

## **Taking into account and financing the evaluation in Benin through the PTAs (MTFP table)**

Evaluation really took shape in Benin in the 2000s. Then it gradually spread throughout the public sphere. However, it struggles to take root, to take a more important place to become an everyday practice, a culture.

The implementation of the National Evaluation Policy revealed the need to have an institutional evaluation framework in Benin. This is how the Institutional Framework for the Evaluation of Public Policies (CIÉPP) of Benin was created. It defines the relationships and roles between the different identified stakeholders, and includes the coordination and execution structures of the National Evaluation Policy (NEP) at the national level, the implementation structures at the sectoral, decentralized and local authorities, advisory or monitoring bodies and non-state stakeholders.

Years of application later, the mid-term evaluation of the implementation of the National Evaluation Policy in Benin revealed that the system “is characterized by an inefficient public administration, insufficient optimization of allocation of public resources, weak accountability due to the non-rooting of the evaluative culture in Benin.”

At the level of each sector, studies also show that the implementation of the PNE does not have a significant influence on the improvement of evaluation practices; especially the ministries prioritize evaluation activities less.

The 2019 “Evaluation of the implementation of the National Evaluation Policy (NEP) 2012-2021 and development of its 2020-2021 action plan” report already established that the resources allocated to evaluation activities in ministries have relatively remained stable and generally do not exceed 1.5% of the total allocated budget considering the period 2013-2018.

However, some ministries have more responsibilities than others. This is the case here, of the Ministry of Labor and Public Service (MTFP); one of the missions of which is the monitoring and evaluation of State policy in matters of labor and public service as well as the monitoring of administrative and institutional reforms in accordance with the laws and regulations in force.

It is also the MTFP whose mission is to drive and coordinate reforms that contribute to a public administration for development; to provide useful information and above all, to support sectoral ministries in the design of global and sectoral reform policies and strategies and to monitor their effective application.

The hypothesis is that each ministry at the sectoral level, in this case the MTFP, does not do enough to support the desire to elevate evaluation to the level of culture or daily practice in Benin.

The general objective of the study is to measure what the MTFP does daily through its PTA to support and imprint a culture of evaluation in Benin.

The statistical population of the research is summarized in the PTA of the MTFP from 2018 to 2023 in which we carried out a randomization for the study of the consideration and the financial one. But well before all this, it was the analysis of data from the entire mother population which served as the basis for the study. Thus, for this work, we used the method of analyzing quantitative and qualitative data and did some interviews with resource people.

Several questions were therefore listed, namely:

How is the Ministry of Labor and Public Service (MTFP) organized to play its role?

Better yet, what has the MTFP already done over the last six (06) years regarding evaluation?

What role does evaluation really play in the daily tasks of the ministry?

The results of the study verified and confirmed our hypothesis.

In 2018, for example, the Ministry of Labor and Civil Service devoted only 1.6% of tasks to evaluation and 4.78% in 2021. It

should also be noted that almost all tasks concern monitoring. The same goes for financing. In 2018, funding for evaluation tasks was 1.62% and 2.80% in 2021.

The results of the implementation of the MTFP PTAs from 2018 to 2023 through the lens of Principal Component Analysis show that the highest rate of executions combined amounts to 89.25% and the lowest rate to 53.32%.

Furthermore, they establish an opposition between the results of the implementation of the Annual Work Plans (PTA) of the years (2019, 2022, 2023) and those of the years (2018, 2020, 2021). The results for the years (2019, 2022, 2023) tend to decrease when those for the years (2018, 2020, 2021) increase. Which will mean that it is in (2018, 2020, 2021) that the MTFP, considering the period studied, reached the highest rates in terms of Physical Execution and Financial Execution, basis of Commitment and Scheduling basis.

The study in summary reveals that the themes "impact evaluation", "evaluation" and "monitoring" were used more in the MTFP PTAs for the specification of the tasks to be accomplished within each program in recent years, even if the "impact evaluation" theme has been much less so than the other two. It is especially the "monitoring" and "control" themes that are most used for specifying the tasks to be accomplished on a daily basis.

The results of this work show that the MTFP does very little in terms of taking evaluation into account.

It results from the analysis of the observations that the value of the evaluation and its dimension must take a more important place in the daily tasks of the MTFP.

To do this, the MTFP must, among other things:

- give more space to evaluation in its Annual Work Plans;
- finance at a rate of at least two digits before the decimal point the evaluation in its PTA;
- encourage self-assessment;
- finance periodic external evaluations of the implementation of the PTAs;

- set up an automatic data conservation and consolidation system;
- devote more tasks, activities and actions to evaluation;
- encourage the use of other evaluation tools other than conventional ones for better results;
- monitors the relevance of needs, their consideration and the responses provided;
- establish a transparent system of exchange and accountability specific to all actors involved in the process;
- periodically recruit and train implementation actors;
- stimulate a dynamic of encouragement of the actors involved in the implementation.