



MINISTÈRE DU DÉVELOPPEMENT
ET DE LA COORDINATION DE
L'ACTION GOUVERNEMENTALE
RÉPUBLIQUE DU BÉNIN



TWENDE MBELE

USE OF MONITORING & EVALUATIVE EVIDENCE IN DEVELOPMENT OF PANNING AND BUDGETING PROCESSES IN BENIN

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INTRODUCTION

- Development planning is a public management tool that allows public decisions to be made based on knowledge of past, current and future events.
- Decision-making based on evaluation results as well as other sources of evidence is therefore crucial to ensure that development planning leads to effective results.
- During the last decades, Governments and Technical and Financial Partners have put many effort to encourage the evaluation of public policies.
- What has been the use of the evaluations results across African countries?

INTRODUCTION

- The Programme Twende Mbele has initiated in his partners countries (Benin, Uganda, South Africa, Kenya and Niger), a research studies which aims:
 - understand the current use of monitoring and evaluation results in the planning and budgeting processes of ministries and agencies in Benin
 - develop a manual for improving the use of M&E results in the planning and budgeting processes of ministries and agencies in Benin.

THE PROJECT IN THE CONTEXT OF BENIN

- Since 2007, The Government of Benin has made public policies evaluation a national priority
- From then on, public institutions have evaluated an important number of public policies
- The research project of TM has been adopted by the Government of Benin as it will lead to:
 - understanding of the actual level of use of the results of these evaluations in
 - improving the contributions of evaluation evidence to more effective public decision-making

METHODOLOGY OF THE STUDY IN BENIN

- The research study has been done in the following steps:
 - Designation and nomination of the steering committee to monitor the process and to validate the deliverables
 - The recruitment of the consultant to conduct the mission
 - The inception workshop
 - Literature review
 - Data collection

Ministries	Agencies	Communes	Total
22	15	6	43

- Technical workshops to review the draft of the diagnostic report and the manual for improving the use of M&E results in the planning and budgeting processes
- Validation workshop

THE NATIONAL DEVELOPMENT PLANNING SYSTEM

In 1992, the Government has adopted a Planning approach at three interconnected levels:

- Long-term foresight (Vision Benin Alafia 2025, Territorial development plan)
- Strategic planning for the medium term (National Development Plan, Sectoral Policies, Communal Development Plan, etc.)
- Operational planning for the short term (Government Action Program, Three-year Public Investment Program, Annual Work Plan, etc.)

THE NATIONAL EVALUATION SYSTEM

- **2000:** Budget reform (the adoption and implementation of the Results-Based Management reform)
- **2007:** Development of the evaluation function
- **2010:** Diagnostic study of national evaluation capacities

Study recommendations: Establishment of a dynamic National Evaluation System

THE NATIONAL EVALUATION SYSTEM

1. Implementation of strategic and operational instruments

- National Evaluation Policy (NPE)

2. Improvement of the system for conducting evaluations

Institutional Framework for the Evaluation of Public Policies has been defined and is constituted of:

THE NATIONAL EVALUATION SYSTEM

Institutional Framework for the Evaluation of Public Policies

Institution to guide and monitor the NPE	National Council of Evaluation
Institution to Coordinate the implementation of the NPE	Direction of Public Policies Evaluation
Implementation structures at central level	Ministry of Development and Coordination of the Government Action Ministry of Economic and Finance Institute of Statistics
Implementation structures at sectoral level	Planning, Administration and Finance Departments in Sectorial Ministries
Associated institutions	National Assembly (AN), Audit Chamber of the Supreme Court, Economic and Social Council
Implementation structures at decentralized and local level	Prefectures, Departmental Development Directorates, Territorial Communities
Non-state stakeholders	Technical and Financial Partners (PTF), Civil Society Organizations (CSO), Universities, Research centers, Evaluation firms

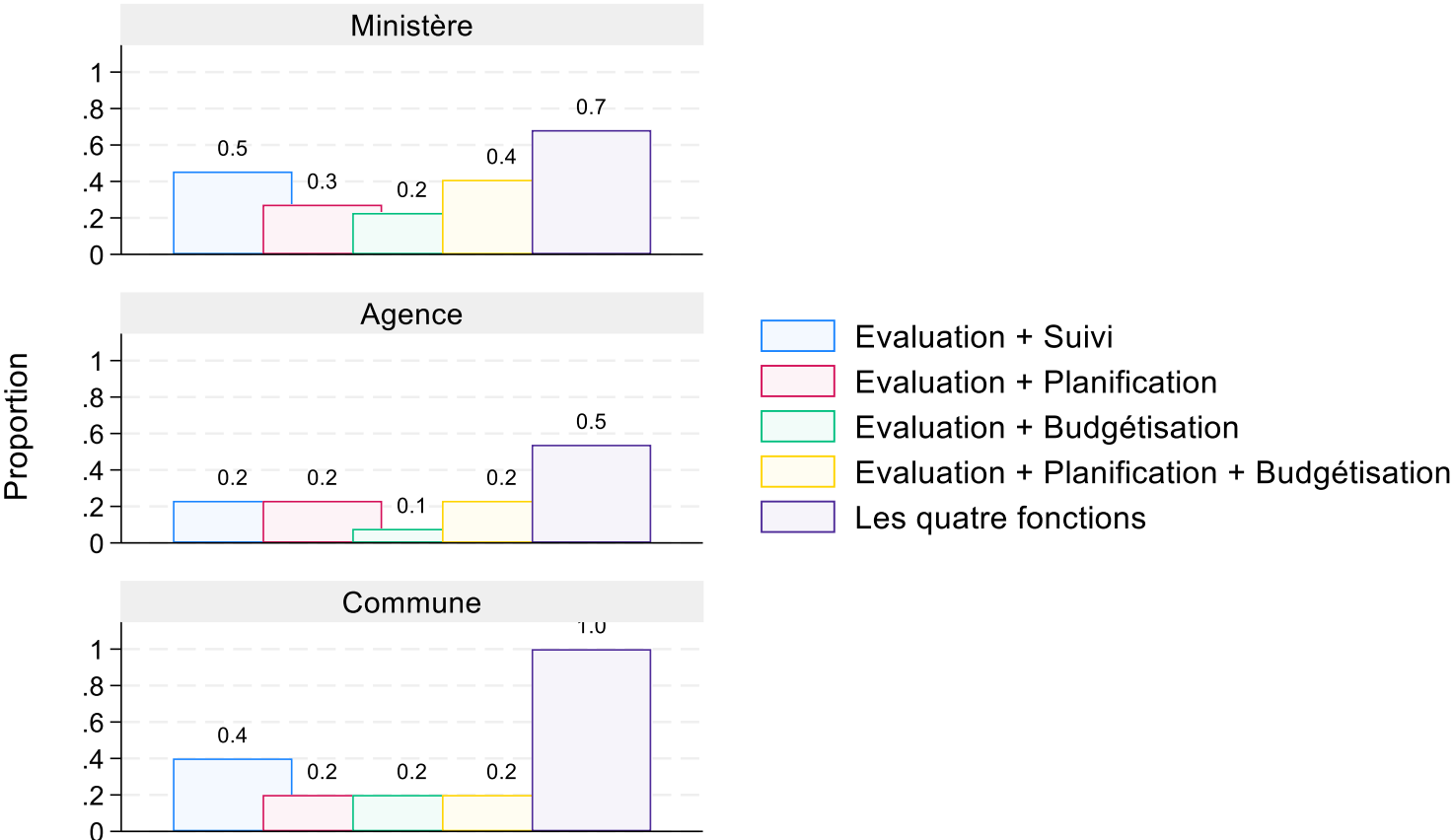
THE NATIONAL BUDGETING SYSTEM

2007: The results-based management process has led to the development of a three-year program budget and its operationalization tools.

2013: Following the reforms of the new harmonized public finance framework of the West African Economic Monetary Union (UEMOA), Benin adopted Organic Law of Finance Laws (LOLF)

the effectiveness of public action, budgeting by programs accompanied by objectives and indicators

Evaluation, Planning and Budgeting Functions Practices



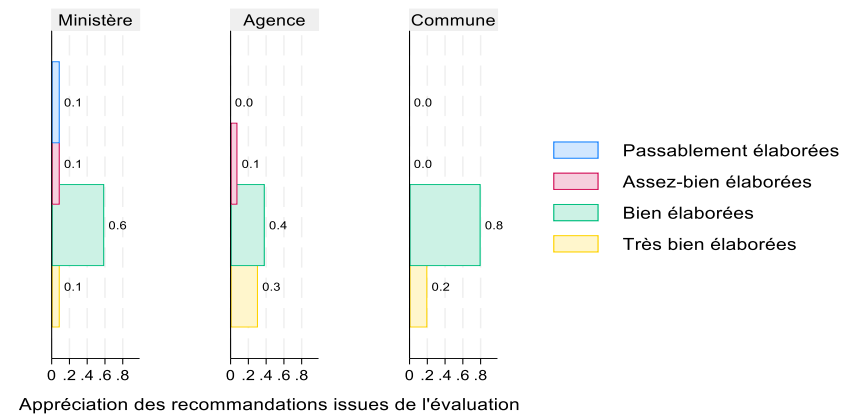
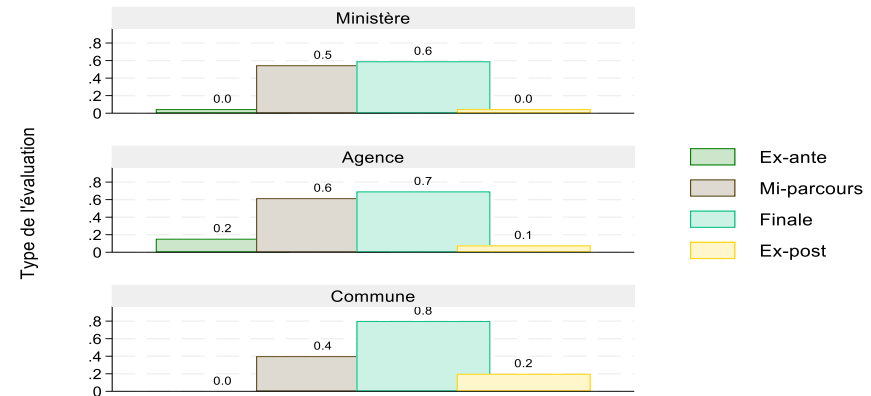
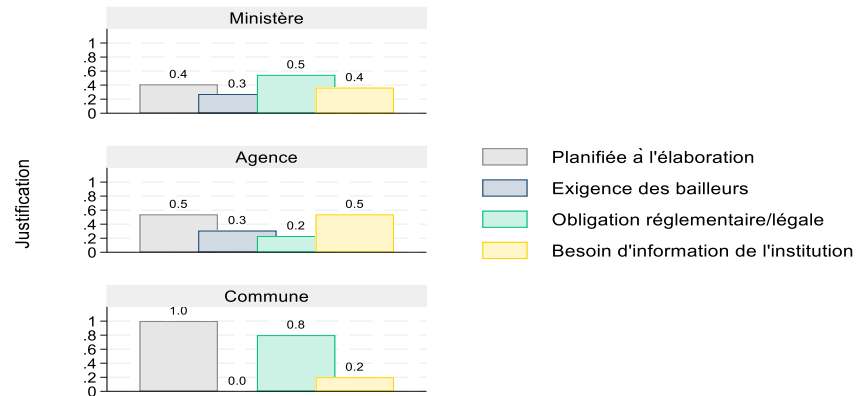
Resources in charge of Evaluation, Planning and Budgeting

	Ministries	Agencies	Communes	Total
N	22	13	5	40
Average number of the team EPB	3.4	2.5	2.4	3.0
Average number of qualified persons the team EPB	2.5	2.1	1.4	2.2
Average need of supplement resources	2.7	2.2	1.0	2.3

Practice of Planning and evaluation 2013-2022

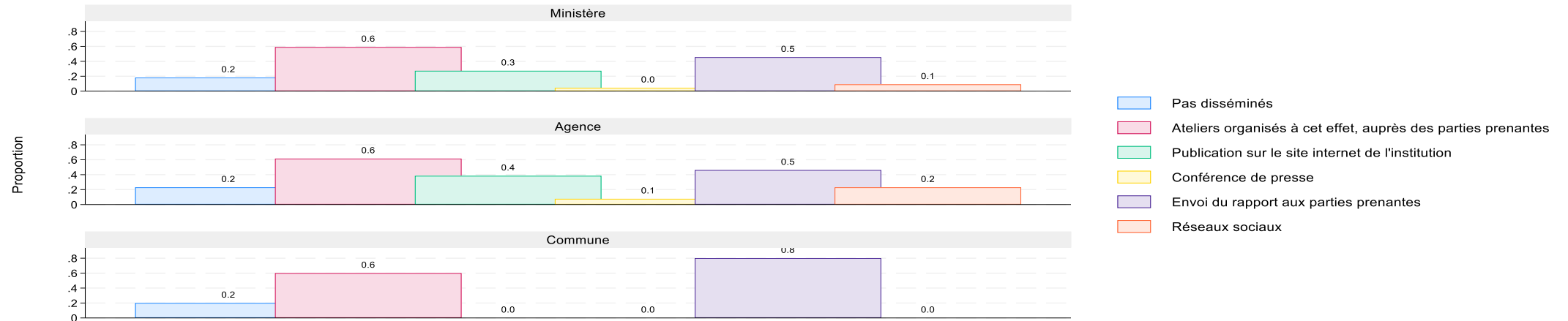
	Ministries	Agencies	Communes	Total
N	22	13	5	40
Policies elaborated	11.1	4.1	3.8	13
Policies Evaluated	3.7	3.3	2.8	3.4

Public Policies Evaluation 2013-2022

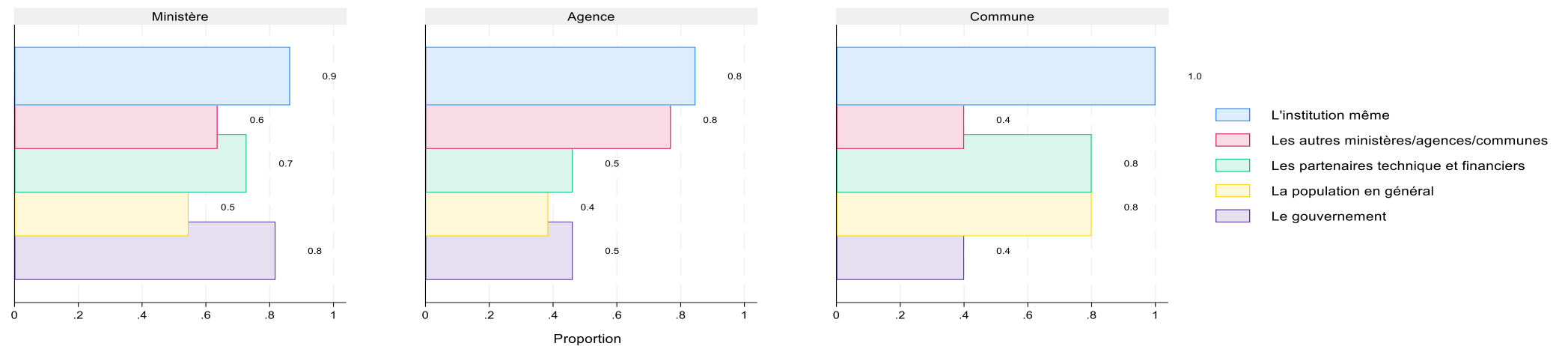


Dissemination of Public Policies Evaluation 2013-2022

Canaux de dissémination des résultats des évaluations

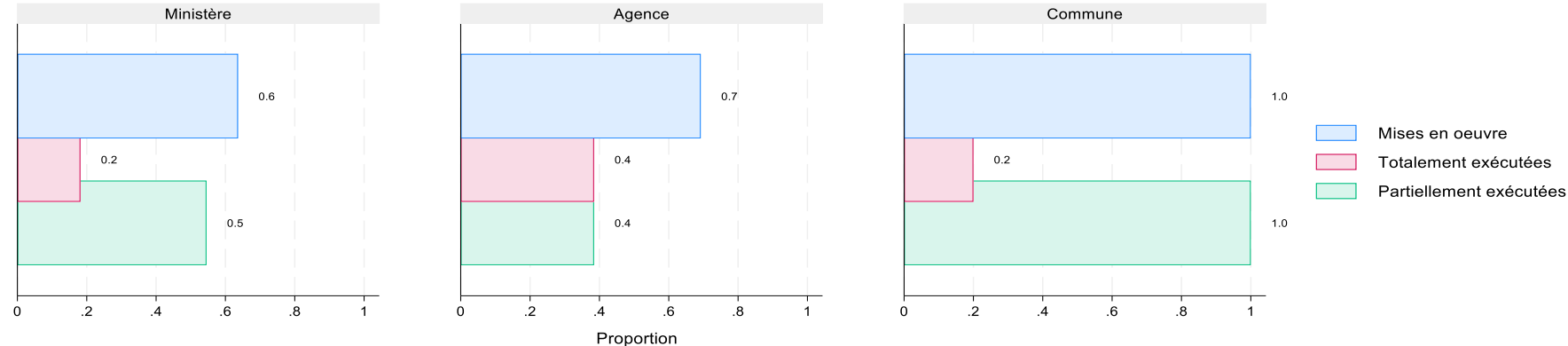


Principaux destinataires des résultats d'évaluations produits dans l'institution

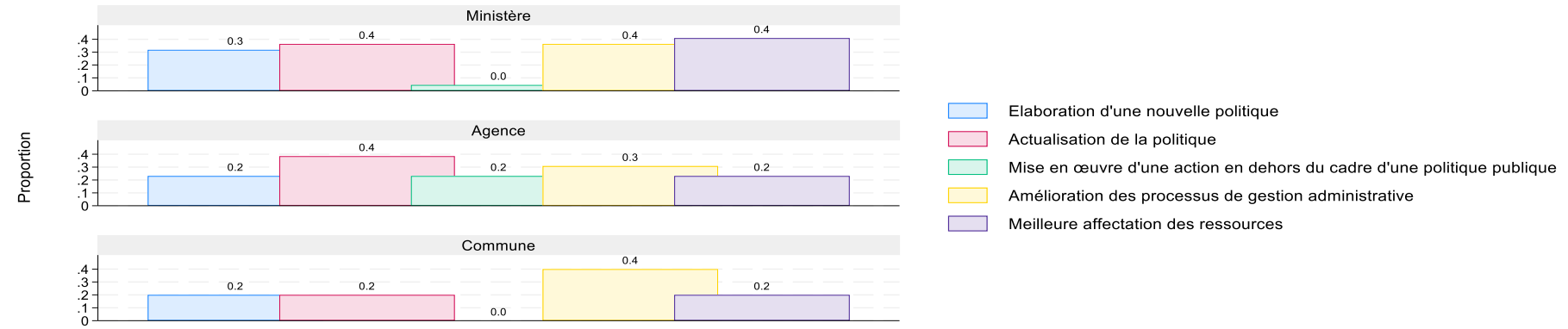


Implementation of recommendations from evaluations 2013-2022

Mises en oeuvre et niveau d'exécution

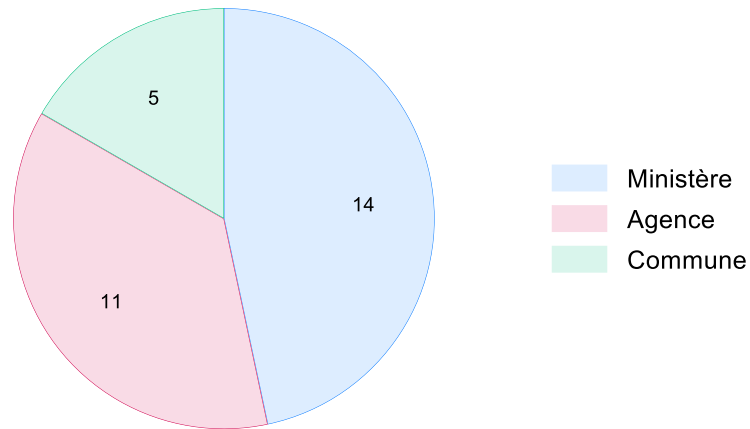


Manières d'exécution

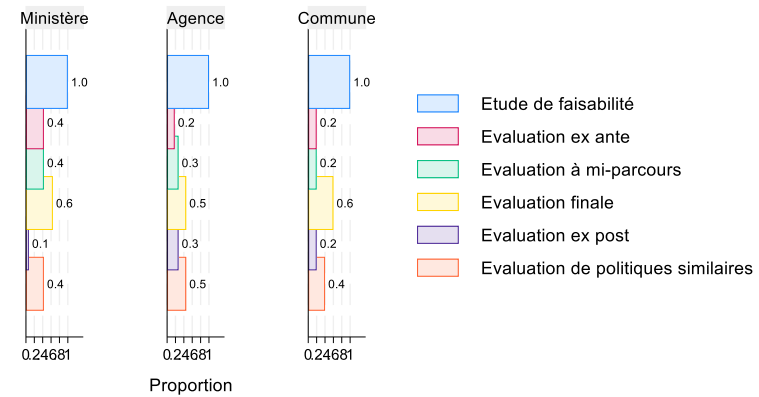


Use of evaluation results in planning process 2013-2022

Résultats d'évaluation utilisés durant l'élaboration?



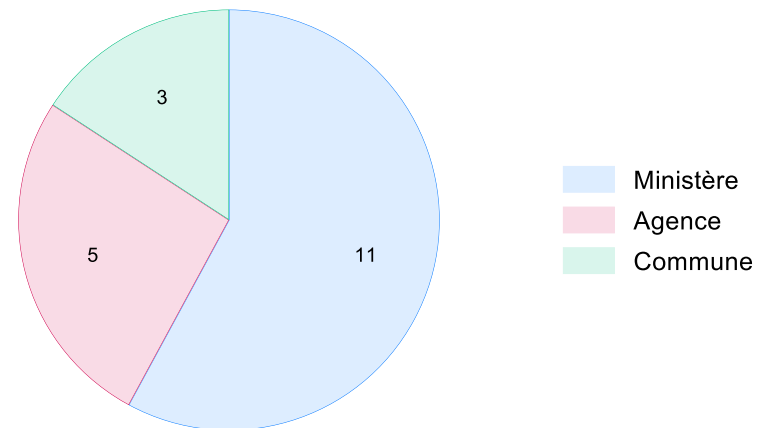
Types de résultats d'évaluation utilisés



Sources de ces résultats d'évaluation (données d'évaluation)

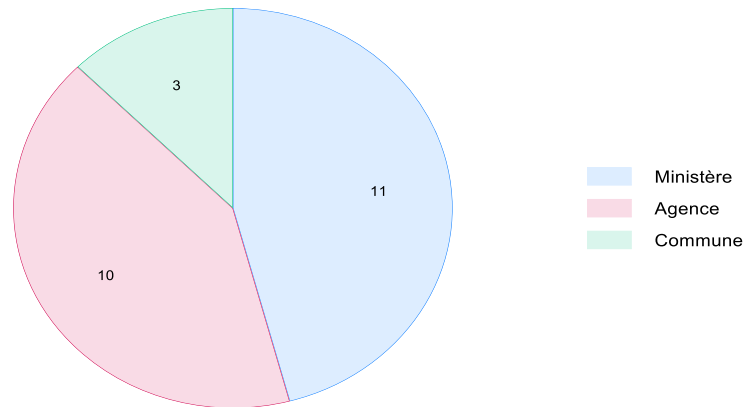


Politiques modifiées grâce aux résultats d'évaluation ?

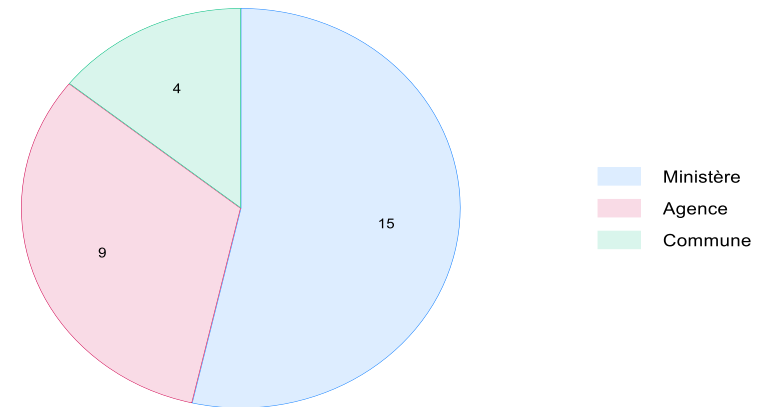


Use of evaluation results in budgeting process 2013-2022

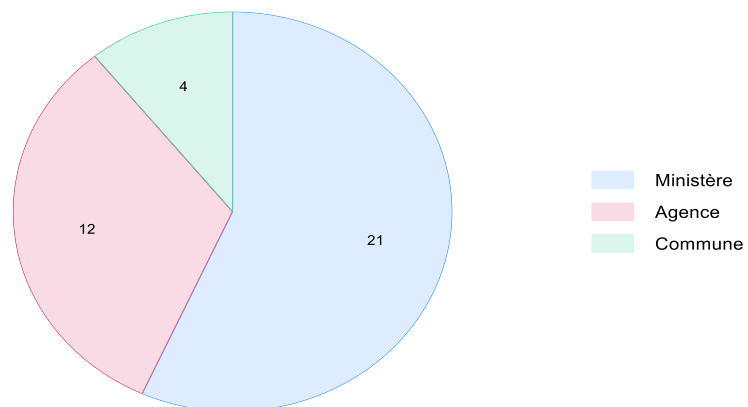
Résultats d'évaluation utiles au cours du processus de budgétisation ?



Utilisé des données d'évaluation pendant le processus de budgétisation?



Recommandations des revues des PTA utiles dans l'exécution du budget ?



THE MAJOR ISSUES IN PRODUCING EVALIATION EVIDENCES

- Lack of evaluation plan at the policies' elaboration
- Lack of funding for evaluation implementation
- Insufficient political will
- Insufficiency of qualified human resources
- Insufficient capacity building of the human resources
- Insufficient involvement of stakeholders in the implementation of public policies
- Insufficient capacity of stakeholders for quality assurance of the evaluation process

INITIATIVES TO IMPROVE PRODUCING EVALIATION EVIDENCES

- Imposition of a portion of the policy budget to be devoted to their evaluations
- Raising awareness among public decision-makers on the evaluation of public policies (reminder of the dates of evaluations, for example)

THE MAJOR ISSUE IN USING OF EVALIATION EVIDENCES FOR PLANING AND BUDGETING

- Evaluation report are too long or very technical
- Poorly developed recommendations
- Lack of monitoring of the implementation the recommendations
- Lack of will (or blockage) of decision-makers
- Lack of financing
- Institutional instability/changes
- Insufficient dissemination of evaluation results
- Lack of tools or methods to use evaluation results in planning

INITIATIVES TO IMPROVE THE USE OF EVALUATION EVIDENCES FOR PLANING AND BUDGETING

- Elaborating the recommendations into an actions plan
- Mechanism for monitoring and evaluating evaluation recommendations

THANK YOU
MERCI