



**TWENDE MBELE**

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Final Report

# DIAGNOSTIC STUDY OF COLLABORATION BETWEEN THE STATE AND CIVIL SOCIETY ORGANIZATIONS (CSOS) IN THE FIELD OF MONITORING AND EVALUATION OF PUBLIC POLICIES



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## ACRONYMS AND ABBREVIATIONS

DONKEY	: Non-State Actor
ALCR	: Association for the Fight Against Racism, Ethnocentrism and Regionalism
BEPPAAG	: Office for the Evaluation of Public Policies and Analysis of Government Action
ADB	: African development bank
CNE	: National Evaluation Council,
CSB	: Benin Social Change
CIEPP	: Institutional Framework for the Evaluation of Public Policies
CLEAR-AA	: CLEAR Anglophone Africa
CNOS	: National Orientation and Monitoring Council
DGCS-ODD	: General Directorate of Coordination and Monitoring of the SDGs
ECPS	: Citizen Assessment of Service Provisions
FONAC	: Front of National Organizations Against Corruption
SWOT	: Strengths, Weaknesses, Opportunities and Threats
GT2DAT	: Deconcentration, Decentralization and Regional Planning Working Group
JBE	: Beninese Evaluation Days
APRM	: Ministry of Agriculture, Livestock and Fisheries
MDCAG	: Ministry of Development and Coordination of Government Action
SDGs	: Sustainable Development Goals
NGO	: Non-governmental organizations
UN	: United Nations
CSO	: Civil society organization
PASCiB	: Benin Civil Society Actors Platform
PC2D	: Growth Program for Sustainable Development
PND	: National Development Plan
UNDP	: United Nations Development Program
PNE	: National Evaluation Policy
PNOPPA	: National Platform of Peasant Organizations and Agricultural Producers of Benin
PSDSA	: Strategic Plan for the Development of the Agricultural Sector
PTF	: Technical and Financial Partner
UNDP	: United Nations Development Program
RePASOC	: Civil Society Strengthening and Participation Program
RIFONGA	: Network for the Integration of Women of African Non-Governmental Organizations and Associations
M&E	: Monitoring and evaluation
SWB	: Social Watch Benin
SNI	: National Integrity System
WANEP	: West Africa Network for Peacebuilding

## 1. REMINDER OF THE MISSION CONDUCT PROCESS

### 1.1 STUDY CONTEXT

The practice of evaluating public policies with the aim of improving public policy choices and reporting to citizens on the use of public resources has developed considerably over the past decade in the Republic of Benin. The country has undergone a process of institutionalizing the evaluation of public policies which has led to convincing results such as the development and adoption of the National Evaluation Policy, the creation of the National Evaluation Council, the establishment of the Institutional Framework for the Evaluation of Public Policies (CIEPP), the periodic organization of the Beninese Evaluation Days (JBE) since 2010, the development of a national methodological guide for evaluation, etc.

On the strength of these performances, Benin is committed alongside several African countries in south-south cooperation through the program called "Twende Mbele". This program aims to improve the performance and accountability of African governments to their citizens by sharing experience and developing collaborative tools between countries. Launched in 2017 with three main partner countries, namely South Africa, Benin and Uganda, and two regional partners namely CLEAR Anglophone Africa (CLEAR-AA) and the African Development Bank (AfDB), the Twende program Mbele now has six countries after the accession of Ghana, Kenya and Niger.

In order to strengthen national Monitoring and Evaluation (M&E) systems for better governance in Africa, the Twende Mbele program has focused on strengthening collaboration between governments and Civil Society Organizations (CSOs) in its partner countries. Indeed, CSOs conduct alternative evaluations, participate in the development and implementation of policies and programs and have information systems that generate evidence that is useful for decision-making and governance.

In Benin, the National Evaluation Policy (PNE) defined the role and place of civil society in the national evaluation system. The NEP stipulates that civil society organizations must be involved in the conduct of evaluations and participate in their conduct. They must be consulted during the process and contribute to the reliability of the evaluation work through their knowledge and expertise in the fields concerned. They will be chosen on the basis of their representativeness and their importance in the sectors concerned and will each be called upon to intervene as far as it is concerned within the limit of the level of participation retained for the circumstance.

More generally, in many African countries, we can observe that CSOs play a crucial role in improving the production and use of evaluation data. Therefore, a framework for sharing and learning between governments and CSOs should make it possible to strengthen the implementation, sustainability and impact of national evaluation systems (NES), thus contributing to the achievement of one of the main objectives of Twende Mbele.

It is within this framework that, in collaboration with CLEAR-AA, the Twende Mbele program developed the project “Strengthening the participation of civil society organizations (CSOs) in National Evaluation Systems”. In 2018, this project was launched in 3 Twende Mbele partner countries namely: Uganda, Kenya and Ghana. The experience of Ghana, where the project was implemented in the sanitation sector, was enlightening and helped define the framework for future collaboration between the government and CSOs.



On the strength of this encouraging result, the Twende Mbele program decided to carry out in all the partner countries, an inventory of the collaboration between CSOs and the Government, which will allow the effective implementation of the project "*Strengthening of participation. of CSOs in national evaluation systems*".

## 1.2 OBJECTIVES OF THE STUDY

The general objective of this study is to carry out an inventory of collaboration between the government and CSOs in terms of monitoring and evaluation and to propose the modalities and strategy for better collaboration in the future. Specifically, it will be :

- identify current practices in Benin on how civil society works with government in using M&E to strengthen government performance;
- define a model of collaboration between the State and CSOs ;
- identify areas where collaboration between the state and CSOs would improve government performance and / or accountability;
- to make recommendations for strengthening the participation of CSOs in Benin's NES, and strengthening the government's capacity to better use the evidence produced by CSOs in reform processes and / or in the implementation of policies.

## 1.3 METHODOLOGY FOR CONDUCTING THE STUDY

The present study was carried out according to the steps described below.

### **1.3.1 Framing session**

The scoping meeting served as an exchange between the consultant and the sponsor (BEPPAAG) on the methodology and expected results of the mission. The session made it possible to harmonize the points of view between the two parties on all the stages of the study, and to retain the timetable for the conduct of the mission. The sponsor also provided the consultant with documentation for the literature review.

### **1.3.2 Literature review**

The literature review was an important phase of the mission. It made it possible to become acquainted with all the documentary resources available on the national evaluation system of Benin and the work already carried out which addressed the collaboration between the State and CSOs.

The data and information extracted from the literature review were used to draw up the list of actors met within the framework of this study, and informed the structure of this report, in the appendix of which the list of documents consulted is given.

### 1.3.3 Data collection and analysis

Data collection took place in two stages : an interview with identified key actors and a workshop with CSOs and public administration structures at the central level.

#### a) Interviews

As part of the study, the consultant met and discussed with a few key players, in particular the Platform of Civil Society Actors (PASCiB), Social Watch Benin<sup>11</sup> and the NGO Social Change Benin on behalf of civil society, and BEPPAAG as well as the Ministry of Development and Coordination of Governmental Action (MDCAG) on behalf of the government. The meeting with these actors made it possible to have a global view on the subject and to identify the representative CSOs and important state structures for the workshop. The discussions were conducted using an interview guide and a questionnaire. Following these interviews, the workshop was organized in collaboration with the BEPPAAG.

#### b) Workshop with stakeholders

The workshop was held from June 17 to 18, 2021, at INFOSEC in Cotonou. It saw the participation of civil society actors as well as representatives of BEPPAAG, MEF, MDCAG and MAEP. The list of workshop participants is available in the appendix.

During the workshop and on the basis of the terms of reference of the group work, the discussions made it possible to collect data and information with a view to :

- update the diagnosis of collaboration mechanisms between the State and CSOs in terms of monitoring and evaluation of public policies carried out by RePASOC;
- to define a standard model of collaboration mechanism between the State and CSOs in the field of monitoring and evaluation of public policies;
- identify high potential sectors in which the need for collaboration between the State and CSOs exist;
- to develop the theory of change of the mechanism of collaboration between the State and CSOs in the monitoring and evaluation of public policies.

#### c) Data processing, analysis and report writing

Following the documentary review, data collection and workshop with stakeholders, the consultant processed and analyzed the data and information collected. This made it possible to write the preliminary report of the mission and submit it to the commissioner for opinion.

### 1.3.4 Consideration of the preliminary report

The consultant produced a preliminary report of the mission using data drawn from the documentary review, interviews and workshop. The said report has undergone a preliminary review by the commissioner and a few identified stakeholders. The observations and orientations resulting from this



examination were taken into account by the consultant before the submission of the study report to the validation workshop bringing together all the stakeholders present at the workshop.

### 1.3.5 Validation workshop

The validation workshop was held on August 17, 2021 at the Cotonou Infosec. It brought together actors from civil society as well as actors from state structures. They appreciated the quality of the Consultant's report. They made some observations and provided additional information for the finalization of the study report.

## 2. FOUNDATIONS OF STATE-CSO COLLABORATION AND NATIONAL REGULATORY FRAMEWORK

The emergence of participatory democracy at the global level in recent decades has led to many changes in public governance with the emergence of new actors including civil society. They are indeed groups of men and women united in crucibles or associations and eager to participate in the management of public affairs and to defend the interests of citizens. Civil society is now a stakeholder in global governance just like governments. It plays a leading role in solving the problems facing the world. This dynamic at the international level has been reinforced by several international and regional agreements:

- the African Charter on Human and Peoples' Rights (ACHPR) enshrining the freedom of association in its article 10 ;
- the Cotonou Agreement of 23 June 2000 between the ACP countries and the European Union which encourages the participation of Non State Actors (NSA) at all levels of the development process ;
- the Paris Declaration on Aid Effectiveness in 2005.
- the Accra Agenda for Action (2008) ;
- the Istanbul Principles (2010) ;
- the Busan Partnership Agreement (2011) ;
- the Siem Reap Consensus (Cambodia, 2011) ;



- the guidelines on freedom of association and assembly of the African Commission on Human and Peoples' Rights (Niamey, May 2017).
- SDG 16: Promote peaceful and inclusive societies for sustainable development, ensure access to justice for all and build effective, accountable and inclusive institutions at all levels.
- SDG 17: Strengthen the means to implement and revitalize the Global Partnership for Development.

All of these regional agreements and instruments to which the countries have subscribed recommend the participation of Non-State Actors in the development process.

Nationally, the advent of democracy in 1990 laid the foundations for participatory governance that involves civil society and all of the country's forces. This materialized through the provisions of the country's constitution and reaffirmed by Law No. 2019-40 of November 7, 2019 revising Law No. 90-32 of December 11, 1990 establishing the Constitution of the Republic of Benin. Thus, the State of Benin recognizes CSOs as non-state actors playing a preponderant role for development. It also recognizes its duty of accountability and transparency towards citizens. Freedom of association and expression is therefore reaffirmed and supervised in order to promote the development of civil society and a better contribution to development objectives at the national level.

As a stakeholder in international agreements and with regard to the national provisions put in place in favor of participatory governance, civil society is taken into account in the national development agenda. The 2016-2021 Government Action Program (PAG) clearly distinguishes civil society as a component that must participate in the mechanism for monitoring and evaluating public governance. In the field of monitoring and evaluation of public policies, the participation of CSOs is framed by the National Evaluation Policy (PNE) 2012-2021. In its provisions, the NEP stipulates : “ Civil society organizations must be involved in the conduct of evaluations and participate in their conduct. They must be consulted during the process and contribute to the reliability of the evaluation work through their knowledge and expertise in the fields concerned. They will be chosen on the basis of their representativeness and their importance in the sectors concerned and will each be called upon to intervene as far as it is concerned within the limit of the level of participation retained for the circumstance ” [2] . Through this provision, the PNE underlines the need for the participation and involvement of civil society in the monitoring and evaluation activities of public policies.

As such, civil society is involved as an actor in the Institutional Framework for the Evaluation of Public Policies and is represented within the National Evaluation Council which is the highest body at the

national level responsible for advising the Government. in terms of monitoring and evaluation of public policies and ensuring compliance with norms and standards in the field.

### 3. MONITORING AND EVALUATION OF PUBLIC POLICIES IN BENIN

#### 3.1 FROM THE PERSPECTIVE OF THE STATE

The monitoring and evaluation of public policies by public administrations are two complementary activities aimed at the effectiveness of public action. The monitoring of public policies is carried out through a continuous or periodic review of activities and their outputs. It is carried out with the aim of informing the implementation of public policy in order to make the necessary adjustments or corrections if necessary. Public policy monitoring provides those responsible for implementing a public policy and stakeholders with information on the progress made.

The evaluation of public policies is defined in the NEP as a systematic activity, mobilizing scientific techniques and methods, which aims to assess in an objective and impartial manner a policy, a strategy, a program, a project, an action, an activity financed entirely or partly by public resources. Basically, it is a scientific exercise which consists in gathering a set of relevant, viable and reliable information on a policy in order to examine the degree of adequacy of this information with a set of chosen criteria and to take a decision. In the context of process evaluations, for example, the evaluation criteria retained in Benin in the NEP are: relevance, coherence, effectiveness, efficiency, impact, sustainability, governance, and the system of information.



Table 1 : Monitoring and evaluation activities frequently carried out by public administrations

Domain	Categories
<b>Public policy monitoring</b>	
<b>Monitoring carried out at the level of the ministries</b>	Reviews (quarterly, annual, sectoral, etc.)
	Performance review (performance report)
	Project / program monitoring
	PTA monitoring
	Statistical Yearbook
<b>Monitoring carried out by transversal structures</b>	Social profile
	Social dashboard
	National Economy Scoreboard (TaBEN)
<b>Public policy assessment</b>	
<b>Process evaluation (Time dimension)</b>	Ex-ante evaluation
	Mid-term evaluation
	Ex post evaluation
	Final assessment
<b>Other forms of assessment</b>	Impact assessment
	Feasibility study

### 3.2 FROM THE PERSPECTIVE OF CIVIL SOCIETY

The monitoring and evaluation of public policies by civil society take the form of citizen monitoring often called Citizen Control of Public Action (CCAP). These are initiatives taken by CSOs to monitor and evaluate public action. The CCAP draws its foundation from the Declaration of the Rights of Man and of the Citizen of 1789 which stipulates in its article 14 that " all citizens have the right to ascertain for themselves or through their representatives, the necessity of the public contribution. and to monitor its use ". The practice of CCAP makes it possible to strengthen the participation of citizens in the management of public affairs, to promote the accountability of those in power and to contribute to the effectiveness of public action.

Although the CCAP can be done at any time in the life of a public policy, we can distinguish three periods<sup>[3]</sup> depending on when it is done :

- **A priori citizen control** : this is carried out before the implementation of public policy and relates to the relevance of the choices made by the public administration with regard to the needs of the grassroots populations. An example of this type of control is the participatory budget.
- **The concomitant citizen control** : it takes place during the execution of the public policy and makes it possible to check the respect of the deadlines, the procedures and the chronogram of actions. It helps to ensure the participation of the populations in the implementation of public policies and to promote their effectiveness. An example of this type of citizen control is participatory monitoring and evaluation.
- **Citizen control a posteriori** : this occurs at the end of the implementation of public policy and makes it possible to assess the performance of activities in relation to planning. He is also interested in the appropriation by the populations and the sustainability of the achievements.

Table 2: Monitoring and Evaluation of Public Policies carried out by CSOs

Type of monitoring and evaluation	State-CSO collaboration mechanism concerned (If applicable)	Formal or informal mechanism ? (If applicable)	Sector	State actors concerned	CSO actors concerned
Presimeter (Evaluation of the company projects of the candidate who has become president)	-	Informal	All sectors	All Ministries	Benin CSO Election Platform / WANEP Benin
Citizen monitoring of the implementation of projects / programs	- Dialogue - Direct intervention (provision of resources to PASCIB / POPPA by the State and projects / programs for citizen monitoring)	Formal in the agricultural sector		APRM	PASCIB, PNOPPA
Citizen monitoring of the consideration of the concerns of all citizens in the national budget	Working sessions for study of the state budget	Formal	Economy / Public Finances	MEF, AN	RIFONGA, SWB, ALCRER, FONAC, Social Change Benin

Community audits (Citizen monitoring of the implementation of projects / programs)	State-CSO dialogue framework	Collaboration framework being formalized	Education, health, energy, water	The four ministries involved	Social Change Benin, WANEP, PASCIB
Sector reviews (annual): coordinated by the MAEP which involves the PASCIB	Institutional framework for the implementation of the Strategic Plan for the Development of the Agricultural Sector (PSDSA)	Formal	Agriculture	MAEP, MPD, MEF, MIC, MCV	PASCIB, PENOPA, RENOVA, National Chamber of Agriculture
Participatory Local Impact Monitoring (SILP)		Informal	Water, health, nursery and primary education	Ministry of Water and Mines, MEMP, MS	Social Watch
Citizen assessment		Informal	Water, education	Ministry of Water and Mines, MEMP	Social Watch
Sector review		Informal	Decentralization	Ministry of Decentralization and Local Governance	Social Watch, ALCRER

## 4. EXISTING COLLABORATIVE MECHANISMS FOR MONITORING AND EVALUATION

The synergy of actions between state actors and civil society actors for the monitoring and evaluation of public policies can further contribute to improving the performance of those in power. Indeed, although the monitoring and evaluation activities of public policies practiced by the two actors are different in their approaches, they are complementary and mutually nourish each other for a better efficiency of public action. However, this presupposes the existence of a framework for exchanges, spaces for dialogue between the two actors to exchange views and give life to a synergy of actions. Such frameworks for exchanges are often materialized through collaboration mechanisms which can be formal or informal.

Table 3 below presents the mechanisms and / or dialogue frameworks existing in Benin and bringing together state structures and CSOs. The data were drawn from the study on the identification and evaluation of functional consultation and dialogue mechanisms between CSOs and the State conducted by RePaSOC in 2019. They were updated and completed thanks to the collection of data produced as part of this study.

Table 4 presents the mechanisms relating to the monitoring and evaluation of public policies. At this level, the mechanisms are classified as formal if they are the subject of an administrative act taken by a public authority. They are durable when they are part of a long-term dynamic and do not have a fixed lifespan. Otherwise, they are often ad-hoc mechanisms set up as part of one-off initiatives for a fixed period.

Table 3: The existing collaboration mechanisms in Benin

Structures	Mechanisms	CSOs planned / present
<b>CENTRAL OR TRANVERSAL MECHANISMS</b>		
<b>National Assembly (Finance Committee)</b>	Public committee hearings open to civil society organizations and experts on the Finance Bill	FONAC, Social Watch Benin, ALCRER, Trade union centers and confederations
<b>Presidency</b>	# AskGouvBenin	All citizens
	The Permanent National Commission for Consultation and Collective Negotiations Government / Central and Trade Union Confederations.	Trade union centers and confederations
	The National Council for the Promotion of Equity and Gender Equality (CNPEEG)	RIFONGA
	Food and Nutrition Council	-
	National Council for Social Protection	RIFONGA, WILDAF
Institutions of the Republic	Management and monitoring of electoral processes	Benin CSO Election Platform / WANEP Benin Benin Social Change (Human rights monitoring)
<b>SECTORAL MECHANISMS</b>		
<b>All ministries</b>	Sector review and technical and thematic working group	CSOs intervening in the different sectors
	Mechanism for developing, monitoring and evaluating the growth program for sustainable development (PC2D)	PASCIB, Social Watch, ALCRER, RIFONGA, WILDAF, Social Change Benin



Structures	Mechanisms	CSOs planned / present
	Presimeter (Evaluation of the company projects of the candidate who has become president)	Benin CSO Election Platform / WANEP Benin
	Development policy, program and project formulation process	PASCIB, PNOPPA, CNAB, RIFONGA, WILDAF, WANEP-Benin
	National framework for State-CSO dialogue	Social Change Benin, PASCIB, WANEP and thematic CSOs
	Sectoral framework for State-CSO dialogue	Social Change Benin, PASCIB, WANEP and thematic CSOs
	Communal framework for State-CSO dialogue	Thematic CSOs
<b>Ministry of Economy and Finance</b>	Directorate General of Budget and Social Watch framework on budget transparency	Social Watch Benin
	Steering Committee of the National Integrity System	ALCR
	Global Partnership Monitoring Framework (BUSAN) for Effective Development Cooperation	PASCIB, CGTB, Patronage
<b>Ministry of Justice and Legislation</b>	Strategic Orientation Committee of the Accountability Program	Social Watch Benin, MdSC, FeRCAB, ODEM
	National Consultative Council for Human Rights (CNC DH)	About fifty CSOs
<b>Ministry of Water and Mines</b>	National Water Council	5 CSOs in the water sector
<b>Ministry of Agriculture, Livestock and Fisheries</b>	CNOS, National Guidance and Monitoring Council	2 CSOs including PASCIB and PNOPPA

Structures	Mechanisms	CSOs planned / present
<b>Ministry of Development and Coordination of Government Action</b>	Coordination, monitoring and evaluation mechanism for the 2030 Agenda (Steering Committee and Technical Steering Committee)	Two CSOs including PASCiB, two central unions, two women's federations, two associations of people with disabilities, the Network for ODD (CTP).
<b>Minister of Labor and Public Service</b>	National Council for Social Dialogue	10 trade unions
<b>Ministry of Health</b>	National Coordination and Orientation Council (CNCO) for interventions financed by the Global Fund to Fight HIV / AIDS, Tuberculosis and Malaria in the Republic of Benin ", in short (CNCO / FMSTP / BENIN).	12 representatives of civil society working in the health sector.
	National Council for the fight against HIV / AIDS, tuberculosis, malaria, hepatitis, sexually transmitted infections and epidemics	-
<b>Minister of Industry, Trade and Handicrafts</b>	National Commission responsible for the price adjustment of petroleum products	ALCRER, LDCB
	Certification mark committee for standards on products of animal origin	Association Béninoise des Cuniculteurs du Bénin (ABeC), Consumers Association of Benin
	Agri-food product brand committee	Association of pineapple processors of Benin, Association of fruit and vegetable producers of Benin, Association militant in quality management, Association of consumers of Benin
	Certification mark committee for service benchmarks	Collective of consumer associations of Benin, Collective of Civil Society Organizations

Structures	Mechanisms	CSOs planned / present
	Certification mark committee for soap and cosmetic product standards	Association militant in quality management, Collective of consumer associations of Benin
Department of Defense	National Commission for the Fight against the Proliferation of Small Arms (CNLCPAL)	ALCR
Ministry of Higher Education and Scientific Research	National Advisory Council for Higher Education (CCNES)	ALCRER, FONAC and SWB
	Sectoral council for mediation and promotion of social dialogue	-
Ministry of Social Affairs and Microfinance	Gender Sub-Group	RIFONGA, WLIDAF, WANEP, EDUCO, FEFAM, etc.
	Social protection sub-group	-
	National Children's Advisory Council	CSOs involved in child protection
<b>MECHANISMS PLANNED AND NOT IMPLEMENTED</b>		
Ministry of Development and Coordination of Government Action	Dialogue platform on Energy, Water and Justice (planned and not yet effective)	Social Change Benin, PASCiB, WANEP, Social Watch, ALCRER, MdSC

Source : Data taken from the RePaSOC report and updated with data collected as part of the study

**Table 4 : Collaboration mechanisms that fall exclusively under the monitoring and evaluation of public policies**

Mechanisms	State actors	CSO actors	Formal or Informal	Ad-hoc or sustainable
Public committee hearings open to civil society organizations and experts on the Finance Bill	National Assembly (Commission finances)	FONAC, Social Watch Benin, ALCRER, Centrales and Trade union confederations	Informal	Persistent
Management and monitoring of electoral processes	Institutions of the Republic	Benin CSO electoral platform / WANEP Benin, Social Change Benin	Informal	Persistent
Sector review and technical and thematic working group	All ministries	CSOs intervening in the different sectors	Informal	Persistent
Mechanism for developing, monitoring and evaluating the growth program for sustainable development (PC2D)	All ministries	PASCIB, Social Watch, ALCRER, RIFONGA, WILDAF, Social Change Benin	Informal	Persistent
Presimeter (Evaluation of the company projects of the candidate who has become president)	All ministries	Benin CSO Election Platform / WANEP Benin	Informal	Ad hoc
Development policy, program and project formulation process	All ministries	PASCIB, PNOPPA, CNAB RIFONGA, WILDAF, WANEP-Benin, etc.	Informal	Persistent
National framework for State-CSO dialogue	All ministries	Social Change Benin, PASCIB, WANEP and thematic CSOs	Informal	Persistent

Mechanisms	State actors	CSO actors	Formal or Informal	Ad-hoc or sustainable
Sectoral framework for State-CSO dialogue	All ministries	Social Change Benin, PASCIB, WANEP and thematic CSOs	Informal	Persistent
Communal framework for State-CSO dialogue	All ministries	Thematic CSOs	Informal	Persistent
Directorate General of Budget framework on budget transparency	Ministry of Economy and Finance	Social Watch Benin Social Change		
Steering Committee of the National Integrity System	Ministry of Economy and Finance	ALCR	Formal	Persistent
Global Partnership Monitoring Framework (BUSAN) for Effective Development Cooperation	Ministry of Economy and Finance	PASCiB, CGTB, Patronage	Informal	Persistent
CNOS, National Guidance and Monitoring Council	Ministry of Agriculture, Livestock and Fisheries	PASCiB, PNOPPA	Formal	Persistent
Strategic Orientation Committee of the Accountability Program	Ministry of Justice, Legislation and Human Rights	Social Watch Benin, MdSC, FeRCAB, ODEM	Informal	Ad hoc
Coordination, monitoring and evaluation mechanism for the 2030 Agenda: (Steering committee and technical steering committee)	Ministry of Planning and Development	Two CSOs including PASCiB, two central unions, two Women's Federations, two associations of people Disabled People and the SDG Network (CTP)	Informal	Ad hoc

## 5. FOCUS ON EXPERIENCES OF SUCCESSFUL COLLABORATION MECHANISMS

### 5.1 COLLABORATION BETWEEN THE GOVERNMENT AND CIVIL SOCIETY: EXPERIENCE OF MAEP AND PASCIB

In 2008, Non-State Actors under the leadership of PNOPPA and PASCiB played a decisive role in the process of revising the Strategic Plan for the Revival of the Agricultural Sector, the first version of which did not meet the expectations of all parties. stakeholders. As in the past, Ministry of Agriculture staff took the lead and set up a technical committee that developed a new version of the PSRSA and submitted it to a validation workshop with stakeholders for approval. The reactions of the various actors present at this validation revealed the non-involvement of non-state actors in the process and the inadequacy of the policy with the needs of producers in the field. With the support of Technical and Financial Partners, PNOPPA and PASCiB therefore proposed a new inclusive institutional framework in which civil society actors play decisive roles (particularly in terms of advocacy, technical inputs and / or representation). Thus, the revision of the PSRSA not only introduced a formal role for non-state actors but also initiated a process of improving the quality of the production and use of evidence. Thanks to this experience of reviewing the PSRSA, the demand for evidence around the needs of producers and the realities on the ground has increased and to enhance the role of civil society in the effectiveness of public action. This experience created an environment in which the development of public policies is no longer the sole responsibility of state actors.

Today, non-state actors are present in the National Council for Orientation and Monitoring of the Agricultural Sector (CNOS) and in the institutional framework of the APRM. They represent the citizen control body in the PPBSE chain of the ministry. A budget line has been established by the State for citizen control activities carried out by NSAs.

### 5.2 COLLABORATION BETWEEN THE GOVERNMENT AND CIVIL SOCIETY: EXPERIENCE OF THE "DECISION-MAKING PARTICIPATION" PROJECT

The experience of the " Decision-making participation " project was born from the desire of civil society actors (Social Change Benin, PASCiB and WANEP) to improve the participation of Civil Society Organizations (CSOs) in the development, monitoring and to the evaluation of public policies. It is inspired by the experience of the MAEP and the PASCiB and aims to achieve the establishment of formal institutional frameworks for State-CSO dialogue in the water, energy, health and education.

The experience of the aforementioned consortium, with Social Change Benin as leader, is essentially based on the interest of civil society in contributing to the effective realization of certain fundamental

rights for sustainable human development. This is why the water, energy, health and education sectors, in particular nursery and primary education, have been chosen as a priority. This interest of civil society through this consortium clearly sets out the citizen's ambition to support the Government in fully achieving the SDGs in the light of the Human Rights-Based Approach for a real impact on the targets. The first stage of this project consisted in setting up a data reporting system made up of thematic CSOs with territorial roots. These organizations, identified from the CSO distribution work carried out by the Maison de la Société Civile (MdSC), benefited from capacity building on citizen assessment tools drawn from the Human Rights-Based Approach and Management Based on Development Results in order to produce collection tools adapted to each of the four sectors concerned.

The second stage was the appropriation of public policies and projects by the target CSOs, at the rate of 48 in total, ie 12 per sector, with the assurance of departmental coverage for the four sectors. Once this step had been taken, the said CSOs organized, with the technical support of the consortium, the community verification by department to assess the effectiveness of the public services planned through the criteria of availability, accessibility, acceptability and adaptability, where appropriate.

The third stage was the consolidation of the data from the community verification with the actors of the targeted public services offer, namely the Ministries, the Agencies and the State corporations. These actors had the opportunity, in the presence of the accountability demand actors represented by the consortium and some target CSOs, to confirm, flatten or refute the data resulting from said community verification. The validation of the sector reviews resulting from the process followed the same process to validate the co-construction approach dear to civil society.

As mentioned above, the ultimate goal of this project is to predispose the civil society to a qualitative dialogue with the actors of the supply of public services, that is to say the Government and its officials, within the framework of the functioning of institutional accountability mechanisms in each of the targeted sectors, like the experience underway at the MAEP with the PASCiB and farmers' organizations. The formal process of creating and putting in place these institutional accountability mechanisms is carried out with the facilitation of the Ministry of Development and Coordination of Government Action.

Finally, the consortium led by Social Change Benin made available a "*Guide for State-CSO dialogue*" in which the issues and postures necessary for a fruitful dialogue in the context of social, budgetary, judicial, accountability were explained. etc.

## 6. DIAGNOSTIC ANALYSIS OF COLLABORATION BETWEEN THE STATE AND CSOs IN THE MONITORING AND EVALUATION OF PUBLIC POLICIES

The diagnostic analysis presented below is based on the different parts presented above.

The environment of collaboration between the State and CSOs in Benin presents several strengths that can foster a strengthening of such collaboration. In the first place, we note the existence of a regulatory and legal framework which forms and frames the collaboration between the State and CSOs in Benin. Indeed, Benin has signed several international agreements which enshrine the inclusive participation of civil society in the development process to improve the effectiveness of development programs. This adherence by Benin to international commitments testifies to the authorities' will to involve civil society more in public governance. In the specific field of monitoring and evaluating public policies, the participation of civil society organizations is framed by the 2012-2021 PNE which recognizes the need to involve CSOs in the monitoring and evaluation of public policies. so that they contribute to the reliability of evaluation work through their knowledge and expertise. Secondly, the practice of monitoring and evaluating public policies is developed both on the part of the State and on the side of CSOs. State structures regularly carry out monitoring and evaluation activities of the public policies that they implement and civil society, for its part, produces alternative reports for citizen control of public action. These are two perspectives of the same reality and which would benefit from being pooled for the effectiveness of public action. The two actors each have a strength that the other needs. The expertise of CSOs acquired through their presence alongside the populations and their mastery of the realities on the ground are useful assets for state structures. On the other hand, the action of CSOs needs to be taken into account and used by the State to improve the living conditions of the populations. There is thus a need for collaboration between these two actors in search of efficiency in public action. On a third level, we note in Benin the existence of formal and functional collaboration mechanisms bringing together state structures and CSOs in certain sectors. Although this does not yet concern all sectors, there are nevertheless efforts which are being made and which deserve to be reinforced and extended. The experience of the PASCiB and the MAEP presented above is very edifying in this regard and reflects the declared will of the two actors to collaborate. Another point of strength is the start of the consolidation of the civil society environment and the professionalization of CSOs. Indeed, on their own initiative, CSOs initiated in 2018 the general meetings of civil society in Benin with a view to cleaning up the environment for the credibility of civil society actions. This led to the labeling of CSOs in Benin and the start of professionalization.



Regarding the weaknesses of collaboration between the State and CSOs in Benin, it is necessary to underline the weak predisposition of certain State institutions to collaborate with CSOs. The latter have not yet become aware of the challenges associated with such a collaboration. On the civil society side, we generally note the difficulties in accessing information on public governance. Despite advocacy and lobbying, systematic access to information is not yet a reality in Benin. The law on access to information is blocked at the level of parliament and is slow to be voted on. Besides the difficulties of access to information, there is the question of resources for the functioning of CSOs. The financing of CSOs remains a major problem which hinders the development of CSO activities. There is no systematic mechanism for financing civil society by the state. This situation opens the way for the risk of politicization of CSOs. Added to this is the non-professionalization of several CSOs, thus hampering the general credibility of civil society.

Regarding opportunities, the existence of international agreements that recommend that governments involve civil society in public governance is a factor that CSOs can refer to for advocacy and lobbying. The support of the TFPs for the actors of the civil society is a factor which should also be underlined. In addition, it should be noted that the experience of the “decision-making participation” project piloted by the PASCiB-WANEP-CSB consortium in collaboration with the MDCAG provides the opportunity for the establishment of an institutional mechanism for collaboration in the sectors of water, energy, health and education like the agricultural sector with the PASCiB and the MAEP.

From the elements mentioned above, the analysis suggests a rather favorable environment for collaboration between the State and CSOs. However, certain factors such as funding for CSO activities can pose a serious threat to this collaboration in the event that current funding sources no longer exist.

The table below summarizes the analysis of the strengths, weaknesses, opportunities and threats to collaboration between the State and civil society in Benin.

Table 5 : Summary of SWOT analysis of collaboration between the State and CSOs

State-CSO collaboration in the monitoring and evaluation of public policies			
Strengths	Weaknesses	Opportunities	Threat
<ul style="list-style-type: none"> <li>- Benin's accession to international agreements</li> <li>- Favorable regulatory and legal framework</li> <li>- Political will</li> <li>- Commitment and dynamism of civil society</li> <li>- Solidarity and synergy of action between CSOs</li> <li>- Beginning of professionalization of CSOs</li> <li>- Formalization of the State / CSO dialogue in strategic documents</li> <li>- Open-mindedness of some ministry executives</li> <li>- Resource mobilization capacities of some CSOs</li> </ul>	<ul style="list-style-type: none"> <li>- Reluctance of some ministry officials</li> <li>- Incomplete professionalization of some CSOs</li> <li>- Weak associative governance (non-payment of regular membership fees, poor compliance with texts, lack of preparation for succession, etc.)</li> <li>- Low financial autonomy of CSOs</li> <li>- Risk of politicization of CSOs</li> <li>- Difficulty in accessing reliable public information</li> <li>- Legal inking defect</li> <li>- Non-harmonization of assessment tools with UN standards for assessment</li> </ul>	<ul style="list-style-type: none"> <li>- Willingness of TFPs to involve CSOs in project monitoring and evaluation</li> <li>- Existence of international agreements for the promotion of CSOs (Paris Declaration, Busan Principles)</li> <li>- Recommendations of the UN mechanisms for the promotion and protection of human rights</li> <li>- Availability of UN system tools for assessment</li> </ul>	<ul style="list-style-type: none"> <li>- Funding of CSOs by PTFs</li> <li>- Conflict context</li> <li>- Low predisposition to the assimilation of referred standards (from the UN)</li> </ul>

## 7. MODEL OF COLLABORATION BETWEEN THE STATE AND CSOs

Collaboration between the State and civil society organizations requires approach and methodology. From the successful experience of collaboration between MAEP and PASCiB as well as that of the Benin Social Change consortium, PASCiB and WANEP, five determinants of collaboration emerge:

- i. establishment of inclusive and continuous dialogue between state and non-state actors ;
- ii. harmonization of development visions and approaches ;
- iii. awareness of the importance of collaboration between the state and CSOs ;
- iv. inclusive participation of NSAs in the management of public policies ;
- v. formalization of the collaboration.

The establishment of a formal collaboration supposes first of all the meeting of a request and an offer of collaboration of a state actor and an actor of the civil society, both operating on the same theme or in the same sector. This assumes that we identify and match CSOs with state structures intervening on the same issues through an effective targeting mechanism. Thus, the meeting of supply and demand will lead to the establishment of a dialogue with a view to harmonizing and sharing the same vision of the area of common interest. This can also be achieved by strengthening the mutual capacities of the two actors in order to master the various issues that arise from State-CSO collaboration. After this step, a collaboration framework should be put in place which includes a roadmap, the levels of intervention or collaboration as well as the roles and responsibilities of each actor. Consequently, the texts for formalizing the collaboration between the two actors will be based on this framework.

It should be noted that the successful completion of a process of setting up a formal collaboration mechanism depends largely on the authorities' awareness of the importance of such collaboration for improving efficiency of public action. This shows the need to advocate and lobby the authorities and involve them in the dialogue leading to the establishment of a formal mechanism.

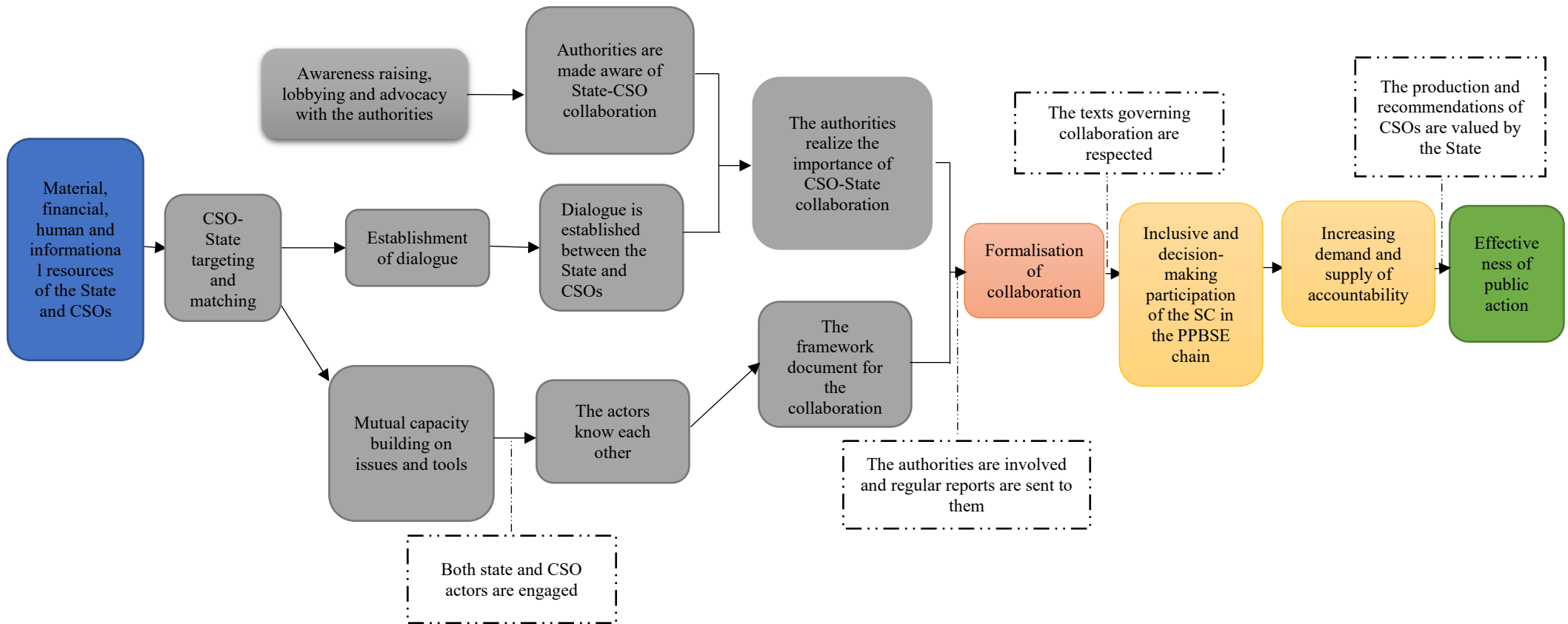
From the experience of the two success models mentioned above, it is recommended that the formalization of the collaboration mechanism materialize through the taking of an administrative act by the authorities at the highest level. Depending on the level where you are, it can be a decree, a ministerial decree, a prefectural decree or a municipal decree.

### 7.1 STATE-CSO COLLABORATION THEORY OF CHANGE

The theory of change presented through the diagram below assumes the presence of two categories of actors (State and civil society) who share the same ambition to improve the effectiveness of public action through a synergy of 'actions and collaboration between them. To achieve this, the two actors have at their disposal the human, financial, material and information resources of the State and CSOs. These resources constitute inputs on which they will rely to carry out activities which will produce results and later effects with a view to achieving the final desired impact, which is the effectiveness of public action. Under the categories of activities to be implemented, we have the targeting of CSOs and their pairings with state structures intervening in the same sector or domain. By assuming the commitment of each of the two actors, the pairing will make it possible to establish a permanent dialogue between the State and CSOs and also to conduct awareness-raising and advocacy activities with decision-makers so that they realize the importance of collaboration between the state and civil society. Another category of activities is the mutual strengthening of the capacities of the two actors on the issues of collaboration. The goal of mutual capacity building is to get the two actors to get to know each other better by exchanging about their missions, the activities they carry out, the tools they use, the challenges they encounter as well as the issues at stake. collaboration. These different activities will be carried out with the support of a facilitator and the results obtained will be used to develop a framework document for collaboration between the State and CSOs in which the purpose of the collaboration, the objectives and the methodology will be specified. to adopt, the tools to use as well as the roles and responsibilities of each actor. This framework document will then be the subject of a MoU memorandum of understanding between the two actors and will be signed by the decision-makers at the highest level. This will mark the formalization of the collaboration between the two actors.

Through the implementation of the provisions of the memorandum of understanding, CSOs will participate formally in the management of public policies throughout the Planning-Programming-Budgeting-Monitoring-Evaluation (PPBSE) chain. This will help increase the supply and demand for accountability and then the effectiveness of public action if state structures value the contributions and outputs of CSOs.

Representation of the theory of change of the State-CSO collaboration mechanism in terms of monitoring and evaluation



## **8. EXPERIMENTATION OF THE COLLABORATION MODEL IN THE SECONDARY TECHNICAL EDUCATION AND VOCATIONAL TRAINING SECTOR**

The model of collaboration between the State and CSOs presented above will be tested in the education sector, specifically in the sub-sector of technical secondary education and vocational training. The experiment will be carried out according to the six stages described below.

### **Step 1 : Targeting**

This first step will devote the organization of a working session that will bring together the actors of the Ministry of Technical Secondary Education and Technical Training (MESTFP) and the umbrella organizations of civil society under the facilitation of the General Directorate of Evaluation. and the Social Change Observatory (DGEOCS). Said session will inform the various actors of the experiment of the model and identify the CSOs intervening in the sub-sector in order to put them in touch with the MESTFP.

### **Step 2 : Establish dialogue**

This step will result in the participation of CSOs in the MESTFP multi-stakeholder quarterly review. The review will serve as a framework for periodic exchanges between MESTFP actors and CSOs around the implementation of public policies in the sub-sector.

### **Step 3 : Mutual capacity building**

Mutual capacity building will be done through a training and exchange workshop. On this occasion, MESTFP actors and CSOs intervening in the sub-sector will share information on their missions, their activities, the tools they use and the challenges they encounter. They will be trained and made aware of the importance and challenges of State-CSO collaboration.

### **Step 4 : Sensitization and Advocacy with MESTFP authorities**

At this stage, awareness-raising activities on the issues of State-CSO collaboration will be organized for the MESTFP authorities with a view to involving them in the process. To this will be added working and advocacy sessions between representatives of CSO umbrella organizations and MESTFP authorities.

**Step 5 : Development of a collaborative framework document**

A technical committee composed of representatives of MESTFP and CSOs will be responsible for developing the framework document for collaboration between MESTFP and civil society under the facilitation of DGEOSC. The said document will specify the object of the cooperation, its objectives, the methodology, the tools to be used and will define the roles and responsibilities of each actor.

**Step 6 : Formalization of the collaboration**

The collaborative framework document will be used to develop a memorandum of understanding (MoU) between MESTFP and civil society. Said memorandum will be accompanied by an action plan and will be signed by the Minister of Technical Secondary Education and Vocational Training.

**Table 6 : Framework for the operationalization of the State-CSO collaboration model**

Results					
1. CSOs operating in the secondary education sub-sector are targeted and put in touch with state structures	2. Dialogue is established	3. Capacities are mutually reinforced on issues and tools	4. The authorities realize the importance of CSO-State collaboration	5. The framework document for collaboration is drawn up	6. Collaboration is formalized
Activities					
1.1. Organization of a working session between MESTFP and CS umbrella organizations	2.1. Participation of CSOs in quarterly multi-stakeholder reviews of MESTFP	3.1. State-CSO training and exchange workshop in the secondary education sub-sector	4.1. Sensitization of MESTFP authorities on the importance of collaboration between CSOs and the State	5.1. Establishment of a technical committee for the development of the cooperation framework between MESTFP and CSOs	6.1. Development of an MoU between MESTFP and CSOs accompanied by an Action Plan
1.2. Identification and selection of thematic CSOs intervening in the secondary education sub-sector			4.2. Discussion and advocacy meeting with representatives of CS umbrella organizations and MESTFP authorities	5.2. Development of a framework document for collaboration between MESTFP and CSOs which specifies the object of the cooperation, the objectives, the methodology, the tools to be used and which defines the roles and responsibilities of each actor	6.2. Signature of the MoU by the authorities at the highest level
1.3. Linking CSOs with MESTFP					



## 9. RECOMMENDATIONS

The diagnostic analysis of the collaboration between the State and CSOs in the monitoring and evaluation of public policies made it possible to identify several points of weakness as well as threats. The recommendations below are formulated around these weaknesses and threats.

**Table 7 : Summary of recommendations**

<b>Recommendations</b>	<b>Responsible (s) (Institution (s) to which the recommendation is addressed)</b>
Sensitize government officials on the importance of collaboration between government and CSOs.	All Ministries and Institutions of the Republic
Vote for the law on access to public information in the Republic of Benin (The bill is pending in the National Assembly).	National Assembly
Continue to clean up the civil society environment and professionalize CSOs.	CSO
Identify mechanisms for systematic financing of CSOs by the State.	All ministries and CSOs

## ANNEXES

### Annexe 1 : Liste des documents consultés

Contrôle citoyen de l'Action Publique : Guide pratique

États généraux de la société civile au Bénin, Du recentrage du concept à la structuration et à la professionnalisation des organisations de la société civile pour un développement durable, Décembre 2018

Étude sur l'identification et l'évaluation des mécanismes de concertation et de dialogue fonctionnels entre les OSC et l'État, RePaSOC, Février 2019

Guide du dialogue État-OSC

Les organisations de la société civile et la lutte contre la pauvreté en Afrique subsaharienne : Acte du séminaire de recherche de Cotonou du GRAP OSC

Politique Nationale de l'Évaluation du Bénin (PNE, 2012-2021)

## Annex 2 : Interview guide and questionnaire

### SURVEY QUESTIONNAIRE AS PART OF THE DIAGNOSTIC STUDY OF COLLABORATION BETWEEN GOVERNMENT AND CIVIL SOCIETY IN MONITORING AND EVALUATION

Surname & first names of the respondent: .....

E-mail: .....

Good to know:

Benin's National Evaluation Policy (NEP) stipulates that civil society organizations must be involved in the conduct of evaluations and participate in their conduct. They must be consulted during the process and contribute to the reliability of the evaluation work through their knowledge and expertise in the fields concerned.

The collaboration between the Government and civil society is part of the operationalization of this provision of the NEP. It takes into account any form of cooperation, participation in activities relating to the field of monitoring and evaluation (capacity building, conducting of evaluation, conference, dissemination, etc.) and bringing together public administrations and organizations of Civil society.

#### Section 0. Objectives

This survey aims to:

- Collect data and information to understand the state of play of collaboration between the Government and civil society in the field of monitoring and evaluation.
- Collect information to understand the needs of the needs of the two categories of actors with a view to better collaboration between them.
- Identify the sector (s) favorable to dynamic collaboration between the Government and civil society in terms of monitoring and evaluation.
- Define a model of collaboration between the Government and civil society.

#### Section 1. About your organization

1.1. Full name of your organization

1.2. Acronym of your organization (if applicable)

1.3. Geographical location of your organization (City, Borough / city / village district)

1.4. Year of creation of your organization

1.5. What are the areas and sectors of intervention of your organization?

1.6. What is the number of staff in the organization

1.7. How is your organization structured?

1.8. Do you have a service or department or service in charge of monitoring evaluation 0 yes 0 no

1.9. Are there technical skills in monitoring and evaluation among staff in your organization? 0 yes 0 no

## Section 2: About monitoring and evaluation activities

2.1. Does your organization monitor and evaluate its own actions, projects? 0 yes 0 no  
If so, are you using the resulting results? Please give one or two examples

2.2. If yes to the previous question, what methodologies do you use? Describe

2.3. Has your organization already carried out monitoring and / or evaluation activities of actions, projects / programs or policies implemented by the State? 0 yes 0 no  
If yes, please give one or two examples

2.4. Has your organization ever used the results of monitoring or evaluations of projects / programs / policies conducted by a public administration as part of its activities? 0 yes 0 no  
If yes, give one or two examples

## Section 3: About collaboration and participation in monitoring and evaluation activities

3.1. During the past five years, has your organization participated in a capacity building activity in monitoring and evaluation organized by a public administration? 0 yes 0 no  
If yes, please give one or two examples

3.2. Over the past five years, has your organization participated in a public policy monitoring and / or evaluation process led by a public administration? 0 yes 0 no  
If yes, please give one or two examples

3.3. During the past five years, has your organization participated in an activity to disseminate the results of monitoring or evaluation of public policies organized by a public administration? 0 yes 0 no  
If yes, please give one or two examples

3.4. Has your organization already participated in the Beninese Evaluation Days (JBE) or any other conference on monitoring and evaluation organized by a public administration? 0 yes 0 no  
If yes, please give one or two examples

3.5. Does your organization belong to a formal framework of discussions and / or cooperation with a public administration in the field of monitoring and evaluation? 0 yes 0 no  
If yes, please mention them

3.6. What are the difficulties and challenges that you encountered in working with the Government in terms of monitoring and evaluation?

3.7. Has your organization already collaborated with other civil society organizations in monitoring and evaluation? 0 yes 0 no  
If yes, please give one or two examples

3.8. What do you think of the role of CSOs in the monitoring and evaluation of public policies and in the use of the results that emerge from them by the Government?

## Section 4: Recommendations

4.1. Do you have any recommendations in the direction of improving collaboration between the Government and civil society in terms of monitoring and evaluation? 0 yes 0 no  
If yes, please formulate them

### Annex 3 : Terms of reference for the group work of the workshop

#### Group work

Three group work sessions were organized according to the instructions below in order to frame the reflections and obtain the results of the workshop.

#### Group work N ° 1

##### A. Update of the diagnosis of collaborative initiatives / mechanisms between the State and CSOs

The “ Reinforcement and Participation of Civil Society in Benin ” (RePaSOC) program carried out a study on the identification and evaluation of functional consultation and dialogue mechanisms between CSOs and the State in 2019. This study provides an overview diagnosis of the different forms of collaboration between the State and civil society. Based on this diagnosis, please :

1. Complete initiatives, mechanisms or other forms of collaboration between the State and CSOs that were initiated and put in place after 2019 and not included in the study carried out by the RePaSOC program in 2019.
2. Indicate for each new initiative the area of collaboration concerned and the stakeholders involved by filling in the table below.

New Initiative	Concerned domain	Sector	State actor (s) concerned	CSO actor (s) concerned	Ongoing or Completed ?

##### B. Typology of monitoring and evaluation activities carried out by CSOs

Civil society organizations in their diversity initiate and lead different forms of monitoring and evaluation of public action (for example sector reviews, citizen evaluations, etc.). Based on your experiences and for the CSOs you represent, please :

1. List the types of monitoring and evaluation that you are aware of by providing a brief description of the methodology using the table below.

Indicate for each form of monitoring and evaluation whether it is the subject of collaboration between the State and the CSOs as well as the associated actors.

Type of monitoring and evaluation	State-CSO collaboration mechanism	Formal or informal mechanism ? (If applicable)	Sector	State actors concerned	CSO actors concerned

	concerned (If applicable)				

### C. SWOT analysis of collaboration between the State and CSOs in the monitoring and evaluation of public policies

Benin's National Evaluation Policy (PNE) stipulates that civil society organizations must be involved in the conduct of public policy monitoring and evaluation activities and participate in their conduct. They must be consulted during the process and contribute to the reliability of the evaluation work through their knowledge and expertise in the fields concerned.

The collaboration between the Government and civil society is part of the operationalization of this provision of the NEP. It takes into account any form of cooperation, participation, framework for exchange, information sharing, etc., bringing together one or more public administrations and one or more civil society organizations.

1. Please help identify the strengths, weaknesses, opportunities and threats of state-CSO collaboration from a holistic perspective. Build on your experience and knowledge of the topic.

State-CSO collaboration in the monitoring and evaluation of public policies			
Strengths	Weaknesses	Opportunities	Threat

### Group work N ° 2

#### A. Model for setting up a formal State-CSO collaboration mechanism

The establishment of a formal and functional collaboration mechanism between the State and CSOs requires arrangements to be made and steps to be followed. Based on your experiences and examples of successful formal collaboration between the state and civil society, please :

1. List in order the different steps necessary (or to follow) to achieve the establishment of a formal and functional collaboration mechanism between the State and CSOs in terms of monitoring and evaluation of public policies.

Different steps	Brief description of the steps	Responsible actor (s)

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2. What are the sectors where the needs for the establishment of a formal collaboration mechanism between the State and CSOs in terms of monitoring and evaluation are greatest? From your perspective, please list the three priority areas in order of priority.

No.	Sector
1	
2	
3	

3. For each sector mentioned in question 2, please motivate your choice with a brief SWOT analysis by filling in the table below

No.	Sector	Strengths	Weaknesses	Opportunities	Threat
1					
2					
3					

**B. Recommendations for improving collaboration between the State and CSOs in monitoring and evaluation**

1. On the basis of your experience and your knowledge of the theme, please make your recommendations for improving collaboration between the State and CSOs in the monitoring and evaluation of public policies.

Recommendations	Responsible (s) (Institution (s) to which the recommendation is addressed)

**Group work N ° 3**

**A. Main causal chain**

In order to theorize the collaboration between the State and CSOs in the monitoring and evaluation of public policies, please :

1. define the objective of such collaboration ;
2. identify the outputs and accomplishments necessary to achieve the objective ;
3. propose the activities to be carried out to achieve these outputs ;

4. identify the resources needed to carry out the proposed activities ;
5. define the main causal chain based on the previous answers.

**B. Assumptions and unintended effects**

After defining the main causal chain, please :

1. identify the underlying assumptions by reflecting on the factors and conditions essential to move from one link in the causal chain to another;
2. identify potential risks and unintended effects that could occur.



# DIAGNOSTIC STUDY OF COLLABORATION BETWEEN THE STATE AND CIVIL SOCIETY ORGANIZATIONS (CSOs) IN THE FIELD OF MONITORING AND EVALUATION OF PUBLIC POLICIES



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