TEMPLATE FOR APPROVAL OF ODA ACTIVITIES FROM EUR 250.000

SECTION: Key data

Short name	Benibiz 2
Full name	Programme d'appui à l'écosystème entrepreneurial béninoise
Summary	Benibiz 2 is a scaled-up project from Benibiz 1. Main goal is the increase of economic opportunities and food security for especially unemployed and underemployed women and youth entrepreneurs, also contributing to green growth and reducing risks of radicalization (especially in the North). The objectives are: 1) 10 725 MSME entrepreneurs (50% women, majority under 35 years, including small holder farmers: min. 60% in agribusiness) increase their income and create jobs through a) strengthened competencies, b) increased access to finance, c) markets and d) information; 2) another 6900 reached through ecosystem strengthening of improved public and private services to reach a-d in an indirect way. Another 100,000 people will be reached through information campaigns on nutrition, formalisation, women's leadership, public procurement, etc.
Name of contract party	TechnoServe
Number of contract party	789448
Date of receipt of proposal	06/07/2022
Proposal's reference number	n°691/TNS-BENIN/BENIBIZ/COM/22 Sofia: MINBUZA-2022.564433
Activity type	Standard
Budget holder	COT
ODA	Yes
Amount and currency	EUR
Amount in EUR	12.200.000
Start date	01/09/2022
End date	31/08/2027
Anonymise Open data	No
Consultation with embassy / regional department / thematic department	COT and IGG
Related activity	4000000074 Benibiz 1
SAP application number	4000005954
Funds centre	1702U01010005
Prepayment	Yes

SECTION: Policy data

Beneficiary's country/region The **beneficiary country** is the target group's country of residence or country of origin. It is the country that ultimately benefits from the	Country (state the country concerned below) Benin

activity. This is not necessarily the country where the activity is implemented. When the activity takes place in several countries in the same region, specify the region concerned using the regional classification (see Help). If not (multiple countries in multiple regions), select **worldwide**.	
Specify countries + distribution of the budget over those countries (if known). Only fill in this section the answer above was 'region' or 'worldwide'. Please state the relevant beneficiary countries and estimate what part (in %) of the total budget over the entire activity duration can be attributed to each country. If the distribution of part of the budget is as yet unknown, it can be recorded as unspecified.	Benin 100% Country Y ..% Country Z ..% Unspecified ..% Etc. (add more rows if necessary) ..% **Total 100%**
Location within the country/ countries (be as specific as possible) When the activity targets one or more specific locations, please specify the location(s) here.	Territory All departments (districts), some activities specifically focussing on the northern ones.

Aid modality	Project support
Technical assistance	TA>50 50% or more of the activity budget
CRS code	25030
Policy markers	VZk Food Security Principal Wrk Jng Youth Empl. Principal Private Sector Significant Equality between men and women Significant Stability/Security Significant Climate change/Adaptation Significant The main goals is increased opportunities for unemployed and underemployed MSMEs, mainly youth and women, and contribution to increased food security and reduced risk of radicalization. Gender and climate adaptation are important transversal themes.

SECTION: Policy appraisal

The Netherlands Embassy (and the SDC and EU representatives in Benin) received a proposal from the NGO TechnoServe for a follow-up phase of 5 years of the ongoing Benibiz 1 project, which will finalize end of August 2022: *Benibiz 2, Support programme for the entrepreneurial ecosystem in Benin.*

Policy relevance
According to the framework for the preparatory steps for the new EKN's Multiannual Strategic Plan 2023-2026, food security remains one of the priority sectors in Benin, like in the previous MASP,

with more emphasis on climate resilience and investment in the North of Benin and in youth, as guiding principles. Following the new Dutch strategy for Foreign Trade and Development Cooperation *"Samen doen waar Nederland goed in is",* especially the climate smart and digitalization transition will be supported, also by this project.
The proposal is also in line with the Action Plan of the Beninese Government (PAG2), contributing to different aspects, such as development of agri-business and support to processing and commercialization, job creation and skills development for youth, improvement of the business environment, etc. Government representatives (from Ministry of Agriculture, Livestock and Fisheries; Ministry of Small and Medium Enterprise Development, the Ministry of Economy and Finance and the Ministry of Secondary, Technical and Vocational Education) have been involved in the formulation process and will be members of the Steering Committee of the project.

Rationale
VZK – Food Security (Principal)
In Benin, and especially in the North and some specific departments in the South (Mono, Coffou), food insecurity still persists. Yields for many crops remain low, and do not reach markets in an optimal way due to food losses, low market information, lack of good infrastructure and logistic, lack of value addition, etc. contributing to limited availability. Apart from this, for specific groups the accessibility is also limited, due to poverty and high prices, especially since the war in Ukraine has led to an overall increase of prices for energy and lack of fertilizer amongst others. Also information on nutritive food products is limited and consumers are often not aware of the health effects of the food products they consume, and food safety standards are in general not followed by small producers and businesses.
Among the beneficiary businesses to increase production (as well quantity as quality) and revenues, at least 60% will be in the agri-business, so bringing more and better nutritive products on the market, contributing to better availability. Also, directly all the beneficiaries and their families and their employees and their families will be able to afford more and better alimentation with increased revenues of their business. Also the access to more information on nutritive products will improve the diets of consumers.

Wrk Jng – Youth Employment (Principal)
Youth Employment is one of the main problems in Benin, due to dropouts from formal education (especially of girls) and low quality schooling, leading to low employability and low-paid jobs. leading to poverty and also more risk of radicalization of youth in the North: due to their vulnerable situation, they are more prone to recruitment by violent organizations or for work in cities and plantations in Benin and Nigeria under conditions similar to slavery.
The project is on the one hand creating more start-up businesses through skills development and coaching of youth with very limited education under Track 0, and so self-employment. But also, especially under Track 1 and 2, by growth of the (agri) businesses and demand for supporting services like climate smart and digital technology and distribution channels, and demand for inputs and raw materials for value addition and restauration services, more human resources will be needed along the food value chains.

Private sector (Significant)
As stated in our MASP, the transition to more inclusive growth will realistically only be achieved through youth and by the private sector, in an enabling environment for creation and growth of micro-, small and medium enterprises. Therefore, in collaboration with both public and private sector the project will also work on the improvement of the eco-system for (agri-) business, strengthening the offer of and access to BDS services (including marketing), financial services and information services on the market, formalization, food safety issues, etc. Taking advantage of the extensive experience of Technoserve, the implementation organization, the project will foster the private sector development thanks to its support to youth entrepreneurship spirit and practices,

personal development and leadership. This will translate into their strengthened capacities to grow their enterprises.

Equality between men and women (Significant)
In terms of gender equality there is still a lot to gain in terms of economic benefits for women, compared to men. More women are analphabetic and have less opportunities for skills development and obtaining better paid jobs than men. Also, their businesses are usually smaller than those of men, and they have less access to collateral needed for access to financial services. One other important issue is the time allocation to domestic tasks and child care, which is nearly 100% the responsibility of women. Also, due to the patriarchal culture of the Beninese society, stereotypes on women's roles limit their economic participation in certain sectors and especially their decision making power at several levels (in the household, in enterprises, in the community, in associations and cooperatives, in politics, etc.).
Benibiz 2 will contribute to women's economic empowerment and self-confidence of young women by the training and coaching activities. Based on the experience in Benibiz 1, recruitment of female beneficiaries has been approved, as well as female personnel, leading to realistic targets for 50% female beneficiaries (except for 35% for Track 2). The project will also work on the improvement of the eco-system, to be more adapted to the needs and position of female entrepreneurs.

Stability/Security (Significant)
Especially in the North, the risk of radicalization of youth and spill over of extremist violence is high, due to root causes of poverty for especially unemployed youth. Therefore Track 0 is focussed on the Northern departments (Alibori, Atacora, Borgou and Donga). The idea is to contribute to reduce tendencies of radicalization, by offering alternative sources of income and "belonging", also by strengthening of public and private partners and making their services more visible and accessible.

KlmAdp – Climate Adaptation (Significant)
Apart from being mainstreamed in the training and coaching activities in the form of promotion of climate smart agricultural and agribusiness practices, in the second phase of Benibiz there will be a special Track 4 of "green services" being supported by the project (eg. precision agriculture, renewable energy solutions, etc.) to strengthen the offer to MSME businesses.

Contextual analysis

The project has two different target groups, according to the specific objectives:

1) The Beninese population, specifically youth and women, develop or establish effectively their businesses and access adapted financial services remunerative markets.

Through a direct approach, the specific target groups are directly 10,725 (starting) MSME owners (of which at least 60% agri-businesses) and their families who will benefit from increased revenues divided as follows:

- Track 0 - Young subsistence entrepreneurs (in activity in the 4 departments in the north of Benin): 100% young people, 50% women;
- Track 1 - Young micro-entrepreneurs: 100% young people, 50% women;
- Track 2 - Small businesses: 50% young people, 30% women;
- Track 3 - Micro-retailers: 50% young people, 50% women;
- Track 4 - Green businesses: 50% young people, 50% women.

Indirectly their (new) employees and families will also benefit through increased incomes and job creation, and also consumers, having access to more and better (diverse and nutritious) products on the local markets.

2) Key actors (public and private) of the Beninese entrepreneurial eco-system support in an effective and sustainable way the MSME enterprises of Benin.

Through this indirect approach, The target group here are 6,900 MSMEs that will be supported by local public and private actors and will receive the same services and benefits as the MSME beneficiaries and their families under Objective 1.
However, here the target group are the BDS and financial service providers, whose capacities will be strengthened and outreach and quality of and access to their services increased in a sustainable way. Also, another 100,000 people will be reached indirectly through information services through large-scale media campaigns, focussing on formalisation of MSMEs, female leadership, nutrition, etc.
In total at least 117,500 people will be reached by the project.
The target groups and tracks have been identified based on the experiences and the evaluation of Benibiz 1. Tailored approaches (tracks) that take into account the varying needs and capacities of different types of entrepreneurs are important for maintaining interest and impact. These approaches need to be managed adaptively so that programs can reflect changes in their operating environment, if necessary. For example, as part of BeniBiz 2.0, tracks 0, 1 and 2 will benefit from new methods of execution through digital channels. Track 3 (where the NutriBiz approach was previously piloted) will be modified to meet the needs of micro-retailers, who are an essential link between producers and consumers of good quality products. Additionally, a new track 4 will target green businesses, allowing us to test innovations related to providing green services to entrepreneurs in line with TechnoServe's regenerative agriculture strategy. Key cross-functional groups will be prioritized across all tracks (i.e. 75% youth, 50% women, 60% food-related businesses, 70% northern-based businesses).

To be able to plan from the start of this phase 2 scaling potential and sustainability, the second specific objective is targeting main stakeholders in the entrepreneurial eco-system:
Public agencies, such as the Agency for Development of Small and Medium Enterprises (ADPME), the Territorial Agencies for Agricultural Development (ATDAs) in all the 7 regions (Poles de Développement) of the country, the National Fund for Agricultural Development (FNDA), Technical and Vocational Training institutes (such as the Lycées Agricoles), ABSSA, the Beninese Agency for Food Safety, etc.
Private service providers, such as training centres and consultancy offices, federations and cooperatives, microfinance institutions and private investors, Chambers of Commerce and other business associations and networks, certification bodies, innovation centres, youth and women's organizations and networks, media, environmental movements and associations, etc.

The first 8 months of the project will be an inception phase for this second objective, dedicated to mapping, analysing and identification of local partners to develop the interventions and business models under of the indirect approach with.

The proposal has been discussed with main national government agencies (MEF, ANPME, MAEP, MESTFP). Also input was asked from all different stakeholders on the Benibiz 1 project as input for the evaluation, and their inputs have been taken into account in the formulation of phase 2.
The idea is to organize a road show in the main areas of the country for stakeholders where the results of phase 1 will be presented and phase 2 will be launched to local stakeholders.

The project will be active on the whole territory of Benin, however a special focus is given to the 4 Northern departments, due to their specific challenges in terms of malnutrition, poverty, youth unemployment and underemployment and risk of radicalization.

Added value

The Dutch government will be the main donor of this project (12 million Euros, 53%), while the Swiss Development Cooperation (SDC) will contribute 5,415 million Euros (24%) and the EU also another 5 million Euros (22%).
The added value of the Dutch government being involved, in relation to other donors, NGOs and local authorities: the link with food systems analysis and resilience and food security and nutrition, links with other interventions and knowledge institutes in relation to sustainable climate smart agriculture development, the focus on the North of Benin, the so-called Dutch diamond model, bringing together public and private sector, civil society, academia and knowledge institutes, the links with other Dutch interventions in Benin, such as the Embassy financed projects EJASA of SNV, ACMA3, implemented by IFDC, KIT and CARE, PMAF implemented by MDF, Kadaster and VNG in collaboration with ANDF, the new programs to improve nutrition in Benin, implemented by GAIN and CARE (DIETS program), the NUFFIC supported OKP programme, etc. Also, the Dutch participate with the EU in the Team Europe initiative of Sustainable Growth and Employment Creation and is co-funding with the EU the SafeVeg project, implemented by WorldVeg, Wageningen University and CIRAD in Benin, Burkina Faso and Mali.

In principle, to test for sustainability reasons the willingness of beneficiaries to pay for services, under the direct approach Benibiz is planning to request a small own contribution of Track 1 and 2 beneficiaries (100,000 EUR of a total of 3400 persons, which is per person on average only 30 Euros). The received contribution of the beneficiaries is part of the budget and planned for.
Under objective 2, the indirect approach, it will be possible to design interventions with stakeholders who will be able and willing to contribute in kind (with their human resources, etc.) or financially to the activities. Especially public-private partnerships under this objective could be contributed to by local stakeholders. This will become more concrete during the 8 months of inception.

Lessons learned
The report of the final evaluation of Benibiz, has shown the following:

- It is possible to reach sustainable growth of MSMEs without financial injections, based merely on training and coaching activities: BeniBiz has contributed significantly to the increase in sales and real turnover of entrepreneurs supported by the project: on average annual turnover for young micro-entrepreneurs in Track 1 has almost tripled, and those of Track 2 SMEs have doubled. The number of full-time employees of the beneficiary companies has, thanks to BeniBiz, increased on average by 2 employees for Track 1 and 2.8 employees for Track 2. However, the final evaluation of Benibiz has also highlighted the opportunity and necessity to do more for the entrepreneurs access to finance.
- BeniBiz has contributed to the formalization of a large number of companies (+ 77.1% for Track 1 and +22.2% for Track 2) through a better knowledge of the formalization process and the benefits associated with it.
- Access to financing is still perceived as a considerable challenge, even a hindrance to developing an entrepreneurial activity, both by a majority of beneficiaries (and this, in all Tracks) and by institutional actors.
- BeniBiz has contributed to greater empowerment of women in all Tracks. Nevertheless , some performance indicators for women are lower than for men (in Tracks 1 and 2).
- The overall level of efficiency of the project , estimated by an analysis of the return on investment (ROI) , is high and well above the expected objective. The efficiency of the project, both in terms of turnover and in terms of employment, is higher for the beneficiaries who have received Aftercare. In Track 2, the turnover ROI of men is higher than that of women, while the turnover ROI of women is higher in Track 1.
- The project has contributed to raising awareness of the importance of good nutrition for general health as well as for the development of children, in particular for beneficiaries involved in agribusiness.

- For the beneficiaries of Track 3, the logistical innovations and the marketing method for NutriBiz products have enabled more consumers to have access to them, and have also stimulated demand for this type of product.
- The project has contributed to positive effects on the level of household wealth, enabling 36% additional beneficiaries to better meet unforeseen expenses since the end of the project. The project has also contributed to their work-family life balance, improved social and community relations, and greater motivation and self-confidence for the beneficiaries.
- In terms of the entrepreneurial ecosystem, BeniBiz proposes a paradigm shift through the development of a sustainable entrepreneurial culture (customer loyalty, creation of networks, cooperatives, etc.) as opposed to necessity and subsistence entrepreneurship dominant.
- In terms of the local economy, the formalization of a number of businesses, but also the increase in sales, turnover, income and therefore purchasing power contribute to strengthening the local economic fabric, and to increasing the local tax revenue. The creation of permanent and occasional jobs in companies makes it possible to limit unemployment and, to a certain extent, the rural exodus.
- The effects of the project are sustainable in terms of the performance and development of enterprises in the short and medium terms . The beneficiaries who took part in the project continue to report increases in performance after the end of the project, demonstrating a contribution of BeniBiz to the sustainability of the positive effects at the level of the turnover of the companies, even two to three years after the end of the project.
- Actors in the institutional sector declare that the BeniBiz approach has generated awareness for their organizations at three levels: (i) the interest of the economic approach compared to the value chain approach as an interesting way of supporting and developing the company in Benin; (ii) the importance of coaching for business development; (iii) direct funding as not the only determining factor for success. However, the effects of the project at the institutional level are still not very visible, both at the national level and at the decentralized level.

Recommendations of the evaluation were:

1) Continue the BeniBiz approach with some adjustments to the type of support provided to entrepreneurs and businesses in Benin, and by redefining the target audience in consultation with national actors and donors.
2) Offer light support beyond the BeniBiz cycle, via the contribution of certain BAs/former beneficiaries, and/or via an online platform, to ensure the continuity of the processes initiated by the beneficiaries (formalization, funding, updates standards, etc.) and thus ensure greater durability.
3) Improve internal communication to increase efficiency, and external communication to stimulate institutional changes.
4) Strengthen the institutional component of the project both at national and decentralized level.
5) Use the theory of change as the basis of the M&E system and ensure a more effective data management system at the beneficiary level for more efficiency in terms of monitoring and evaluation, while capturing key learning moments

The main lessons learnt taken up in this proposal for the second phase are:
- Given the existing capacity of stakeholders in the entrepreneurial ecosystem, there is a need for BB 2.0 to continue offering direct services to entrepreneurs (Objective 1, 85% of the total budget).
- Tailored approaches (tracks) that take into account the varying needs and capacities of different types of entrepreneurs are important for maintaining interest and impact.

- For preparation and planning of scaling and sustainability, part of the second phase activities (15% of the budget) will be spend on an indirect approach (Objective 2) to improve the eco-system with local public and private actors improving the service delivery to MSME entrepreneurs and the regulatory framework.
- A partial contribution from entrepreneurs in tracks 1 and 2 can create a more sustainable market for BDS services.

Gender

For the proposal previous gender analysis have been used, like the latest for Benin on women entrepreneurship by the World Bank. The proposal takes the specific needs of women at several levels into concern: disadvantages with regard to education and skills development, with regard to access to land and means of production, also as collateral to access to financial services, double burden leading to time scarcity, cultural obstacles with regard to their roles in the business, at household level, in the community, in private sector associations, at political level, etc. Not only participation in the project in equal conditions will be assured, but also extra activities and budget will be allocated to special activities to promote role models, provide for child care facilities during training, etc. to also make that women can benefit in more equal terms (for example to access to finance) and improve their decision-making position.

Also lessons from phase 1 have been used:

- BB2.0 will build on tools developed by TechnoServe for gender analysis, gender training and gender equality policy development, such as our Gender Responsive Business Practices Tool. This tool is used to assess potential program partners and provide technical assistance to enable businesses to become inclusive and gender sensitive.
- BeniBiz 2.0 will continue the logic of BeniBiz 1.0 and ensure that women are empowered to become successful entrepreneurs. This will lead them to become leaders in their communities and joint decision makers in their homes.
- BB2.0 will continue to apply the best practices of BeniBiz 1.0 to encourage the participation and engagement of women as entrepreneurs, building their self-confidence and their technical and managerial capacities.
- BB2.0 will also aim to build their knowledge, skills and engagement with ecosystem stakeholders, including policy makers. For example, all potential program partners will undergo an assessment of their business practices and inclusion policies to ensure they are gender-responsive, and BB2.0 will provide assistance technical support to all partners to help them better understand the business case for gender equality and unconscious bias.

With regard to youth:

- Given the urgency of investing in human capital development in Benin and the challenges young people face, the program focuses on supporting young pre, micro and small entrepreneurs.
- BeniBiz 2.0 will build on the experiences of BeniBiz 1.0 to ensure that intervention activities are adapted to the needs and challenges of young people, such as peer pressure, rural exodus and the risk of radicalization.
- The target age range is 18 to 35 (for men, no age limit for women).

Climate change

The project will integrate climate change considerations through its direct and ecosystem components. Under the direct component, all relevant project beneficiaries will be sensitized on climate change risks and how their local livelihoods may be affected (given that entrepreneurs in these segments are more often victims of climate change than contributors), and will be equipped

with the tools to increase their resilience through a better understanding of how to adapt their financing to cope with the effects of climate change.
For agro-entrepreneurs, modules delivered could include rainwater management, soil fertility management, as well as strategies to deal with disrupted seasonal developments and monoculture diversification.
Track 4 will specifically focus on companies that have green services at the core of their business (e.g. organic/natural fertilizers, renewable energy, sustainable packaging).
With regard to the components of the ecosystem approach, the project will ensure that partners are pre-selected on the basis of environmental criteria and, where appropriate, products and services will be co-developed to help end-users minimize pollution. negative impact of climate change on their business.

Cooperation, harmonisation and alignment

The project will, compared to the first phase funded by EKN Benin and SDC, have an additional donor, the EU (to be integrated from June 2023 onwards; changes in contract with regard to reporting, audits and other conditions will be necessary). The activity falls under the Team Europe Initiative developed, under the name of *Sustainable Growth and Job Creation*.
As in the first phase, Benibiz 2 will actively cooperate with other Dutch funded projects, especially the ones in the Food Security and Nutrition sector, such as EJASA implemented by SNV and ACMA2 and 3, implemented by IFDC, KIT and CARE. Cooperation is also foreseen with RVO and NUFFIC funded initiatives, such as Horti-Benin of Holland Greentech and the OKP projects working with agricultural colleges and TVET institutes. New projects to work with will be the nutrition projects funded by the Dutch Ministry of Foreign Trade and Development Cooperation, implemented by GAIN and CARE. Collaboration will also be searched with Dutch funded projects in other sectors, like the PSDSR2 project implemented by ABMS working with youth networks on sexual health and reproductive rights education, the female political leadership project implemented by IGD/NIMD and CARE, and the project on institutional strengthening of the eco-system with APIEX. Also collaboration will be established with the Dutch and EU funded SafeVeg project and other EU funded project in the Team Europe Initiative, like the AFD implemented PAEB project (Project to Support Entrepreneurship in Benin).
Exchange will also take place with GIZ (eg. the Regional Centres of Expertise established under PROCIVA, and the Digital Information Center), Enabel (DigiBoost, also funded by the EUthe the) and the World Bank (Vocational Training and Entrepreneurship for Employment, etc.).
Under phase 1 Benibiz set up a synergy group of stakeholders around entrepreneurship meeting every month taken several initiatives with regard to digitalization:

- The development of the online training app Moncoach
- Collaboration with Epitech and Unicef to organize digital e-commerce training, especially for female entrepreneurs.

Also with the limitations of COVID, business coaches got more experience in digital communication and coaching, as well as beneficiaries.

There is no specific analysis done of the local digital ecosystems, as already several studies are available (amongst others the Digital Economy Kit assessment by Oxford University and the African School of Economics, funded by EKN) and projects are specifically working in this area (DigiBoost of Enabel and the Digital Information Center of GIZ). Duplication will be avoided by coordination with these projects.

In this second phase, part of the outreach to beneficiaries will be done through digital training and coaching modules.

- Co-develop digital, free and accessible online training in leadership and entrepreneurship at the municipal level
- Training of trainers for MFIs on digital finance, with a focus on product development and user experience
- Create and feed an information platform on entrepreneurship

Data security is guaranteed.
Under the second objective, business models will be developed with partners to make the digital solutions sustainable.

Additional remarks

The proposal second phase has been formulated and discussed from the start with TechnoServe and also with SDC as the second donor, and with the EU, who is interested to fund (with €5.000.000 from June 2023 onwards) the Benibiz2 project as part of the Team Europe Initiative on Sustainable Growth and Job Creation.
With SDC, like for Benibiz1, an MoU will be signed to agree on the joint monitoring and evaluation principles. The EU will be a silent partner through Delegated Cooperation. In June 2023 the contract will be adapted to integrate additional conditions with regard to reporting, audit and visibility and communication according to EU guidelines (with support from the EU-SF).

SECTION: Results

The content of this part can be found in Chapter 4: Theory of Change and targets, and in the logframe in Annex 2A.

The narrative of the Theory of Change is:
If Beninese, especially young people and women, effectively develop or establish their businesses and access appropriate financial services and remunerative markets, **If** the key players (public and private) in the Beninese entrepreneurial ecosystem support effectively and sustainably micro, small and medium-sized enterprises in Benin,

Then economic opportunities and food security (especially among youth and women) will be improved as well as green growth while minimizing the risks of violent extremism,

Because entrepreneurs, especially women and young people, in Benin will be economically prosperous (increase in turnover, increase in wages and creation of jobs) and contribute to food security (increase in the number of quality local products available on the market and increased diversification of the food supply).

<u>OUTPUTS</u> (services and products) delivered through the activity:
1.1. Managerial and technical skills, particularly for production, sustainable agro-food processing and resilience are acquired
1.2. Accessibility to financing
1.3. Access to new markets
1.4. Companies are made aware of key information for their growth

2.1 Improved capacities of ecosystem actors providing business support services: skills, A2F, A2M
2.2. Improved content and reach of outreach platforms

MAIN OUTCOMES (changes and effects for the target groups) that will be achieved through the project:

1. Beninese, especially young people and women, effectively develop or establish their businesses and access appropriate financing products and remunerative markets
2. The key players (public, private) in the Beninese entrepreneurial ecosystem provide effective and sustainable support to micro, small and medium-sized enterprises in Benin

Indicators used:

1.1 Number of entrepreneurs who adopt at least 3 new sustainable management practices (disaggregated by gender and by Track)
1.2 Number of (agribusiness) entrepreneurs with increased productivity/income
1.3 Number of entrepreneurs trained in sustainable and resilient agro-food processing techniques
1.4 Number of agribusiness entrepreneurs reached directly

1.1.1 Number of Track 0, Track 1, Track 2, Track 3 and Track 4 entrepreneurs who have completed at least 50% of the program training (disaggregated by gender)
1.1.2 Percentage of beneficiaries satisfied with the training and products facilitated by the project

1.2.1 Number of entrepreneurs having mobilized financing (disaggregated by Track and by gender)
1.2.2. Amount mobilized by entrepreneurs (disaggregated by Track and gender)

1.3.1. Number of new contracts obtained by entrepreneurs supported directly by the project (disaggregated by Track and by gender)

1.4.1 Number of entrepreneurs sensitized on key information relating to nutrition, women's leadership, etc. through awareness platforms

2.1. The quality of service delivery by actors (public, private) is improved

2.1.1. Number of entrepreneurs who access skills methodologies through training by project partners (public or private) for better ecosystem performance
2.1.2. Number of partners who have adopted the skills methodologies
2.1.3. Number of A2F partners having developed new products and services in the ecosystem

2.1.4. Number of entrepreneurs accessing new A2F services through project partners (public, private and financial service providers)

2.1.5. Number of A2M partners having developed new products and services

2.1.6. Number of entrepreneurs who access new services provided on A2M thanks to project partners (public, private actors)

2.2. Improved content and reach of outreach platforms

2.2.1. Number of entrepreneurs sensitized on key information relating to nutrition, women's leadership, etc. through awareness platforms

The base line data and targets can be found in the logframe in Annex 2A.

The monitoring system is explained in Chapter 7. It has 3 main components: a) Learning and communication; b) Internal monitoring; and c) External mid-term and final evaluations. TNS will

refine and adapt its monitoring system used in phase 1. TechnoServe adopts a logical framework approach, which links program objectives and results to outputs and activities, and defines key performance indicators (KPIs) and targets. The program has a comprehensive management information system (MIS) platform to track program performance against all KPIs, and the data collected will be disaggregated by the following cross-cutting themes: 1) empowerment of womenand young people, 2) strengthening food security, 3) improving climate resilience, and 4) reducingthe risk of radicalization in the northern departments of Benin. As part of BeniBiz 2.0, the monitoring and evaluation team of BeniBiz 1.0 will be expanded to respond to the expanded scope of the program. The team will continue to leverage data to continually improve the program, conduct research to understand the evolution of micro and smallentrepreneurship in Benin, and contribute to global best practices on how best to support entrepreneurship. The program will also conduct research on the barriers and constraints in Benin that prevent small businesses from growing and reaching a stage of development where they needless support.

The FNS updated results framework will be used, as well as the DDE framework, measuring amongstothers job creation. The indicators correspond to several indicators on which the Ministry reports tothe Dutch parliament. The frameworks have been communicated with TNS and these will be included in **the results application,** as well as the relevant indicators, with the baseline values and targets.

Additionally, and especially for Objective 2, more indicators measuring systemic change are included. Flexibility will be required to specify these indicators during the inception phase of 8months.

SECTION: Monitoring and evaluation

Monitoring

According to the decision tree regarding monitoring, the organisational capacity is adequate, the activity related risks are low and the budget is over 5 million Euro, so the **outcome is 8: an audit opinion and a report of findings** need to be requested to ascertain whether the funds have been properly spent. Additional measures do not need to be taken to determine whether the beneficiary has met its obligations, as the narrative and financial reports produced by the beneficiary will be

sufficient. After the audit opinion has been received and approved, the precise amount of the ministry's contribution can be calculated and the prepayment closed in the books. (If the EU becomes our silent partner, exact agreements should be made with the EU to determine their share and our share of expenditures).

The detailed report obligations can be found below.
The narrative reports will be based on the Annual Plans being delivered and planning versus realisation will be tracked (based also on the logframe indicators). Also the organization's management and review of the risk table will be part of these reports.
Also IATI-reporting will be part of the obligations of the partner, like in Benibiz 1.
Apart from the approval needed of Annual Plans, Reports (including financial), twice a year a Steering Committee meeting will be organised, and also bottlenecks and lessons learnt discussed. These meetings will be combined with field visits, allowing to discuss with beneficiaries, local counterparts and staff.

TechnoServe will refine and adapt the monitoring and evaluation plan developed under BeniBiz 1.0 to meet the needs of the next phase of the program. The monitoring and evaluation plan will provide the structure through which continuous learning and collaboration, including evaluation, will inform strategic programming and resource allocation throughout implementation.

TechnoServe adopts a logical framework approach, which links program objectives and results to outputs and activities, and defines key performance indicators (KPIs) and targets. The KPIs will measure system-level changes in the entrepreneurship space in Benin, including improved knowledge, skills and commitment of ecosystem actors to support entrepreneurs, and improved enabling environment for entrepreneurship. The program has a comprehensive management information system (MIS) platform to track program performance against all KPIs, and the data collected will be disaggregated by the following cross-cutting themes: 1) empowerment of women and young people, 2) strengthening food security, 3) improving climate resilience, and 4) reducing the risk of radicalization in the northern departments of Benin.

As part of BeniBiz 2.0, the monitoring and evaluation team of BeniBiz 1.0 will be expanded to respond to the expanded scope of the program. The team will continue to leverage data to continually improve the program, conduct research to understand the evolution of micro and small entrepreneurship in Benin, and contribute to global best practices on how best to support entrepreneurship. The program will also conduct research on the barriers and constraints in Benin that prevent small businesses from growing and reaching a stage of development where they need less support.

Evaluation
Both a mid-term review as an external final evaluation have been planned.
The final evaluation will be commissioned by EKN through the Evaluation Framework agreement from FEZ/IOB. Under Benibiz 1 the final evaluation took place in this way and was successful. A budget of 200,000 Euros has been reserved for this.
With the other donors and the implementing organisation who and the way the mid-term evaluation will be commissioned will be discussed.

SECTION: Finance

Budget breakdown

The result based budget is presented as follows:

Résumé annuel Budget total du projet (EUR) - par Résultats							
CATÉGORIE	2022	2023	2024	2025	2026	2027	Total
Résultat 1.1	547 730	2 399 250	2 606 965	2 736 485	2 099 161	1 101 551	11 491 144
Résultat 1.2	11 488	273 643	381 008	388 629	280 310	44 688	1 379 766
Résultat 1.3	60 782	208 237	217 575	215 090	149 575	69 850	921 109
Résultat 1.4	163 722	118 177	45 943	72 358	18 203	12 378	430 780
Résultat 2.1	68 509	1 112 959	1 374 373	1 333 736	972 207	474 508	5 336 292
Résultat 2.2	-	200 000	200 000	200 000	200 000	200 000	1 000 000
Administrative	**852 231**	**4 312 266**	**4 825 864**	**4 946 297**	**3 719 457**	**1 902 976**	**20 559 091**
Total	85 223	411 227	462 586	474 630	351 946	170 298	1 955 909
Résumé annuel Budget total du projet (EUR) - par Résultats	**937 454**	**4 723 493**	**5 288 451**	**5 420 927**	**4 071 403**	**2 073 273**	**22 515 000**

Also the budget line of 100,000 fees from beneficiaries is included.

Résumé annuel Budget total du projet (EUR)							
CATEGORIE	2022	2023	2024	2025	2026	2027	Total
PERSONNEL	547 730	2 399 250	2 606 965	2 736 485	2 099 161	1 101 551	11 491 144
CONSULTANTS	11 488	273 643	381 008	388 629	280 310	44 688	1 379 766
VOYAGES	60 782	208 237	217 575	215 090	149 575	69 850	921 109
EQUIPEMENT	163 722	118 177	45 943	72 358	18 203	12 378	430 780
AUTRES COUTS DIRECTS	68 509	1 112 959	1 374 373	1 333 736	972 207	474 508	5 336 292
SOUS-TRAITANCE	-	200 000	200 000	200 000	200 000	200 000	1 000 000
TOTAL DES COUTS DIRECTS	**852 231**	**4 312 266**	**4 825 864**	**4 946 297**	**3 719 457**	**1 902 976**	**20 559 091**
FRAIS DE GESTION	85 223	411 227	462 586	474 630	351 946	170 298	1 955 909
COUT TOTAL DU PROJET	**937 454**	**4 723 493**	**5 288 451**	**5 420 927**	**4 071 403**	**2 073 273**	**22 515 000**

Earmarking

No, the contribution of the Swiss and EU (after June 2023) and Dutch is not earmarked. Neither will be the contribution of the EU from June 2023 onwards.

Prepayments

The payments need to be entered as prepayments. Based on the assessment of risks in the decision tree payment schedule, 12 month's payments are applicable. This is conditional on reporting complied with (see reporting obligations below) and on the liquidity plans including previous expenditures, to be submitted by TechnoServe with the payment requests.

Available resources

	Foreign currency	**EUR**
Implementing organisation's own contribution		*100,000*
Firm commitments by SDC		*5,415,000*
Firm commitments by EU (from June 2023)*		*5,000,000*
Dutch contribution **		*12,200,000*
Total available resources		***22,715,000***
Budget needed		***22,715,000***
Still to be financed		***0***
Soft commitments by other donors (for each donor)		*0*
Uncovered balance		***0***

* As a silent partner, through Delegated Cooperation

**Including 200,000 EUR reserved for final evaluation

Grant with a repayment obligation, loans, equity investment or guarantee

N/A

Audit opinion
Yearly audits on the BeniBIZ 2 projectaccounts are planned and audit reports are being planned for(see reporting obligations)