beneficiaries and non-beneficiaries) and changes in the living conditions of beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• 18 observations of sites carried out out of 25 planned in Selibaby, Ould Yengé, Ghabou, Wompou, i.e. 72% of realization having concerned:                             <ul style="list-style-type: none"> <li>- 4 Schools benefiting from the school feeding program;</li> <li>- 10 stores included in the Tekavoul program;</li> <li>- 3 Infrastructure for access to drinking water;</li> <li>- 1 Infrastructure for access to sanitation services.</li> </ul> </li> </ul>

#### 7.4. SAMPLING STRATEGY

**39.** The mapping of implementing partners has helped identify different categories of partners on the basis of the project implementation plan between 2020 and 2022 (**Appendix A.10**). Thus, for the implementation of its interventions, different categories of partners have been mobilized, including:

- **The PUNOs:** UNICEF, ILO, WFP;
- **Governmental actors/institutions:** ANSADE, CNAM, CNDSTE, CNSS, CSA, CRD, CRESS, DGSNLE, ANSADE, MAEPSP, MASEF, MEFP, MENRSE, MFPT, MHA, MIDECE, MS ;
- **Financial partners:** WB; BMZ; IDB; ADB; IMF; EU; AFD; ENABEL;



- **National NGOs/CSOs:** Trade unions and employers' organizations, civil society organizations related to social protection;
- **International NGOs:** Terre des Hommes-Lausanne, Médecins du Monde, ACF, French Red Cross;
- **Other UNAs:** UNCT, IOM, UNDP, UNFPA.

40. Thus, this mapping of the project's stakeholder structures identified a total of 35, including 32 implementing partners and 3 strategic partners (UNICEF, ILO, WFP), which constituted our sampling frame for the individual interviews during the data collection phase.

41. Given the qualitative nature of the data collection activities during the field visits, the evaluation team recommended a purposive sampling approach presented in the table below. This approach helped to take into account the expectations expressed by the various stakeholders consulted during the inception phase (participatory approach) and allowed for the coverage of all four (4) Moughataas (Selibaby, Ould Yengé, Ghabou and Wompou) of the Guidimakha region.

*Table 7.2: Overview of Sampling Strategy for Stakeholders and Beneficiaries of Interventions Covered by Data Collection by Project Intervention Area*

Data collection tools	Sampling method	Number of stakeholders per project component				Breakdown by gender	
		AXIS 1	AXIS 2	AXIS 3	AXIS 4	Women	Men
Individual interview guides for key informants	Key informants within the partner/implementing structures identified according to their level of involvement and participation	26	26	13	15	By gender of identified stakeholders	
Focus group guide with beneficiary representatives (children under 17, youth between 18-24, elderly women and men over 25) from the communities	Sensible choice	32			34	By gender of stakeholders	
Evaluation Guide H with children 3-17 years old of community beneficiaries	Sensible choice	32			32	By gender of stakeholders	
Observation grid for service delivery infrastructures related to interventions	Sensible choice	15	8	2	25	-	

42. To this end, the target groups of beneficiaries of the interventions evaluated (children and adolescents aged 3-17 years, young people aged 18-24 years, women and men aged 25 years and over) who were to be consulted as part of this evaluation were selected according to the convenience sampling technique, i.e., based on their availability and accessibility at the time of the field visits. In other words, the samples of these target groups were selected at random from both the FGDs and the H-evaluations conducted in the localities visited (Ghabou, Ould Yengé, Selibaby and Wompou). Similarly, with regard to the choice of people to be interviewed, the "snowball"<sup>1</sup> method was also used among the beneficiaries.

43. It is also useful to highlight that 8 (eight) of the 18 (eighteen) project implementation communities were finally selected for data collection activities based on the following criteria

<sup>1</sup>According to the criteria, we identify a first respondent who, after an interview, recommends another respondent who, according to him, is able to provide us with more information, and so on.

- ✓ A representation of the Moughataas according to whether or not they were strongly supported by the project's interventions over the evaluation period (2020-2022);
- ✓ A geographical representation of the flagship interventions resulting from joint implementation or specific to a UNS agency according to the 4 axes of the project implemented;
- ✓ A representation of the intervention sites by commune of implementation according to the context of implementation in rural and/or urban areas taking into account the Moughataas considered;
- ✓ Accessibility of the intervention sites according to their location in rural and/or urban areas, taking into account accessibility in terms of security and road conditions.

### 7.5. DATA ANALYSIS AND QUALITY ASSURANCE

**44.** The data were analyzed using qualitative (content analysis) and quantitative (descriptive statistics) techniques. The team implemented an exploratory sequential triangulation approach as defined by Creswell en 2003<sup>2</sup>. The team initially collected and analyzed primarily qualitative data (individual/group interviews and focus group discussions). The team also conducted an analysis of quantitative data provided as part of the monitoring conducted throughout the implementation of the project between 2020 and 2022.

**45.** Specifically for the effectiveness criterion, secondary quantitative data from the project monitoring reports from 2020 to 2022 were used to inform the project's performance indicators relative to its results framework. In fact, the analysis of these indicators was supported by a performance rating system illustrated in the table below: it has a qualitative scale of values with three thresholds: a "High" threshold (at least 75% of the objective), a "Medium" threshold (at least 50%, but less than 75%), and a "Low-No" threshold (between 0 and 50%).

*Table 7.3: Performance Measures for Project Area Indicators (2020-2022)*

Level 3 Project focus areas		Level 2 Outputs contributing to the outcomes by project axis/pillar		Level 1 Output Indicators	
Project focus are (1-4)	Rating	Outputs (1-n)	Rating	Output indicators (1-n)	Rating

**46.** Finally, the overall analysis of the data collected was carried out on the basis of findings that were subjected to a triangulation process, i.e., a cross-comparison of the different data collection methods and a cross-checking of the information obtained from the different sources. The triangulation of recurring points of view made it possible to validate the main findings from which the main conclusions were drawn and recommendations proposed.

**47.** As part of the management of the evaluation, the process benefited from the support of an ERG that guaranteed the quality assurance of the evaluation. The team of consultants worked in collaboration with this ERG. Quality controls were included at all stages of the process through internal and external reviews of deliverables. As such, quality assurance on the mission's products was assured at several levels. Internally, the consulting team relied on its expertise and experience in similar assignments to develop appropriate methods, collect quality data, and conduct robust analyses. It regularly practiced self-contradiction to test the robustness of its analyses. This was done through regular internal meetings to review the progress of the assignment and to ensure that the assessment was being conducted in accordance with the quality standards established by the ToR and the inception report. Externally, through a dynamic process of review and validation of evaluation products, the ERG opted for participatory validation sessions for each of the deliverables produced by the evaluation team during the evaluation process.

**48.** Thus, the consulting team developed and implemented a quality control mechanism at three levels, (i) during the preparation of the evaluation mission, (ii) during the data collection phase, and (iii) during the data processing, analysis and reporting phase. These various controls carried out throughout the evaluation are listed below:

<sup>2</sup> Creswell, J. W. (2003). Research design: Qualitative, quantitative, and mixed methods approaches (2nd ed.). Thousand Oaks, CA: Sage

*Table 7.4: Quality Control Mechanism*

Phase	Control to be implemented	Person in charge of the control
Preparation of the mission and submission of the inception report	<ul style="list-style-type: none"> <li>▶ Produce an inception report following the UNGEI/UNICEF/WFP/ILO quality assurance criteria for the scoping report</li> <li>▶ Ensure that the inception report meets the UNGEI/UNICEF/WFP/ILO quality assurance criteria for the scoping report</li> </ul>	Team of consultants
Field data collection in face-to-face mode	<ul style="list-style-type: none"> <li>▶ Ensure that confidentiality, respect for the individual and beneficence are respected</li> <li>▶ Implement health precautions in response to COVID-19 during face-to-face interviews and focus groups in the field</li> <li>▶ Ensure that the data collection methodology used in the field corresponds to that agreed upon with the sponsors in the inception report</li> <li>▶ Use of tools validated by the evaluation sponsors</li> </ul>	Team of consultants
Data processing and analysis and report writing	<ul style="list-style-type: none"> <li>▶ Hide all confidential information in the collected data</li> <li>▶ Verify consistency of data/information collected</li> <li>▶ Follow UNEG/UNICEF/WFP/ILO quality criteria for reports:</li> <li>▶ Relevant evaluation policy documents and tools</li> <li>▶ UNEG/ UNICEF/WFP/ILO</li> <li>▶ Evaluation Report Compliance with UNEG/ UNICEF/WFP/ILO Standards</li> <li>▶ Evaluation Report compliance with UNICEF's Global Evaluation Reports Oversight System (GEROS) tool</li> </ul>	The consulting team and the Evaluation Manager/ERM
	<ul style="list-style-type: none"> <li>▶ Check that the report meets the UNEG/ UNICEF/WFP/ILO quality criteria</li> <li>▶ Verify that stakeholder comments are taken into account or that the reasons for not taking these stakeholder comments into account are presented</li> <li>▶ Request face-to-face and virtual Skype/Zoom/Teams discussion sessions with sponsors as needed if there are misunderstandings about certain comments made on the draft/final report</li> </ul>	The consulting team and the Evaluation Manager/ERM

## 7.6. ETHICAL CONSIDERATIONS AND EVALUATION PRINCIPLES

**49.** The entire evaluation process and methodology was built around the United Nations Evaluation Group (UNEG)<sup>3</sup> evaluation norms and standards and was guided by good evaluation practice. The evaluation team also relied on the guidelines established by the Organization for Economic Cooperation and Development's Development Assistance Committee's (OECD-CAD)<sup>4</sup> Quality Standards for Development Evaluation, the Guide to Ethical Research Involving Children<sup>5</sup>, and UNICEF's GEROS on ethical standards, data collection, and data analysis in evaluations.

**50.** Thus, in compliance with applicable laws on stakeholder protection when conducting interviews/discussions as part of the evaluation process, the evaluation team took care to ensure the anonymity and confidentiality of participants and also ensured that visual data were protected and used only for the agreed-upon purposes. Therefore, individuals' names were removed from the data and replaced with codes in the evaluation notes as needed. In fact, the consulting team took steps to ensure an ethical basis for the process and to protect interviewees and other sources of information.

**51.** Specifically for this evaluation, it was determined at the inception phase with all stakeholders that the involvement of children and youth in data collection would be considered under certain conditions. The evaluation team applied a number of

<sup>3</sup>UNEG (2017). Evaluation standards and rules. <http://www.uneval.org/document/detail/1914>

<sup>4</sup> OECD-CAD (2010). Quality standards for development evaluation, <https://www.oecd.org/dac/evaluation/dcdndep/44920384.pdf>

<sup>5</sup> Ethical Research Involving Children (2019). Ethical Guidance. <https://childethics.com/ethical-guidance/>

considerations, including the "do no harm" principle, before involving them in interviews or focus groups. For participants in the various interviews and FGDs, the team requested and obtained consents (**Section A.8. 8 of Appendix A.7**). In other words, the evaluation team endeavored to respect the principles and ethical standards defined by the United Nations Evaluation Group regarding anonymity and confidentiality, integrity, and also took into account the principle of independence in carrying out its mission.

52. It is therefore appropriate to point out that the views of women and men, as well as girls and boys, were sought through the organization of gender-segregated group discussions/ H-evaluation sessions. In contrast, during the individual interviews, there was a constant search for parity among the participants, which could not be achieved due to the scarcity of women in the partner/implementing structures.

53. Finally, the evaluation team ensured compliance with the principles and ethical standards defined by UNEG, indicated below, by carrying out the following actions

- **Anonymity and confidentiality:** The evaluation respected the rights of those providing information, ensuring their anonymity and confidentiality.
- **Accountability:** The evaluation team confirms the findings presented in the report, with any disagreements noted. The report accounts for any conflicts or differences of opinion that may have arisen among the consultants or between the consultants and the sponsors regarding the evaluation's findings and/or recommendations.
- **Integrity:** The evaluators are highlighted on issues that are not specifically mentioned in the ToR, in order to conduct a complete analysis of the project.
- **Independence:** The evaluation team ensured that members remained independent with respect to the project and that none of us were involved in its implementation or any other phase.
- **Incidents:** When challenges occurred during fieldwork or at any other time during the evaluation, they were reported immediately to the evaluation manager. The existence of challenges in the implementation of this evaluation cannot be used to justify the team's inability to achieve the results expected by the evaluation's sponsors.
- **Validation of Information:** The evaluation team has consistently ensured the accuracy of the information collected in the preparation of the reports and assumes responsibility for all information presented in this report.
- **Intellectual property:** In using the various sources of information, the evaluation team ensured that the intellectual property rights of the institutions and communities involved in the evaluation were respected.
- **Timeliness:** The reports were submitted within the agreed-upon time frame, and the evaluation team ensured that the reports met the standards stipulated in the terms of reference.

## 7.7. LIMITATIONS AND MITIGATION MEASURES

54. The following outlines the major limitations faced by the evaluation and details the mitigation measures adopted:

*Table 7.5: Limitations and Proposed Mitigation Strategies*

Limitations and constraints of the evaluation	Identified mitigation strategies
Lack of institutional memory preservation for project interventions implemented since 2020 that warranted that during the data collection phase, some stakeholders were no longer available or those who were could not have the details required for the evaluation.	Additional consultations were conducted with other stakeholders to fill in the gaps, including follow-up interviews where necessary.
Non-availability of key informants	- Contacts were made with the interviewers and the schedule provided in advance to sponsors (UNICEF/WFP/ILO)

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	<ul style="list-style-type: none"><li>- Prior to arriving at the interview site, communications were made to the respondents to confirm the interviews</li></ul>
Self-censorship or social desirability bias in the responses given by respondents in interviews	<ul style="list-style-type: none"><li>- It was fully explained to participants that the information collected is confidential and that the evaluation will therefore ensure stakeholder confidentiality</li><li>- The team has taken steps to ensure that individual respondents in a hierarchical working relationship are not interviewed or included in a group interview at the same time</li></ul>

## CHAPTER 8: PRELIMINARY FINDINGS AND CONCLUSIONS

**54.** This chapter discusses the results of the questions for each of the six criteria (relevance, coherence, effectiveness, efficiency, sustainability, equity, gender equality, and human rights) used in this evaluation of the "Development of an Integrated Social Protection Model in the Guidimakha Region of Mauritania" project.

### 8.1. RELEVANCE

#### Question to the evaluation criteria

**PEQ.1 To what extent is the Joint Social Protection Program appropriate and relevant to the creation of favorable conditions for the National Social Protection Strategy (NSPS) review process?**

#### Sub-questions to the evaluation criteria

- 1.1 To what extent have contextual factors (specificity of the different social protection programs) been taken into account in the design, implementation and adaptation of the integrated social protection model in the Guidimakha region?
- 1.2 To what extent do the axes of the Joint Integrated Social Protection Program respond to institutional needs at the central and decentralized levels in the Guidimakha region and how have they provided a relevant response to strengthening the social protection system?
- 1.3 To what extent do the activities of the Joint Program relate to the theory of change of the integrated social protection model and how do they guide the revision of the national social protection strategy document?
- 1.4 To what extent is the Joint Program's implementation plan consistent with the planned activities and expected results of the project document?
- 1.5 To what extent has the Joint Program been relevant in contributing to the acceleration of the SDGs in relation to social protection in the Guidimakha region?

**55.** The National Social Protection Strategy (NSPS, 2013) is the framework document for social protection that needed to be updated, due to a certain fragmentation in the field and a lack of conceptual clarity on the different dimensions of social protection and their interconnectivity. This situation has resulted in both institutional fragmentation and a lack of coordination at the national level in the area of social protection, which was highlighted by all the stakeholders of the Adaptive Social Protection System (ASPS) in Mauritania between 2018 and 2020. Moreover, an evaluation of the ASPS undertaken by WFP highlighted the fact that the contributions of social protection programs (such as cash transfers, temporary employment programs or weather-indexed social insurance), if well integrated into their implementation, could enable populations to adapt to climate change and reduce disaster risks.

**56.** Indeed, while it is true that interventions in social promotion and basic social services (health, nutrition, education, water and sanitation) have been implemented by both the Mauritanian government and its development partners, the context for their implementation has clearly improved. The fragmentations observed before the implementation of the FP (2020-2022) are now less evident. This is because the said JP (2020-2022) interventions have been designed as complementary elements of a single coherent set of social protection responses. However, the overall coverage and quality of these interventions remain limited, with uneven resources, scope and results. Finally, it has been observed that the different interventions under the JP (2020-2022) axes interact with each other. It should also be noted that the Social Registry<sup>6</sup> has made significant progress in relation to the implementation of the JP (2020-2022), which now favors better case management and consideration of populations at risk of exclusion in the existing Social Protection System (SPS) through the Social Registry.

**57.** The "Project for the Development of an Integrated Social Protection Model in the Guidimakha Region of Mauritania" was built around four (articulated and complementary) axes: (i) Articulation of productive safety nets (WFP); (ii) Promotion of social services (UNICEF); (iii) Deployment of social insurance schemes (ILO); and (iv) Feeding the national policy dialogue around the national vision for social protection (WFP, UNICEF, ILO). The project was concretized through the establishment of a national and regional social protection committee (under the direction and leadership of the Ministry of Economic Affairs and Promotion of Productive Sectors (MAEPSP)) in the wilaya of Guidimakha, as part of the project that

<sup>6</sup> An initiative supported by the World Bank since 2015 contributing to the establishment of a social protection system through the creation of a social register to give all social protection programs a mechanism to target the poor and most vulnerable in an efficient manner through the provision of cash transfers to extremely poor households.

laid a solid foundation for better articulation, coherence, responsiveness and inclusiveness in the existing social protection programs there.



Photo 8.1: Regional monitoring committee of the integrated social protection model in the Guidimakha wilaya

58. Indeed, from the point of view of many of the people consulted as part of this evaluation, the regional social protection committee in the wilaya of Guidimakha has been particularly effective in establishing and facilitating dialogue between different regional actors on different themes of the CP (2020-2022). This is reflected in these statements for example:

***"To date, social protection issues in Guidimakha are better known to all the primary actors and better understood by all through the initiative of setting up this regional committee. To this end, there is more collaboration and inter-action between certain regional services<sup>7</sup>."***

59. In addition, almost all of the actors interviewed emphasized that the JP (2020-2022) also allowed for a dialogue led by the UNSA on the issues of the articulation of social safety nets (Axis 1), the promotion of basic social services (Axis 2) and social insurance (Axis 3) to be conducted between state actors and those of civil society, under the coordination of the Guidimakha regional authorities. Indeed, the positive role of coordination with the support of the WFP, ILO and UNICEF through the JP concerning the pilot interventions is highlighted.

60. The Integrated Social Protection JP (2020-2022) has provided a relevant response to strengthening the social protection system. Although slowed by the emergence of COVID19 and the measures imposed to limit its spread, the activities in the project's initial implementation plan, built around the project's theory of change (**Appendix A.2**), were completed. These included: (i) the organization of periodic and technical meetings with the actors of the national and regional social protection committees, in order to engage in a real dialogue around the various existing Social Protection programs; (ii) the establishment of a mapping of existing social protection actors, in order to identify bottlenecks to the establishment of a solid social protection system; (iii) the assurance of a coordination and continuous information sharing role between the central and regional levels on the pilot activities implemented by the agencies and capitalize on lessons learned.

61. Thus, in relation to this last aspect of the activities carried out, it is possible to highlight innovative approaches to adaptive safety nets driven by the JP (2020-2022). These are related to: (i) the testing and scaling up of tools<sup>8</sup> for strengthening adaptive social safety nets, particularly in the context of food and health crises, and (ii) the creation of a new partnership dynamic around health coverage<sup>9</sup>. These two pilot initiatives will undoubtedly inform future adjustments to social protection systems and the extension of health coverage to those left behind. In this regard, it should be noted

<sup>7</sup> Individual interview, Guidimakha Regional Council; MAEPS/MASEF Regional Delegation, November 2022.

<sup>8</sup> In the case of the COVID19 response in 2020 in 12 communes of Guidimakha using CODEP's geographic targeting methodology and the social register for household targeting, pre-definition, transfer modalities and values, and calculation of rations based on household size.

<sup>9</sup> 300 people with disabilities were targeted for assistance under the health insurance pilot project for people with disabilities in Guidimakha. These received health insurance coverage from MASEF and the Caisse Nationale d'Assurance Maladie (CNAM) in January 2021.

that the availability of the indicators for SDG 1.3 for Mauritania in the World Social Protection Report was achieved by the JP based on the ILO social security survey. Similarly, it is worth noting that the pilot health insurance project for people with disabilities in Guidimakha under this second initiative has contributed to the acceleration of target 3.8 (SDG 3) in Mauritania. The other SDG targets targeted by the JP were only moderately (1.4; 5.1 and 10.4)<sup>10</sup> or weakly (17.14) achieved through the implemented interventions. Finally, the implementation of the JP has indeed provided a comprehensive overview of social protection data, in terms of contributory and non-contributory systems and the calculation of social security indicators<sup>11</sup>. This has allowed for the provision of priority recommendations and evidence related to accessibility and financial sustainability for the implementation of social protection in Mauritania. For several actors interviewed, the JP (based on the coordination of social protection programs and the evidence from implementation) has helped highlight the existence of tangible elements for updating the NSPS, providing it with a roadmap.

62. However, it was noted that the national program of social nets-Tekavoul-implemented by the General Delegation for National Solidarity and the Fight against Exclusion (Taazour) is not a stakeholder in the sessions of the regional committee of the project in the Guidimakha wilaya. Despite the fact that it has no representation at the regional level, it would be appropriate for it to be represented on the regional committee for social protection in the Guidimakha wilaya, given the important role it plays in the interventions implemented in this part of the country.

### Preliminary Conclusions

63. Relevance (PEQ.1): The evaluation notes that the JP (2020-2022) created a coordination platform at the central and regional levels that allowed state actors, civil society and UNSAs to (i) discuss protection challenges in Mauritania and Guidimakha, but also (ii) provide evidence (studies; pilot initiatives) to serve as a basis for future adjustments to the NSPS review process currently underway. To achieve this, it is important to note that the specificities of the different social protection programs were taken into account in the design, implementation and adaptation of the integrated social protection model in the Guidimakha region. The Social Register has made significant progress in relation to the implementation of the JP (2020-2022), which now favors better case management and consideration of populations at risk of exclusion in the Social Protection System (SPS) (Par: 55-57).

The activities in the initial project implementation plan, built around the project's theory of change, were carried out despite COVID19 and the measures imposed to limit its spread. These included: (i) the organization of periodic and technical meetings with the actors of the national and regional social protection committees, in order to engage in a real dialogue around the various existing Social Protection programs; (ii) the establishment of a mapping of existing social protection actors, in order to identify bottlenecks to the establishment of a solid social protection system; (iii) the assurance of a coordination role and continuous information sharing between the central and regional levels on activities with the agencies and capitalize on lessons learned (Par: 60)

The evaluation also notes with satisfaction that the JP (2020-2022) in Mauritania has contributed to the acceleration of two of the five initially targeted SDGs (SDG1 and SDG3) through targets 1.3 and 3.8, respectively. However, it was noted with regret the absence of stakeholders of the national program of social nets-Tekavoul-implemented by the General Delegation for National Solidarity and the Fight against Exclusion (Taazour) during the sessions of the regional committee of the project in the wilaya of Guidimakha. And, this in view of the role of great importance played by this body in the context of interventions it implements in this part of the country (Par: 61-62).

## 8.2. COHERENCE

### Question to the evaluation criteria

**PEQ. 2 To what extent has the Joint Social Protection Program proven to be adequate in its implementation mechanisms and has it created synergies among the implementing stakeholders?**

### Sub-questions to the evaluation criteria

2.1. To what extent has the implementation of the Joint Social Protection Program optimized coordination based on the comparative advantages of the three UN agencies?

2.2. To what extent does the social protection model contribute to the implementation of certain measures related to UN reforms?

2.3. To what extent and how has joint programming improved the coherence of the intervention?

<sup>10</sup> In June 2022, UNICEF deployed a public finance expert and two UN Volunteers to assist the Ministry of Finance, particularly the budget department, with budget analyses to provide better visibility of the budget by ministry and to highlight the share of the social protection budget available.

<sup>11</sup> Social Security Survey implemented by the ILO in 2020.



### 8.2.1. Optimizing the coordination of social protection interventions induced by the implementation of the Joint Program based on the comparative advantages of the 3 UN agencies

64. All the stakeholders interviewed are almost unanimous on the fact that the merging of the comparative advantages of the three UNSAs has greatly contributed to optimizing the coordination of social protection interventions brought about by the implementation of the Joint Program. Indeed, the UNSAs affirm that this optimization was possible thanks to:

- The organization of periodic and technical meetings with the actors of the national and regional social protection committees, allowing for a real dialogue on the various existing social protection programs;
- The availability of a mapping of social protection actors aimed at identifying bottlenecks in relation to the social protection interventions put in place;
- The continuous sharing of information (between the central and regional levels) on the pilot activities implemented by the agencies as well as the capitalization of lessons learned by the actors.

### 8.2.2. Contribution of the Joint Program to the implementation of the UN reforms

65. The implementation of the JP (2020-2022) has allowed the materialization of the New Way of Working (NWOW) through the identification of sectors and areas of convergence. This was done with a view to mobilizing all the partners in the same program of actions and interventions (those relating to social protection), in the same geographical area (in this case Guidimakha), for coordinated actions related to the theme of social protection. It is from this perspective that the evaluation notes that the JP (2020-2022) has offered the possibility of mainstreaming the UN reforms, while avoiding duplication of initiatives related to social protection in Guidimakha.

### 8.2.3. Improving the coherence of social protection interventions through the Joint Program

66. Evidence of the improved coherence of social protection interventions brought about by the JP (2020-2022) is provided particularly as an example by the study carried out in 2021 on improving the Social Register, co-financed by the World Bank, UNICEF and WFP. This study offers the Government the opportunity to systematically take into account all poor households that are vulnerable to shocks, based on the tools and methodologies developed. Thus, this study has enabled the establishment of procedures that are as reliable and efficient as possible, aimed at allowing the inclusion of groups of people who were previously excluded from the database, namely the disabled, children, etc. This has greatly strengthened the government's institutional capacity to use the Social Register for these interventions and has ensured that people with disabilities who are registered in the Social Register can continue to benefit from social protection services such as cash transfers and universal health coverage.

67. However, the interviews conducted with the stakeholders of the social protection bodies (regional/national committee) revealed dysfunctions that undermine the mechanisms for implementing social protection interventions. These dysfunctions are related to the regularity of the meetings of these bodies, as well as the level of participation/representativeness and the high professional mobility of these members, which does not always allow these bodies to play their role sufficiently as spaces for sharing information, knowledge, experiences, lessons learned and good practices, as several stakeholders<sup>12</sup> pointed out to us.

68. From the analysis of the bottlenecks that hinder the implementation of social protection interventions, the evaluation notes that: (i) actions related to the establishment of institutional memory to counteract job mobility, (ii) the budget allocated to these bodies and (iii) the need for a clear redefinition of the mandate of some of the stakeholders in these bodies must be taken into account.

69. In addition, the evaluation revealed the need to question the level of representativeness of stakeholders within the social protection bodies, such as the regional and national committees. Indeed, it was often reported that the participation of the focal points designated by the ministries in the social protection bodies (regional/national committee) was weak. Therefore, it is important that a decision at the strategic level (DCO in consultation with the heads of UNSAs and the ministries in these bodies) is clearly taken into account. Such a decision should help improve the commitment and effective and qualitative participation of the focal points in these bodies. So the argument often put forward by the focal points concerning the overload that contributing to the functioning of the regional and national committees would constitute in relation to their job description is obsolete. An argument justifying the fact that these focal points do not necessarily prioritize the work required and expected of them in the social protection bodies.

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<sup>12</sup>Individual Interviews, MASEF, MAESP, November 2022.

## Preliminary findings

70. Coherence (PEQ.2): The analysis of the coherence of the implementation mechanisms of the JP (2020-2022) established that the merging of the comparative advantages of the 3 UNSAs has greatly contributed to optimizing the coordination of social protection interventions in the Guidimakaha region (Par 64).

In addition, it should be noted that the JP (2020-2022) offered the possibility of operationalizing the UN reforms, while avoiding duplication of initiatives related to social protection in Guidimakaha. This has been possible through the identification of sectors and areas of convergence in order to mobilize all partners in the same program of actions and interventions (those related to social protection), in the same geographical area (in this case Guidimakaha), for coordinated actions related to the theme of social protection. (Par 50).

Evidence of the improved coherence of social protection interventions brought about by the JP (2020-2022) is provided particularly by the study conducted in 2021 on the improvement of the Social Register. Indeed, this study was able to: (i) highlight the bottlenecks that have hindered the implementation of the JP (2020-2022) interventions, (ii) provide the Government with tools and methodologies to systematically take into account all poor and shock-vulnerable households in the implementation mechanisms of the JP (2020-2022) interventions (Paragraph 66).

Finally, the evaluation highlights dysfunctions (the regularity of the holding of these bodies as well as the level of qualitative participation/representativeness and the high professional mobility of the said members) that undermine the mechanisms for implementing social protection interventions through the social protection bodies set up at the national and regional levels (Paras 67-69).

### 8.3. EFFECTIVENESS

#### Question to the evaluation criteria

PEQ.3 To what extent have the expected results of the Joint Social Protection Program been achieved and have they contributed to progress towards the strategic outcomes sought through its implementation?

#### Sub-questions to the evaluation criteria

- 3.1. To what extent have the expected results of the Joint Program been achieved in the Guidimakha region?
- 3.2. How has Joint Programming contributed to improved expected results/indicator levels compared to the previous implementation situation in JP for each agency?
- 3.3. How effective has the articulation across different social protection programs and services been in meeting the needs of vulnerable households? And what are the main factors influencing the provision/use of these services?
- 3.4. What are the unintended outcomes (positive and/or negative) of the Joint Program and how have these affected the achievement of outcomes during its implementation?
- 3.5. To what extent have the main challenges in the process of implementing the Joint Program been identified and how have they been addressed in order to optimize their impact on the achievement of expected results?
- 3.6. To what extent has the joint planning, analysis and design of this program contributed to the achievement of national social protection policy outcomes?

#### 8.3.1. Achievement of the expected results of the Joint Program in the Guidimakha region

71. The performance table (**Appendix A.11**) provides information on the level of performance of the indicators for each of the two (2) main expected outcomes and for the seven (7) expected outputs of the implementation of this integrated social protection project in the Guidimakha region. It also provides information on the major achievements recorded, thus making it possible to determine the level of performance obtained at the end of the implementation over the period evaluated.

72. These performances according to the results indicators thus obtained are summarized in Table 3.1 below. Thus, with regard specifically to Outcome 1 (*Improved effectiveness and efficiency in the delivery of social protection services in the Guidimakha region, through integrated, expanded, more accessible and inclusive social protection programs*), only one of the project's three outcome indicators has reached a satisfactory level of implementation. This is the outcome indicator related to SDG 1.3. Indeed, it is worth noting that this level of achievement is linked to the availability of the indicators for SDG 1.3 for Mauritania relating to the World Social Protection Report, made possible by the JP on the basis of the ILO survey on social security. On the other hand, the other two indicators (SDG 1.4 and 5.1) were only moderately highlighted through the interventions implemented in order to produce expected results with high impacts. Moreover, particularly with regard to SDG 5.1, for example, the interventions are largely insufficient in relation to the needs. In this respect, the actions of UNICEF and its partners, in particular MASEF, in support of the strengthening of the child protection system leave little doubt that actions need to be directed towards a larger number of people in order to generate significant results. These will have been in favor of: (i) the identification, orientation and integration of only 1,153 children in public schools, (ii) the

assistance to 100 children to access civil status services; (iii) the sensitization and training of more than 200 people on Essential Family Practices (EFPs).

**73.** Regarding Outcome 2 (*Central and local institutions ensure more effective and transparent conduct of public policies*), none of the 2 indicators (10.4<sup>13</sup>; and 17.14) of the project's results has reached a satisfactory level of implementation. Indeed, despite the fact that in June 2022, UNICEF deployed a public finance expert and two UN volunteers to assist the Ministry of Finance with budget analyses aimed at providing better visibility of the budget by ministry and highlighting the share of the social protection budget available, the interventions related to SDG 10.4 were not able to produce the expected results. Thus, the objective sought through SDG 10.4 relating to the adoption of policies, in particular fiscal, wage and social protection policies to achieve greater equality, has not been achieved. Worse, the search for concrete actions in support of this goal during the implementation of the JP (2020-2022) has yielded almost no such results. On the other hand, the evaluation notes that progress has been made in terms of the positive evolution of the indicators of SDG 17.14. Indeed, through advocacy actions with all sectors and institutions, the JP (2020-2022) has strongly initiated awareness-raising actions aimed at a better integration of people with disabilities in the Social Register and the CNAM within the framework of the universal health care delivery system. This action has contributed to the integration between policies and institutions in charge of social policies; and this, notably through the strengthening of the collaboration between MASEF, CNAM and ILO specifically on the issue of health care provision for people with disabilities.

Table 8.1: Level of Implementation of Outcome Indicators for the Project Evaluated over the Period (2020-2022)

Outcome 1: Improved effectiveness and efficiency in the delivery of social protection services in the Guidimakha region through integrated, expanded, more accessible and inclusive social protection programs.			
Level <sup>14</sup> of achievement of outcome indicators	H	M	L
<b>Outcome indicator 1.1:</b> Implement nationally appropriate social protection systems and measures for all, including social protection floors, and by 2030, ensure substantial coverage of the poor and vulnerable (SDG 1.3)			
<b>Outcome indicator 1.2 :</b> By 2030, ensure that all women and men, especially the poor and vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other property, inheritance, natural resources, appropriate new technologies, and financial services, including microfinance (SDG 1.4)			
<b>Outcome indicator 1.3:</b> End all forms of discrimination against all women and girls everywhere (SDG 5.1)			
Outcome 2: Central and local institutions ensure a more efficient and transparent conduct of public policies			
Level of achievement of outcome indicators	H	M	L
<b>Outcome 2.1:</b> Adopt policies, in particular fiscal, wage and social protection policies, and progressively achieve greater equality (SDG 10.4)			
<b>Outcome 2.2:</b> Enhanced policy coherence for sustainable development (SDG 17.14)			

### 8.3.2. Achievement of the Joint Program output indicators in the Guidimakha region

**74.** The performance of the 7 JP (2020-2022) outputs is measured through 11 (eleven) indicators as presented in Table 3.2 below. Examination of this table shows that out of the 7 outputs, 4 (57%) have at least one indicator with high performance ( $\geq 75\%$ ), reflecting the fact that 5 out of 11 (or 45%) output indicators have high performance. They are related to the:

- Number of programs implemented in Guidimakha that adopt complementary and gender-sensitive targeting and transfer modalities (**Output Indicator 1.1.2**);
- Establishment of a referral mechanism to improve access to basic social services and demand creation among vulnerable populations (**Output Indicator 1.3.1**);
- Actuarial studies and other technical reports submitted and approved by national authorities (Output Indicator 2.1.1);

<sup>13</sup> In June 2022, UNICEF deployed a public finance expert and two UN volunteers to assist the Ministry of Finance, particularly the budget department, with budget analyses to provide better visibility of the budget by ministry and to highlight the available social protection budget.

<sup>14</sup> **Caption:**

High (H): over 75%	Medium (M): Between 50-75%.	Low (L): Less than 50%.
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- Project scorecard established (**Output Indicator 2.2.1**);
- Hands-on operation of the revision of the NSPS (**Output Indicator 2.2.2**).

75. The major achievements that made it possible to reach this level of performance are highlighted below:

- The level achieved for output indicator 1.1.2 is related to the non-exhaustive number of social protection programs, including: Tekavoul, El Maouna, EMEL, government and non-government food or cash assistance during the lean season, and school feeding;
- Regarding the level achieved for output indicator 1.2.1, it refers to the effective implementation of the social referral system enabled by the JP (2020-2022). Indeed, this social referral system has enabled the mapping of social services in order to identify the specific needs of children living in households benefiting from social protection programs, and thus to establish a connection mechanism between the supply of and demand for the provision of social services in the Guidimakha community;
- The validation in 2021 of surveys conducted by the ILO ((i) the study on obstacles and challenges to access to social protection, particularly in livestock farming in Guidimakha; (ii) the study on the feasibility of health insurance for workers in the informal economy in Guidimakha; (iii) the Social Security Survey) and the joint study on the social register (UNICEF-WFP-WB) establishes the satisfactory level of **output indicator 2.1.1**;
- The roadmap for updating the NSPS submitted to the Prime Minister optimizes the operations of the NSPS revision and sets the satisfactory level for **Output Indicator 2.2.2**.

Table 8.2: Level of Implementation of Output Indicators for the Project Evaluated over the Period (2020-2022)

Outcomes	Outputs	Indicators	Level <sup>15</sup> of implementation of output indicators
<b>Outcome 1: Improved effectiveness and efficiency in the delivery of social protection services in the Guidimakha region through integrated, expanded, more accessible and inclusive social protection programs.</b>	<b>1.1</b> Better articulation and piloting of the different components of an integrated safety net package in Guidimakha, in a way that deliberately supports women's choice and empowerment	1.1.1 Validation of the principle of the integrated safety net model developed and approved for testing, demonstrating a shared vision and taking into account gender considerations	High (H)
		1.1.2 Number of programs implemented in Guidimakha that adopt complementary and gender-sensitive targeting and transfer modalities <sup>16</sup> .	Medium (M)
	<b>1.2</b> Increased responsiveness, inclusion and relevance to the social register, including for the most vulnerable women, men, boys and girls;	1.2.1 Standard procedures are developed and approved by the Social Registry and user programs to address user feedback and ensure the inclusion of the most vulnerable women, men, boys and girls.	High (H)
		1.2.2 Standard procedures for user feedback and inclusion of the most vulnerable women, men, boys and girls are being tested in the Gudimakha region	High (H)
	<b>1.3</b> Improved capacity of vulnerable populations to access basic social services (both in terms of quality and quantity), including women, men, boys and girls;	1.3.1 Percentage (%) of vulnerable population with access to basic social services in Guidimakha	Low (L)
		1.3.2 Establishment of a referral mechanism to improve access to basic social services and demand creation among vulnerable populations	Medium (M)
	<b>1.4</b> Increased household knowledge of existing basic social services and their	1.4.1 Number of vulnerable households (including female-headed households)	Low (L)

<sup>15</sup>Caption:

High (H) : Over 75%	Medium (M) : between 50-75%	Low (L) : Less than 50%
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<sup>16</sup> The non-exhaustive list of social protection programs includes: Tekavoul, El Maouna, EMEL, government and non-government food or cash assistance during the lean season, school feeding, and food aid for goods (government and non-government).

	access conditions as well as essential family practices, child protection and gender equity concepts;	benefiting from safety nets in the Guidimakha region	
	1.5 Review, adaptation and testing of social security program tools and procedures to extend contributory social security schemes (including community-based schemes) to the rural/informal sector in Mauritania.	1.5.1 Proportion of the population covered by social protection floors/systems, by gender, distinguishing between children, the unemployed, the elderly, the disabled, pregnant women, newborns, victims of work accidents, the poor and the vulnerable (SDG 1.3.1)	
<b>Outcome 2: Central and local institutions ensure a more efficient and transparent conduct of public policies</b>	2.1 Gender-specific evidence generated and lessons learned from implementation of the integrated social protection model (for replicability and scaling up)	2.1.1 Actuarial studies and other technical reports submitted and approved by national authorities	
		2.1.2 Project dashboard established	
	2.2 Improved dialogue and coordination on social protection at all levels	2.2.1 Operation of the NSPS review	

**Source:** Developed based on data from the 2021 Annual and 1st Semester 2022 JP Reports

### 8.3.3. Overall Performance of Joint Program Outcomes/Outputs

76. The overall performance for each of the Outcomes/Outputs here considered is obtained by making the ratio of the number of Outcome/Output indicators judged to be of high performance to the total number of Outcome/Output indicators concerned. If this ratio is less than 75%, then the overall performance of the Outcome/Output will be judged "insufficient/unsatisfactory" while if it is above this threshold, the overall performance is said to be "sufficient/satisfactory".

77. The table below summarizes the overall performance of the Outcomes/Outputs of the project evaluated. It shows that the JP (2020-2022) as a whole has a low level of performance (45%), which is unsatisfactory. Indeed, only 5 out of 11 output indicators show a high level of performance. However, the level of performance was considered sufficient for the project's Outcome 2.

Table 8.3: Overall Performance Status of JP Outcomes/Outputs (2020-2022)

Outcomes /Outputs	Outcome/Output Indicators (2020-2022)				Overall status
	Total number	Level of performance reached			
		Low	Medium	High	
<b>Outcome 1: Improved effectiveness and efficiency in the delivery of social protection services in the Guidimakha region through integrated, expanded, more accessible and inclusive social protection programs</b>	8	2	4	2	<b>Low (25%)</b>
1.1 Better articulation and piloting in Guidimakha of the different components of an integrated safety net package, in a way that deliberately supports women's choice and empowerment	2	-	1	1	Medium (50%)
1.2 Increased responsiveness, inclusion and relevance to the social register, including for the most vulnerable women, men, boys and girls;	2	-	2	-	Low (0%)
1.3 Improved capacity of vulnerable populations to access basic social services (both in terms of quality and quantity), including women, men, boys and girls;	2	1	-	1	Medium (50%)
1.4 Increased household knowledge of existing basic social services and their access conditions as well as essential family practices, child protection and gender equity concepts;	1	1	-	-	Faible (0%)
1.5 Review, adaptation and testing of social security program tools and procedures to extend contributory social security schemes (including community-based schemes) to the rural/informal sector in Mauritania.	1	-	1	-	Low (0%)
<b>Outcome 2: Central and local institutions ensure a more efficient and transparent conduct of public policies</b>	3	-	-	3	<b>High (100%)</b>

2.1 Gender-specific evidence generated and lessons learned from implementation of the integrated social protection model (for replicability and scaling up)	2	-	-	2	High (100%)
2.2 Improved dialogue and coordination at all levels on social protection	1	-	-	1	High (100%)
<b>Total</b>	<b>11</b>	<b>2</b>	<b>4</b>	<b>5</b>	<b>Low (45%)</b>

**Source:** Developed based on data from the 2021 Annual and 1st Semester 2022 JP Reports

### 8.3.4. Effectiveness of the JP in meeting the needs of vulnerable households and the main factors influencing the provision/use of these services.

78. The implementation of the JP (2020-2022) has allowed the needs of vulnerable households to be taken into account. To this end, the following data from the annual progress reports of the JP (2020-2022) can be highlighted:

- With UNICEF support, 47,808 children (24,857 boys and 22,948 girls) in Guidimakha were screened for malnutrition and given vitamin A and deworming supplements. Also, 14,301 mothers received training on the early detection of malnutrition, danger signs and the brachial perimeter technique. Also, through the intermediary of community workers trained for this purpose, 15,696 pregnant women have benefited from the integrated infant and young child feeding program (ANJE) during training sessions organized in health posts and centers. For the communities we met, the outreach of the services to them through the community workers is dependent on their commitment to participate in the screening sessions for malnutrition as well as the vitamin A supplementation sessions organized;
- MASEF identified and referred 1,990 children with specific protection needs. In this regard: (i) 71 children without birth certificates were registered; (ii) 45 children with specific protection needs received psychosocial support (counseling and monitoring); (iii) 58 children received medical care; (iv) 10 children received food and clothing kits. With regard to specific protection needs, it appears from the interviews and focus group discussions within the communities that the implementation of the referral mechanism at the regional level has greatly contributed to improving access to basic social services and to creating demand among vulnerable populations. It is now easier for certain institutional actors, such as the NGO Terres des Hommes, to interact smoothly with children with special protection needs, which was not easy before the referral mechanism was set up at the regional level;
- The Caisse Nationale d'Assurance Maladie (CNAM) has registered 208 men and 122 women eligible for its health care package in the 18 communes of Guidimakha. However, the use of this modality by the eligible people we met is still problematic, as they do not have enough information about the use of the CNAM card that is allocated to them. In addition, it is true that the equipment of the rural health centers visited does not facilitate access to care for these CNAM card holders;
- With the support of UNICEF and its partners, 1,153 out-of-school children (47% girls) were identified and re-enrolled in school. They received school kits and participated in accelerated learning programs in Arabic, French, arithmetic, reading and writing.

### 8.3.5. Challenges to the implementation of the Joint Program and mitigation measures to optimize the effects on the achievement of the expected results

79. In its implementation, four types of factors highlighted below posed challenges to the achievement of the expected results.

- (i) By all accounts, COVID-19 was the challenge that the JP (2020-2022) faced during its implementation. As such, two trends were observed in the opinion of stakeholders. However, with the adjustments made to take COVID-19 into account, the effect of this pandemic on the implementation of the JP remains to be put into perspective, depending on the level of intervention of the project's actors.
  - At the stakeholder level of the National Social Protection Implementation Committee of the JP (2020-2022):

Indeed, support to the national response to the COVID-19 pandemic consisted of making appropriate adjustments to the COVID-19 pandemic situation so that the implementation of the JP (2020-2022) provided an opportunity to demonstrate the relevance and scalability of the safety net modalities adapted to shocks in Mauritania. So, given the context of COVID-19, funding for the JP (2020-2022) was reallocated to the response to COVID-19 in 2020, allowing for the implementation of shock-adapted safety net interventions in Mauritania. It is in this regard that COVID-19 was seen as beneficial, as described below:

**“COVID-19 was an opportunity because it allowed for reprogramming of funding for safety net interventions adapted to the shocks in Mauritania to address the response to this pandemic. This reprogramming allowed the introduction of funds from the JP (2020-2022) that have proven essential in the implementation of activities related to the COVID-19 situation in Mauritania and particularly in Guidimakha.<sup>17</sup>”**

- At the operational and regional JP implementation level (2020-2022):

Operational actors implementing the project at the regional level report that the emergence of COVID19 and the measures imposed to limit its spread have negatively impacted the implementation of the JP as they have led to a disruption of the activities of the initial implementation plan of the JP (2020-2022) visible through :

- A slowdown or even a complete shutdown of activities. At least over a period of 10 to 12 months between the second quarter of 2020 and mid-2021;
- The holding of the first meeting of the regional committee that could not be held until December 1, 2021, well after the effective start in 2020 of the JP (2020-2022);
- A reorganization (both in terms of number and frequency) of the holding of downstream activities from the central level to the regional level (supervision, sensitization, training activities) especially between the second quarter of 2021 and the first quarter of 2022;

These remarks collected in the field and reported below are quite illustrative of the situation described above:

**“COVID-19 has had an impact on the flow of activities, with activities related to the project almost coming to a halt, which was strongly felt in the cycle of meetings held with the actors in the region through the regional committee that had been set up, with the implementation of barrier measures as advocated by the central authorities.<sup>18</sup>».**

- (ii) The late recruitment (during June 2021) after the start of the implementation of a National SDG Social Protection Consultant in the Guidimakha wilaya coupled with the delay in the development of the project action plan;
- (iii) Lack of awareness of the concept of social protection among regional actors. As such, the organization of an awareness-raising workshop on social protection coupled with the presentation of the results of the JP (2020-2022) Social Safety Net Study in the Wilaya will prove to be essential activities to enable stakeholders to be better educated on social protection.
- (iv) The job-related mobility of the stakeholders of the regional social protection committee set up in the Wilaya did not necessarily facilitate the appropriation and monitoring of the activities of this body in a context of reshuffling of the Wali himself

### 8.3.6. Adequacy of the institutional monitoring-evaluation and reporting system to provide data and evidence to assess the level of implementation of the JP (2020-2022)

80. From the analysis of the functioning of the project's institutional M&E system, the evaluation noted that the assessment of this system is relatively mixed in its ability to assess the project's achievements through the indicators of the results framework.

81. Thus, the analysis of the JP (2020-2022) results framework identified technical weaknesses listed below, requiring a review of the project results framework:

- The absence of a baseline situation for the outcome/output indicators of the JP (2020-2022) results framework does not allow for a relevant and fair assessment of the level of efforts made to achieve the expected results at the end of the implementation of project interventions;
- The formulation of the indicators is not always SMART<sup>19</sup> and also does not facilitate the measurement of their relevance ;
- The determination of final targets for the implementation of the JP (2020-2022), some of which appear to have been set on bases that do not take into account objectively verifiable evidence/results. Thus, the determination of certain targets for some indicators of the Sub-Components of the JP (2020-2022) has still not proved objectively verifiable (lack of legibility and traceability). A lack of legibility and traceability in the determination of indicator

<sup>17</sup>Individual interview, MAEPS, MASEF, November 2022.

<sup>18</sup>Individual interview, Guidimakha Regional Council/National Consultant SDG Found, November 2022.

<sup>19</sup>SMART : Specific, Measurable, Achievable, Relevant, Timebound

targets that does not allow for an assessment of their appropriateness, including whether they are less or too ambitious.

**82.** The evaluation also highlighted shortcomings in the functioning of the institutional monitoring-evaluation mechanism of the JP (2020-2022), requiring action that should lead to the availability of at least one M&E plan that includes a global monitoring matrix of indicators linked to the entire chain of project interventions. The weaknesses in the functioning of the institutional monitoring-evaluation mechanism of the JP (2020-2022) identified during the evaluation are the following:

- The lack of an M&E plan (sources, collection methods, definition, target and baseline) for the JP indicators (2020-2022) and the overall matrix for monitoring the indicators from year to year of the project ;
- The indicators in the JP (2020-2022) results framework do not cover the entire chain of interventions and do not capture all of the project's interventions. Indeed, although taken into account at the design stage in the JP (2020-2022) interventions, it was not noted that JP (2020-2022) indicators disaggregated by equity and gender were available at the end of project implementation. Section 4.6 elaborates on this aspect ;

**83.** Also, in parallel, the reporting of the JP (2020-2022) through the semi-annual/annual reports although was considered insufficient. Indeed, the available annual reports are mainly descriptive and focused almost exclusively on communication logic on the implementation of the JP (2020-2022). In no way do these semi-annual and annual reports take into consideration the rates of progress in achieving the JP (2020-2022) outcome/output indicators, but rather are centered on a sharing and accountability exercise, showing the overview of interventions implemented and beneficiaries reached out. Also, there has been a lack of uniformity in these semi-annual and annual reports which, from year to year, have been done under different frameworks. In fact, collecting data from these reports proved to be an extremely tedious exercise for the evaluation team.

### Preliminary Findings

**84. Effectiveness (PEQ.3):** The assessment of the achievement of the expected results of the JP (2020-2022) in the Guidimakha Region shows that: regarding the improvement of effectiveness and efficiency in the delivery of social protection services in the Guidimakha Region (Outcome 1), only the outcome indicator related to SDG 1.3 was achieved with a level of implementation deemed satisfactory. On the other hand, with regard to the effectiveness and transparency of public policies through central and local institutions (Outcome 2), none of the two outcome indicators (SDG 10.4 and 17.14) was achieved with a satisfactory level of implementation. However, it should be noted that progress has been made in terms of positive changes in the outcome indicators related to SDG 17.14.

Also, the evaluation notes that 11 (eleven) indicators have been used to measure the performance of the JP outputs (2020-2022). The assessment of the achievement of output indicators reports that, 4 out of 7 outputs (i.e. 57%) have at least one indicator with high performance ( $\geq 75\%$ ), reflecting the fact that 5 out of 11 (i.e. 45%) output indicators have high performance. These 5 output indicators relate to: 1.1.2 (Number of programs implemented in Guidimakha adopting complementary and gender-sensitive targeting and transfer modalities), 1.3. 2 (Establishment of a referral mechanism to improve access to basic social services and demand creation among vulnerable populations), 2.1.1 (Actuarial studies and other technical reports submitted and approved by national authorities), 2.1.2 (Project scorecard established) and 2.2.1 (Operationalization of the NSPS revision) . A situation that reflects a low level of performance (45%), thus unsatisfactory, from the implementation of the JP (2020-2022) (Par: 72-75)

The evaluation is also pleased to note that the interventions implemented have been targeted at vulnerable populations. In this regard, it is noted that thanks to the JP (2020-2022), 47,808 children (24,857 boys and 22,948 girls) in Guidimakha were screened for malnutrition and received vitamin A and deworming supplements; 14,301 mothers received training in the early detection of malnutrition, danger signs and the brachial perimeter technique; 15,696 pregnant women benefited from the integrated ANJE program. Most importantly, the JP (2020-2022) will have resulted in 208 eligible men and 122 eligible women being registered for the CNAM care package in the 18 communes of Guidimakha (Par: 78).

Also, it should be noted that COVID-19 was the major challenge that the JP (2020-2022) had to face during its implementation. This pandemic resulted in a reallocation of funding to address an adequate response to its occurrence in 2020, but also a delay in the development of the project action plan as well as a slowdown in the JP (2020-2022) implementation plan. In addition, the evaluation highlighted three (3) other challenges, not the least of which the JP (2020-2022) had to face: (i) the rather late recruitment (during June 2021) of the only National Social Protection Consultant (SDG) in charge of the project's implementation at the regional level; (ii) the lack of knowledge of the concept of social protection itself by the actors at the regional level; and (iii) the job-related mobility of the members of the Regional Social Protection Committee (Par: 79).



Finally, regarding the adequacy of the institutional M&E and reporting arrangements to provide data and evidence during the implementation of the JP (2020-2022), the following findings are identified by the evaluation (Par: 71-83):

- Weaknesses in the capacity of the project's institutional M&E system to assess the project's achievements through the indicators in its results framework. And thus taking into account the technical weaknesses of the results framework of the JP (2020-2022) having traced among others, an absence of baseline for some indicators of Outcomes/Outputs of the results framework of the project, a formulation of the indicators of Outcomes/Outputs of the project not reflecting the required SMART feature;
- The weak reporting capacity of the project through the semi-annual/annual reports which, although regular, remain mainly descriptive, do not provide information on the rate of progress in achieving the outcomes/output indicators of the JP (2020-2022) and lack uniformity following a common framework since the beginning of the project implementation.

## 8.4. EFFICIENCY

### Question to the evaluation criteria

**PEQ.4 To what extent has the joint social protection program had sufficient resources (human and financial) in quality and quantity to achieve the expected results?**

### Sub-questions to the evaluation criteria

4.1. To what extent have human (quality and quantity) and financial (sufficient and timely) resources been adequate to ensure the availability and quality of integrated social protection services? What were the costs, including funds and in-kind support?

4.2. To what extent has the organizational structure in place and the collaboration and contribution of the involved ministries ensured the hands-on operation of an integrated social protection model, as developed in this Joint Program? What more could be done to improve?

4.3. To what extent is the use of financial resources for component 1, 2 and 3 of the Joint Program consistent with the level of performance of the results achieved for each of these components, given the budget envelope planned/mobilized?

**85.** In order to assess the efficiency of the JP (2020-2022), this section examines: (i) the level of human and financial resources mobilized; (ii) the execution and proper management of these resources. It also conducts (iii) an analysis of the cost of the activities undertaken by the JP (2020-2022), in order to determine their efficiency in relation to the results achieved by the implementation of the project over the period evaluated.

### **8.4.1. Mobilization and adequacy of human/financial resources for the implementation of the Joint Program**

#### *8.4.1.1. Human and technical Resources*

**86.** The evaluation notes a strategic choice of project implementation partnerships made up mainly of government structures that are part of the social protection system in Mauritania. This strategic choice was made primarily on the basis of an integrated and holistic approach among the stakeholders of the JP (2020-2022); this contributed greatly to the fact that each of these stakeholders, in its area of competence, mobilized adequate human and technical resources within the framework of the JP (2020-2022). This perception is also evident in the case of the other strategic stakeholders under the responsibility of the UNDP (ILO, UNICEF, WFP) as well as those from the NGOs/CSOs (Terre des Hommes; Medicos del Mundo; Action Contre la Faim; ONG Actions; Association des Handicapés du Guidimakha), who are almost unanimous about the relevance of the human and technical resources mobilized by the JP (2020-2022).

**87.** However, just like the lack of material resources (lack of means of transport), the lack of human resources dedicated to the implementation of the JP (2020-2022), in particular the recruitment of a single national consultant, was criticized, given the scope of the project and the objectives assigned to it during its development. To date, a project team exclusively dedicated to the implementation of the JP (2020-2022) has not been established at the regional level. For the stakeholders interviewed, this situation did not facilitate availability and responsiveness of the sole consultant in charge of this project, when capacity building needs or specific requests arose.

**« Although it is true that the national consultant was available at the time of project implementation, he seemed to be overwhelmed at times by the magnitude of the requests, given that a project team did not exist at the Guidimakha level<sup>20</sup> »**

#### *8.4.1.2. Financial Resources*

**88.** For the implementation of the project, the financial resource requirements from the SDG funds were estimated in the original project document at US\$2,000,000 (Table 4.1). The differences in the breakdown of this estimated allocation were relatively small from one UNSA to another. WFP provided 33 percent (US\$660,000) of the planned allocation, UNICEF 31 percent (US\$627,095), and ILO 36 percent (US\$712,906). However, taking into account the additional budgets contributed by the UNSAs themselves, the analysis of the breakdown of the projected allocations of funds for the implementation of the project shows disparities according to the contributors considered. Thus, we note that WFP and UNICEF (50% and 47% respectively) are expected to contribute almost the entire additional budget estimated at US\$ 8,091,583, while the ILO's contribution represents less than 3% (US\$ 200,000).

<sup>20</sup> Individual interview, Conseil Régional du Guidimakha; Délégation Régional du MAEPS/MASEF, November 2022.

89. In addition, as part of the implementation of the project, a budget revision was carried out with the support of the General Secretariat of the SDG fund (Table 4.2). This budget revision increased the projected allocation of project implementation funds from 33% to 37% for WFP, from 31% to 28% for UNICEF and from 36% to 34% for ILO.

90. In particular, the stakeholders interviewed did not see any evidence of financial resources being made available that would lead to inadequate implementation of the project's actions. Moreover, there was almost unanimous agreement among the stakeholders that the funds made available for the project were in line with the budget forecasts.

*Table 8.4: Initial Allocations of JP Implementation Financial Resources (2020-2022) by UNSA*

UNDG BUDGET CATEGORIES	WFP		UNICEF		ILO		TOTAL	
	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)
1. Staff and other personnel	416 667	4 085 916	140 000	3 805 667	185 067	200 000	741 734	8 091 583
2. Supplies, Commodities, Materials	22 404		10 000		0		32 404	
3. Equipment, Vehicles, and Furniture	0		0		9 000		9 000	
4. Contractual services	90 000		71 112		411 000		572 112	
5. Travel	20 000		15 000		20 000		55 000	
6. Transfers and Grants to Counterparts	20 000		302 897		0		322 897	
7. General Operating and other Direct Costs	50 648		47 061		41 200		138 909	
<b>Total Direct Costs</b>	<b>619 719</b>				<b>586 070</b>			
8. Indirect Support Costs (Max. 7%)	40 281		41 025		46 639		127 945	
<b>TOTAL Costs</b>	<b>660 000</b>		<b>627 095</b>		<b>712 906</b>		<b>2 000 000</b>	<b>-</b>
<b>1st year</b>	<b>297 000</b>		<b>277 991</b>		<b>320 808</b>		<b>895 799</b>	<b>0</b>
<b>2nd year</b>	<b>363 000</b>		<b>349 103</b>		<b>392 098</b>		<b>1 104 201</b>	<b>0</b>

Source : Social Policy Section, UNICEF Mauritania, November 2022

*Table 8.5: JP Implementation Financial Resource Reallocations (2020-2022) by UNSA*

REVISED UNDG BUDGET CATEGORIES	WFP		UNICEF		ILO		TOTAL	
	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)
1. Staff and other personnel	390 000	4 085 916	140 000	3 805 667	282 226	200 000	812 226	8 091 583
2. Supplies, Commodities, Materials	150 000		10 000		11 881		171 881	
3. Equipment, Vehicles, and Furniture	14 669		0				14 669	
4. Contractual services	60 000		71 112		259 850		390 962	
5. Travel	20 000		15 000		22 440		57 440	
6. Transfers and Grants to Counterparts	10 000		250 935		18 818		279 753	
7. General Operating and other Direct Costs	57 376		47 061		41 070		145 507	
<b>Total Direct Costs</b>	<b>702 046</b>				<b>534 108</b>			
8. Indirect Support Costs (Max. 7%)	45 633		37 388		44 540		127 560	
<b>TOTAL Costs</b>	<b>747 679</b>		<b>571 496</b>		<b>680 825</b>		<b>2 000 000</b>	<b>-</b>
<b>1st year</b>	<b>297 000</b>		<b>277 991</b>		<b>320 808</b>		<b>895 799</b>	<b>0</b>
<b>2nd year</b>	<b>450 679</b>		<b>293 504,1</b>		<b>360 017</b>		<b>1 104 200</b>	<b>0</b>

**Source:** Social Policy Section, UNICEF Mauritania, November 2022

91. Specifically, the contribution of the SDG funds, estimated at US\$2,000,000, can be broken down into the five outputs of the JP (2020-2022) as follows:

*Table 8.6: Breakdown of SDG Funds in the Initial Budget by Joint Program Output (2020-2022)*

JP outputs (2020-2022)	Amount provided by SDG funds (in US\$)
<b>Output 1.1:</b> The different components of an integrated safety net are better articulated and piloted in Guidimakha, in a way that deliberately supports women's choice and empowerment	400 000
<b>Output 1.2:</b> Increased responsiveness, inclusiveness and relevance of the social register, including for the most vulnerable women, men, boys and girls	260 000
<b>Output 1.3:</b> Improved capacity of vulnerable populations to access basic social services (in qualitative and quantitative terms), including women, men, boys and girls	190 000
<b>Output 1.4:</b> Increased household knowledge of existing basic social services and their access requirements as well as essential family practices, child protection and gender equity concepts	286 685
<b>Output 1.5:</b> Social security program tools and procedures reviewed, adapted and tested to extend contributory social security schemes (including community-based) to the rural/informal sector in Mauritania	475 000
<b>Output 2.1:</b> Gender-sensitive evidence is generated and lessons are learned from the implementation of the integrated social protection model (especially for replicability and scaling up) <i>with \$71,112 allocated to the establishment of an M&amp;E system and used to monitor progress</i>	339 112
<b>Output 2.2:</b> Improved dialogue and coordination at all levels of social protection	50 000
<b>TOTAL</b>	<b>2 000 797</b>

**Source:** Joint SDG Fund project document

92. As of 11/28/2022, all the necessary resources<sup>21</sup> from the SDG Funds defined in 2020 (excluding those related to this evaluation) have been mobilized and spent for the implementation of the JP (2020-2022), according to the budgetary forecasts from the review done with the support of the SDG Fund General Secretariat.

#### 8.4.2. Organizational structure in place, collaboration and contribution of relevant ministries to ensure the implementation of an integrated social protection model advocated by the Joint Program

93. The project was implemented through the establishment of a national and a regional social protection committee (under the leadership of the Ministry of Economic Affairs and Productive Sectors (MAEPSP)) in the Guidimakha wilaya. From the point of view of the stakeholders, these committees, which are mainly made up of government structures, have helped lay a solid foundation for better articulation, coherence, responsiveness and inclusiveness in existing social protection programs, particularly in the wilaya of Guidimakha. The periodic and technical meetings of the said committees, organized by the CSOs, NGOs, local administrative authorities and technical and financial partners, have greatly contributed to promoting participation and awareness in relation to social protection. In this regard, the comments made were highly complimentary of the organizational structure put in place under the JP (2020-2022):

**« It is important to underline the articulation between the national and regional committees that allowed the conduct the missions at the regional level on the one hand and the taking into account of the recommendations formulated by the regional committee to feed the reflection on the political dialogue around the revision of the NSSP on the other<sup>22</sup>».**

94. Also, the interviews revealed that the collaboration and contribution of the stakeholders in both the national and regional committees was highly appreciated. This is due to the fact that all of the institutions, mainly government, that are part of the

<sup>21</sup> Individual Interview, Social Policy Section, UNICEF Mauritania, November 2022

<sup>22</sup> Individual interview, MAEPS, MASEF, November 2022.

social protection system in Mauritania were placed at the heart of the project's exchanges and interventions, as well as exchanges within the national and regional committees.

95. In contrast, the irregularity of meetings of the regional committee of social protection in the wilaya of Guidimakha was pointed out as a weakness by several stakeholders. Only 3 (three) minutes of meetings of the regional committee (December 1, 2021; March 9, 2022 and June 20, 2022) are available. And this, in a context where the job-related mobility of the members of the said regional committee has not only been a hindrance to the regular functioning of this body but has also been a hindrance to the delivery of its actions/recommendations.

96. Also, it was noted that the representatives of the national program of social nets -Tekavoul- implemented by the General Delegation for National Solidarity and the fight against exclusion (Taazour), did not attend the meetings of the regional committee. This is because this structure has no local representation in Guidimakha although it is in charge of several program interventions. Whether or not invitations reached this agency, what was essential was that the high-level advocacy led by the WFP to the participation of this body in the regional committee of social protection succeeded. In fact, for many stakeholders, this logical presence and more active participation of representatives of the national social safety net program - Tekavoul - in the regional committee was strongly recommended and necessary for it is responsible for several important interventions as part of government actions in the wilaya of Guidimakha.

#### 8.4.3. Adequacy of the financial resources mobilized and budgetary execution of the Joint Program with the level of performance of the results achieved by component

97. The efficiency analysis focused on the adequacy between the results achieved and the resources mobilized and used for each of the JP (2020-2022) axis, in order to answer the question of whether transaction costs were optimal. The aim is to analyze the cost-efficiency of the activities undertaken by the JP (2020-2022), in relation to the results achieved for each of its axis. This is to address the lack of consolidated data on the management of all financial resources by component according to the interventions implemented (number and type).

98. Thus, a situation reflecting a favorable/adequate efficiency ratio between the resources mobilized and used, as well as the results obtained, would reflect the ideal situation for an Axis in one of the following three cases:

- ✓ Either we will have mobilized as many resources as possible while spending as many resources as possible for a satisfactory level of performance (**Situation 1**);
- ✓ Or we will have mobilized as much as possible while spending as little as possible for a satisfactory level of performance (**Situation 2**);
- ✓ Or we will have mobilized as little as possible while spending as much as possible for a satisfactory level of performance (**Situation 3**).

Conversely, a situation reflecting an unfavorable/inadequate efficiency ratio between the resources mobilized and used, as well as the results obtained, would reflect one of the following three situations for an Axis

- ✓ We will have mobilized as little as possible while spending as much as possible for an unsatisfactory level of performance (**Situation 4**);
- ✓ We will have mobilized as little as possible while spending as little as possible for an unsatisfactory level of performance (**Situation 5**);
- ✓ We will have mobilized as much as possible while spending as much as possible for an unsatisfactory level of performance (**Situation 6**).

99. Thus, the evaluation found an unfavorable/inadequate efficiency ratio between performance achieved, resources mobilized and used, corresponding to Situation 6 for all the outputs (1.1. to 1.5) of JP Outcome 1 (2020-2022). On the other hand, the analysis reveals a favorable/adequate efficiency ratio between performance achieved; resources mobilized and used corresponding to Situation 1 (Output 2.1) and Situation 3 (Output 2.2). The results thus obtained reveal an unfavorable/inadequate efficiency ratio between results achieved, resources mobilized and used, equivalent to Situation 6 for

JP Outcome 1 (2020-2022) when this efficiency ratio is favorable/adequate following Situation 3 for JP Outcome 2 (2020-2022).

*Tableau 8.1 : Adequation efficiency ratio between results achieved, resources mobilized and used by JP Outcomes (2020-2022)*

JP Outcomes (2020-2022)							
	Outcome 1 : Improved effectiveness and efficiency in the delivery of social protection services in the Guidimakha region through integrated, expanded, more accessible and inclusive social protection programs					Outcome 2 : Central and local institutions ensure a more efficient and transparent conduct of public policies	
Budget provided (\$ USD)	1 611 685					389 112	
Used Budget (\$ USD)	1 611 685					389 112	
Budget execution rate	100%					100%	
Performance Level	<b>Unsatisfactory</b>					<b>Satisfactory</b>	
Adequacy Status	<b>Status 6</b>					<b>Status 3</b>	
Produits du PC (2020-2022)							
JP outputs Specification	1.1 (WFP)	1.2 (WFP)	1.3 (UNICEF)	1.4 (UNICEF)	1.5 (ILO)	2.1 (BIT & UNICEF)	2.2 (ILO, & UNICEF & WFP)
Provided budget (\$ USD)	400 000	260 000	190 000	286 685	475 000	339 112	50 000
Used Budget (\$ USD)	400 000	260 000	190 000	286 685	475 000	339 112	50 000
Budget mobilization rate	100%	100%	100%	100%	100%	100%	100%
Performance level	<b>Unsatisfactory</b>	<b>Unsatisfactory</b>	<b>Unsatisfactory</b>	<b>Unsatisfactory</b>	<b>Unsatisfactory</b>	<b>Satisfactory</b>	<b>Satisfactory</b>
Adequacy status	<b>Status 6</b>	<b>Status 6</b>	<b>Status 6</b>	<b>Status 6</b>	<b>Status 6</b>	<b>Status 1</b>	<b>Status 3</b>

**Source:** Compilation based on data provided by the Social Policy Section, UNICEF Mauritania as of 30/06/2022

Preliminary findings

100. Efficiency (PEQ.4) : 86-91 : A real adequacy of the level of mobilization of human, technical and financial resources of the JP (2020-2022) is highlighted in relation to the project expectations which is evidenced by (Par: 86-91):

- The near unanimity of the relevance of the human and technical resources mobilized by the project's stakeholders is linked to the strategic choice of the implementation partnerships, which are mainly governmental in nature, and which are built primarily on an integrated and holistic approach. This situation has contributed greatly to the fact that each of these stakeholders, in its own field of competence, mobilizes adequate human and technical resources. However, the lack of human resources dedicated to the implementation of the JP (2020-2022), limited to a single national consultant instead of a project team, has been criticized. And this, taking into account the scope of the project and its objectives announced during the development of the JP (2020-2022);
- A strong mobilization and financial expenditure has been made as of 30/11/2022, marked by a rate of mobilization and expenditure of resources in the order of 100% of the 2,000,000 USD during the implementation of the JP (2020-2022).

The operations of the JP (2020-2022) were carried out through the establishment of a national committee and a regional social protection committee (under the direction and leadership of the MAEPSP). From the point of view of the stakeholders, these committees (national and regional), which are mainly made up of government-type structures, allowed to lay a solid foundation for better articulation, coherence, responsiveness and inclusiveness of existing social protection programs in the Guidimakha wilaya. However, the regularity and frequency of meetings of this regional body, in a context of job related mobility of its members as well as the absence of active participation in the regional committee by Taazour, are notable dysfunctions that should be remedied (Par: 93-96).

Finally, with regard to the cost-effectiveness analysis of the activities undertaken by the JP (2020-2022) in relation to the results achieved for the project's outcomes/outputs, a proxy was used that relates to the adequacy between the results achieved, the resources mobilized and the budget execution carried out. The analysis of this proxy reveals an unfavorable/inadequate efficiency ratio between performance achieved, resources mobilized and used for all 5 JP (2020-2022) outputs, corresponding to "Situation 6" for JP (2020-2022) Outcome 1. This "Situation 6" reflects the fact of having mobilized as many resources as possible while spending them as little as possible for an unsatisfactory level of performance. On the other hand, for the 2 JP outputs (2020-2022), a favorable/adequate efficiency ratio between performance achieved, resources mobilized and used is noted, corresponding to "Situation 1" (Output 2.1) and "Situation 3" (Output 2.2) for JP Outcome 2 (2020-2022). Situation 1" corresponds to the fact that, for a given output, as many financial resources as possible will have been mobilized and spent to achieve a satisfactory level of performance, whereas "Situation 3" refers to the situation where as few financial resources as possible will have been mobilized and spent to achieve a satisfactory level of performance (Par: 97-99).

8.5. SUSTAINABILITY

Question to the evaluation criteria

PEQ.5 To what extent has the Joint Social Protection Program generated ownership at the national and decentralized (Guidimakha region) levels, or is it in the process of doing so, so as to (i) ensure the continuity of its effects beyond the duration of project implementation on the one hand, and (ii) influence social policies and programs in the country in the long term on the other?

Sub-questions to the evaluation criteria

- 2.1 To what extent have the strategies adopted by the Joint Social Protection Program contributed to the sustainability of the achievements/results?
- 2.2 To what extent has the Joint Program contributed to the development of an enabling environment and long-term institutional changes to advance social protection issues beyond the duration of the Program at both regional and national levels?
- 2.3 To what extent does the Joint Program support long-term buy-in and ownership by duty bearers and rights holders?
- 2.4 To what extent have internal/external factors (positive and negative) influenced whether or not the sustainability of the JP in the Guidimakha region was achieved?
- 2.5 To what extent has the joint coordination in this project led to longer-term partnerships and synergies?

### 8.5.1. Contribution to the sustainability of the achievements through the strategies adopted by the Joint Social Protection Program

**101.** The existence of inclusive strategies during the implementation of the JP (2020-2022) interventions was highlighted for Outputs 1.2, 1.4 and 1.5, mainly through Outcome 1. The existence of such inclusive strategies during the implementation of the JP (2020-2022) was perceived by the evaluation as a guarantee of the project's achievements sustainability.

**102.** Thus, under **Output 1.2 "Increased responsiveness, inclusiveness and relevance of the social register, including for the most vulnerable women, men, boys and girls"**, it should be noted that the implementation of integrated strategies of the JP (2020-2022) for the strategic partner Taazour helped ensure the sustainability of the transfer of skills to strengthen the capacities of the social protection system in Mauritania. These integrated strategies have been built through: (i) the testing and scaling up of tools for strengthening adaptive social safety nets, particularly in the context of food and health crises; (ii) the opportunity offered to the Government to integrate the consideration of groups of people who were previously excluded from the database, i.e., people with disabilities, children, etc.; (iii) the development of a comprehensive social safety net strategy for the country.

**103.** With regard to **Output 1.4 "Increased household knowledge of existing basic social services and their access conditions, as well as essential family practices, child protection and gender equity concepts"**, the implementation of the project's integrated strategies for communities has made them priority actors in maintaining the project's results. As such, the sustainability of the achievements under this component was perceived through the integrated strategies that consisted of capacity building for the communities. Indeed, under the interventions<sup>23</sup> aimed at ensuring the coherence, complementarity and articulation of the Social Behavior Change (SBC) mechanisms through the social protection platforms and the social safety net programs, it can be highlighted:

- Strengthening the mastery of CCS tools by training 166 community protection workers and actors on management and monitoring cases, children's rights and protection and violence prevention in three target municipalities (Selibabi, Ghabou and Ould Yenge);
- The training of 51 members of the neighborhood surveillance committees of the aforementioned municipalities on the organization of conferences and discussion groups on management and monitoring cases, the rights and protection of children and violence prevention.

**104.** Finally, with regard to **Output 1.5 "Social security program tools and procedures reviewed, adapted and tested to extend contributory social security schemes (including community-based) to the rural/informal sector in Mauritania"**, the implementation of the project's integrated strategies contributing to the sustainability of achievements is perceived to be in the hands of national institutional actors in social protection statistics. Indeed, the availability of data collection tools on social protection as well as the methodology for calculating social protection indicators; in particular those of SDG 1.3, the JP triggered via the ILO, allow Mauritania's participation in the World Social Protection Report to be replicated. This technical support to national social protection statistics mechanisms induced by the JP will allow data on social protection in Mauritania to be available within the ILO's global statistics on this theme.

**105.** Also, with regard to beneficiary communities, their major role as guarantors of the sustainability of the achievements of the JP (2020-2022) over the evaluation period was reflected in their appreciated participation in the consultation/management frameworks set up to accompany the JP (2020-2022) interventions. Specifically, the Management Committees (SMCs) of the WASH facilities set up are part of the consultation framework. All these mechanisms can contribute to the sustainability of the project's actions for the beneficiary populations themselves. Moreover, the JP (2020-2022) has brought out needs for which some of these beneficiary populations say they no longer want to do without, due to the closer supply of services to them, through referrals of pregnant women to the GASPA, ANJE interventions as well as those linked to the justice and civil status services.

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<sup>23</sup> JP Progress Report (2020-2022) as of June 30, 2022



### 8.5.2. Contribution of the Joint Program to the development of an enabling environment and long-term institutional changes to advance social protection issues at the national and regional levels

**106.** The evaluation captured the contribution of the JP (2020-2022) to the development of an enabling environment and long-term institutional changes that can advance social protection issues at the national and regional levels at 3 (three) levels: (i) the production of evidence/policy or strategy documents/data/tools and guides; (ii) the strengthening of stakeholders' capacities; and (iii) the establishment of a legislative framework.

**107.** As for the production of evidence/policy documents or strategies/data/tools and guides such as the contribution of the JP (2020-2022) to the development and validation in 2021 of studies carried out by the ILO ((i) the study on the obstacles and challenges to access to social protection, particularly in livestock farming in Guidimakha ; (ii) the study on the feasibility of health insurance for workers in the informal economy in Guidimakha; (iii) the Social Security Survey) and the joint study on the social register (UNICEF-WFP-WB). In particular, the study on the improvement of the Social Register, co-financed by the World Bank, UNICEF and WFP, has resulted in a single document that can be used as a tool for inclusive targeting in the management of the Mauritanian Social Register. This approach has not only resulted in a relevant outcome, but it also serves as a means of strengthening the Government's institutional capacities with respect to the usefulness of the Social Register. In this regard, it is worth noting that the strategic choices related to the adoption of the Social Register for targeting responses to shocks and cash transfers are considered relevant to fostering sustainable ownership by the Government. Thus, the choice of the Social Register gives credibility and legitimacy to the latter and contributes to the development of methodologies for analysis, targeting and establishment of programs to combat poverty, social protection and response to emergencies. In this respect, the cash transfer option is considered relevant to the strategy to combat precariousness and the social protection policy. Therefore, the priority given by the government to cash transfers as a social safety net and the capacities developed in this area are consistent with the legitimacy of the results of this study, which form the basis for the development of orientations to be given to social protection issues. It now offers the government the opportunity to integrate the consideration of groups of people who were previously excluded from the database, namely people with disabilities, children, etc.

**108.** In terms of capacity building, the JP (2020-2022) adopted a technical assistance approach through the UNDP's UNDPs, which has yielded positive results in several ways. Indeed, the analysis shows that the capacity building process has been initiated, that convincing results have been achieved, and that these results are a guarantee of an enabling environment that can lead to long-term institutional changes. In this regard, we can point out:

- The capacity building of users of social protection statistics has allowed for a better knowledge of social statistics, social protection tools and indicators as well as actuarial evaluation tools developed by the ILO. Also, the SSI/Social Security Survey workshop, held on March 31, 2021, was an opportunity to bring together statisticians working in several ministerial departments and those of the Agence Nationale de la Statistique et d'Analyse Démographique et Economique (ANSADE) with technical support from the ILO Social Protection Department. This workshop, chaired by the Secretary General of the Ministry of Labor, was an opportunity to present the tools for collecting data on social protection and the methodology for calculating social protection indicators, in particular those of SDG 1.3. Moreover, the tools developed can be institutionalized, so that ANSADE can produce data in a systematic way and report regularly on the social protection situation in Mauritania through the country's participation in the World Social Protection Report;
- The updating of the CNSS information system through the digitization that has been undertaken through the JP (2020-2022) allows for an overhaul of the structure's information system, which will now be able to proceed with the affiliation of employers in the semi-structured sector and the informal sector. This is a significant step forward, given that these sectors account for nearly 70% of employment in Mauritania;
- The establishment of a referral mechanism for the worst forms of labor in Guidimakha. Thus, the JP (2020-2022) has enabled the mapping of social services with the aim of identifying the specific needs of children living in households benefiting from social protection programs, and thus establishing a mechanism for connecting supply and demand for social service provision in Guidimakha.

**109.** However, in terms of capacity building, the evaluation recommends capacity building for the members of the regional committee, extended to the members of the steering committee in the sub-region where the social protection model is well

advanced, through visits to exchange experiences. Indeed, the issue of human capacity within the national and regional committees in terms of social protection is raised by the stakeholders themselves and can only be resolved by holding awareness-raising workshops on social protection and presenting the results of the studies undertaken to the stakeholders in the wilaya.

**110.** Finally, at the legislative level, the JP (2020-2022) took a remarkable step forward in January 2022 with the enactment by the Ministry of Public Service and Labor (MFPT) of a decree prohibiting children from engaging in certain types of work in Guidimakha. The adoption of this decree for the facilitation and guidance of a JP implementation framework (2020-2022) for the MFPT's<sup>24</sup> first official in the region has paved the way for an enabling environment for social protection issues at the regional level for child laborers in Guidimakha.

#### **8.5.3. Joint Program Support for Long-Term duty bearers and rights holders' buy-in and ownership**

**111.** For the evaluation, there is real and strong ownership of the JP (2020-2022) at the political level for the establishment of the social protection system because of its high level of involvement and commitment. This has promoted an environment conducive to the creation of a supply and demand for social protection services. This observation is reinforced by the growing leadership and participation of high-level state representatives in the interventions implemented during the evaluation period. These actions rightly strengthen the long-term commitment and ownership of government-type actors.

**112.** However, the evaluation notes that the JP (2020-2022) does not include a transition and exit strategy based on a financial commitment by the State, which would ensure the Government's long-term commitment and ownership of the interventions implemented by the JP (2020-2022). Also, to date, the evaluation has not found any institutionalization of budget lines for sustainable support for the achievements of the JP (2020-2022), by integrating the actions supported by the project into the planning mechanisms for policies and budgets (both national and regional) relating to the area of social protection, in particular through the Finance Act and/or the Regional Development Plan (RDP).

**113.** Finally, regarding specifically the rights holders (the beneficiaries), the evaluation notes that, although they positively adhere to the JP interventions (2020-2022) through increased participation, they hardly have the capacity to support these interventions in the long term, as these communities are so deprived.

#### **8.5.4. Influence of internal/external factors (positive and negative) to the achievement or not of the sustainability of the Joint Program in the Guidimakha region**

**114** In its implementation, several factors, both internal and external, have contributed positively or negatively to the sustainability of the JP (2020-2022) in terms of social protection. These are listed in the table below and provide suggestions for action to ensure the sustainability of interventions, particularly for the positive factor

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<sup>24</sup>Individual interview, Guidimakha Regional Labor Inspection, November 2022

Table 8.7: Internal and external factors that positively/negatively affected the sustainability of the JP (2020-2022)

Internal factors for implementation of the CP (2020-2022)	
Contributing positively to the sustainability of the JP (2020-2022)	Negatively contributing to the sustainability of the JP (2020-2022)
<ol style="list-style-type: none"> <li>1. The high level of involvement and commitment of the executive branch, as reflected in the participation of high-level government departments in the actions of the interventions implemented;</li> <li>2. The decision taken by Wali Order No. 027 of November 8, 2021, creating the regional committee for monitoring the social protection model in the Guidimakha wilaya, allowed for the buy-in and participation of the authorities in charge of social protection in Guidimakha;</li> <li>3. The qualitative and quantitative capacity building for human resources within the national and regional committees;</li> <li>4. The existence of strategic institutional partnerships with the main actors (MASEF/MAEPS/CNSS) at the central and deconcentrated levels of social protection services in Mauritania, but also with other types of intersectoral actors (MS/MEN/CNAM/NGO);</li> </ol>	<ol style="list-style-type: none"> <li>1. Hyper-verticality (top-bottom) in the implementation of certain activities by central level actors for activities that can be carried out at the regional level by the deconcentrated services;</li> <li>2. The job-related mobility of the stakeholders of the regional social protection committee set up in the Wilaya did not necessarily facilitate the appropriation and monitoring of the activities of this body in a context of reshuffling by the Wali himself;</li> <li>3. The absence of health center facilities in rural areas to facilitate access to care for holders of CNAM cards issued under the JP (2020-2022)</li> </ol>
External factors for implementation of the JP (2020-2022)	
Contributing positively to the sustainability of the JP (2020-2022)	Negatively contributing to the sustainability of the CP (2020-2022)
<ol style="list-style-type: none"> <li>1. The current government's commitment to enhance the fight against poverty through the creation of the Taazour Agency, the significant increase in national budget resources for social programs and the expansion of the Social Register, the process of generalizing health insurance coverage and the increasing integration of social protection issues in public policies.</li> </ol>	<ol style="list-style-type: none"> <li>1. The emergence of the Taazour delegation has contributed to some instability and lack of clarity on the mandates of some key institutions for social protection. With Taazour being the lead agency in the poverty and resilience framework, in effect in 2020 and in the context of COVID-19, there was a lack of clarity regarding planning, decision making, and coordination of the response.</li> </ol>

Source: Design by the evaluation team

#### 8.5.5. Creation of longer-term partnerships and synergies induced by the Joint Program

115. The evaluation found that the JP (2020-2022) has made a positive contribution to the creation and establishment of strategic institutional partnerships, particularly in relation to project interventions. All of which makes the JP (2020-2022) a project of choice, particularly among the government authorities encountered and among the beneficiary communities, but to a lesser extent among the various partners involved in strengthening the social protection system in Mauritania. This has helped to strengthen the strategic position of the PUNOs in the social protection sector in Mauritania with the government and the beneficiary communities. This observation is strongly supported by the following comments made during interviews with stakeholders

***“The implementation of the interventions and the partnerships driven by the JP (2020-2022) strongly contribute to the consolidation of social protection mechanisms in Guidimakha beyond this project.”<sup>25</sup>***

116. Indeed, the JP (2020-2022) has provided a foundation for the creation and implementation of strategic institutional partnerships with the main actors (MASEF/MAEPS/CNSS) at the central and deconcentrated levels of social protection services in Mauritania, but also with other types of cross-sectoral actors (MS/MEN/CNAM/NGOs) from related sectors. This was made possible by the strategic choice of the JP (2020-2022) partners for its implementation based on an integrated, holistic and multi-sectoral approach of the stakeholders (mostly governmental). A strategic collaborative framework allowed the JP (2020-2022) to easily deploy the implementation mechanisms of its interventions with these institutional partners.

117. This basis for the creation and implementation of strategic institutional partnership triggered by the JP (2020-2022) are perceptible by the following elements highlighted:

- The representative coordinating bodies of the Guidimakha region, such as the Development Council and the Guidimakha Regional Council, have been strongly involved in interventions and capacity building in social protection, through workshops held in November 2020 and March 2021;

<sup>25</sup> Individual interviews, Conseil Régional du Guidimakha; Délégation Régionale du MAEPS/MASEF, November 2022.

- The JP has contributed, by supporting the inclusion of the labor and livestock inspectorates as members of the child protection mechanisms coordinated by MASEF, to the establishment of identification and referral mechanisms to strengthen the services provided to child herders;
- The JP has contributed, by supporting the initiative of MASEF and CNAM, to extend health insurance to vulnerable disabled people in Guidimakha. This initiative resulted in the provision of health insurance coverage to 330 people with disabilities (208 men and 122 women) in the Guidimakha region, implemented as part of the response to COVID-19;
- The JP has helped strengthen the allocation of additional funds for the expansion of the national cash transfer program focused on households in rural Guidimakha, in the context of the response to COVID-19. This is to take into account the guidance provided to Mauritania by the Committee on the Rights of the Child to strengthen interventions in relation to target 1.3 of the SDGs. This guidance urges Mauritania to allocate sufficient funds for the expansion of its national cash transfer program and the implementation of its multisectoral nutrition strategic plan, focusing on multi-child families, refugee families, and families living in rural and remote areas;
- The JP has allowed the finalization of the partnership between Taazour and WFP given the emergence of Taazour as a key actor of interest for all themes around social protection. This situation has greatly contributed to raising the level of coordination and partnership between these agencies in the context of the convergence of the interventions undertaken by them.

#### **Preliminary findings**

**118. Sustainability (PEQ.5) :** The sustainability analysis based on the measures inherent in the implementation of the JP (2020-2022), which are sources of sustainability of the project's achievements, revealed the existence of inclusive strategies for implementing interventions for certain outputs of Outcome 1. These inclusive strategies concern: (i) Output 1.2 in the specific case of the strategic partner Taazour; (ii) Output 1.4 for beneficiary communities; and (iii) Output 1.5 with regard to national institutional actors in social protection statistics (Paras: 101-105).

With regard to the development of an enabling environment and the establishment of long-term institutional changes that can advance social protection issues at the national and regional levels, the evaluation captured the contribution of the JP (2020-2022) at 3 (three) levels: (i) the production of evidence/policy documents or strategies/data/tools and guides; (ii) the capacity building of actors through the adoption of a technical assistance approach by the PUNOs; and finally, (iii) the establishment of a legislative framework following the publication by the Ministry of Labor of a decree prohibiting children from performing certain types of work in Guidimakha. However, the evaluation particularly recommends visits to exchange experiences in the sub-region where the social protection model is well advanced, also with a view to strengthening the capacities of the members of the regional committee, extended to the members of the steering committee (Paragraphs 106-110).

Although the evaluation notes a real and strong ownership of the JP (2020-2022) by the Government at the political level for the implementation of the social protection system due to its high level of involvement and commitment, it unfortunately notes the lack of any institutionalization of budget lines for the sustainable accompaniment of the JP (2020-2022) achievements. This could have been done by integrating the interventions supported by the project into the policy and budget planning mechanisms (both national and regional) relating to the field of social protection, particularly through the Finance Act and/or the Regional Development Plan (RDP) (Par: 111-113).

Finally, the sustainability of the (2020-2022) JP's interventions was deemed guaranteed by the evaluation through the creation and implementation of strategic institutional partnerships, particularly in relation to the project's interventions (Paras: 115-117).

## 8.6. EQUITY, GENDER EQUALITY AND HUMAN RIGHTS

### Question to the evaluation criteria

**PEQ.6 To what extent does the joint social protection program integrate the equity, gender equality and human rights approach in its various programming and implementation aspects?**

### Sub-questions to the evaluation criteria

- 6.1. To what extent does the Joint Program address gender equity and equality issues in the various aspects of its programming and implementation?
- 6.2. To what extent are the rights of people with disabilities integrated into the various aspects of the Joint Program's programming and implementation?
- 6.3. To what extent have groups of people in vulnerable situations (particularly children and women and people living with disabilities) been consulted through their representative organizations?
- 6.4 To what extent has the program contributed to supporting the inclusion of people with disabilities through :
- Basic income security?
  - Coverage of health care costs, including rehabilitation and assistive devices?
  - Coverage of disability-related costs, including community support services?
  - Access to early childhood development, education, and work/inclusive livelihoods?

### 8.6.1. Consideration of gender equity and equality issues in the programming and implementation of the Joint Program

#### ❖ Consideration in the design

**119. The equity issue was taken into account** at the time of the design of the JP interventions (2020-2022), insofar as the evaluation notes the consideration of 2 (two) project outputs targeting vulnerable people, one output explicitly containing the notion of equity itself and one output specifically targeting people in rural/informal Mauritania. The outputs targeting vulnerable people relate to **Output 1.2** "Increased responsiveness, inclusion and relevance to the social register, including for the most vulnerable women, men, boys and girls", **Output 1.3** "Improved capacity of vulnerable populations to access basic social services (both in terms of quality and quantity), including for women, men, boys and girls", and to **Output 1.4** "Increased household knowledge of existing basic social services and their access conditions, as well as essential family practices, child protection and gender equity concepts". The output targeting rural/informal people is **Output 1.5**: "Review, adaptation and testing of social security program tools and procedures to extend contributory social security schemes (including community-based schemes) to the rural/informal sector in Mauritania."

**120. Expected outputs related to gender mainstreaming** include both **Output 1.2** and **Output 1.3** above, as well as **Output 1.1** "Better articulation and piloting in Guidimakha of the different components of an integrated safety net package, in a way that deliberately supports women's choice and empowerment" and **Output 2.1** "Gender-sensitive evidence generated and lessons learned from the implementation of the integrated social protection model (for replicability and scaling up).

#### ❖ Consideration in the implementation

**121.** The evaluation notes that there are indicators for the JP (2020-2022) disaggregated by equity. However, no indicators are available to measure the achievement of vulnerable populations after the implementation of JP interventions. Thus, specifically for **Output 1.2**, although the joint study (World Bank, WFP and UNICEF) has helped ensure the inclusion of all forms of poverty in the programs in order to reduce the risk of exclusion of users, no indicator for the JP (2020-2022) is disaggregated by equity, nor does it measure the level of achievement of the inclusion of the most vulnerable women, men, boys and girls in the Social Register. Similarly, for **Output 1.3**, information is not available for the JP (2020-2022) indicator measuring the percentage (%) of the vulnerable population with access to basic social services in Guidimakha. Regarding **Output 1.4**, information is lacking for the JP (2020-2022) indicator on the number of vulnerable households (including female-headed households) benefiting from safety nets in the Guidimakha region. Finally, the proportion of the population covered by social protection floors/systems, the elderly, people with disabilities, pregnant women, newborns, victims of work-related accidents and the poor and vulnerable (SDG 1.3.1) as defined by **Output 1.5**, was not provided by the JP (2020-2022).

122. The evaluation notes that there is no real consideration of the gender aspect in relation to the implementation of the JP (2020-2022) insofar as not only are there few gender-disaggregated indicators for all four related outputs. In fact, only one indicator for **Output 1.5** and one indicator for **Output 1.4** have gender-specific breakdowns. In addition, while it is acknowledged that these two indicators are gender-sensitive in their titles, information on them is not available. The evaluation also notes that indicators measuring the improvement of women's role (e.g. in decision making, contribution, etc.) are missing. However, it is noted that the gender dimension is developed in the annual reports, studies and evaluations carried out during the JP (2020-2022).

### 8.6.2. Taking into account the rights of persons with disabilities in the programming and implementation of the Joint Program

#### ❖ *Consideration in the design*

123. Through the expected results, which relate to improved access to and use of basic social services (health, education, washing, nutrition, etc.) by the target populations of the JP (2020-2022), the evaluation notes that human rights are taken into account by 2 (two) project outputs. These relate once again to **Output 1.3**: "Improved capacity of vulnerable populations to access basic social services (both in terms of quality and quantity), including for women, men, boys and girls" on the one hand, and **Output 1.4**: "Increased household knowledge of existing basic social services and their access conditions, as well as essential family practices, child protection and gender equity concepts" on the other. Indeed, the basic social services (health, education, washing, nutrition, etc.) advocated through these outputs are established as human rights.

124. Based on the principle of improving access to and use of basic social services (health, education, washing, nutrition, etc.) by the target populations of the JP (2020-2022), the evaluation stipulates that the human rights of people with disabilities are taken into account in the programming, specifically through the two (2) outputs (**1.2**; **1.3**) expected from the project targeting vulnerable people, but also through **Output 1.4**.

#### ❖ *Consideration in the implementation*

125. Like the analyses highlighted under equity, the evaluation notes that there is no specific information on the JP (2020-2022) indicators for the number of people with disabilities as a result of the interventions implemented. However, the evaluation notes that one specific intervention was implemented in the context of people with disabilities and involved the registration and affiliation of 208 men and 122 women to CNAM. However, actions to be implemented are still expected in order to facilitate the use of these CNAM cards. These actions refer in particular to the sensitization on the use of this CNAM card with this population of individuals as well as the realization of a plea to the Ministry of Health and the CNAM to equip the health centers in rural areas, in order to facilitate the access to health care of people in a situation of disability holders of these cards.

### 8.6.3. Consultation with people with disabilities, especially children and women, through their representative organizations under the Joint Program

126. The interviews conducted with the members of the Guidimakha Association of the Disabled during the field visits revealed that the latter, as part of the JP (2020-2022) activities, are consulted on the one hand on issues concerning them, and on the other hand, actively participate in the capacity building of the project stakeholders. As such, the Secretary General of the said association had to highlight a friendly and favorable consultation framework concerning the issues related to people with disabilities under the JP (2020-2022). The above-mentioned actions have also been implemented with the aim of encouraging a better ownership of the use of CNAM cards for which people with disabilities in Guidimakha are the main beneficiaries.

### 8.6.4. Contribution to support the inclusion of people with disabilities under the Joint Program

127. Specifically to the inclusion of people with disabilities, coverage of health care costs (including rehabilitation and assistive devices) as well as coverage of disability-related costs (including community support services) were implemented under the JP (2020-2022) through the registration and enrollment of 208 men and 122 women in CNAM.

128. However, the evaluation notes that the security aspects of the basic income for people with disabilities, as well as access to early childhood development, education and work, and inclusive livelihoods, have not been specifically implemented by the JP. Yet, to the credit of the JP (2020-2022), the vertical expansion of social safety nets based on the regular Tekavoul program

was piloted in Guidimakha, with three cash transfer distributions for 4,476 households with children under five, pregnant and breastfeeding women and female heads of household in order to cope with drought and rising food prices.

#### Preliminary findings

129. Equity, Gender Equality and Human Rights (PEQ.6): The lack of information on indicators at the end of the implementation of the JP (2020-2022) for aspects related to equity and gender requires an appropriate results framework that reflects the entire chain of interventions from an RBM perspective and the production of relevant data related to the planned activities in order to allow for decision making and increased accountability of the project

In fact, it was noted that the design of interventions under the JP (2020-2022) took equity into account through 2 (two) project outputs targeting vulnerable people (Outputs 1.2 and 1.3), one output explicitly containing the notion of equity itself (Output 1.4) and one output specifically targeting people in rural/informal areas in Mauritania (Output 1.5). The evaluation also notes with satisfaction that gender has been taken into account, as four outputs (Output 1.1; 1.2; 1.3 and 2.1) refer to it in the design of the JP interventions (2020-2022). On the other hand, it was not noted that indicators for the JP (2020-2022) disaggregated by equity were available to allow for the measurement of the achievement of vulnerable populations at the end of the implementation. This situation was also observed with the lack of information on the indicators of the JP (2020-2022) relating to gender mainstreaming at the end of project implementation (Paragraphs 119-122).

The quest to improve access to and use of basic social services (health, education, washing, nutrition, etc.) is taken into account in the programming of the JP (2020-2022), through two (2) expected outputs (1.2; 1.3) targeting vulnerable people, but also through Output 1.4. However, the evaluation notes that there are no JP (2020-2022) indicators for which information on the number of people with disabilities is available at the end of JP (2020-2022) implementation (Par: 123-125).

The evaluation highlights a friendly and favorable consultation framework concerning issues relating to people with disabilities within the framework of the JP (2020-2022) based on the consultation of those concerned themselves through their representative body, namely the Guidimakha Association of the Disabled. However, in order to facilitate the use of CNAM cards for the 208 men and 122 women with disabilities in Guidimakha identified through the project, it would be appropriate to: (i) strengthen communication and awareness-raising activities on the use of this CNAM card and (ii) advocate with the Ministry of Health and the CNAM to equip health centers in rural areas to facilitate access to care for people with disabilities who hold these CNAM cards (Paragraph 126)

Finally, the granting of CNAM cards has rightfully promoted the inclusion of people with disabilities specifically for the issues of coverage of health care costs (including rehabilitation and assistive devices) and coverage of disability-related costs (including community support services). In contrast, the evaluation noted that the JP (2020-2022) did not address aspects related to (i) basic income security for people with disabilities and (ii) access to early childhood development, education and work/inclusive livelihoods (Par: 127-128).

## CHAPTER 9: LESSONS LEARNED

**130.** The JP (2020-2022) implementation evaluation mainly reveals 5(five) lessons to be capitalized on. These lessons, presented at the strategic, organizational and programmatic levels, relate to the planning, implementation and monitoring phases of the project.

### 9.1. STRATEGIC LEVEL

- **Lesson #1: Strong promotion of visibility of JP (2020-2022) actions by the Government**

1) The strong involvement and commitment of the Mauritanian government at a high level (Prime Minister, Interministerial Committee on Social Protection, Minister of Public Service and Labor, Secretaries General of the MAEPSP and MASEF) in supporting the actions implemented during the implementation of the project has been a guarantee of the establishment of conditionalities ensuring the success of the objectives targeted by the JP (2020-2022).

- **Lesson No. 2: Synergy of actions of the 3 agencies (UNICEF, WFP and ILO) participating in a solid strengthening of the social protection system through the JP (2020-2022)**

2) The synergy of actions between the three agencies (UNICEF, WFP and ILO) in the implementation has made it possible to be more effective and efficient, particularly for Outcome 2 (*Central and local institutions ensure more effective and transparent conduct of public policies*), and has helped strengthen the credibility of the actors from the point of view of the Government actors. This situation has enabled the JP (2020-2022) to make a significant contribution to strengthening the social protection system in Mauritania through this outcome.

- **Lesson #3: Strong evidence generation (actuarial studies and other validated technical reports) reinforcing useful decision making by stakeholders in the implementation of the JP (2020-2022) as well as in the updating of the NSPS**

3) The generation of evidence on themes of interest to social protection in Mauritania and its dissemination throughout the JP (2020-2022) served as a basis for decision-making in the implementation of project interventions and for actions to be implemented as part of the updating of the NSPS.

### 9.2. ORGANISATIONAL LEVEL

- **Lesson No. 4: Operations and inclusiveness of the institutional mechanism for regional coordination of government or NGO/CSO inter sector actors**

4) The operations of the project's regional coordination mechanism, on the one hand, and the involvement of government or NGO/CSO inter sector actors active in the areas of implementation of the JP (2020-2022), on the other, have had positive repercussions on the achievement of project outcomes.

- **Lesson #5: High turnover of government-type actors in the regional social protection committee established under the JP (2020-2022)**

5) The work-related mobility of the stakeholders of the regional social protection committee set up in the Wilaya has not necessarily facilitated the appropriation and monitoring of the activities of this body in a context of frequent reshuffling of the stakeholders, including that of the Wali himself, a key player in this coordination body.



## CHAPTER 10: FINAL FINDINGS

131. The findings are filled in according to the origin of the related evaluation question and the associated recommendation to be made (if necessary).

Criteria	1. RELEVANCE
<b>Evaluation question</b>	<b>PEQ.1 To what extent is the Joint Social Protection Program appropriate and relevant to the creation of favorable conditions for the National Social Protection Strategy (NSPS) review process?</b>
<b>Conclusion n°1 (C1)</b>	<p>The analysis of the project's relevance over the period evaluated shows that the context for implementing the JP (2020-2022) interventions has clearly improved and has contributed to a reduction in the fragmentation of social promotion and basic social services (health, nutrition, education, water and sanitation, civil status). In other words, the JP (2020-2022) interventions were designed as complementary elements of a single coherent set of social protection responses. In addition, the evaluation notes that the JP (2020-2022) made possible the existence of a coordination platform at the central and regional levels that allowed state actors, civil society and UNSAs to (i) discuss social protection challenges in Mauritania and Guidimakha, but also (ii) provide evidence (studies; pilot initiatives) as a basis for future adjustments to the NSPS review process currently underway.</p> <p>However, the evaluation notes the absence of stakeholders from the national social safety net program-Tekavoul-implemented by the General Delegation for National Solidarity and the Fight against Exclusion (Taazour) in the regional project committee of the Guidimakha wilaya. And this, despite its role of great importance in the context of social welfare interventions that it implements in this part of the country.</p>
<b>Related recommendation</b>	<b>R1</b>
Criteria	2. COHERENCE
<b>Evaluation question</b>	<b>PEQ. 2 To what extent has the Joint Social Protection Program proven to be adequate in its implementation mechanisms and has it created synergies among the implementing stakeholders?</b>
<b>Conclusion n°2 (C2)</b>	<p>The coherence analysis of the JP(2020-2022) implementation mechanisms has helped establish that the merging of the comparative advantages of the three (03) UNSAs has greatly contributed to: (i) optimizing the coordination of social protection interventions in the Guidimakha region; (ii) avoiding the duplication of initiatives related to social protection in Guidimakha through the UN reforms related to the mobilization of all partners in the same program of actions and interventions (those related to social protection) and in the same geographical area (in this case Guidimakha).</p> <p>Finally, the evaluation highlights dysfunctions that undermine the mechanisms for implementing social protection interventions through the coordination bodies of social protection actors set up at national and regional level. These dysfunctions are mainly related to: (i) the regularity of the sessions of these bodies, (ii) the qualitative level of participation/representativeness, and (iii) the high professional mobility of members, which does not always allow these bodies to play their role sufficiently as spaces for sharing information, knowledge, experiences, lessons learned and good practices. Particularly with regard to the participation/representativeness of members of the Regional Social Protection Committee, the evaluation notes the weakness of the commitment and effective and qualitative participation of these focal points in this regional body.</p>
<b>Related recommendation</b>	<b>R5</b>
Criteria	3. EFFECTIVENESS

<b>Evaluation question</b>	<b>PEQ.3 To what extent have the expected results of the Joint Social Protection Program been achieved and have they contributed to progress towards the strategic outcomes sought through its implementation?</b>
<b>Conclusion n°3 (C3)</b>	<p><i>The effectiveness analysis of the JP (2020-2022) output indicators concluded that the project's performance was low (45%) and therefore considered unsatisfactory, since only 5 out of 11 output indicators were considered to be high (i.e. reaching at least 75% of the expected target in 2022). These five (5) output indicators are, among others, outputs: 1.1.2; 1.3.1; 2.1.1; 2.2.1 and 2.2.2. As for the Outcome indicators, only the indicator of Outcome 1 related to SDG 1.3 has been achieved with a satisfactory level of implementation while none of the 2 indicators of Outcome 2 (SDG 10.4 and 17.14) has been achieved with a satisfactory level of implementation.</i></p> <p><i>It should also be noted that COVID-19 was the major challenge that the JP (2020-2022) had to face during its implementation. This pandemic resulted in a reorientation of funding to address an adequate response to its occurrence in 2020, but also a delay in the development of the project action plan and a slowdown in the implementation plan of the JP (2020-2022). In addition, the evaluation highlighted three (3) other challenges, not the least of which the JP (2020-2022) had to face: (i) the rather late recruitment (during June 2021) of a single National Social Protection Consultant in charge of the project's implementation at the regional level; (ii) the lack of knowledge of the very concept of social protection by the actors at the regional level; and (iii) the job-related mobility of the members of the Regional Social Protection Committee.</i></p> <p><i>Also, the evaluation found that the institutional M&amp;E and reporting system was inadequate to provide data and evidence during the implementation of the JP (2020-2022) based on the number of weaknesses identified. These weaknesses relate to: (i) the ineffectiveness of the M&amp;E institutional arrangement's output/results indicator-driven information as well as (ii) the inability of the reporting to effectively contribute to project implementation decisions due to the lack of information on the progress of the JP (2020-2022) output/results indicators and the inconsistency of the semi-annual/annual reports that do not follow a common format between 2020 and 2022. Hence the apparent need for the team to suggest an overhaul of this institutional M&amp;E mechanism to allow for an assessment of the project's achievements through the established indicators of the results framework considered at the time of its development and filled out at the end of the project.</i></p>
<b>Related recommendations</b>	<b>R2, R6 &amp; R7</b>
<b>Criteria</b>	<b>4. EFFICIENCY</b>
<b>Evaluation question</b>	<b>PEQ.4 To what extent has the joint social protection program had sufficient resources (human and financial) in quality and quantity to achieve the expected results?</b>
<b>Conclusion n°4 (C4)</b>	<p><i>It was noted that the level of mobilization of resources (human and technical as well as financial) of the JP (2020-2022) was really adequate to the expected expectations of the project, as well as an adequate and coherent orientation of these mobilized resources to its implementation.</i></p> <p><i>In particular, it is highlighted that the strategic choice of implementation partnerships, mostly governmental, was built on an integrated and holistic approach with a view to setting up (national and regional) social protection committees (under the direction and leadership of the MAEPSP) in order to implement the JP (2020-2022). This situation has laid a solid foundation for better articulation, coherence, responsiveness and inclusion of existing social protection programs in the Guidimakha wilaya. However, the regularity and frequency of meetings of this regional body, in a context of professional mobility of its members and lack of active participation in the regional committee from Taazour are significant dysfunctions that must be remedied.</i></p> <p><i>Also, it was noted that the 2,000,000 USD (100%) required for the implementation of the JP (2020-2022) was made available, coupled with a strong (100%) budgetary execution of these resources mobilized as of 30/11/2022.</i></p>

	<p>Finally, with regard to the analysis of the cost-efficiency of the activities undertaken by the JP (2020-2022) in relation to the results achieved for the project's outcomes/outputs, a proxy was used that relates to the adequacy between the results achieved for the said outcomes/outputs, the resources mobilized and the budgetary execution carried out.</p> <p>The analysis of this proxy reveals an unfavorable/inadequate efficiency ratio between performance achieved, resources mobilized and used for all 5 JP (2020-2022) outputs, corresponding to "Situation 6" for JP (2020-2022) Outcome 1. This "Situation 6" reflects the fact of having mobilized as many resources as possible while spending them as little as possible for an unsatisfactory level of performance. On the other hand, for JP (2020-2022) Outcome 2, a favorable/adequate efficiency ratio between performance achieved, resources mobilized and used is noted for the 2 JP (2020-2022) Outputs, corresponding to "Situation 1" (Output 2.1) and "Situation 3" (Output 2.2). Situation 1" reflects the fact that, for a given Product, as many financial resources as possible will have been mobilized while spending as much as possible for a satisfactory level of performance, whereas "Situation 3" relates to the situation where as few financial resources as possible will have been mobilized while spending as much as possible for a satisfactory level of performance.</p>
<b>Related recommendation</b>	<b>R1</b>
<b>Criteria</b>	<b>5. SUSTAINABILITY</b>
<b>Evaluation question</b>	<b>PEQ.5 To what extent has the Joint Social Protection Program generated ownership at the national and decentralized (Guidimakha region) levels, or is it in the process of doing so, so as to (i) ensure the continuity of its effects beyond the duration of project implementation on the one hand, and (ii) influence social policies and programs in the country in the long term on the other?</b>
<b>Conclusion n°5 (C5)</b>	<p>Under the prism of the project's implementation mechanisms, the sustainability of the JP (2020-2022) interventions was seen as positively contributing to the creation and establishment of strategic institutional partnerships on the one hand, and to the consideration of measures inherent to the implementation of the JP (2020-2022) that are sources of sustainability of the project's achievements. These inclusive strategies concern, for JP (2020-2022) Outcome 1: (i) Output 1.2 (in the specific case of the strategic partner Taazour); (ii) Output 1.4 (for beneficiary communities); (iii) Output 1.5 (with regard to national institutional actors in social protection statistics).</p> <p>With regard to the development of an enabling environment and the establishment of long-term institutional changes that can advance social protection issues at the national and regional levels, the evaluation captured the contribution of the JP (2020-2022) at 3 (three) levels: (i) the production of evidence/policy or strategy documents/data/tools and guides; (ii) the capacity building of actors through the adoption of a technical assistance approach by the PUNOs; and finally, (iii) the establishment of a legislative framework following the publication by the Ministry of Labor of a decree prohibiting children from engaging in certain types of work in Guidimakha.</p> <p>The evaluation was not able to identify any institutionalization of budget lines for sustainable support to the achievements of the JP (2020-2022) through policy planning mechanisms and budgets (both national and regional) related to the area of social protection from the Budget Law and/or the Regional Development Plan (RDP).</p>
<b>Related recommendation</b>	<b>R3</b>
<b>Criteria</b>	<b>6. EQUITY, GENDER EQUALITY AND HUMAN RIGHTS</b>
<b>Evaluation question</b>	<b>PEQ.6 To what extent does the joint social protection program integrate the equity, gender equality and human rights approach in its various programming and implementation aspects?</b>

<p><b>Conclusion n°6 (C6)</b></p>	<p><i>The design of interventions under the JP (2020-2022) has taken into account the equity, gender equality and human rights approach. However, it is noted that there is no information on the indicators of the JP (2020-2022) relating to the consideration of this dimension of equity, gender equality and human rights at the end of the project implementation. This situation requires an appropriate results framework that reflects the entire chain of interventions from an RBM perspective and the production of relevant data related to the planned activities in order to enable decision-making and increased accountability of the project.</i></p> <p><i>The evaluation highlights a friendly and favorable consultation framework concerning issues relating to people with disabilities within the framework of the JP (2020-2022) based on the consultation of those concerned through their representative body, namely the Guidimakha Association of the Disabled. However, in order to facilitate the use of CNAM cards for the 208 men and 122 women with disabilities in Guidimakha identified through the project, it would be appropriate to (i) strengthen communication and awareness-raising activities on the use of this CNAM card and (ii) advocate with the Ministry of Health and CNAM to equip health centers in rural areas to facilitate access to care for people with disabilities holders of these cards.</i></p>
<p><b>Related recommendation</b></p>	<p><b>R4</b></p>

## CHAPTER 11: RECOMMENDATIONS

**132.** The recommendations made here refer to seven (7) courses of action for direct intervention by the PUNOs or by the Government and other national stakeholders in the implementation of the JP (2020-2022). They are presented by level (strategic and organizational) and are ranked according to the level of priority for implementation on a two-point scale (1 for "High" and 2 for "Medium") as well as the resource requirements for their implementation (High; Medium and Low). This section also identifies the source of these recommendations in relation to the conclusions (Chapter 6) regarding the evaluation criteria and to whom they are addressed.

### 11.1. RECOMMENDATIONS AT THE STRATEGIC LEVEL

N°	Evaluation criteria	Level of priority	Origin	Resource requirements	Recipients
R1	RELEVANCE	Level of priority :1	Origin : C1	Resource requirements: Low	To: Government/Taazour/PUNO
		Make use of the dialogue and consultation mechanism established as part of the JP with the Taazour Delegation not only to request its active participation in the regional committee for social protection, but also to take better advantage of its attributions for the fight against poverty and the implementation of social safety net programs at the level of the Guidimakha Wilaya			
R2	EFFECTIVENESS	Level of priority: 1	Origin: C3	Resource requirements: Medium	To : PUNO/RCO
		As part of a future project, establish an appropriate results framework that reflects the entire chain of interventions from an RBM perspective and consider restructuring the M&E system on the basis of this results framework in order to ensure its optimal functioning in the production of data for decision-making and increased accountability of the project.			
R3	SUSTAINABILITY	Level of priority: 1	Origin : C5	Resource requirements : High	To: Government/Regional Development Council (RDC)
		Establish budget lines for the sustainable support of the achievements of the JP (2020-2022) by integrating the actions supported by the project (as part of the updating of the NSPS) and the planning of the budgets (both national and regional), related to the field of social security through the Budget Law and the Regional Development Plans. <i>Priority Level: 1; Resource Requirements: High; Recipient: Government/Regional Development Council (RDC).</i>			
R4	EQUITY, GENDER EQUALITY, AND HUMAN RIGHTS	Level of priority: 1	Origin: C6	Resource requirements : Low	To: PUNO/CNAM/Ministry of Health
		with the Ministry of Health and the CNAM to equip health centers in rural areas in order to facilitate access to care for people with disabilities who hold CNAM cards			

## 11.2. ORGANIZATIONAL LEVEL RECOMMENDATIONS

N°	Evaluation criteria	Level of priority	Origin	Resource requirements	Recipients
R5	COHERENCE	Level of priority: 1	Origin : C2	Resource requirements : Medium	Target Audience: UNDP/all government/NGO/CSO stakeholders
		Promote the multiplicity and regularity of meetings of the institutional coordination bodies within the framework of similar projects, with a view to ensuring effective local monitoring and making it possible to situate the progress achieved in relation to the results expected from the results framework adopted.			
R6	EFFECTIVENESS	Level of priority: 1	Origin : C3	Resource requirements: High	To: PUNO/RCO
		As part of similar projects set up a project team with sufficient human and material resources in line with the stated ambitions and assigned objectives, which is exclusively dedicated to the implementation of said project			
R7	EFFECTIVENESS	Level of priority: 1	Origin : C3 & C6	Resource requirements: Low	To: PUNO/RCO
		Provide for an optimal M&E management system, a systematic description of the rationale for determining each indicator target for increased accountability by ensuring that SMART indicators are defined in relation to the project interventions implemented. This is to ensure that the efforts made in implementing the interventions are captured and to support decision making by the implementing actors.			

## APPENDICES

### A.1 TERMS OF REFERENCE FOR THE EVALUATION

#### Terms of Reference for the Formative Evaluation of the Project for the Development of an Integrated Social Protection Model in the Guidimagha Region, Mauritania Funded by the SDG Joint Fund

<b>Title of the consultation</b>	Institutional contract to conduct a country-led formative evaluation of the integrated social protection model in the Guidimakha region, Mauritania (United Nations Fund for the SDGs).
<b>Objective</b>	Evaluation of the Integrated Social Protection Program (implemented by UNICEF, WFP, ILO and funded by the UN Common Fund for the SDGs).
<b>Type of contract</b>	Consultancy (Call for tenders)
<b>Duration of the contract</b>	10 weeks (60 working days)
<b>Starting date</b>	June 2022
<b>Closing date</b>	October 2022
<b>Supervision</b>	Country Office Evaluation Manager (UNICEF) Regional Bureau Evaluation Officer (WFP) Regional Evaluation Officer (ILO)

#### I- PURPOSE OF THE EVALUATION

##### 1- PROJECT DESCRIPTION

Since February 2020, Mauritania has been implementing a joint UNICEF, WFP and ILO project to develop an integrated social protection model in the Guidimakha region.

With funding from the Joint Fund for the SDGs, these three agencies, in collaboration with other social protection partners, have designed this joint program to test a pilot approach to an integrated model of social protection programs in one region and to support dialogue on the social protection system in Mauritania.

The strategy is to help address the fragmentation and significant gaps in Mauritania's social protection support to vulnerable populations by improving the articulation between social safety net programs and developing the essential missing elements of a coherent social protection system. The main challenge for this evaluation is to document the lessons learned and experiences of this example of 3 agencies working together around a common agenda, and how this program is influencing the national social protection strategy, including in the areas of expertise of each of the 3 agencies.

Guidimakha has the largest number of households registered in the National Social Register (11,275), as well as the largest number of extremely poor households registered in the Tekavoul cash transfer program (7,729 households, including 36,899 children and among them 11,564 children under five years old). The region is regularly prioritized for seasonal cash transfers and food assistance, with more than 40,000 people reached during the peak of the 2019 lean season and 87 stores selling food at subsistence prices under the government's EMEL program).

Guidimakha was also selected on the basis of a relatively strong presence of social safety net interventions, which presents important opportunities for synergy. It is part of the Aftout zone, also known as the "Triangle of Hope," which is the government's priority area for poverty reduction and investment. The Guidimakha region is also one of the three "convergence zones" of the United Nations system in Mauritania.

##### 2- THEORY OF CHANGE

The project's theory of change is built around four complementary axes, namely:

- **Axis 1** relating to the articulation of productive safety nets (**WFP**): The expected result at this level is to minimize the risk of fragmentation of social protection programs, to strengthen the coherence and effectiveness of social protection programs in their implementation.
- **Axis 2** on the promotion of social services (**UNICEF**): The program aims to promote access to and use of basic social services, especially for the most vulnerable populations who are beneficiaries of social protection programs, establish the embryo of a mechanism for identifying and referring cases to the designated services.
- **Axis 3** on the deployment of social insurance schemes (**ILO**): The project aims to lay the foundations for the extension of social insurance in rural areas, in order to influence national policies in this specific area.

- **Axis 4:** which aims to use the lessons learned from the model to feed the national policy dialogue around the national vision for social protection (WFP, UNICEF, ILO)

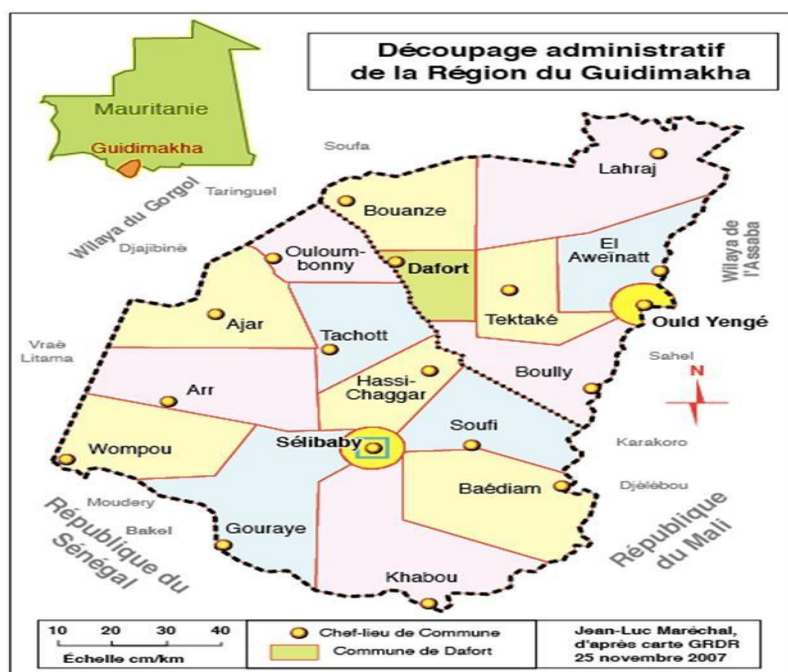
Through this axis, the three agencies, in collaboration with other social protection actors, aim to generate evidence to support institutional dialogue, improve Mauritania's social protection strategy and programs in a more comprehensive, coherent, and effective manner, particularly the National Social Protection Strategy review process.

The initiative seeks to bring about a fundamental change both in operational approaches and in the minds of policymakers, development agencies and partners.

This joint program is led by the government and the overall direction of the program is provided by a steering committee, namely the multi-sectoral group co-chaired by the MAEPS and the Ministry of Social Affairs, Children and Family (MASEF). The PUNOs work through the ministries (Ministry of Education for school feeding, Ministry of Social Affairs, etc.) or alongside government-led programs (Tekavoul and the Social Register). At the regional level, implementation is coordinated through the National Strategy for Accelerated Growth and Shared Prosperity (SCAPP) and its regional implementation, the Regional Development Council (RDC) of the Guidimakha region, and regional institutions and authorities (including the regional presidency and the newly created regional council).

### 3- BRIEF DESCRIPTION OF THE GUIDIMAKHE REGION (INTERVENTION AREA)

Located in the south-east of Mauritania, the wilaya is bordered to the north and north-east by Assaba, to the south and east by Mali, to the west and north-west by Gorgol and to the south by Senegal. The Senegal River flows through the ancient basement of primary rocks. The region is eroded by small wadis with particularly wide valleys, running directly down to the south. In the north, the extension of the Assaba massif is a 50 to 100 meter high plateau that dominates the bottom of the Senegal River valley.



The Wilaya (Region) is subdivided into four (04) Moughataas; Selibaby, Ould Yengé, Ghabou and Wompou recently created, three (03) Arrondissements/boroughs and eighteen (18) Communes. (see table below)

Moughataa/department/county	Arrondissement/Borough	Communes
Selibaby	Tachott	Sélibaby, Hassi chegar, Tachott, Ould Mbonny
Ghabou	Gouraye	Khabou, Baediam Souvi, Gouraye
Wompou		Wompou, Arr, Ajarr
Ould Yengé	Lahraj	Ould Yenge, Lahraj, Bouanze, Daffort, Tektake, Leweynatt, Bouilly



The Wilaya of Guidimagha has a population estimated at 267,029 inhabitants in 2013 according to the results of the RGPH, while projections for 2020 give a figure of 315,659 or an average annual growth rate of 2.6%. The Moughataa of Selibaby, has 48% of the population, the rest is distributed among the three Moughataas of Ould Yengé, Ghabou and Wompou. The surface area of the wilaya is 10,300 km<sup>2</sup>, with a high population density compared to the national average (14.4 inhabitants/km<sup>2</sup> against 2.6 nationally).

## II. GOAL, OBJECTIVES AND SCOPE OF WORK

### 2.1 - Goals

This evaluation has two main purposes: accountability and learning.

- In terms of **accountability**, this evaluation will report on the results (either expected or not expected) that have been achieved by the program, both to donors and to beneficiaries.
- In terms of **learning**, the purpose of this evaluation is to generate knowledge and lessons learned from the integrated social protection approach tested in the Guidimakha region, to analyze the factors of success or failure, the opportunities and challenges for its scaling up, as well as its capacity to influence social policies and programs in the country. These results should feed into the National Social Protection Strategy currently under review.

Users of this assessment include primarily the government of Mauritania, particularly the ministries in charge of coordinating and implementing social protection policies and programs. The intended uses are listed in Table 1 below.

**Table 1: Users and Uses of Evaluation**

Evaluation Users	Use of the evaluation (how the findings and recommendations will be used)
<b>) The Mauritanian Government (MEPSP, MASEF, TAAZOUR, etc)</b>	-Feed the National Social Protection Strategy review process - Document lessons learned and guidelines for better articulation of social protection programs
<b>(The social protection TFPs members of the UN system (UNICEF, WFP, ILO, WB, UNHCR, etc.)</b>	Learn from joint work between UN agencies, identify possible improvements, and opportunities in such an approach.

### 2.2- Objectives of the evaluation

The objectives of the evaluation are:

- Determine the overall functioning of the integrated social protection model supported by UNICEF, WFP, and ILO and explore the extent to which the model generates evidence for the national social protection system.
- Explore ways to strengthen the effectiveness of the national social protection system and programs in Mauritania.
- Assess the extent to which the joint program improves the articulation between contributory and non-contributory social protection programs and support for the development of key missing pieces of a social protection system for Mauritania.
- Examine how the joint program has contributed to the acceleration of the SDGs and UN reforms (including UNCT coherence).
- Assess the extent to which the joint program has contributed to the integration of people with disabilities and gender mainstreaming in the social protection system in Mauritania.
- Identify lessons learned and good practices for national stakeholders, including UN agencies

In this respect, the evaluation should therefore :

- Review the implementation approach, scalability of the social protection model, and acceptability by key stakeholders and political actors at different levels
- Provide an independent assessment of the Joint Program implementation process, identifying areas for improvement and providing conclusions and recommendations.
- Propose approaches that reinforce good practices.
- Analyze whether program activities and interventions are contributing to progress (consistent with the program's theory of change) and whether the proposed model is scalable. The formative evaluation elements will be assessed using the modified Organization for Economic Cooperation and Development (OECD) tool.
- Document the lessons learned from a 3-agency synergy work, strengths, weaknesses, and opportunities.

Given that people with disabilities are among the most vulnerable and marginalized groups in countries, and given the critical role that social protection can play in promoting their inclusion, most joint programs have identified them as direct or indirect beneficiaries. In line with the "Leave No One Behind"

principle and the obligations under the Convention on the Rights of Persons with Disabilities, even programs that do not directly target persons with disabilities must ensure that persons with disabilities within the target population can access the program without discrimination.

The evaluation will therefore determine the extent to which:

- The design, implementation and monitoring of the JP were inclusive of people with disabilities (accessibility, non-discrimination, participation of organizations of people with disabilities, disaggregation of data).
- The JP has effectively contributed to the socio-economic inclusion of people with disabilities by ensuring income security, health care coverage and disability-related costs throughout the life cycle.

### **III. SCOPE OF THE EVALUATION**

#### **3.1. Thematic scope**

The SDG Fund project includes 4 interconnected pillars that are complementary in their implementation. Thus, this evaluation process concerns all 4 pillars and the way they are articulated.

In its conception, the program acts mainly on strategic themes, and a very weak operational component. The evaluation is not intended to analyze the benefits obtained at the level of individuals or households, but rather at the level of the social protection system as a whole, both at the regional and national levels. It is not relevant in this sense to focus enough energy on the few interventions carried out at the community level, given that the expected results are rather strategic, and little on the direct provision o

#### **3.2. Geographic scope**

The document review will be able to cover all the interventions implemented under the program.

This project is implemented at the level of the Guidimakha region, and at the central level.

#### **3.3. Time scope**

The evaluation will cover all activities implemented during the life of the project, from February 2020 to August 2022.

### **IV. BACKGROUND OF THE EVALUATION**

As part of the learning and capitalization process of the Joint Fund for the SDGs program, the Ministry of Economic Affairs and Promotion of Productive Sectors (through the General Directorate of Development Strategies and Policies), which is the project's custodian, UNICEF, WFP, and ILO are commissioning a country-led final and formative evaluation of the integrated social protection model in the Guidimakha region in Mauritania.

These Terms of Reference (ToR) define the purpose, objectives, methodological options and operational modalities of an institutional contract with an international institution, based on experience and expertise in conducting similar work. The results and recommendations of the evaluation will be used to develop options for scaling up the integrated social protection model in the Guidimakha region. The project model will also generate evidence for the revision of the national social protection strategy.

This evaluation will be implemented from June to October 2022, for a total duration of 10 work weeks (60 days). It will be supervised by the evaluation management team: (UNICEF, ILO, WFP), under the direction of the Resident Coordinator (or his/her delegate). The evaluation management team will also work closely with the steering committee of the MDG Pool established by the Ministry of Economic Affairs and Promotion of Productive Sectors (MAEPSP)

This Joint SDG Fund social protection program expands social protection efforts in Mauritania. It is led by the national authorities in collaboration with strategic partners and serves as an entry point for scaling up the social protection system in the Guidimakha region to the national level. Its objective is to provide an integrated package that goes beyond the scope of this project.

#### **4.1. Evaluation criteria and questions**

Formative evaluation items will be judged using the modified Organization for Economic Co-operation and Development/Development Assistance Committee (OECD/DAC) criteria of relevance, effectiveness, efficiency, and sustainability, as well as equity, gender, and human rights considerations. The main evaluation questions (and sub-questions) are as follows.

##### **a) Relevance :**

The evaluation will focus on the ability of the integrated social protection model to generate evidence and lessons learned and to support the revision of the national social protection strategy and programs.

- What has been the relevance of Integrated Social Protection Axes 1, 2 and 3<sup>26</sup> in generating evidence and lessons learned for the social protection model in the Guidimakha region?
- To what extent are the activities and results of the joint program consistent with the theory of change of the integrated social protection model?
- To what extent have contextual factors (specificity of different social protection programs) been taken into account in the design, implementation and adaptation of the integrated social protection model in the Guidimakha region?
- To what extent are the activities and results of the joint program consistent with the implementation plan?
- To what extent is the social protection model relevant to contributing to the acceleration of the SDGs?

#### **b) Coherence :**

The evaluation will assess the program's coherence with key international commitments, including gender equality, women's empowerment, equity for children, and the human rights-based approach. It will also assess the comparative advantage of the joint program in achieving expected results and its added value in coordination and convening roles.

- To what extent does the program address gender and equity issues?
- To what extent are the rights of people with disabilities integrated into the various aspects of programming and implementation?
- What are the comparative advantages of the joint program compared to other social protection programs?
- What are the comparative advantages-if any-of the coordination and joint program model roles among the 3 UN agencies?
- To what extent does the social protection model contribute to UN reforms (including UNCT coherence)?
- To what extent and how has joint programming improved the coherence of the response?

#### **c) Effectiveness**

The evaluation will assess the effectiveness of integrated social protection services in achieving the program's development objectives, including:

- How effective is the articulation of different social protection programs and services in addressing the needs of vulnerable households, and what are the main influencing factors?
- To what extent have program objectives been achieved in the Guidimakha region?
- What were the main challenges encountered in the process of implementing the joint program?
- What are the unintended outcomes (positive and/or negative) of the joint program?
- How has joint programming contributed to improving the expected results in terms of operational efficiency?

#### **e) Efficiency**

The evaluation will look at the outcomes of integrated social protection services - both qualitative and quantitative - in relation to the inputs provided:

- To what extent have human resources been adequate (in quality) and financial resources sufficient (in quantity) and timely to ensure the availability of quality integrated social protection services as planned? What were the costs, including funds and in-kind support?
- To what extent is the organizational structure in place and the collaboration and contribution of relevant ministries to ensure the implementation of an integrated social protection model as developed in this project? What more could be done to improve?

#### **d) Sustainability**

The evaluation will analyze the benefits of integrated social protection services

- To what extent have the strategies adopted by the Joint Program contributed to the sustainability of outcomes?
- To what extent does the Joint Program support long-term adherence and ownership by duty bearers and rights holders?
- What is the likelihood that the objectives and lessons learned from the integrated model developed in Guidimakha will be sustained beyond the duration of the Joint Program?
- What are the lessons learned from the integrated social protection model?
- To what extent are the benefits of the Joint Program - if any - likely to influence the revision of the national social protection strategy document?
- What were the main factors that influenced the achievement or non-achievement of sustainability of the JP in Guidimakha?
- How should the current Joint Program approach be revised or modified to improve the sustainability of national social protection program services?
- To what extent has the joint planning, analysis and design in this project contributed to broader national policy outcomes?
- To what extent has the joint coordination in this project led to longer-term partnerships and synergies?
- Has the integrated social protection model been implemented effectively and efficiently, both in terms of human and financial resources?

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<sup>26</sup> The service provider will refer to the project document for details of each project axis

#### 4.2. Equity, gender and human rights

Specific issues relating to people with disabilities

- To what extent has the program targeted people with disabilities?
- To what extent did the design and implementation of the supported joint program activities include disability-related accessibility and non-discrimination requirements?
- To what extent have people with disabilities, particularly children and women with disabilities, been consulted through their representative organizations?
- To what extent has the program contributed to supporting the inclusion of people with disabilities through :
  - o Providing basic income security?
  - o Covering health care costs, including rehabilitation and assistive devices?
  - o Covering disability-related costs, including community support services?
  - o Facilitating access to early childhood development, education and inclusive work/livelihoods?

#### V. EVALUATION APPROACH AND METHODOLOGY

Based on the objectives of the evaluation, this section outlines a possible design, approach, methods, and processes for the evaluation.

Methodological rigor will be a significant consideration in the evaluation of proposals. Therefore, the evaluation team is encouraged to evaluate the approach and methodology proposed in these ToRs and, if necessary, improve or modify them.

In its inception report, the contractor should develop an evaluation matrix and, in doing so, make reference to triangulation, sampling design, methodological limitations, and mitigation measures, and demonstrate considerable methodological expertise and experience in the evaluation of social protection programs.

During the inception phase, the evaluation team will develop a detailed evaluation matrix. At a minimum, the evaluation will use the following methods:

- Literature review and desk review of background documents and other relevant data, including review and analysis of secondary quantitative data
- Key informant interviews (KIIs) with key stakeholders (duty bearers)
- Review of program documentation
- Focus Group Discussions (FGDs) with relevant stakeholders at the national and decentralized levels, including children and their families, community members, and frontline workers
- Focus Group Discussions (FGD) with relevant stakeholders at national and decentralized levels, including children and their families, community members and frontline workers.
- Collection of existing statistical data, where available, and quantitative data relevant to the evaluation question.
- Data collected should be disaggregated by age, gender, disability status, site, etc. where appropriate. Sampling for the key informant interviews and focus group discussions should be done in consultation with the MAEPSP, UNICEF, WFP and ILO.

Similarly, conventional ethical guidelines must be followed during the evaluation. Specific reference is made to the UNEG ethical guidelines for evaluation, as well as the UNEG guidelines on integrating human rights and gender into the evaluation, the UN SWAP evaluation performance indicator. To this end, in the methodology, the firm should clarify how **equity, gender, and human rights** issues will be taken into account in the data collection and analysis process, in accordance with UNEG standards. Any sensitive issues or concerns should be raised with the evaluation management team (UNICEF, WFP, ILO, and MAEPSP) as soon as they are identified.

#### VI. MANAGEMENT AND COORDINATION

The evaluation will be conducted by an international institution with strong evaluation experience. The evaluation team will work under the supervision of the evaluation management team (UNICEF, WFP, ILO), in collaboration with the MAEPSP and the joint program coordination committee.

The management of the evaluation is under the responsibility of the "regional pool" (3 persons, one per structure) which ensures the conformity of the process and the validity of the ToR. This pool works in close collaboration with the "national pool" (3 people, 1 per structure) which will follow the process on a daily basis (supervision) and will regularly exchange with the pool in charge of monitoring and evaluation at the regional level for information and advice. The regional pool will ensure the quality and independence of the evaluation and guarantee its alignment with UNEG's evaluation norms and standards and other relevant procedures.

In addition to preparing the terms of reference, the regional pool will validate the recruitment of the external institution and review the deliverables and follow up on the results in collaboration with the national pool. The evaluation management team will work under the direction of the Resident Coordinator (or his/her delegate) and under the co-chairmanship of UNICEF. Quality assurance of the evaluation will be carried out by the evaluation units or sections of the three agencies.

The firm will be legally responsible to UNICEF, with whom the contract will be signed directly. UNICEF will be the point of contact between the firm and the agencies involved in the implementation of this project.

## **VII. EVALUATION TEAM PROFILE**

The proposed evaluation team will consist of at least one (1) senior consultant (team leader) who will be supported by at least one (1) additional consultant (team member/technical expert). The team leader will be expected to bring the following skills:

- Have extensive proven evaluation experience (at least 10 years) with an excellent understanding of evaluation principles and methodologies, including proficiency in a range of qualitative and quantitative evaluation methods, and UNEG norms and standards.
- Have a thorough knowledge of social protection issues - planning, implementation, management or monitoring and evaluation.
- Advanced university degree (Master's degree or higher) in social and economic sciences, health, statistics or demography, public administration, or similar, including a strong knowledge of social protection; familiarity with human rights.
- Strong commitment to providing timely, high quality results, i.e., credible evaluations that are used to improve policy decisions.
- Have a thorough knowledge of UN human rights, gender and equity programs.
- Strong leadership and team management background, as well as excellent interpersonal and communication skills to help ensure that evaluation is understood and used.
- Specific experience in social protection evaluation is essential, as well as strong experience in mixed methods evaluation; prior experience in development evaluation is considered an asset.
- Previous work experience in Africa is desirable, and an understanding of the Mauritanian and Sahel context and national and local social, political, and cultural dynamics would be an asset.
- The Team Leader must be committed and willing to work independently, with limited regular supervision; he/she must demonstrate adaptability and flexibility, client orientation, proven ethical practice, initiative, and concern for accuracy and quality.
- He/she must have the ability to express ideas and concepts concisely and clearly in written and oral form, as well as the ability to communicate with a variety of stakeholders in English and French. The ability to speak local Mauritanian languages would be an asset, especially for national consultants.

The team leader will be responsible for conducting the formative evaluation from start to finish, managing the evaluation, conducting most of the data collection, analysis, and consultations, and writing the report in French and communicating the evaluation results.

For the country team member/technical expert:

- Advanced university degree (Master's level) in statistics, economics, international development, public policy, public administration, or similar field of study.
- Hands-on experience in quantitative and qualitative data collection and analysis, particularly as it relates to socio-economic interventions.
- Strong expertise in equity, gender, and human rights-based approaches to evaluation, and expertise in data presentation and visualization.
- Be committed and willing to work in a complex environment and able to produce quality work with limited guidance and supervision.
- Have good communication, advocacy, and interpersonal skills and be able to communicate with diverse stakeholders and express ideas and concepts concisely and clearly in writing and orally
- Excellent command of French and one or more local languages as well as report writing skills.

The team member will play a key role in data collection, analysis, and presentation, as well as in the preparation of debriefings, and will contribute significantly to the main evaluation report.

The evaluation team should be gender-balanced to ensure that male and female informants are accessible during the data collection process.

It is essential that the same people who develop the methodology for the RFP be involved in conducting the evaluation. In reviewing proposals, particular attention will be paid to the technical methodology, but also to the quality, experience (including CVs, three references, and written samples of previous evaluations), and relevance of the individuals who will be involved in the evaluation.

The evaluation team should propose a detailed work plan, clearly indicating the roles and responsibilities of each person listed in the technical proposal.

Table 2: Work plan

<b>Activities</b>	<b>Schedule</b>	<b>Team Leader (Working days)</b>	<b>Consultant 1, 2,3</b>
<b>I. Preparatory phase</b>			
<i>Signing of the contract</i>			
<i>Initial meeting (via Skype)</i>			
<i>Literature review and preliminary interviews</i>			

<i>Workshop to validate the evaluation matrix and formalize the headings</i>			
<i>Submission of the complete scoping note</i>			
<i>Revision of the scoping note based on comments from the Evaluation Reference Group (ERG)*.</i>			
<i>* Each deliverable will be subject to a maximum of 5 round trips between UNICEF, WFP, ILO and the evaluation team to ensure compliance with UNEG and sponsor quality standards</i>			
<b>II. In-Country Data Collection Phase</b>			
<i>Meeting with the staff of the sponsoring structures and other stakeholders</i>			
<i>Field visits (during the field phase the evaluation team will regularly inform the sponsoring organizations about the progress of the work via Whatsapp, Tel, e-mail, etc.)</i>			
<i>Meeting + PPT presentation of preliminary findings</i>			
<b>III. Report Drafting Phase</b>			
<i>Submission of the Draft Evaluation Report (Draft 0)</i>			
<i>Submission of the revised version of the report (Draft 1) incorporating ERG* comments.</i>			
<i>*Each deliverable will be subject to a maximum of 5 round trips between UNICEF and the evaluation team to ensure compliance with UNEG and UNICEF quality standards.</i>			
<i>Validation workshop for recommendations (either facilitated by the evaluation team or by UNICEF M&amp;E officers or the Regional Evaluation Advisor)</i>			
<i>Submission of the final version of the report incorporating further comments from the ERG</i>			

## VIII. EVALUATION DELIVERABLES

The expected deliverables of the evaluation are:

1. An inception report (in French), including a detailed evaluation schedule and plan (evaluation matrix), briefing notes for data collection and revised data collection tools for the evaluation and focus group discussions, a literature review indicating which questions can and cannot be addressed and suggesting new evaluation questions. And a PowerPoint presentation to facilitate a stakeholder consultation exercise.
2. A power point presentation for debriefing the collection phase, which will be presented to the steering committee.
3. A draft and final evaluation report (in French) that will be revised until approval, including a first full draft that will be reviewed by the evaluation management team and the SDG Fund steering committee, a second draft that will be reviewed by the reference group and the PUNO monitoring and evaluation teams.
4. A PowerPoint presentation (in French and English) that will be used to share the results with the Reference Group and for use at subsequent dissemination events
5. A four-page evaluation summary (in English, French, and Arabic) that is distinct from the evaluation report summary and is intended for a broader, non-technical audience. The executive summary should also be produced in both text and video versions (i.e., a one- or two-minute video clip). Videos and photos should be collected as part of the evaluation to enrich the dissemination of the evaluation.

Other intermediate products are:

- Minutes of key meetings with the evaluation management team.

- A copy of the data collected during the evaluation
- Presentation materials for meetings with the evaluation management team. This may include PowerPoint summaries of the progress of the work and the findings at this stage.

The diagrams and descriptions of each evaluation product, must comply with the guidelines of UNEG are indicative and include:

- **Inception report:** the inception report will be essential to confirm a common understanding of what is to be evaluated, including additional insights into the execution of the evaluation. At this stage, the evaluators will refine and confirm the evaluation questions, confirm the scope of the evaluation, further refine the methodology proposed in the ToR and their own evaluation proposal to improve its rigor, and develop and validate the evaluation instruments. The report will include, but not be limited to, the following:
  - o Purpose and scope of the evaluation,
  - o confirmation of the evaluation objectives
  - o Evaluation criteria and questions
  - o Evaluation methodology (i.e., sampling criteria), a description of data collection methods and data sources (including a rationale for their selection), draft data collection instruments, e.g., questionnaires, with a data collection toolkit in an appendix, an evaluation matrix that identifies descriptive and normative questions and criteria for evaluating the evidence, a data analysis plan, a discussion of how to improve the reliability and validity of the evaluation findings, the approach to field visits, a description of the quality review process, and a discussion of the limitations of the methodology
  - o The proposed structure of the final report
  - o Evaluation work plan and schedule, including a revised work and travel plan
  - o Resource requirements (i.e., detailed budget allocations, related to evaluation activities, work plan)
  - o Appendices (i.e., evaluation question organization matrix, data collection toolkit, data analysis framework)
  - o Evaluation summary (evaluation briefing note) for external communication purposes. The inception report will be 15-20 pages (excluding appendices), approximately 10,000 words, and will be presented to the evaluation management team.
- **Interim Evaluation Findings:** This report will present the initial evaluation findings from the primary data collection, including the review and analysis of the technical support project file documents. The report will be developed prior to the first drafts of the final report and should be accompanied by a PowerPoint presentation that can be used for validation with key stakeholders
- **Final evaluation report:** The structure of the report will be agreed upon with the evaluation management team at the beginning of the assignment
- **PowerPoint presentation:** Initially prepared and used by the evaluation team in its presentation to the reference group, a stand-alone PowerPoint presentation will be submitted to the evaluation management team as part of the evaluation deliverables
- **A four-page evaluation summary:** Executive summary (with infographic) for external users will be submitted to the evaluation management team as part of the evaluation deliverables.

Reports will be prepared in accordance with UNEG evaluation report standards. All deliverables must be written in professional standard English and French and reviewed/read by a native speaker.

**The complete final report is presented in the following format:**

- Table of contents, including list of tables and list of figures
- Executive Summary (max. 5 pages, covering the main sections of the report: background, methodology and process, main findings and recommendations, lessons learned)
- Acknowledgements (all those who supported the evaluation and provided strong cooperation and collaboration during the process)
- List of abbreviations and acronyms
- Introduction (purpose of the evaluation, objectives, scope, use and intended users)
- Background of the evaluation
- Methodology, including sampling strategy and data analysis methods
- Key Findings (by criterion-each question should be answered individually) + Preliminary Conclusions boxes distributed throughout the section (since all findings will be numbered, each conclusion should clearly indicate the specific findings and the corresponding paragraph numbers on which it is based)
- Final Conclusions (this is not a simple summary of the preliminary findings but rather a more in-depth and critical reflection using the preliminary findings as a starting point)
- Lessons Learned
- Recommendations (strategic and operational, maximum 5 priority recommendations for each type; clearly focused and with a list of actions to consider)
- Appendices (terms of reference; list of interviewees and sites visited; list of documents consulted; more details on methodology, such as data collection instruments, including details on their reliability and validity; evaluation matrix; results framework and/or theory of change).

**IX. EVALUATION MANAGEMENT AND KEY STAKEHOLDERS**

The evaluation process will be participatory and involve all stakeholders and program partners. The results of the evaluation will be disseminated to the government, development partners, civil society, and other stakeholders.

Key stakeholders in the evaluation:

- The Resident Coordinator (or his/her delegate), who will lead the process and liaise with the SDG Fund Secretariat.
- The evaluation management team composed of the 3 PUNOs, led by UNICEF.
- The Joint Program Coordination Committees (national and regional levels)
- The Ministry of Economic Affairs and Promotion of Productive Sectors (MAEPSP)
- The Ministry of Social Affairs, Childhood and the Family (MASEF)
- Civil society organizations
- Members of the community

**Submissions and Selection Process:** The evaluation team must submit two proposals online:

a) A Technical Proposal which must include the following documents:

- A copy of each team member's CV of no more than 3 pages per person; - A copy of a recent evaluation report prepared by the lead consultant;
- A methodology note that will demonstrate:
  - An understanding of the ToR (including goals and objectives) and especially the expectations of the sponsors in terms of the expected duration, quality and use of the assignment
  - The methodological approach and underlying theoretical framework
  - The sampling strategy
  - The innovative methods of data collection and analysis that the consultant will consider relevant to answering the evaluation questions included in the ToR - The level of experience the consultant has had in conducting complex evaluations in the past
- Clarity of the work schedule
- A clear definition of the roles and responsibilities that the consultant will play Conformity of the evaluation report copy (produced in the past and submitted as part of this bid) with UNEG norms and standards
- Expertise of the other members of the evaluation team (based on expertise in the targeted thematic area, knowledge of the context, and mastery of evaluation and research methods)

This document remains a technical document and not a cover letter. Furthermore, this methodology note should not replicate the content of any section of the ToR. The technical proposal must be submitted in a separate folder or envelope, clearly labeled "Technical Proposal. No financial information should be included in the technical proposal.

Proposals will be evaluated based on the criteria listed in the Table below.

Table 4: Proposal Evaluation Criteria

Number	Criteria for assessment	Sub criteria for assessment	Detailed grades/scores	Total grades/scores
1	Understanding of the terms of reference	Understanding of the terms of reference especially in relation to the expectations of the three agencies in terms of quality, duration and use of the evaluation	10	10
2	Methodology	Methodological Approach and Theoretical Framework for Addressing the Evaluation Questions <i>(Depending on the relevance of the proposed framework for answering the evaluation questions)</i>	10	25
		The quality and robustness of the suggested sampling strategy	5	
		Innovative features of the suggested data collection methods	5	



		Clarity of data analysis methods - both quantitative and qualitative, where appropriate (including the use of specialized software)	5	
3	Organizational capacity of the evaluation team to carry out the mandate	Previous firm experience in conducting complex evaluations	5	20
		Clarity of the evaluation work plan ( <i>based on the relevance of the activities and the proposed timeline for delivery of the deliverables</i> )	5	
		Roles and responsibilities of evaluation team members ( <i>depending on the appropriateness of the distribution of roles and responsibilities for achieving the expected results within the required time frame</i> )	5	
		Compliance of copies of evaluation reports designed in the past to evaluation norms and standards.	5	
4	Expertise and Experience of the Team Leader and other team members	Team Leader expertise ( <i>based on expertise in evaluation in general and in equity, human rights and gender-based evaluation</i> )	5	15
		Experience of the Team Leader ( <i>based on the quality of the report submitted as part of the proposal, this will help in estimating experience in the field of evaluation in general and in the targeted thematic area in particular and as an evaluation team leader</i> )	5	
		Expertise of other evaluation team members ( <i>based on expertise in the targeted thematic area, knowledge of the context and mastery of evaluation and research methods</i> )	5	
<b>Total score attributed to the technical offer</b>				<b>70</b>
<b>Total score attributed to the financial offer</b>				<b>30</b>
<b>Overall score/grade</b>				<b>100</b>

### ***b) A financial proposal***

The financial proposal should cover all expenses related to the evaluation, including remuneration, living expenses, international and domestic travel (economy class tickets must be budgeted), in-country transportation, travel insurance, and other expenses. Computer and communications equipment necessary for the proper organization of the evaluation will be the responsibility of the evaluation team. It should be noted that the costs of organizing technical meetings or workshops will be covered by the sponsor. The financial offer must be submitted separately from the technical offer and will be considered only for those applicants whose technical offer is deemed valid (having obtained a minimum score of 50 points). The bid should be submitted in U.S. dollars and the total amount of the bid (including all fees) should be indicated.

### **X. PAYMENT SCHEDULE**

Payments will be made as follows:

- Approved initial report after contract signing: 15% of payment
- Approved Initial Evaluation Report: 25% of payment
- Approved Final Evaluation Report: 35% of payment
- Approved final presentation and other deliverables: 25% of payment.

**XI. SUGGESTED EVALUATION SCHEDULE**

		2021		2022									
		Nov	Dec	Jan	Feb	Mar	April	Ma	Jun	Jul	Aug	Sep	Oct
Activities	Outputs	1	2	3	4	S1	S1	S1	S1	S1	S1	S1	S1
<b>Preparatory phase</b>													
Initial draft, submission of TORs to PUNOs (UNICEF, ILO, WFP), quality assurance by the SDG secretariat	Draft TORs												
Review and completion of ToRs	ToR/f version												
Tendering process	Dissemination of ToRs												
Contract with the selected firm	Contract												
Validation of an outline for the inception report and other deliverables	Reporting formats												
Signing of the contract	Contract Documents												
<b>Inception report</b>													
Remote briefing between the evaluation monitoring team, the project team and the consulting firm													
Delivery of key documents to the contractor	Project documents												
Presentation of inception report and evaluation tools/questionnaires, etc.	Inception report/Draft												
Review and validation of the inception report	Inception report/final												
<b>Evaluation phase</b>													
First field mission (Guidimakha+Nkt) + feedback to stakeholders	ToR												
Feedback via PPT and a summary report to the 3 agencies	Report												
Second field mission (Guidimakha+Nkt) + meeting with key stakeholders	TOR / Briefing												
Drafting of the evaluation report	Draft report												
Review/quality control of draft report	Draft report												
Share the draft report with key stakeholders	Draft report												
Validation of the final report	Final report												
Dissemination of the final report	Final report												



## A.2 ANALYSIS OF THE INITIAL EVALUATION SUB-QUESTIONS (ESQ) IN ACCORDANCE WITH THE TORs

QUESTIONS PROPOSED BY THE TORs	RECOMMENDED ACTIONS	PROCESSING OF RECOMMENDED ACTIONS
<b>RELEVANCE CRITERIA: 1. To what extent is the Joint Social Protection Program appropriate and relevant to the creation of favorable conditions for the revision process of the National Social Protection Strategy?</b>		
1.1 What was the relevance of integrated social protection axes 1, 2 and 3 in generating evidence and lessons learned for the social protection model in the Guidimakha region?	Question to be reworded	1.1 To what extent do axes 1, 2 and 3 of the Joint Integrated Social Protection Program respond to institutional needs at the central and decentralized levels (in the Guidimakha region) and have they provided a relevant response to strengthening the social protection system?
1.2 To what extent are the activities and outcomes of the Joint Program consistent with the theory of change of the integrated social protection model?	Question to be reworded	1.2 To what extent are the Joint Program's programming (activities and strategies) and expected outcomes informed by a solid understanding of an evidence-based theory of change? And how does this inform the revision of the national social protection strategy paper?
1.3 To what extent have contextual factors (specificity of different social protection programs) been taken into account in the design, implementation and adaptation of the integrated social protection model in the Guidimakha region?	OK	1.3 To what extent have contextual factors (specificity of different social protection programs) been taken into account in the design, implementation and adaptation of the integrated social protection model in the Guidimakha region?
1.4 How consistent are the activities and outcomes of the joint program with the implementation plan?	Question to be reworded	1.4 To what extent is the Joint Program implementation plan consistent with the planned activities and expected outcomes of the project document?
1.5 How relevant is the social protection model in contributing to the acceleration of the SDGs?	Question to be reworded	1.5 To what extent has the Joint Program been relevant in contributing to the acceleration of the SDGs in relation to social protection in the Guidimakha region?
<b>COHERENCE CRITERIA: 2. To what extent has the Joint Social Protection Program proven to be adequate in its implementation mechanisms and created synergies among implementing stakeholders?</b>		
2.1 To what extent does the program address gender and equity issues?	Question to be moved to Criteria 6	
2.2 To what extent are the rights of people with disabilities integrated in the different aspects of programming and implementation?	Question to be moved to Criteria 6	
2.3 What are the comparative advantages of the joint program over other social protection programs?	Question to be deleted	
2.4 What are the comparative advantages - if any - of the coordination and joint program model roles between the 3 UN agencies?	Question to be reworded	2.1. To what extent has the implementation of the Joint Social Protection Program optimized coordination based on the comparative advantages of the 3 UN agencies?
2.5 To what extent does the social protection model contribute to UN reforms (including UNCT coherence)?	OK	2.2. To what extent does the social protection model contribute to the implementation of some of the UN reform measures?

2.6 To what extent and how has joint programming improved the coherence of the intervention?	OK	2.3. To what extent and how has joint programming improved the coherence of the intervention?
<b>EFFECTIVENESS CRITERIA: 3. To what extent have the expected results of the Joint Social Protection Program been achieved and have they contributed to progress towards the strategic outcomes sought through its implementation?</b>		
3.1 To what extent have the objectives of the Joint Program been achieved in the Guidimakha region	OK	3.1. To what extent have the expected results of the Joint Program been achieved in the Guidimakha region?
3.2 What are the expected outcomes (positive and/or negative) of the joint program?	Question to be reworded	3.2. What are the unintended outcomes (positive and/or negative) of the Joint Program and how have these affected the achievement of outcomes during implementation?
3.3 How effective is the articulation of different social protection programs and services in addressing the needs of vulnerable households and what are the main influencing factors?	Question to be reworded	3.3. How effective has the articulation of different social protection programs and services been in meeting the needs of vulnerable households? And what are the main factors influencing the provision/use of these services?
3.4 What were the main challenges encountered in the process of implementing the Joint Program?	Question to be reworded	3.4. To what extent have the main challenges in the process of implementing the Joint Program been perceived and how have they been addressed in order to optimize their impact on the achievement of the expected results?
3.5 How has joint programming contributed to improving the expected results in terms of operational effectiveness?	Question to be reworded	3.5. How has joint programming contributed to improved expected results/indicator levels compared to the pre-JP implementation situation for each agency?
	Former Question 5.8 of the Sustainability Criteria moved to this level	3.6. To what extent has the joint planning, analysis and design of this program contributed to the achievement of national social protection policy outcomes?
<b>EFFICIENCY CRITERIA: 4. To what extent has the joint social protection program had sufficient resources (human and financial) in quality and quantity to achieve the expected results?</b>		
4.1 To what extent have human resources been adequate (in quality) and financial resources sufficient (in quantity) and timely to ensure the availability of quality integrated social protection services as planned? What were the costs, including funds and in-kind support?	Question to be reworded	4.1 To what extent have human (quality and quantity) and financial (sufficient and timely) resources been adequate to ensure the availability and quality of integrated social protection services? What were the costs, including funds and in-kind support?
4.2 To what extent is the organizational structure in place and the collaboration and contribution of the ministries involved adequate to ensure hands-on operation of an integrated social protection model, as developed in this project? What more could be done to improve?	OK	4.2 To what extent has the organizational structure in place and the collaboration and contribution of the ministries involved ensured the hands-on operation of an integrated social protection model, as developed in this Joint Program? What more could be done to improve?

	Suggested new question	4.3 To what extent is the use of the financial resources of the Joint Program's axes, given the planned/mobilized budget envelope, in line with the level of performance of the results achieved for each of these axes?
<b>SUSTAINABILITY CRITERIA : 5. To what extent has the Joint Social Protection Program generated ownership at the national and decentralized (Guidimakha region) level or is it in the process of doing so in order to (i) ensure the continuity of its effects beyond the duration of project implementation on the one hand, and (ii) influence social policies and programs in the country in the long term on the other?</b>		
5.1 To what extent have the strategies adopted by the Joint Program contributed to the sustainability of results?	OK	5.1 To what extent have the strategies adopted by the Joint Social Protection Program contributed to the sustainability of results?
5.2 To what extent does the Joint Program support long-term buy-in and ownership by duty bearers and rights holders?	OK	5.2 To what extent does the Joint Program support long-term buy-in and ownership by duty bearers and rights holders?
5.3 What is the likelihood that the objectives and lessons learned from the integrated model developed in Guidimakha will be sustained beyond the duration of the Joint Program?	Question to be reworded	5.3 To what extent has the JP contributed to the development of an enabling environment and long-term institutional changes to advance social protection issues beyond the life of the program at both the regional and national levels?
5.4 What are the lessons learned from the integrated social protection model?	Question to be deleted	
5.5 To what extent are the benefits of the Joint Program - if any - likely to influence the revision of the national social protection strategy paper?	Question to be deleted	
5.6 What were the main factors that influenced the achievement or non-achievement of sustainability of the Joint Program in Guidimakha?	Question to be reworded	5.4 To what extent have internal/external factors (positive and negative) influenced the achievement or non-achievement of sustainability of the Joint Programme in the Guidimakha region?
5.7 How should the current joint program approach be revised or modified to improve the sustainability of national social protection program services?	Question to be deleted	
5.8 To what extent has the joint planning, analysis, and design in this project contributed to broader national policy outcomes?	Question moved to the Effectiveness Criteria level and is now question 3.6	
5.9 To what extent has the joint coordination in this project led to longer-term partnerships and synergies?	OK	5.5 To what extent has the joint coordination in this project led to longer-term partnerships and synergies?
5.10 Has the integrated social protection model been implemented effectively and efficiently, both in terms of human and financial resources?	Question to be deleted	
<b>EQUITY, GENDER EQUALITY AND HUMAN RIGHTS CRITERIA: 6. To what extent does the joint social protection program integrate the equity, gender and human rights approach in its various programming and implementation aspects?</b>		

	Question moved to this Criterion and formerly question 2.1	6.1. To what extent does the Joint Program address gender and equity issues in the various aspects of its programming and implementation?
	Question moved to this Criterion and formerly question 2.2	6.2. To what extent are the rights of persons with disabilities integrated into the different aspects of the programming and implementation of the Joint Social Protection Program?
6.1 To what extent has the program targeted people with disabilities?	Question to be deleted	
6.2 To what extent did the design and implementation of the supported joint program activities include disability-related accessibility and non-discrimination requirements?	Question to be deleted	
6.3 To what extent have people with disabilities, especially children and women with disabilities, been consulted through their representative organizations?	OK	6.3. To what extent have people with disabilities, in particular children and women with disabilities, been consulted through their representative organizations?
6.4 To what extent has the program contributed to supporting the inclusion of people with disabilities through : <ul style="list-style-type: none"> <li>▪ Providing basic income security?</li> <li>▪ Covering health care costs, including rehabilitation and assistive devices?</li> <li>▪ Covering disability-related costs, including community support services?</li> <li>▪ Facilitating access to early childhood development, education and inclusive work/livelihoods?</li> </ul>	OK	6.4. To what extent has the program contributed to supporting the inclusion of people with disabilities through : <ul style="list-style-type: none"> <li>▪ Basic income security?</li> <li>▪ Coverage of health care costs, including rehabilitation and assistive devices?</li> <li>▪ Coverage of disability-related costs, including community support services?</li> <li>▪ Access to early childhood development, education, and work/inclusive livelihoods?</li> </ul>

### A.3 EVALUATION CRITERIA, QUESTIONS AND SUB-QUESTIONS

Critères	Evaluation questions and sub-questions
Relevance	<p><b>1. To what extent is the Joint Social Protection Program appropriate and relevant to the creation of favourable conditions for the revision process of the National Social Protection Strategy?</b></p> <p>1.1. To what extent do the axes of the Joint Integrated Social Protection Program respond to institutional needs at the central and decentralized levels in the Guidimakha region, and how have they provided a relevant response to strengthening the social protection system?</p> <p>1.2. To what extent do the activities and outcomes of the Joint Program relate to the theory of change of the integrated social protection model and how do they guide the revision of the national social protection strategy document?</p> <p>1.3. To what extent have contextual factors (specificity of different social protection programs) been taken into account in the design, implementation and adaptation of the integrated social protection model in the Guidimakha region?</p> <p>1.4. To what extent is the Joint Program implementation plan consistent with the planned activities and expected outcomes of the project document?</p> <p>1.5. To what extent has the Joint Program been relevant in contributing to the acceleration of the SDGs related to social protection in the Guidimakha region?</p>
Coherence	<p><b>2. To what extent has the Joint Social Protection Program proven to be adequate in its implementation mechanisms and has it created synergies among the implementing stakeholders?</b></p> <p>2.1. To what extent has the implementation of the Joint Social Protection Program allowed for the optimization of coordination based on the comparative advantages of the three UN agencies?</p> <p>2.2. To what extent does the social protection model contribute to the hands-on operation of some measures related to UN reforms?</p> <p>2.3. To what extent and how has joint programming improved the coherence of the intervention?</p>
Effectiveness	<p><b>3. To what extent have the expected results of the Joint Social Protection Program been achieved and have they contributed to progress toward the strategic outcomes sought through its implementation?</b></p> <p>3.1. To what extent have the expected objectives of the Joint Program been achieved in the Guidimakha region?</p> <p>3.2. What were the unintended outcomes (positive and/or negative) of the Joint Program and how did these affect the achievement of results during its implementation?</p> <p>3.3. How effective has the articulation of different social protection programs and services been in meeting the needs of vulnerable households? And what are the main factors influencing the provision/use of these services?</p> <p>3.4. To what extent have the main challenges in the Joint Program implementation process been perceived and how have they been addressed in order to optimize their impact on the achievement of expected results?</p> <p>3.5. How has Joint Programming contributed to improved expected outcomes/indicator levels compared to the pre-JP implementation situation for each agency?</p> <p>3.6. To what extent has the joint planning, analysis and design under this Program contributed to the achievement of national social protection policy outcomes?</p>
Efficiency	<p><b>4. To what extent has the joint social protection program had sufficient resources (human and financial) in terms of quality and quantity to achieve the expected results?</b></p> <p>8.1. To what extent have human (quality and quantity) and financial (sufficient and timely) resources been adequate to ensure the availability and quality of integrated social protection services? What were the costs, including funds and in-kind support?</p> <p>8.2. To what extent has the organizational structure in place and the collaboration and contribution of the involved ministries ensured the hands-on operation of an integrated social protection model as developed in this Joint Program? What more could be done to improve?</p> <p>8.3. To what extent is the use of financial resources for axes 1, 2 and 3 of the Joint Program consistent with the level of performance of the results achieved for each of these axes, given the budget envelope planned/mobilized?</p>
Sustainability	<p><b>5. To what extent has the Joint Social Protection Program generated ownership at the national and decentralized (Guidimakha region) levels, or is it in the process of doing so, in order to (i) ensure the continuity of its effects</b></p>



	<p><b>beyond the duration of the project's implementation on the one hand, and (ii) influence social policies and programs in the country over the long term on the other?</b></p> <p>9.1. To what extent have the strategies adopted by the Joint Social Protection Program contributed to the sustainability of results?</p> <p>9.2. To what extent does the Joint Program support long-term buy-in and ownership by duty bearers and rights holders?</p> <p>9.3. To what extent has the Joint Program contributed to the development of an enabling environment and long-term institutional changes to advance social protection issues beyond the life of the program at both the regional and national levels?</p> <p>9.4. To what extent have internal/external factors (positive and negative) influenced whether or not the sustainability of the JP in the Guidimakha region was achieved?</p> <p>9.5. To what extent has the joint coordination in this project led to longer-term partnerships and synergies?</p>
<p><b>Equity, Gender Equality and Human Rights</b></p>	<p><b>10. To what extent does the joint social protection program integrate equity, gender equality and human rights approach in its various programming and implementation aspects?</b></p> <p>10.1. To what extent does the Joint Program address gender equity and equality issues in the various aspects of its programming and implementation?</p> <ul style="list-style-type: none"> <li>▪ To what extent are the rights of persons with disabilities integrated into the various aspects of the Joint Program's programming and implementation?</li> <li>▪ To what extent have people with disabilities, particularly children and women with disabilities, been consulted through their representative organizations?</li> <li>▪ To what extent has the program contributed to supporting the inclusion of people with disabilities through: <ul style="list-style-type: none"> <li>- Basic income security?</li> <li>- Coverage of health care costs, including rehabilitation and assistive devices?</li> <li>- Coverage of disability-related costs, including community support services?</li> <li>- Access to early childhood development, education, and work/inclusive livelihoods?</li> </ul> </li> </ul>

#### A.4 EVALUATION MATRIX

Criteria	Evaluation questions	N°	Evaluation sub-questions	N°	Indicators	Data Collection Methods	data source	Approach to data analysis
Relevance	1. To what extent is the Joint Social Protection Program appropriate and adequate for creating favorable conditions for the review process of the National Social Protection Strategy?	1.1.	To what extent do the axes of the Joint Integrated Social Protection Program respond to institutional needs at the central and decentralized levels (in the Guidimakha region) and how have they provided a relevant response to strengthening the social protection system?	1.1.1	a. Number and type of interventions by Joint Program (JP) axis addressing social protection bottlenecks at central and decentralized levels  b. Stakeholders' perceptions of which JP axes address social protection needs and strengthen the social protection system	<ul style="list-style-type: none"> <li>▪ Documentary review ;</li> <li>▪ Individual semi-structured interview with Key Informants</li> <li>▪ FGD</li> </ul>	<ul style="list-style-type: none"> <li>▪ JP 2020-2022 documents</li> <li>▪ National documents: CPDD (2018-2022); SNPS (2013); SCAPP (2016-2030)</li> <li>▪ Governmental actors/institutions: ANSADE; CNAM; CNDSTE; CNSS; CSA; CRD; CRESS; DGSNLE; ANSADE; MAEPSP; MASEF; MEFP; MENRSE; MFPT; MHA; MIDECE; MS</li> <li>▪ National NGOs/CSOs: Trade unions and employers' organizations; Civil society organizations related to social protection</li> <li>▪ International NGOs: NGO Terre des Hommes-Lausanne; Médecins du Monde; ACF; French Red Cross.</li> <li>▪ PTF: BM; BMZ; BID; BAD; IMF; EU; AFD; ENABEL.</li> <li>▪ ASNU: UNCT; IOM; UNDP; UNFPA</li> <li>▪ PUNO: UNICEF; ILO; WFP.</li> <li>▪ Beneficiaries: Ghabou; Ould Yengé; Selibaby; Wompou</li> </ul>	<ul style="list-style-type: none"> <li>▪ Qualitative content analysis;</li> <li>▪ Thematic analysis;</li> </ul>
		1.2	To what extent are the Joint Program's programming (activities and strategies) and expected outcomes informed by a solid understanding of an evidence-based theory of change? And how does this inform the revision of the national social protection strategy paper?	1.2.1	a. The theory of change builds on identified social welfare needs and explicitly makes assumptions linking activities, outputs, and outcomes.  b. Quality of the articulations and logical relationships between the intended effect, the expected outcomes of the Theory of Change in relation to the activities and outcomes implemented by the JP	<ul style="list-style-type: none"> <li>▪ Documentary review</li> <li>▪ Individual semi-structured interview with Key Informants</li> </ul>	<ul style="list-style-type: none"> <li>▪ JP 2020-2022 documents</li> <li>▪ National documents: CPDD (2018-2022); SNPS (2013); SCAPP (2016-2030)</li> <li>▪ PUNO: UNICEF; ILO; WFP.</li> </ul>	<ul style="list-style-type: none"> <li>• Qualitative content analysis</li> <li>• Thematic analysis</li> <li>• Contribution analysis</li> </ul>

Criteria	Evaluation questions	N°	Evaluation sub-questions	N°	Indicators	Data Collection Methods	data source	Approach to data analysis
					c. Programming orientation (activities and strategies) and expected results for the revision of the national social protection strategy document			
		1.3	To what extent have contextual factors (specificity of different social protection programs) been taken into account in the design, implementation and adaptation of the integrated social protection model in the Guidimakha region?	1.3.1	a. Extent to which the positive or negative aspects of the various social protection programs already implemented in the region or country were identified/considered in the design and implementation of the JP  b. Extent to which stakeholders and beneficiaries perceive the capacity of the JP to address social protection needs in comparison to other social protection programs	<ul style="list-style-type: none"> <li>▪ Documentary review ;</li> <li>▪ Individual semi-structured interview with Key Informants</li> <li>▪ FGD</li> </ul>	<ul style="list-style-type: none"> <li>▪ JP 2020-2022 documents</li> <li>▪ National documents: CPDD (2018-2022); SNPS (2013); SCAPP (2016-2030)</li> <li>▪ Governmental actors/institutions: ANSADE; CNAM; CNDSTE; CNSS; CSA; CRD; CRESS; DGSNLE; MAEPSP; MASEF; MEFP; MENRSE; MFPT; MHA; MIDEK; MS</li> <li>▪ TFP: WB; BMZ; IBD; ADB; IMF; EU; AFD; ENABEL.</li> <li>▪ UNSA: UNCT; IOM; UNDP; UNFPA</li> <li>▪ PUNO: UNICEF; ILO; WFP.</li> <li>▪ Beneficiaries: Ghabou; Ould Yengé; Selibaby; Wompou</li> </ul>	<ul style="list-style-type: none"> <li>▪ Qualitative content analysis;</li> <li>▪ Thematic analysis;</li> <li>▪ Contribution analysis</li> </ul>
		1.4	To what extent is the Joint Program implementation plan consistent with the planned activities and expected results of the project document?	1.4.1	a. Level of alignment between planned and implemented activities  b. Level of stakeholder perception of the fit between planned activities/expected outcomes and implemented activities/achieved outcomes of the JP	<ul style="list-style-type: none"> <li>▪ Documentary review</li> <li>▪ Individual semi-structured interview with Key Informants</li> </ul>	<ul style="list-style-type: none"> <li>▪ JP 2020-2022 documents</li> <li>▪ PUNO: UNICEF; ILO; WFP.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Qualitative content analysis;</li> <li>▪ Thematic analysis;</li> <li>▪ Contribution analysis</li> </ul>
		1.5	To what extent has the	1.5.1	a. Number/proportion (%) of	<ul style="list-style-type: none"> <li>▪ Documentary</li> </ul>	<ul style="list-style-type: none"> <li>▪ .CP 2020-2022 documents</li> </ul>	<ul style="list-style-type: none"> <li>▪ Qualitative</li> </ul>

Criteria	Evaluation questions	N°	Evaluation sub-questions	N°	Indicators	Data Collection Methods	data source	Approach to data analysis
			Joint Program been relevant in contributing to the acceleration of the SDGs in relation to social protection in the Guidimakha region?		social protection SDGs (1.3; 1.4; 3.8; 5.1; 10.4; 17.14) from JP implementation that have improved b. Stakeholders' perception of the social protection SDGs (1.3; 1.4; 3.8; 5.1; 10.4; 17.14) resulting from the implementation of the JP that have improved	review ; Individual semi-structured interview with Key Informants Observation	<ul style="list-style-type: none"> <li>▪ National documents: CPDD (2018-2022)</li> <li>▪ Governmental actors/institutions: ANSADE; CNAM; CNDSTE; CNSS; CSA; CRD; CRESS; DGSNLE; MAEPSP; MASEF; MEFP; MENRSE; MFPT; MHA; MIDEK; MS</li> <li>▪ PTF: WB; BMZ; IDB; BAD; IMF; EU; AFD; ENABEL.</li> <li>▪ UNSA: UNCT; IOM; UNDP; UNFPA</li> <li>▪ PUNO: UNICEF; ILO; WFP.</li> </ul>	<ul style="list-style-type: none"> <li>content analysis;</li> <li>▪ Thematic analysis;</li> <li>▪ Contribution analysis</li> </ul>
Coherence	2. To what extent has the Joint Social Protection Program proven to be adequate in its implementation mechanisms and created synergies among implementing stakeholders?	2.1.	2.1. To what extent has the implementation of the Joint Social Protection Program optimized coordination based on the comparative advantages of the 3 UN agencies?	2.1.1	<ul style="list-style-type: none"> <li>a. Number and type of bottlenecks lifted through the collaboration of the 3 UN agencies</li> <li>b. Added value of the JP in terms of coordination with other social protection programs attributable to each of the 3 UN agencies</li> <li>c. Degree to which stakeholders perceive that bottlenecks have been overcome through the collaboration of the 3 UN agencies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Documentary review ;</li> <li>▪ Individual semi-structured interview with Key Informants</li> <li>▪ Observation</li> </ul>	<ul style="list-style-type: none"> <li>▪ JP 2020-2022 documents</li> <li>▪ Governmental actors/institutions: ANSADE; CNAM; CNDSTE; CNSS; CSA; CRD; CRESS; DGSNLE; MAEPSP; MASEF; MEFP; MENRSE; MFPT; MHA; MIDEK; MS</li> <li>▪ National NGOs/CSOs: Trade unions and employers' organizations; Civil society organizations related to social protection</li> <li>▪ International NGOs: NGO Terre des Hommes-Lausanne; Médecins du Monde; ACF; French Red Cross.</li> <li>▪ UNSA: UNCT;</li> <li>▪ PUNO: UNICEF; ILO; WFP.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Qualitative content analysis;</li> <li>▪ Thematic analysis;</li> <li>▪ Contribution analysis</li> </ul>
		2.2	To what extent does the social protection model contribute to the operation of certain measures related to the UN reforms?	2.2.1	<ul style="list-style-type: none"> <li>a. Number and types of JP orientations consistent with UN reforms</li> <li>b. Level of stakeholder perception of UN Reform-compliant JP guidance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Documentary review ;</li> <li>▪ Individual semi-structured interview with Key Informants</li> </ul>	<ul style="list-style-type: none"> <li>▪ JP 2020-2022 documents</li> <li>▪ National documents: CPDD (2018-2022)</li> <li>▪ UNSA: UNCT</li> <li>▪ PUNO: UNICEF; ILO; WFP.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Qualitative content analysis;</li> <li>▪ Thematic analysis;</li> <li>▪ Contribution analysis</li> </ul>
		2.3	To what extent and how	2.3.1	a. Number and type of	<ul style="list-style-type: none"> <li>▪ Documentary</li> </ul>	<ul style="list-style-type: none"> <li>▪ JP 2020-2022 documents</li> </ul>	<ul style="list-style-type: none"> <li>▪ Qualitative</li> </ul>

Criteria	Evaluation questions	N°	Evaluation sub-questions	N°	Indicators	Data Collection Methods	data source	Approach to data analysis
			has joint programming improved the coherence of the intervention?		<p>bottlenecks related to social protection programs addressed through joint programming</p> <p>b. Level of stakeholder perception of the ability of joint programming to improve implementation of the social protection JP</p>	<p>review ;</p> <ul style="list-style-type: none"> <li>▪ Individual semi-structured interview with Key Informants</li> <li>▪ FGD</li> <li>▪ Evaluation H</li> </ul>	<ul style="list-style-type: none"> <li>▪ National documents: CPDD (2018-2022)</li> <li>▪ UNSA: UNCT</li> <li>▪ PUNO: UNICEF; ILOT; WFP.</li> <li>▪ JP 2020-2022 documents</li> <li>▪ Government Stakeholders/Institutions: CRD; MAEPSP; MASEF; MEFP</li> <li>▪ National NGOs/CSOs: Trade unions and employers' organizations; Civil society organizations related to social protection</li> <li>▪ International NGOs: NGO Terre des Hommes-Lausanne; Médecins du Monde; ACF; French Red Cross.</li> <li>▪ ASNU: UNCT; IOM; UNDP; UNFPA</li> <li>▪ PUNO: UNICEF; ILO; WFP.</li> <li>▪ Beneficiaries: Ghabou; Ould Yengé; Selibaby; Wompou</li> </ul>	<p>content analysis;</p> <ul style="list-style-type: none"> <li>▪ Thematic analysis;</li> <li>▪ Contribution analysis</li> </ul>
Effectiveness	3. To what extent have the expected results of the Joint Social Protection Program been achieved and have they contributed to progress towards the strategic outcomes sought through its implementation?	3.1	To what extent have the expected results of the Joint Program been achieved in the Guidimakha region?	3.1.1.	<p>a. Number and proportion (%) of outcomes achieved out of the total JP outcomes in accordance with its results framework</p> <p>b. Degree to which stakeholders (including beneficiaries) perceive that the joint project has achieved its results in accordance with its results framework</p>	<ul style="list-style-type: none"> <li>▪ Documentary review ;</li> <li>▪ Individual semi-structured interview with Key Informants</li> <li>▪ FGD</li> <li>▪ Evaluation H</li> <li>▪ Observation</li> </ul>	<ul style="list-style-type: none"> <li>▪ JP 2020-2022 documents</li> <li>▪ Governmental actors/institutions: ANSADE; CNAM; CNDSTE; CNSS; CSA; CRD; CRESS; DGSNLE; MAEPSP; MASEF; MEFP; MENRSE; MFPT; MHA; MIDEK; MS</li> <li>▪ National NGOs/CSOs: Trade unions and employers' organizations; Civil society organizations related to social protection</li> <li>▪ International NGOs: NGO Terre des Hommes-Lausanne; Médecins du Monde; ACF; French Red Cross.</li> <li>▪ PTF: WB; BMZ; BID; ADB; IMF; EU; AFD; ENABEL.</li> <li>▪ UNSA: UNCT; IOM; UNDP; UNFPA</li> <li>▪ PUNO: UNICEF; ILO; WFP.</li> <li>▪ Beneficiaries: Ghabou; Ould Yengé; Selibaby ; Wompou</li> </ul>	<ul style="list-style-type: none"> <li>• Comparative analysis</li> <li>• Qualitative content analysis</li> <li>• Contribution analysis</li> </ul>
		3.2	What are the unintended outcomes	3.2.1	a. Number and type of positive/negative	<ul style="list-style-type: none"> <li>▪ Documentary review ;</li> </ul>	<ul style="list-style-type: none"> <li>▪ JP 2020-2022 documents</li> <li>▪ Governmental actors/institutions:</li> </ul>	<ul style="list-style-type: none"> <li>• Qualitative content analysis</li> </ul>

		<p>(positive and/or negative) of the Joint Program and how have these affected the achievement of outcomes during implementation?</p>	<p>unintended outcomes of the JP and their influence on the achievement of outcomes during implementation</p> <p>b. Degree to which stakeholders (including beneficiaries) perceive positive/negative unintended outcomes of the JP and how these affect the achievement of outcomes during implementation</p>	<ul style="list-style-type: none"> <li>▪ Individual semi-structured interview with Key Informants</li> <li>▪ FGD</li> <li>▪ Evaluation H</li> <li>▪ Observation</li> </ul>	<p>ANSADE; CNAM; CNDSTE; CNSS; CSA; CRD; CRESS; DGSNLE; MAEPSP; MASEF; MEFP; MENRSE; MFPT; MHA; MIDEK; MS</p> <ul style="list-style-type: none"> <li>▪ National NGOs/CSOs: Trade unions and employers' organizations; Civil society organizations related to social protection</li> <li>▪ International NGOs: NGO Terre des Hommes-Lausanne; Médecins du Monde; ACF; French Red Cross.</li> <li>▪ ASNU: UNCT; IOM; UNDP; UNFPA</li> <li>▪ PUNO: UNICEF; ILO; WFP.</li> <li>▪ Beneficiaries: Ghabou; Ould Yengé; Selibaby; Wompou</li> </ul>	<ul style="list-style-type: none"> <li>• - Thematic analysis</li> <li>• - Comparative analysis</li> <li>• - Contribution analysis</li> </ul>
	3.3	<p>How effective has the articulation of different social protection programs and services been in meeting the needs of vulnerable households? And what are the main factors influencing the provision/use of these services?</p>	<p>3.3.1 a. Number and type of strategies/activities implemented by the JP through the various social protection programs and services that addressed the needs of vulnerable households in the areas of health, education, insurance, etc.</p> <p>b. Number and types of factors influencing the provision/use of these services</p> <p>c. Level of stakeholder perception of the strategies/activities implemented by the PC through the various social protection programs and services that have</p>	<ul style="list-style-type: none"> <li>▪ Literature review;</li> <li>▪ Individual/group qualitative semi-structured interview with Key Informants</li> <li>▪ FGD</li> <li>▪ Evaluation H</li> <li>▪ Observation</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2020-2022 documents</li> <li>▪ Governmental actors/institutions: CNAM; CNDSTE; CNSS; CSA; CRD; CRESS; DGSNLE; ANSADE; MAEPSP; MASEF; MEFP; MENRSE; MFPT; MHA; MIDEK; MS</li> <li>▪ National NGOs/CSOs: Trade unions and employers' organizations; Civil society organizations related to social protection</li> <li>▪ International NGOs: NGO Terre des Hommes-Lausanne; Médecins du Monde; ACF; French Red Cross.</li> <li>▪ ASNU: UNCT;</li> <li>▪ PUNO: UNICEF; ILO; WFP.</li> <li>▪ Beneficiaries: Ghabou; Ould Yengé; Selibaby; Wompou</li> </ul>	<ul style="list-style-type: none"> <li>• Qualitative content analysis</li> <li>• Thematic analysis</li> <li>• Comparative analysis</li> <li>• Contribution analysis</li> </ul>

				addressed the needs of vulnerable households in the areas of health, education, insurance, etc.			
				d. Stakeholders' perceptions of the factors influencing the provision/use of these services			
	3.4	To what extent have the main challenges in the Joint Program implementation process been perceived and how have they been addressed in order to optimize their impact on the achievement of the expected results?	3.4.1	<p>a. Nature and type of challenges identified in the JP implementation process</p> <p>b. Measures adopted to address JP implementation challenges</p> <p>c. Level of stakeholder perception of JP implementation challenges and actions taken to address them</p>	<ul style="list-style-type: none"> <li>▪ Literature review;</li> <li>▪ Individual/group qualitative semi-structured interview with Key Informants</li> <li>▪ FGD</li> <li>▪ Evaluation H</li> </ul>	<ul style="list-style-type: none"> <li>▪ JP 2020-2022 documents</li> <li>▪ Governmental actors/institutions: ANSADE; CNAM; CNDSTE; CNSS; CSA; CRD; CRESS; DGSNLE; MAEPSP; MASEF; MEFP; MENRSE; MFPT; MHA; MIDEK; MS</li> <li>▪ National NGOs/CSOs: Trade unions and employers' organizations; Civil society organizations related to social protection</li> <li>▪ International NGOs: NGO Terre des Hommes-Lausanne; Médecins du Monde; ACF; French Red Cross.</li> <li>▪ ASNU: UNCT; IOM; UNDP; UNFPA</li> <li>▪ PUNO: UNICEF; ILO; WFP.</li> <li>▪ Beneficiaries: Ghabou; Ould Yengé; Selibaby; Wompou</li> </ul>	<ul style="list-style-type: none"> <li>• Qualitative content analysis</li> <li>• Thematic analysis</li> <li>• Comparative analysis</li> <li>• Contribution analysis</li> </ul>
3.5	How has joint programming contributed to improved expected outcomes/indicator levels compared to pre-JP implementation situations for each agency?	3.5.1	<p>a. Proportion of expected outcomes/indicators that have improved as a result of the JP compared to the pre-JP implementation situation for each agency</p> <p>b. Degree to which stakeholders perceive the expected results/indicators to be improving as a result of</p>	<ul style="list-style-type: none"> <li>▪ Documentary review ;</li> <li>▪ Individual semi-structured interview with Key Informants</li> <li>▪ Observation</li> </ul>	<ul style="list-style-type: none"> <li>▪ JP 2020-2022 documents</li> <li>▪ UNSA: UNCT</li> <li>▪ PUNO: UNICEF; ILO; WFP.</li> </ul>	<ul style="list-style-type: none"> <li>• Qualitative content analysis</li> <li>• Thematic analysis</li> <li>• Comparative analysis</li> <li>• Contribution analysis</li> </ul>	

					the JP compared to pre-JP implementation situations for each agency			
Efficiency	4. To what extent has the joint social protection program had sufficient resources (human and financial) in quality and quantity to achieve expected results?	4.1.	To what extent have human (quality and quantity) and financial (sufficient and timely) resources been adequate to ensure the availability and quality of integrated social protection services? What were the costs, including funds and in-kind support?	4.1.1	a. Assessment of the rate of mobilization (quantity) and the availability of resources (human and financial) of the JP at the required time b. Statistical analyses and perceptions on the assessment of the timely mobilization and provision of JP resources (human and financial) in relation to the planning level (quantity and quality)	<ul style="list-style-type: none"> <li>Documentary review ;</li> <li>Individual semi-structured interview with Key Informants</li> <li>Observation</li> </ul>	<ul style="list-style-type: none"> <li>JP 2020-2022 documents</li> <li>Governmental actors/institutions: CRD; MAEPSP; MASEF; MEFP; MENRSE; MS</li> <li>National NGOs/CSOs: Trade unions and employers' organizations; Civil society organizations related to social protection</li> <li>International NGOs: NGO Terre des Hommes-Lausanne; Médecins du Monde; ACF; French Red Cross.</li> <li>PTF: BM; BMZ; BAD; IMF; EU; AFD; ENABEL.</li> <li>UNSA: UNCT; IOM; UNDP; UNFPA</li> <li>PUNO: UNICEF; ILO; WFP.</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative content analysis</li> <li>Thematic analysis</li> <li>Contribution analysis</li> </ul>
		4.2	To what extent has the organizational structure in place and the collaboration and contribution of the involved ministries ensured the operationalization of an integrated social protection model, as developed in this Joint Program? What more could be done to improve?	4.2.1	a. Assessment of the organizational structure in place, collaboration and contribution of the departments involved b. Identification of contributing factors for improving the existing organizational structure, collaboration and contribution of the departments involved in the JP	<ul style="list-style-type: none"> <li>Documentary review ;</li> <li>Individual semi-structured interview with Key Informants</li> <li>Observation</li> </ul>	<ul style="list-style-type: none"> <li>JP 2020-2022 documents</li> <li>Governmental actors/institutions: CRD; MAEPSP; MASEF; MEFP;</li> <li>National NGOs/CSOs: Trade unions and employers' organizations; Civil society organizations related to social protection</li> <li>International NGOs: NGO Terre des Hommes-Lausanne; Médecins du Monde; ACF; French Red Cross.</li> <li>ASNU: UNCT; IOM; UNDP; UNFPA</li> <li>PUNO: UNICEF; ILO; WFP.</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative content analysis</li> <li>Thematic analysis</li> <li>Contribution analysis</li> </ul>
		4.3	To what extent is the use of the financial resources of the Joint Program's axes, given the planned/mobilized budget envelope, in line	4.3.1	a. Statistical analyses and perceptions on the adequacy of performance in the mobilization/use of financial resources and the level of performance of the	<ul style="list-style-type: none"> <li>Literature review;</li> <li>Individual/group qualitative semi-structured interview with</li> </ul>	<ul style="list-style-type: none"> <li>JP 2020-2022 documents</li> <li>PTF: WB; BMZ; IDB; ADB; IMF; EU; AFD; ENABEL.</li> <li>UNAIDS: UNCT</li> <li>PUNO: UNICEF; ILO; WFP.</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative content analysis</li> <li>Thematic analysis</li> </ul>



			with the level of performance of the results achieved for each of these axes?		results achieved for each of the JP axes	Key Informants ▪ Observation		• Contribution analysis
Sustainability	5. To what extent has the Joint Social Protection Program generated ownership at the national and decentralized (Guidimakha region) levels, or is it in the process of doing so, so as to (i) ensure the continuity of its effects beyond the duration of project implementation on the one hand, and (ii) influence social policies and programs in the country in the long term on the other?	5.1	To what extent have the strategies adopted by the Joint Social Protection Program contributed to the sustainability of results?	5.1.1	a. Number and type of strategies in place to support sustainability of outcomes  b. Strengths and weaknesses of each strategy	▪ Literature review; ▪ Individual/group qualitative semi-structured interview with Key Informants ▪ FGD ▪ Evaluation H	▪ JP 2020-2022 documents ▪ Governmental actors/institutions: ANSADE; CNAM; CNDSTE; CNSS; CSA; CRD; CRESS; DGSNLE; MAEPSP; MASEF; MEFP; MENRSE; MFPT; MHA: MIDEK; MS ▪ National NGOs/CSOs: Trade unions and employers' organizations; Civil society organizations related to social protection ▪ International NGOs: NGO Terre des Hommes-Lausanne; Médecins du Monde; ACF; French Red Cross. ▪ PUNO: UNICEF; ILO; WFP. ▪ UNSA: UNCT; IOM; UNDP; UNFPA ▪ Beneficiaries: Ghabou; Ould Yengé; Selibaby; Wompou	• Qualitative content analysis • Thematic analysis • Comparative analysis • Contribution analysis
		5.2	To what extent does the Joint Program support long-term buy-in and ownership by duty bearers and rights holders?	5.2.1	a. Number and type of measures put in place to foster ownership, capacity building, and transfer of skills to duty bearers and rights holders to sustain implementation.  b. Strengths and weaknesses of each ownership measure	▪ Literature review; ▪ Individual/group qualitative semi-structured interview with Key Informants ▪ FGD ▪ Evaluation H	▪ JP 2020-2022 documents ▪ Governmental actors/institutions: ANSADE; CNAM; CNDSTE; CNSS; CSA; CRD; CRESS; DGSNLE; MAEPSP; MASEF; MEFP; MENRSE; MFPT; MHA: MIDEK; MS ▪ National NGOs/CSOs: Trade unions and employers' organizations; Civil society organizations related to social protection ▪ International NGOs: NGO Terre des Hommes-Lausanne; Médecins du Monde; ACF; French Red Cross. ▪ UNSA: UNCT; IOM; UNDP; UNFPA ▪ PUNO: UNICEF; ILO; WFP. ▪ Beneficiaries: Ghabou; Ould Yengé; Selibaby; Wompou	• Qualitative content analysis • Thematic analysis • Comparative analysis • Contribution analysis
		5.3	To what extent has the JP contributed to the	5.3.1	a. Number and type of long-term institutional changes	▪ Literature review;	▪ JP 2020-2022 documents ▪ Governmental actors/institutions:	• Qualitative content

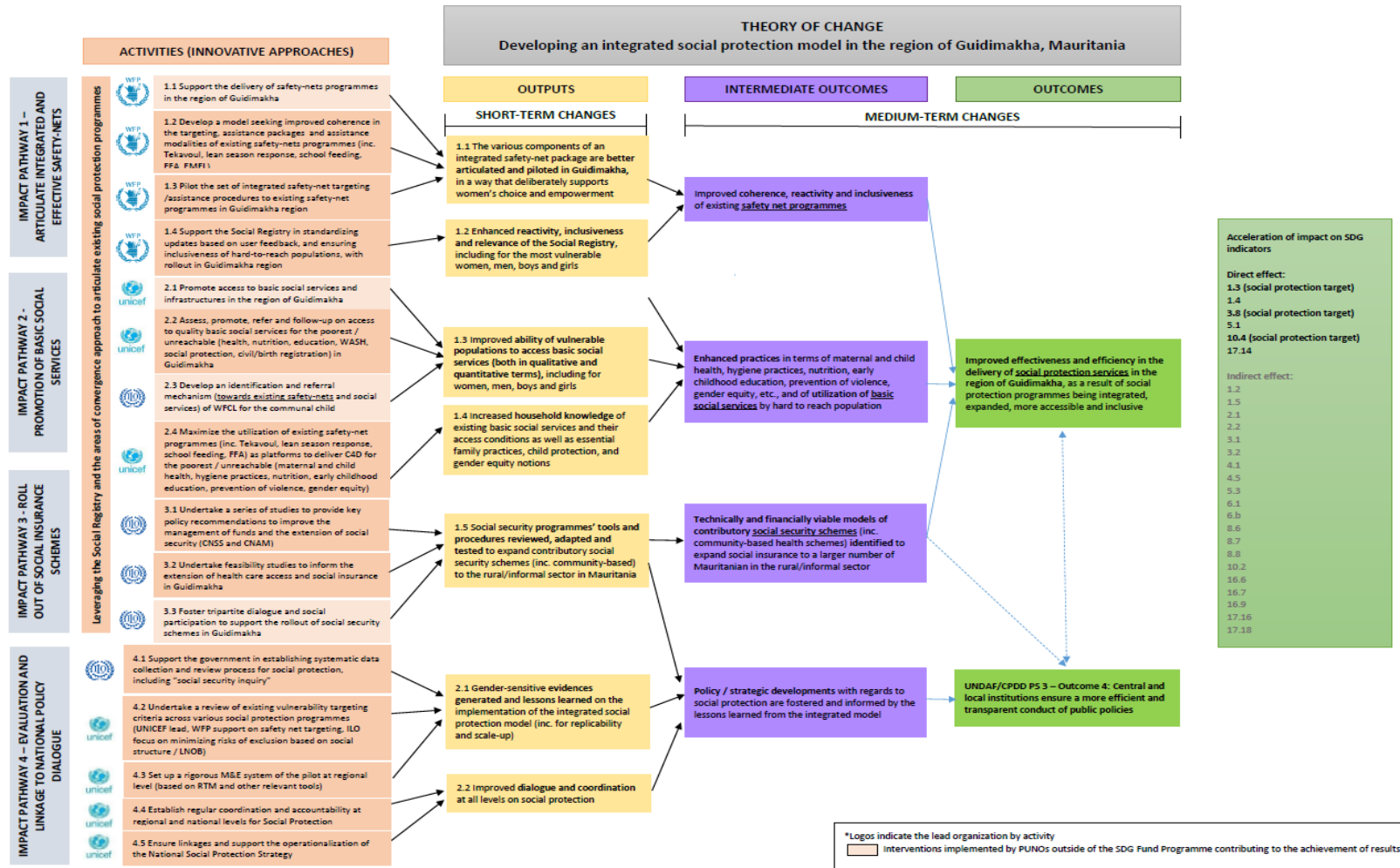
	development of an enabling environment and long-term institutional changes to advance social protection issues beyond the life of the program at both the regional and national levels?		<p>promoted by the JP to advance social protection issues in the Guidimakha region</p> <p>b. Degree of stakeholder perception of long-term institutional changes promoted by the JP to advance social protection issues in the Guidimakha region</p>	<ul style="list-style-type: none"> <li>▪ Individual/group qualitative semi-structured interview with Key Informants</li> <li>▪ FGD</li> <li>▪ Evaluation H</li> </ul>	<p>ANSADE; CNAM; CNDSTE; CNSS; CSA; CRD; CRESS; DGSNLE; MAEPSP; MASEF; MEFP; MENRSE; MFPT; MHA; MIDEDEC; MS</p> <ul style="list-style-type: none"> <li>▪ National NGOs/CSOs: Trade unions and employers' organizations; Civil society organizations related to social protection</li> <li>▪ International NGOs: NGO Terre des Hommes-Lausanne; Médecins du Monde; ACF; French Red Cross.</li> <li>▪ UNSA: UNCT; IOM; UNDP; UNFPA</li> <li>▪ PUNO: UNICEF; ILO; WFP.</li> <li>▪ Beneficiaries: Ghabou; Ould Yengé; Selibaby; Wompou</li> </ul>	<ul style="list-style-type: none"> <li>• analysis</li> <li>• Thematic analysis</li> <li>• Comparative analysis</li> <li>• Contribution analysis</li> </ul>
5.4	To what extent have internal/external factors (positive and negative) influenced the achievement or non-achievement of sustainability of the Joint Program in the Guidimakha region?	5.4.1	<p>a. Number and type of internal factors (positive and negative) that have influenced whether or not sustainability of the JP was achieved</p> <p>b. Degree to which stakeholders perceive the existence of external factors (positive and negative) that have influenced the achievement or non-achievement of JP sustainability</p>	<ul style="list-style-type: none"> <li>▪ Literature review;</li> <li>▪ Individual/group qualitative semi-structured interview with Key Informants</li> <li>▪ FGD</li> <li>▪ Evaluation H</li> </ul>	<ul style="list-style-type: none"> <li>▪ JP 2020-2022 documents</li> <li>▪ Governmental actors/institutions: ANSADE; CNAM; CNDSTE; CNSS; CSA; CRD; CRESS; DGSNLE; MAEPSP; MASEF; MEFP; MENRSE; MFPT; MHA; MIDEDEC; MS</li> <li>▪ National NGOs/CSOs: Trade unions and employers' organizations; Civil society organizations related to social protection</li> <li>▪ International NGOs: NGO Terre des Hommes-Lausanne; Médecins du Monde; ACF; French Red Cross.</li> <li>▪ UNSA: UNCT; IOM; UNDP; UNFPA</li> <li>▪ PUNO: UNICEF; ILO; WFP.</li> <li>▪ Beneficiaries: Ghabou; Ould Yengé; ; Selibaby ; Wompou</li> </ul>	<ul style="list-style-type: none"> <li>• Qualitative content analysis</li> <li>• Thematic analysis</li> <li>• Comparative analysis</li> <li>• Contribution analysis</li> </ul>
5.5	To what extent has the joint coordination in this project led to longer-term partnerships and synergies?	5.5.1	<p>a. Number, type, and functionality of long-term partnerships established under the JP</p> <p>b. Level of stakeholder perception of long-term partnerships established</p>	<ul style="list-style-type: none"> <li>▪ Literature review ;</li> <li>▪ Individual semi-structured interview with Key Informants</li> <li>▪ FGD</li> <li>▪ Evaluation H</li> </ul>	<ul style="list-style-type: none"> <li>▪ JP 2020-2022 documents</li> <li>▪ Governmental actors/institutions: ANSADE; CNAM; CNDSTE; CNSS; CSA; CRD; CRESS; DGSNLE; MAEPSP; MASEF; MEFP; MENRSE; MFPT; MHA; MIDEDEC; MS</li> <li>▪ National NGOs/CSOs: Trade unions and employers' organizations; Civil society</li> </ul>	<ul style="list-style-type: none"> <li>• Qualitative content analysis</li> <li>• Thematic analysis</li> <li>• Comparative analysis</li> <li>• Contribution</li> </ul>

					under the JP		<ul style="list-style-type: none"> <li>organizations related to social protection</li> <li>▪ International NGOs: NGO Terre des Hommes-Lausanne; Médecins du Monde; ACF; French Red Cross.</li> <li>▪ UNSA: UNCT; IOM; UNDP; UNFPA</li> <li>▪ PUNO: UNICEF; ILO; WFP.</li> <li>▪ Beneficiaries: Ghabou; Ould Yengé; Selibaby; Wompou</li> </ul>	analysis
Equity, Gender Equality and Human Rights	6. To what extent does the joint social protection program integrate an equity, gender equality and human rights approach in its various programming and implementation aspects?	6.1	To what extent does the Joint Program address gender equity and equality issues in the various aspects of its programming and implementation?	6.1.1	<p>a. Nature and type of integration of gender equity and equality issues into programming and implementation aspects of the JP</p> <p>b. Level of stakeholder perception of the integration of gender equity and equality into programming and implementation aspects of the JP</p>	<ul style="list-style-type: none"> <li>▪ Literature review;</li> <li>▪ Individual/group qualitative semi-structured interview with Key Informants</li> <li>▪ FGD</li> <li>▪ Evaluation H</li> <li>▪ Observation</li> </ul>	<ul style="list-style-type: none"> <li>▪ JP 2020-2022 documents</li> <li>▪ Governmental actors/institutions: ANSADE; CNAM; CNDSTE; CNSS; CSA; CRD; CRESS; DGSNLE; MAEPSP; MASEF; MEFP; MENRSE; MFPT; MHA; MIDEK; MS</li> <li>▪ National NGOs/CSOs: Trade unions and employers' organizations; Civil society organizations related to social protection</li> <li>▪ International NGOs: NGO Terre des Hommes-Lausanne; Médecins du Monde; ACF; French Red Cross.</li> <li>▪ UNSA: UNCT; IOM; UNDP; UNFPA</li> <li>▪ PUNO: UNICEF; ILO; WFP.</li> <li>▪ Beneficiaries: Ghabou; Ould Yengé; Selibaby; Wompou</li> </ul>	<ul style="list-style-type: none"> <li>▪ Qualitative content analysis;</li> <li>▪ Thematic analysis;</li> <li>▪ Contribution analysis</li> </ul>
		6.2	To what extent are the rights of persons with disabilities integrated in the different aspects of the programming and implementation of the Joint Social Protection Program?	6.2.1	<p>a. Nature and type of consideration of disability rights issues in the programming and implementation aspects of the JP.</p> <p>b. Level of stakeholder perception of the inclusion of disability rights in the programming and implementation aspects of the JP.</p>	<ul style="list-style-type: none"> <li>▪ Literature review;</li> <li>▪ Individual/group qualitative semi-structured interview with Key Informants</li> <li>▪ FGD</li> <li>▪ Evaluation H</li> <li>▪ Observation</li> </ul>	<ul style="list-style-type: none"> <li>▪ JP 2020-2022 documents</li> <li>▪ Governmental actors/institutions: ANSADE; CNAM; CNDSTE; CNSS; CSA; CRD; CRESS; DGSNLE; MAEPSP; MASEF; MEFP; MENRSE; MFPT; MHA; MIDEK; MS</li> <li>▪ National NGOs/CSOs: Trade unions and employers' organizations; Civil society organizations related to social protection</li> <li>▪ International NGOs: NGO Terre des Hommes-Lausanne; Médecins du Monde; ACF; French Red Cross.</li> <li>▪ UNSA: UNCT; IOM; UNDP; UNFPA</li> <li>▪ PUNO: UNICEF; ILO; WFP.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Qualitative content analysis;</li> <li>▪ Thematic analysis;</li> <li>▪ Contribution analysis</li> </ul>

	6.3	To what extent have people with disabilities, especially children and women with disabilities, been consulted through their representative organizations?	6.3.1	<p>a. Level of involvement of people with disabilities in the programming and implementation of the Social Protection JP</p> <p>b. Level of stakeholder perception of the involvement of people with disabilities in the planning and implementation of the social protection JP</p>	<ul style="list-style-type: none"> <li>▪ Literature review;</li> <li>▪ Individual/group qualitative semi-structured interview with Key Informants</li> <li>▪ FGD</li> <li>▪ Evaluation H</li> <li>▪ Observation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Beneficiaries: Ghabou; Ould Yengé; Selibaby; Wompou</li> <li>▪ JP 2020-2022 documents</li> <li>▪ Governmental actors/institutions: ANSADE; CNAM; CNDSTE; CNSS; CSA; CRD; CRESS; DGSNLE; MAEPSP; MASEF; MEFP; MENRSE; MFPT; MHA; MIDEK; MS</li> <li>▪ National NGOs/CSOs: Trade unions and employers' organizations; Civil society organizations related to social protection</li> <li>▪ International NGOs: NGO Terre des Hommes-Lausanne; Médecins du Monde; ACF; French Red Cross.</li> <li>▪ UNSA: UNCT; IOM; UNDP; UNFPA</li> <li>▪ PUNO: UNICEF; ILO; WFP.</li> <li>▪ Beneficiaries: Ghabou; Ould Yengé; Selibaby; Wompou</li> </ul>	<ul style="list-style-type: none"> <li>▪ Qualitative content analysis;</li> <li>▪ Thematic analysis;</li> <li>▪ Contribution analysis</li> </ul>
	6.4	To what extent has the program contributed to supporting the inclusion of people with disabilities	6.4.1	<p>a. Number and type of strategies developed by the JP for persons with disabilities to ensure (i) basic income security/ (ii) coverage of health care costs, including rehabilitation and assistive devices/ (iii) coverage of disability-related costs, including community support services/ (iv) facilitating access to early childhood development, education, and work/inclusive livelihoods.</p> <p>b. Level of stakeholder perception of strategies developed by the JP for</p>	<ul style="list-style-type: none"> <li>▪ Literature review;</li> <li>▪ Individual/group qualitative semi-structured interview with Key Informants</li> <li>▪ FGD</li> <li>▪ Evaluation H</li> <li>▪ Observation</li> </ul>	<ul style="list-style-type: none"> <li>▪ JP 2020-2022 documents</li> <li>▪ Governmental actors/institutions: ANSADE; CNAM; CNDSTE; CNSS; CSA; CRD; CRESS; DGSNLE; MAEPSP; MASEF; MEFP; MENRSE; MFPT; MHA; MIDEK; MS</li> <li>▪ National NGOs/CSOs: Trade unions and employers' organizations; Civil society organizations related to social protection</li> <li>▪ International NGOs: NGO Terre des Hommes-Lausanne; Médecins du Monde; ACF; French Red Cross.</li> <li>▪ UNSA: UNCT; IOM; UNDP; UNFPA</li> <li>▪ PUNO: UNICEF; ILO; WFP.</li> <li>▪ Beneficiaries: Ghabou; Ould Yengé; Selibaby; Wompou</li> </ul>	<ul style="list-style-type: none"> <li>▪ Qualitative content analysis;</li> <li>▪ Thematic analysis;</li> <li>▪ Contribution analysis</li> </ul>

				persons with disabilities (i) to ensure basic income security/ (ii) coverage of health care costs, including rehabilitation and assistive devices/ (iii) coverage of disability-related costs, including community support services/ (iv) to facilitate access to early childhood development, education and work/inclusive livelihoods.			
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## A.5 PROJECT THEORY OF CHANGE



## A.6 STAKEHOLDER AND BENEFICIARY SAMPLING STRATEGY FOR DATA COLLECTION

Data collection tools	Sampling method	Number of stakeholders by project component				Breakdown by gender	
		AXIS 1	AXIS 2	AXIS 3	AXIS 4	Women	Men
Individual interview guides for key informants	Key informants within the partner/implementing structures identified according to their level of involvement and participation	26	26	13	15	By gender of identified stakeholders	
Focus group guide with beneficiary representatives (children under 17, youth between 18-24, elderly women and men over 25) from the communities	Sensible choice	32			32	By gender of stakeholders	
Evaluation Guide H with children 3-17 years old of community beneficiaries	Sensible choice	32			32	By gender of stakeholders	
Observation grid for service delivery infrastructures related to interventions	Sensible choice	15	8	2	25	-	

## A.7 DATA COLLECTION TOOLS

### A.7.1 Interview Guide for National/Regional/Municipal Institutions, UNSAs and PUNOs

G1 Interview Guide for National/Regional/Municipal Institutions, UNSA and PUNOs	
REL 1.1.1	Are you aware of the institutional issues at the central and decentralized levels (in the Guidimakha region) that were addressed by the project's interventions in 2020? Are your specific reflections on this knowledge based on evidence?
REL 1.1.2	How do the project interventions : (a) Strengthen the coherence and effectiveness of social protection programs? (b) Facilitate access to and use of basic social services by the most vulnerable populations? (c) Lay the foundation for extending social insurance to rural areas? (d) Do they feed into the national policy dialogue on social protection?
REL 1.2.1	Do you think that the project's activities, strategies, and expected outcomes are related to the bottlenecks that justify the establishment of this project? Why or why not?
REL 1.2.2	How did the project's activities, strategies and expected results contribute to the revision of the national social protection strategy paper?
REL 1.3.1	What aspects of other existing social protection programs in the region or country were capitalized on in the design and implementation of the JP?
REL 1.4.1	Are the activities implemented in the project consistent with those planned? Why or why not?
REL 1.4.2	Did these activities achieve the expected results of the project document? Why or why not?
REL 1.5	How has the implementation of the JP contributed to the improvement of the SDGs (1.3; 1.4; 3.8; 5.1; 10.4; 17.14) related to social protection?
COH 2.1	What is the added value of the JP in terms of coordination compared to other social protection programs? What do you think of the role played by each of the 3 UN agencies in strengthening the coordination mechanism put in place?
COH 2.2	Do you think that the JP contributes to the implementation of some measures related to the UN reforms? Why or why not?
COH 2.3	Do you think that the JP improves the coherence of social protection interventions? Why or why not?
EFC 3.1	Do you feel that the expected objectives of the Joint Program have been achieved in the Guidimakha region? Why or why not?
EFC 3.2	What are the unintended outcomes (positive and/or negative) of the Joint Program and how have these affected the achievement of outcomes during implementation?
EFC 3.3	How have the various social protection programs and services contributed to meeting the needs of vulnerable households? What factors explain the availability/use of these services by the entities/beneficiaries?
EFC 3.4	What were the main challenges of the Joint Program implementation process? How were they addressed in order to optimize the impact on the achievement of the expected results?
EFC 3.5	Do you think that the expected outcomes/indicator levels have improved compared to the pre-JP implementation situations for each of the agencies?
EFC 3.6	What aspects of the national social protection strategy document have been revised and/or added as a result of the implementation of this project?
EFI 4.1	Were human resources adequate in quality and quantity to ensure the availability and quality of integrated social protection services? Were financial resources adequate, sufficient and timely to ensure the availability and quality of integrated social protection services?
EFI 4.2	Has the organizational structure in place and the collaboration and contribution of the involved ministries ensured the hands-on operation of an integrated social protection model, as developed in this Joint Program? What more could be done to improve it?
EFI 4.3	Is the use of the financial resources of the Joint Program axes, given the planned/mobilized budget envelope, in line with the level of performance of the results achieved for each of these axes?



<b>SUS 5.1</b>	Have the strategies adopted by the social protection JP contributed to the sustainability of outcomes? Why or why not?
<b>SUS 5.2</b>	Does the JP support long-term duty bearers and rights holders' buy-in and ownership? Why?
<b>SUS 5.3</b>	Has the JP contributed to developing an enabling environment and long-term institutional changes to advance social protection issues beyond the life of the program at both the regional and national levels?
<b>SUS 5.4</b>	What internal/external factors have positively and/or negatively influenced the sustainability of the Joint Program in the Guidimakha region?
<b>SUS 5.5</b>	To what extent has the joint coordination in this project led to longer-term partnerships and synergies?
<b>EGEHR 6.1</b>	How does the Joint Program address gender and equity issues in different aspects of its programming and implementation?
<b>EGEHR 6.2</b>	How are the rights of persons with disabilities integrated into the different aspects of the programming and implementation of the Joint Social Protection Program?
<b>EGEHR 6.3</b>	Have people with disabilities, especially children and women with disabilities, been consulted through their representative organizations? Why were they consulted?
<b>EGEHR 6.4</b>	<p>Has the program helped support the inclusion of people with disabilities via:</p> <ul style="list-style-type: none"> <li>▪ Basic income security?</li> <li>▪ Coverage of health care costs, including rehabilitation and assistive devices?</li> <li>▪ Coverage of disability-related costs, including community support services?</li> <li>▪ Access to early childhood development, education, and inclusive work/livelihoods?</li> </ul> <p>Support this with specific examples?</p>

### CONCLUSIONS AND PROSPECTS

<b>CP 1</b>	What lessons have you learned from this implementation phase of the JP (in operational, institutional and technical terms)?
<b>CP 2</b>	What specifically do you propose for greater effectiveness in future interventions of this program?

## A.7.2 Interview guide for NGO/CSO stakeholders

G2 Interview guide for NGO/CSO stakeholders	
<b>REL 1.1.1</b>	Are you aware of the institutional issues at the central and decentralized levels (in the Guidimakha region) that were addressed by the project's interventions in 2020? Are your specific reflections on this knowledge based on evidence?
<b>COH 2.1</b>	What is the added value of the JP in terms of coordination compared to other social protection programs? What do you think of the role played by each of the 3 UN agencies in strengthening the coordination mechanism put in place?
<b>COH 2.3</b>	Do you think that the JP improves the coherence of social protection interventions? Why or why not?
<b>EFC 3.1</b>	Do you think that the expected objectives of the Joint Program have been achieved in the Guidimakha region? Why or why not?
<b>EFC 3.2</b>	What are the unintended outcomes (positive and/or negative) of the Joint Program and how have these affected the achievement of outcomes during implementation?
<b>EFC 3.3</b>	How have the various social protection programs and services contributed to meeting the needs of vulnerable households? What factors account for the provision/use of these services by entities/recipients?
<b>EFC 3.4</b>	What were the main challenges of the Joint Program implementation process? How were they addressed in order to optimize the impact on the achievement of the expected results?
<b>EFI 4.1</b>	Were human resources adequate in quality and quantity to ensure the availability and quality of integrated social protection services? Were financial resources adequate, sufficient and timely to ensure the availability and quality of integrated social protection services?
<b>EFI 4.2</b>	Has the organizational structure in place and the collaboration and contribution of the involved ministries ensured the hands-on operation of an integrated social protection model, as developed in this Joint Program? What more could be done to improve it?
<b>SUS 5.1</b>	Have the strategies adopted by the social protection JP contributed to the sustainability of outcomes? Why or why not?
<b>SUS 5.2</b>	Does the JP support long-term duty bearers' and rights holders' buy-in and ownership? Why?
<b>SUS 5.3</b>	Has the JP contributed to developing an enabling environment and long-term institutional changes to advance social protection issues beyond the life of the program at both the regional and national levels?
<b>SUS 5.4</b>	What internal/external factors have positively and/or negatively influenced the sustainability of the Joint Program in the Guidimakha region?
<b>SUS 5.5</b>	To what extent has the joint coordination in this project led to longer-term partnerships and synergies?
<b>EGEHR 6.1</b>	How does the Joint Program address gender and equity issues in different aspects of its programming and implementation?
<b>EGEHR 6.2</b>	How are the rights of persons with disabilities integrated into the different aspects of the programming and implementation of the Joint Social Protection Program?
<b>EGEHR 6.3</b>	Have people with disabilities, especially children and women with disabilities, been consulted through their representative organizations? Why were they consulted?
<b>EGEHR 6.4</b>	Has the program helped support the inclusion of people with disabilities via: <ul style="list-style-type: none"> <li>▪ Basic income security?</li> <li>▪ Coverage of health care costs, including rehabilitation and assistive devices?</li> <li>▪ Coverage of disability-related costs, including community support services?</li> <li>▪ Access to early childhood development, education, and inclusive work/livelihoods?</li> </ul> Support this with specific examples?
CONCLUSIONS AND PROSPECTS	
<b>CP 1</b>	What lessons have you learned from this implementation phase of the JP (in operational, institutional and technical terms)?
<b>CP 2</b>	What specifically do you propose for greater effectiveness in future interventions of this program?

### A.7.3 TFP/Donor Interview Guide

G3 TFP/Donor Interview Guide	
REL 1.1.1	Are you aware of the institutional issues at the central and decentralized levels (in the Guidimakha region) that were addressed by the project's interventions in 2020? Are your specific reflections on this knowledge based on evidence?
REL 1.1.2	How do the project interventions: (a) Strengthen the coherence and effectiveness of social protection programs? (b) Facilitate access to and use of basic social services by the most vulnerable populations? (c) Lay the foundation for extending social insurance to rural areas? (d) Do they feed into the national policy dialogue on social protection?
REL 1.3.1	What aspects of other existing social protection programs in the region or country were capitalized on in the design and implementation of the JP?
REL 1.5	How has the implementation of the JP contributed to the improvement of the SDGs (1.3; 1.4; 3.8; 5.1; 10.4; 17.14) related to social protection?
EFC 3.1	Do you feel that the expected objectives of the Joint Program have been achieved in the Guidimakha region? Why or why not?
EFC 3.2	What are the unintended outcomes (positive and/or negative) of the Joint Program and how have these affected the achievement of outcomes during implementation?
EFC 3.3	How have the various social protection programs and services contributed to meeting the needs of vulnerable households? What factors explain the availability/use of these services by the entities/beneficiaries?
EFC 3.4	What were the main challenges of the Joint Program implementation process? How were they addressed in order to optimize the impact on the achievement of the expected results?
EFI 4.1	Were financial resources adequate, sufficient and timely to ensure the availability and quality of integrated social protection services?
EFI 4.3	Is the use of the financial resources of the Joint Program axes, given the planned/mobilized budget envelope, in line with the level of performance of the results achieved for each of these axes?
SUS 5.1	Have the strategies adopted by the social protection JP contributed to the sustainability of outcomes? Why or why not?
SUS 5.2	Does the JP support long-term duty bearer and rights holder buy-in and ownership? Why?
SUS 5.3	Has the JP contributed to developing an enabling environment and long-term institutional changes to advance social protection issues beyond the life of the program at both the regional and national levels?
SUS 5.4	What internal/external factors have positively and/or negatively influenced the sustainability of the Joint Program in the Guidimakha region?
SUS 5.5	To what extent has the joint coordination in this project led to longer-term partnerships and synergies?
EGEHR 6.1	How does the Joint Program address gender and equity issues in different aspects of its programming and implementation?
EGEHR 6.2	How are the rights of persons with disabilities integrated into the different aspects of the programming and implementation of the Joint Social Protection Program?
EGEHR 6.3	Have people with disabilities, especially children and women with disabilities, been consulted through their representative organizations? Why were they consulted?
EGEHR 6.4	Has the program helped support the inclusion of people with disabilities via: <ul style="list-style-type: none"> <li>▪ Basic income security? Coverage of health care costs, including rehabilitation and assistive devices? Coverage of disability-related costs, including community support services?</li> <li>▪ Access to early childhood development, education and work(s), inclusive livelihoods</li> </ul> Provide evidence of this with specific examples?
CONCLUSIONS AND PROSPECTS	
CP 1	What lessons have you learned from this implementation phase of the JP (in operational, institutional and technical terms)?
CP 2	What specifically do you propose for greater effectiveness in future interventions of this program?

#### A.7.4 Interview guide with the beneficiaries of the project interventions

G4 Interview guide with the beneficiaries of the project interventions	
REL 1.1.1	Are you aware of the institutional issues at the central and decentralized levels (in the Guidimakha region) that were addressed by the project's interventions in 2020? Are your specific reflections on this knowledge based on evidence?
REL 1.1.2	How do project interventions facilitate access to and use of basic social services by the most vulnerable populations?
REL 1.3.1	What aspects of other existing social protection programs in the region or country were capitalized upon in the design and implementation of the JP?
COH 2.3	Do you think that the JP improves the coherence of social protection interventions? Why or why not?
EFC 3.1	Do you feel that the expected objectives of the Joint Program have been achieved in the Guidimakha region? Why or why not?
EFC 3.2	What are the unintended outcomes (positive and/or negative) of the Joint Program and how have these affected the achievement of outcomes during implementation?
EFC 3.3	How have the various social protection programs and services contributed to meeting the needs of vulnerable households?
EFC 3.4	What were the main challenges of the Joint Program implementation process? How were they addressed in order to maximize the impact on the achievement of the expected results?
SUS 5.1	Did the strategies adopted by the social protection JP contribute to the sustainability of outcomes? Why or why not?
DUR 5.2	Does the JP support long-term bondholder and entitlement holder buy-in and ownership? Why?
DUR 5.3	Has the JP contributed to developing an enabling environment and long-term institutional changes to advance social protection issues beyond the life of the program at both the regional and national levels?
DUR 5.4	What internal/external factors have positively and/or negatively influenced the sustainability of the Joint Program in the Guidimakha region?
SUS 5.5	To what extent has the joint coordination in this project led to longer-term partnerships and synergies?
EGEHR 6.1	How does the Joint Program address gender and equity issues in different aspects of its programming and implementation?
EGEHR 6.2	How are the rights of persons with disabilities integrated into the different aspects of the programming and implementation of the Joint Social Protection Program?
EEGDH 6.3	Have people with disabilities, especially children and women with disabilities, been consulted through their representative organizations? Why were they consulted?
EGEHR 6.4	Has the program helped support the inclusion of people with disabilities via: <ul style="list-style-type: none"> <li>▪ Basic income security?</li> <li>▪ Coverage of health care costs, including rehabilitation and assistive devices?</li> <li>▪ Coverage of disability-related costs, including community support services?</li> <li>▪ Access to early childhood development, education, and inclusive work/livelihoods?</li> </ul> Support this with specific examples.
CONCLUSIONS AND PROSPECTS	
CP 1	What lessons have you learned from this implementation phase of the JP (in operational, institutional and technical terms)?
CP 2	What specifically do you propose for greater effectiveness in future interventions of this program?

### A.7.5 FGD Guide with the Beneficiaries of the project interventions

G5 FGD guide with the beneficiaries of the project interventions	
<b>REL</b>	<ol style="list-style-type: none"> <li>1. Are you aware of any interventions in your community for which this discussion exercise brings us together? If so, which ones?</li> <li>2. Can you describe what the implementation of these interventions involved and how you participated in them?</li> <li>3. Are these interventions related to your needs?</li> </ol>
<b>EFC</b>	<ol style="list-style-type: none"> <li>4. What has changed for you and your community, since these activities were implemented?</li> <li>5. What do you think have been the most important changes and achievements since these interventions were implemented?</li> <li>6. Are these concrete changes noticeable for children, youth, men and women alike? For the most vulnerable as well?</li> </ol>
<b>SUS</b>	<ol style="list-style-type: none"> <li>7. Do you think the interventions will have a long-term impact in your community? If not, what might hinder that long-term impact?</li> <li>8. What can the UN Agencies do to ensure that the results of the interventions are as sustainable as possible?</li> <li>9. If the interventions ended in your community, what would you do to maintain the gains/assets?</li> </ol>
CONCLUSIONS AND PROPECTS	
<b>CP 2</b>	<ol style="list-style-type: none"> <li>10. What specifically do you propose for more effective future interventions of this program?</li> </ol>

### A.7.6 Evaluation H Guide with the children (3-17 years old) who benefited from the project's interventions

G 6	H evaluation guide with children/adolescents
Region	
Commune	
Location	
Number of girls/boys participating	
Age groups of participants	
	<p>To be done with a <b>group of 6 to 8 girls and 6 to 8 boys</b> separately</p> <p>There must be a facilitator and a note taker</p> <p><b>Explain</b> that you want to get their perspective on what has changed in their lives over the past few years to help better meet their needs and expectations.</p> <p>Before starting, talk to each child in particular to <b>gauge his/her willingness to participate</b>, with a caring attitude that any refusal will not be taken the wrong way and will not affect him/her.</p> <p>Choose a <b>secluded place</b> where no one can hear what the children are saying.</p> <p style="padding-left: 40px;"><b>Always :</b>            Ensure that each child agrees to participate            Put children at ease with a playful approach to group work            Encourage all participants to express themselves            Explain that there are no right or wrong answers, that it is about what they think</p> <p style="padding-left: 40px;"><b>Never :</b>            Conduct the work with children in the presence of adults other than the consultants who may intimidate, influence, or harm the children afterwards.            If such working conditions cannot be ensured, it is better not to involve children.            Making promises that cannot be kept</p> <p><b>Objectives :</b>            To collect their views on what the project interventions have changed in their lives in all areas (health, nutrition, education, etc.)            To collect their suggestions for improving the project</p> <p><b>Audience</b>            Group of 6 to 8 girls/adolescents and a group of 6 to 8 boys/adolescents of the same age group</p> <p><b>Steps:</b>            Draw 3 columns on a flip chart.            Draw a smiling face on the left column            Draw a sad face on the right column            Draw a bright light bulb on the middle column (ideas)            Explain that you want their perspective on what the program has done in their community</p>

Ask the group:

*What have the interventions done in this community?*

Go back to each intervention the children mentioned and ask them

*What has it changed in your life?*

For each answer given, ask where it should be written: in the left column (smiling face) or in the right column (sad face), or neither

**Ask for clarification of answers** if necessary.

Once all the interventions have been listed, ask them

*How could UNICEF have done better?*

Record the answers in the middle column.

**A.7.7 Observation guide for the delivery structures of project interventions (health/nutrition sector, education, WASH, health insurance, etc.)**

Region					
Commune					
Locality					
Sector of activity of the structure					
Name of the structure					
<b>I. Observation of infrastructure and equipment</b>					
	Good and clean condition	Good but dirty condition	Some damage	Highly degraded	N/A
1.1 Condition of cleanliness of the infrastructure					
1.2 Condition of materials/equipment available in the structure					
1.3 Condition of maintenance of the toilets (cleanliness, consumables...)					
1.4 Maintenance of handwashing facilities					
<b>II. Observation of the quality of the services provided</b>					
	Good	Medium	Low	Non-existent	N/A
2.1 Reception granted on arrival in the structure					
2.2 Level of service operation expected by the users					
2.3 Level of service delivery provided by the facility					
	Highly appropriate	Appropriate	Not really appropriate	Inappropriate	
2.4 Framework for the service delivery by the facility					
2.5 Safety of users during service provision					
	High	Medium	Low	Nil	
2.6 Level of attendance at the facility					
2.7 Deadlines for receipt of services					



### A.7.8 Consent form for individual interviews, FGD participants, and Evaluation H

This consent form explains the evaluation and the role of the participants in it. Please consider this information and take as much time as you need. If you have any questions at a later date, you may approach any member of the evaluation team to discuss them.

The implementation evaluation of the "Project for the Development of an Integrated Social Protection Model in the Guidimakha Region of Mauritania" will assess the results of its implementation during the 2020-2022 period. It will also provide key stakeholders with information on the project's progress, constraints and lessons learned.

#### **Voluntary participation**

We invite you to participate in this study because you are a key stakeholder in this project. Your participation in this evaluation is completely voluntary. It is your decision to participate or not. You can change your mind and stop participating at any time.

#### **Procedures**

We would like to ask you some questions about the "Project for the development of an integrated social protection model in the Guidimakha region of Mauritania". We will ask you questions about the design/development, implementation, monitoring and evaluation, and coordination of this project through five evaluation criteria. We will ask you questions about the design/implementation, monitoring and evaluation, and coordination of this project, based on whether you participated in these different stages as a stakeholder or beneficiary of the interventions implemented.

To ensure that nothing is forgotten or misused, we ask for permission to record the conversations that take place. Please be assured that anything recorded will be confidential. Finally, please note that you may refuse to give your permission for any recording of this interview and to that extent, notes would be taken in writing during all exchanges in this evaluation.

**Duration:** The interview will last a maximum of 30 minutes depending on the interactions/relationships that can be made as a result of the answers you provide to the various questions.

**Benefits:** There are no direct benefits to you for participating in this assessment.

#### **Risks, Discomforts and Withdrawal Rights**

There are no obvious physical, psychological, social, economic, legal or emotional risks to participating in this assessment. Participation in this assessment is voluntary. During the interview, you are allowed to refuse to answer any question and you are allowed to stop the interview at any time. There are no consequences if you decide not to continue the interview.

#### **Confidentiality and privacy**

The information you provide is completely confidential. We will not associate your name with anything you say. We will not use personal identifiers for the information obtained.

Confidentiality will be maintained during this interview.

#### **Consent and contact**

Do you have any questions you would like to ask? Do you agree to answer the questions now?

If you have further questions about this evaluation later, you can contact the Team Leader at: [sekedesyg@yahoo.fr](mailto:sekedesyg@yahoo.fr)

If you agree to participate after receiving the above information, please sign below.

Agree [ ] Disagree [ ]

Date: \_\_\_/\_\_\_/\_\_\_

In the event of a refusal, the evaluation team member must inform the Team Leader..

## A.8 CONSULTED DOCUMENTS

N°	Year	Author	Title
1	2021	UNICEF, WFP and ILO	Joint Programme 2021 Annual Progress Report
2	2021	UNICEF, WFP and ILO	Joint SDG Fund_budget and WP_Mauritania Budget Tranche II BIT PAM 05 08 2021
3	2022	UNICEF	PPP JP SDG Fund Gouvern 19 09 02022
4	2021	UNICEF, WFP and ILO	ProDoc_ Mauritania - final JP _FINAL_revised 15_09_2021
5	2022	UNICEF, WFP and ILO	Joint Programme 6-month progress update SP-LNOB JPs
6	2021	UNICEF	SDGF_PC_PS_Progress_estimated rates_UNICEF_30.06.21_31.12.21
7	2022	ILO	Digitization Report of the Mauritanian National Social Security Fund, Version 1.0
8	2022	ILO	Budgetary and Revenue Analysis of Social Protection Financing Options in Mauritania
9	2021	ILO	Final report on the feasibility study of a health insurance project for people in the informal economy in Guidimakha.
10	2021	ILO	Study on extending social protection to workers in the informal economy in the Guidimakha region.
11	2021	ILO	Report, survey on social protection in Mauritania.
12	2021	ILO	Final Report, the existing social protection in Mauritania, weaknesses and assets for the construction of a Social Protection Floor (SPS).
13	2021	UNICEF, WFP, ILO and Government of Mauritania	Report of the workshop on the articulation of social nets
14	2022	WFP	Report of the validation workshop of the study on the articulation of social nets
15	2022	WFP	TORs of the Workshop for the restitution and technical validation of the study on the articulation of social nets in Mauritania
16	2020	UNICEF, WFP and ILO	Joint Programme 2020 Annual Progress Report
17	2021	The Wali (Governor), TIYEBE Mohamed	Order establishing the regional monitoring committee for the implementation of an integrated social protection model in the Guidimakha Wilaya
18	2022	The Wali, Ahmed DEH	Minutes of the meeting of the regional monitoring committee of the Integrated Social Protection Model in Guidimakha
19	2022	UNICEF and ILO	UNICEF ILO Monitoring Mission Report (June 17-21, 2022)
20	2022	UNICEF	Report _ Training Workshop for NHPS Steering Committee Members in PS
21	2022	UNICEF, WFP and ILO	ToR evaluation Joint Project
22	2022	ND	Training agenda for NHPS steering committee members
23	2022	ND	PPT SNPS Roadmap
24	ND	ND	PPT workshop on the articulation of social nets
25	ND	UNICEF, WFP and ILO	Joint SDG Fund_budget and WP_Mauritania_FINAL
26	ND	UNICEF, WFP, ILO and Government of Mauritania	Note on Operationalizing the Priority Options of the Social Safety Net Linkage Study

NA= Not available

## A9. LIST OF STAKEHOLDERS CONSULTED DURING THE IMPLEMENTATION OF THE EVALUATION

N°	NAME AND FIRST NAME	SEX	POSITION	ENTITY/ORGANIZATION OF AFFILIATION
1	OULD SIDATY SIDATY	M	DGPSD	MAEPSP
2	MOUSSA ELIMANE SALL	M	Partnership and resource mobilization	RCO
3	BENJAMIN KAKULE SIVASIMA	M	Head of Social Policy Section	UNICEF
4	OUMOU BAROU SOW	F	Sociale Social Policy Section Assistant	UNICEF
5	MOUKAILA AMADOU	M	Regional M&E	UNICEF
6	ISABELLE CONFESSON	F	Regional M&E	WFP
7	RICARDO FURMAN WOLF	M	Regional M&E	ILO
8	FRANCK MULLER	M	Joint Expert Adaptive Social Protection	World Bank & WFP
9	LAWAN TAHIROU	M	M&E	WFP
10	HOUSSEYNE LEKHWEITER	M		WFP
11	BLANDINE BIHLER	F	Program and Planning Specialist	UNICEF
12	THIAM CHEIKH	M	Program officer	ILO
13	MAMOUR DIOP	M	Director of Social Protection and Migration	Ministère de la Fonction Publique et du Travail
14	ABDALLAHI NAGI	M	Director of Cooperation and Legal Affairs	Caisse nationale de sécurité sociale (CNSS)
15	YOUSSEF JIYID	M	DG Advisor	Caisse nationale d'assurance maladie (CNAM)
16	HADARA ALIOUNE	M	Director of People with Disabilities	Ministère de l'Action Sociale (MASEF)
17	CHEIKH GANDEGA	M	Supervisor	Terre des hommes
18	MOUSSA DIALLO	M	Animator/Facilitator	Terre des hommes
19	LEILA SYLLA	F	Assistant	Terre des hommes
20	HAWA BA	F	Animator/Facilitator	Terre des hommes
21	KELLY AMADOU	M	Acting Base Chief	Action Contre la Faim
22	BAKARY CAMARA	F	Assistante du chef de projet Action contre la faim	Action contre la faim
23	DIA SOULEYMANE	M	Coordinator Medicos del Mundo	Medicos del Mundo
24	AMINETOU DIA	F	Education project supervisor	NGO Actions
25	MOUSTAPHA O/ MAKHA	M	Vice-President	Conseil Régional du Guigimakha
26	BILEL THIAM	M	3 <sup>rd</sup> Vice-president	Conseil Régional du Guigimakha
27	SALOU SAKHO	M	Regional Councillor	Conseil Régional du Guigimakha
28	NAMORI CHEIKH TRAORE	M	Secretary General	Association des Handicapés du Guidimakha
29	MOHAMED HMAD RADHY	M	Regional Delegate	MAEPSP

30	GUEITANA	F	Regional Delegate	Ministère de l'Action Sociale (MASEF)
31	ALGHASSOUM	M	Regional Representative	CNAM
32	MOHAMED DAHMOUD / ELY	M	Regional Delegate	CSA
33	MOHAMED EL LAHBIB	M	Regional Representative	CNSS
34	YOUBAWO O/ RACHID	M	Teacher	Ecole primaire Mbekeiré
35	LASSANA KAMARA	M	Regional Inspector	Ministère de la Fonction Publique et du Travail du Guidimakha
36	ELMAMY CHEIKH BRAYKA	M	Regional Inspector	Ministère de la Fonction Publique et du Travail du Guidimakha
37	HAMADE SIDI MOHAMED	M	Regional Controller	Ministère de la Fonction Publique et du Travail du Guidimakha
38	MAMADOU AMADOU BA	M	Regional Controller	Ministère de la Fonction Publique et du Travail du Guidimakha
39	DR : MOHAMED DEDDE	M	Regional Director	Direction Régionale des affaires sanitaire et social (DRASS)
40	DAHA ALY NDONGO	M	Project Support Consultant Joint SDG FUND	PAM
41	SIDI MOHAMED VERRAH	M	Regional Director	Ministère de l'Education Nationale
42	SIDI MOHAMED SIDI	M	Deputy Prefect of Ghabou	Préfecture de Ghabou
43	BRAHIM SOUMARE	M	Mayor of Ghabou	Commune de Ghabou
44	ALASSANE YERO TOURE	M	Village Chief of Bourouji	Village de Bourouji
45	MOHAMED ETHMANE CHEYBANY	M	Mayor of Ould yenge	Commune de Ould Yenge
46	TIJANE DEH	M	Mayor of Gouraye	Commune de Gouraye
47	SANOUNOU SALL	M	Mayor of Bouanz	Commune de Bouanze
48	SAIDOU MODY CISSE	M	RAF of the Bouanze City Council	Commune de Bouanze
49	ADAMA HAMETT DIALLO	M	Director of the school in Ndiew	Commune de Bouanze
50	SAMBA SIBY	M	Mayor of Wompou	Commune de Wompou
51	DIEMOU ALY SAKERA	F	Deputy Mayor of wompou	Commune de Wompou

## A.10 PROGRAM STAKEHOLDERS

Key stakeholder categories	Key players/partners		Role in Program Implementation
Participating United Nations Organisations (PUNO)	<ul style="list-style-type: none"> <li>▪ WFP</li> <li>▪ UNICEF</li> <li>▪ ILO</li> </ul>		Technical assistance to the government and partners Financial and logistical support, Advocacy, policy dialogue Training, accompaniment / follow-up
International and local CSOs/NGOs	<ul style="list-style-type: none"> <li>▪ Trade unions and employers' organizations</li> <li>▪ Civil society organizations related to social protec</li> </ul>	<ul style="list-style-type: none"> <li>▪ Médecins du Monde</li> <li>▪ ACF</li> <li>▪ French Red Cross</li> <li>▪ NGO Terre des Hommes-Lausanne</li> </ul>	Community-level implementation partners in health, sanitation, child protection, nutrition, education, and social inclusion
Government institutions	<ul style="list-style-type: none"> <li>▪ Government Agency in charge of Poverty Reduction and the Fight against the Legacy of Slavery (Taazour)</li> <li>▪ National Agency for Statistics and Demographic and Economic Analysis (ANSADE)</li> <li>▪ Caisse Nationale de Sécurité Sociale (CNSS)</li> <li>▪ National Health Insurance Fund (CNAM)</li> <li>▪ Commission de la Sécurité Alimentaire (CSA)</li> <li>▪ Caisses Régionales de Solidarité Santé (CRESS)</li> <li>▪ Regional Development Council (CRD) of Guidimakha</li> <li>▪ Governorate of Guidimakha</li> </ul>	<ul style="list-style-type: none"> <li>▪ Decent Work Country Program of the Ministry of Labor (PPTD)</li> <li>▪ Ministry of Economic Affairs and Promotion of Productive Sectors (MAEPSP)</li> <li>▪ Ministry of Social Action, Childhood and the Family (MASEF)</li> <li>▪ Ministry of the Interior and Decentralization (MIDEC)</li> <li>▪ Ministry of Health (MS)</li> <li>▪ Ministry of Public Service and Labor (MFPT)</li> <li>▪ Ministry of Water and Sanitation (MHA)</li> <li>▪ Ministry of National Education and Reform of the Education System (MENRSE)</li> <li>▪ National Council for Social Dialogue on Child Labor and the Worst Forms of Forced Labor (CNDSTE)</li> </ul>	Capacity Building Beneficiaries and Implementing Partners
Donors/TFPs	<ul style="list-style-type: none"> <li>▪ World Bank (WB)</li> <li>▪ Islamic Development Bank (IDB)</li> <li>▪ African Development Bank (AfDB)</li> <li>▪ German Government (BMZ/KfW)</li> </ul>	<ul style="list-style-type: none"> <li>▪ European Union (EU);</li> <li>▪ Agence Française de Développement (AFD)</li> <li>▪ ENABEL</li> <li>▪ International Monetary Fund (IMF)</li> </ul>	Funding
Other UNSA	<ul style="list-style-type: none"> <li>▪ UNCT</li> <li>▪ IOM</li> </ul>	<ul style="list-style-type: none"> <li>▪ UNDP</li> <li>▪ UNFPA</li> </ul>	Strategic collaboration

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**A11. RESULTS FRAMEWORK AT THE END OF THE IMPLEMENTATION OF THE JOINT PROGRAM (2020-2022)**

Outcomes	Outcome indicators	Level <sup>27</sup> of implementation of outcome indicators	Outputs	Indicators	Baseline	Target	Level <sup>28</sup> of implementation of output indicators	Activities implemented in 2021 reported from the 2021 JP annual report	Activities implemented in 2022 based on JP June 30 report
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<sup>27</sup>**Caption:**

High		Medium		Low	
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<sup>28</sup>**Caption:**

High		Medium		Low	
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<p><b>Outcome 1: Improved effectiveness and efficiency in the delivery of social protection services in the Guidimakha region through integrated, expanded, more accessible and inclusive social protection programs.</b></p>	<p>Nationally implement appropriate social protection systems and measures for all, including social protection floors, and by 2030, ensure substantial coverage of the poor and vulnerable (SDG 1.3)</p>		<p><b>1.1</b> Better articulation and piloting in Guidimakha of the different components of an integrated safety net package, in a way that deliberately supports women's choice and empowerment ;</p>	<p>1.1.1 Validation of the principle of the integrated safety net model developed and approved for testing, demonstrating a shared vision and taking into account gender considerations</p>	0	1	<p>WFP signed a Bilateral Partnership Agreement with Taazour in 2020, which has facilitated collaboration. Social protection initiatives have intensified since then, including discussions on coherence and synergy between different social protection programs.</p> <p>In March 2021, a workshop was held on the articulation of existing social safety nets, allowing actors involved in humanitarian and development programs to discuss different options for articulating their programs. As planned, a committee was set up to monitor and develop an integrated social protection model.</p> <p>To ensure coherence and harmonization of response modalities, WFP supported the government in emergency response planning and in the implementation of their Response Plan, including in the Guidimakha region. The plan integrates the emergency assistance interventions of humanitarian and development actors.</p>	<p>During a national workshop in April 2022, the note on the articulation of safety nets was produced and validated at the technical level and is being approved by the Prime Minister. This should therefore allow, through the establishment of a platform, more services to the most vulnerable people in terms of access to cash transfers, subsidized food, health insurance, water and basic health services. Once the note is validated, the articulation options will be tested in Guidimakha with the aim of scaling them up. As such, it is expected that social protection programs will become more responsive to shocks and that the cost of responding to shocks will be reduced.</p>
			<p>1.1.2 Number of programs implemented in Guidimakha that adopt complementary and gender-</p>	0	6			

				sensitive <sup>29</sup> targeting and transfer modalities				
	By 2030, ensure that all women and men, especially the poor and vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control of land and other property, inheritance, natural resources, appropriate new technologies, and financial services,		<b>1.2</b> Increased responsiveness, inclusion and relevance to the social register, including for the most vulnerable women, men, boys and girls;	1.2.1 Standard procedures are developed and approved by the Social Registry and user programs to address user feedback and ensure the inclusion of the most vulnerable women, men, boys and girls.	0	1		A joint study (World Bank, WFP, and UNICEF) was finalized in July 2021, with the objectives of 1) making existing procedures as reliable and efficient as possible; 2) ensuring the inclusion of all forms of poverty in programs to reduce the risk of user exclusion; and 3) maintaining a dynamic database using user feedback This study contributes to a comprehensive update of the Social Register and allows for the inclusion of all poor households vulnerable to shocks. In mid-2021, the government, through the Social Register, expanded registration to all households in two of the country's largest cities, Nouadhibou and Nouakchott. For Nouadhibou, registration is complete and Nouakchott is underway. Also, the development of feedback procedures to be adopted by all members of the Food Security Sector is underway.

<sup>29</sup> The non-exhaustive list of social protection programs includes: Tekavoul, El Maouna, EMEL, government and non-government food or cash assistance during the lean season, school feeding, food aid for goods (government and non-government).



including microfinance (SDG 1.4)										
End all forms of discrimination against all women and girls everywhere (MDG 5.1)			1.2.2 Standard procedures for user feedback and inclusion of the most vulnerable women, men, boys and girls are being tested in the Gudimakha region	0	1					
			1.3 Improved capacity of vulnerable populations to access basic social services (both in terms of quality and quantity), including women, men, boys and girls;	1.3.1 % of vulnerable population with access to basic social services in Guidimakha	- 64% of the population has access to a health facility within 5 kilometers of their home - 67% of births take place at home - The gross primary and secondary school enrollment rate is 18%.	+ 20% of the vulnerable population of Guidimakha has access to basic social services		A total of 300 children, 47% of whom were out-of-school girls, were enrolled in school after identification. In addition, 428 newly identified out-of-school children received support for their school reintegration. All of these children have benefited from accelerated learning programs in Arabic, French, arithmetic, reading and writing and are supported with school supplies.	The Caisse Nationale d'Assurance Maladie registered 208 men and 122 women in the 18 communes of Guidimakha as of June 30, 2022, making them eligible for its health care package.	1,153 out-of-school children (47% girls) were identified and re-enrolled in school. They participated in accelerated learning programs in Arabic, French, arithmetic, reading and writing and received school kits. A monitoring program was put in place to prevent these children from being out of school again.  In addition, MASEF identified and referred 1,990 children with specific protection needs, including

								<ul style="list-style-type: none"> <li>- 71 children without birth certificates were registered with the civil registry;</li> <li>- 45 children with specific protection needs received psychosocial support (counseling and monitoring)</li> <li>- 58 children received medical care;</li> <li>- 10 children received food and clothing kits;</li> <li>- 44 awareness sessions were held in the communes of Sélibabi, Khabou and Ould Yengé</li> </ul> <p>48 GASPA<sup>30</sup>, grouping 720 women, were structured, and thanks to synergies and complementarities between UNICEF, WFP, ILO and the Government, some group members benefited from additional services such as access to school canteens (children) and market gardening activities. Pregnant GASPA members attended sensitization sessions on prenatal consultations, childbirth with medical assistance and proper nutrition. These were provided by community</p>
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<sup>30</sup>GASPAs are groups of pregnant and breast-feeding women (with children up to 2 years old) who learn essential practices for the well-being of pregnant people and children in their environment. GASPAs facilitate the targeting and distribution of micronutrients. Thus, mothers become able to screen their children including through the gill perimeter that is provided to them.

								social workers and community organizations.  47,808 children (24,857 boys and 22,948 girls) in Guidimakha were screened for malnutrition and given vitamin A and deworming supplements. With UNICEF support, 14,301 mothers were trained in early detection of malnutrition, danger signs, and the brachial perimeter technique.  15,696 pregnant women have benefited from the Integrated Infant and Young Child Feeding Program during training sessions organized by awareness-raising sessions in health posts and centers implemented by trained community relays/workers	
			1.3.2 Establishing a referral mechanism to improve access to basic social services and demand creation among vulnerable populations	0	1		A social referral system has been established. It has enabled the mapping of social services to identify the specific needs of children living in households benefiting from social protection programs, and thus to establish a mechanism for connecting the supply and demand for social service provision in the community		
			1.4 Increased household knowledge of existing basic	1.4.1 Number of vulnerable households (including	To be determined (EPCV 2019, RTM	+ 20% increase in the		Interventions aimed to adapt C4D tools to enable their deployment across all Social Protection Programs. All social protection	Guidimakha established its worst forms of labor referral mechanism. In January 2022, the Ministry of Labor

			social services and their access conditions as well as essential family practices, child protection and gender equity concepts;	female-headed households) benefiting from safety nets in the Guidimakha region	household survey, SNACN steering committee, SCAPP)	initial number of households benefiting from safety nets in Guidimakha		platforms and programs to ensure consistency, complementarity and articulation of C4D delivery mechanisms to target communities. In 2020, C4D materials related to COVID prevention were distributed to the Tekavoul social network field facilitators	issued a decree banning children from certain types of work.  Vertical expansion of social safety nets based on the regular Tekavoul program was piloted in Guidimakha, with three cash transfer distributions to 4,476 households with children under five, pregnant and lactating women, and female heads of household in response to drought and rising food prices.
			1.5 Review, adaptation and testing of social security program tools and procedures to extend contributory social security schemes (including community-based schemes) to the rural/informal sector in Mauritania.	1.5.1 Proportion of the population covered by social protection floors/systems, by gender, distinguishing between children, the unemployed, the elderly, the disabled, pregnant women, newborns, victims of work-related accidents, and the poor and vulnerable (SDG 1.3.1)	To be determined (Social Security Survey)	+20% of the population covered by social protection floors		Updating the information system of the National Social Security Fund (CNSS) is essential for the gradual inclusion of the informal sectors in the expansion of the contribution of social security schemes to the rural/informal sector in Mauritania. Digitization helps to improve the collection of contributions and the financial potential of the CNSS. This action makes it easier to integrate employers and workers into the system. The new target of the CNSS, will allow to fluidify the ever increasing electronic traffic and will respond effectively and efficiently to the new requirements of the CNSS due to the expansion of its activity to a larger population. The new target of the CNSS, will allow to fluidify the electronic traffic constantly increasing and will answer in an effective and efficient way to the new requirements of the	-

							CNSS because of the expansion of its activity to a wider population.	
<b>Outcome 2 : Central and local institutions ensure a more efficient and transparent conduct of public policies</b>	Adopt policies, particularly taxation, wage and social protection policies, and progressively achieve greater equality (SDG 10.4)		<b>2.1</b> Gender-specific evidence generated and lessons learned from implementation of the integrated social protection model (for replicability and scaling up);	2.1.1 Actuarial studies and other technical reports submitted and approved by national authorities			<p>The study on barriers and challenges to accessing social protection, particularly in livestock in Guidimakha was completed on March 31, 2021 and its findings validated in a workshop on June 8, 2021.</p> <p>The study on the feasibility of health insurance for workers in the informal economy in Guidimakha was completed and presented to stakeholders at a workshop on October 21, 2021. This study will enable the implementation of a pilot community health insurance scheme in Guidimakha in partnership with the Regional Council, the Ministry of Social Affairs and NGOs active in this field.</p> <p>The ILO Social Security Survey (SSI) was completed for the first time in Mauritania to provide a reliable data source for social security institutions and social protection programs. Its findings were validated at a national workshop in March 2021, allowing national stakeholders to take ownership of the tool and provide a</p>	

						comprehensive mapping of social protection institutions and data that will be updated annually.	
						The joint study on the social registry (UNICEF-WFP-WB) aimed at facilitating the inclusion of all forms of poverty in the social protection system in order to reduce the risk of exclusion for program users was finalized in July 2021.	
Strengthen policy coherence for sustainable development (SDG 17.14)			2.1.2 Project dashboard established	0	1		Existing project dashboard
			2.2 Improved dialogue and coordination at all levels on social protection	2.2.1 hands-on operation of the revision of the NSPS	Work plan not yet validated	Work plan validated	<p>Activities to support regional coordination began in March 2021 with a joint mission to the region by the three PUNOs to facilitate coordination, with support from the MASEF regional representation.</p> <p>The inter-ministerial committee in charge of social protection met on December 15, 2021 under the chairmanship of the Prime Minister and the request of the technical committee established by Order No. 94 of January 8, 2014 to (i) review the status of the implementation of the strategy, (ii) establish the terms of reference of the strategy, (iii) propose a new Strategy Steering Mechanism</p> <p>The Technical Committee met on January 8, 2021 to develop a roadmap for updating the strategy</p>

								to be submitted to the inter-ministerial committee.	
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