The European Union's "155-526//156-646//221-250" Project for the Centrally Managed Thematic Projects

Service Contract for a Monitoring System of the Implementation of Projects and Programmes of external Co-operation financed by the European Community

Lot 5: Centrally Managed Thematic Projects

Synthesis Report for the
Environment Section

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Executive Summary

The Centrally Managed Thematic Projects of the Environment Section help developing countries and partner organisations to address environmental and natural resource management issues, to meet their obligations from multilateral environmental agreements and to take international policy leadership in areas like fighting climate change, tackling land degradation and desertification, biodiversity protection and proper management of chemicals and waste. the results and achievements of the projects monitored under the Environment section are presented in this Synthesis Report, as per the findings and conclusions of the ROM for Centrally Managed Thematic Projects (ROM CMTP). The content of the report is based on the monitoring of 19 Environment projects monitored in the period from May 2008 to April 2011 through 59 project visits. All monitored projects have been classified as multi-country projects (i.e. addressing more than one country) with ten (10) of them having a regional (or transregional) overall objective and project purpose and distinct national components. On average 4.6 countries were visited per monitored project and 56 Monitoring Reports were produced.

The Environment projects performed overall well (average overall performance 2.91/4.00). Concerning the performance per domain, the average performance of ENV projects was 2.95/4.00, while that of DCI-ENV projects was 2.85/4.00. All ENV projects and the majority of the monitored DCI-ENV projects prove to be well designed and highly relevant. The projects' average performance is comparatively weaker (still at good level) in terms of Efficiency (2.78/4.00). In terms of Effectiveness, 50% of projects were scored with "c" or "d". Impact prospects and potential sustainability is good, indicating thus positive reception of the projects' outcomes to date by the recipients.

The policy alignment and relevance to the target groups' needs is the strongest point of the projects, with 9 projects having received an "a" score (very good) for this sub-criterion, thus indicating both relevance of the Programme and good preparation of the projects' concepts in consultation with the main stakeholders (international mainly, but also national), as indicated by the high scores for the sub-criterion 'Support by stakeholders'. However, the design of the projects' intervention logic seems to have been rather weak, with serious deficiencies in 2 projects and problems in 7 projects, indicating a weakness in applying the PCM/LFA approach. On the other hand, very good design was identified in 2 projects. Overall, poor design was identified in capacity development projects, while problems in terms of design are not systematic in any other group of projects. Thus problems are to be more linked to the project actors' analytical and design capacity than to particular features of the themes/sectors.

On the basis of the Monitoring Reports produced, the best performing type of partners is the "International governmental organisations (non UN)". In 53% of the monitored projects one or more of the project partners is a UN agency while in 64% of cases the partner is an international or local NGO.

Five (5) success stories (i.e. with only "a" and "b" scores) were identified among the 19 monitored projects. Very good performance (average score "a") was achieved by the EUEI Partnership Dialogue Facility", which is presented in this Synthesis Report as a success story. Reasons for its success include good institutional set-up, close collaboration with the project partners and high performance of the partners' staff; detailed activity schedule with milestones; transparent information sharing; tangible outputs delivered at excellent quality; high effectiveness of the intervention, rendering the project one of the "most enduring global relationships of strategic significance to both Africa and EU sides".

The main ROM conclusions and recommendations presented in this Synthesis Report include the following: As far as projects are set up based on the PCM/LFA, the related terminology, structure and tools (e.g. Logframe, Quality Frame) should be strictly applied, to facilitate the management of the project (including ROM). In case the projects have difficulties with this, specific consultancy initiatives (or EC helpdesk) should be considered. The Logframe should be revised when needed, to ensure appropriate and SMART OVIs. Proactive involvement of end beneficiaries in implementation and transparency towards them, especially at local level, enhance and ensure the achievement of the planned outcomes. Multi-country projects should pay due attention to establishing and ensuring national networks / relevant national enforcement authorities. Adequate resources for higher representation of developing countries are needed in the approval process of the outputs. Clear distinction must be made in the reporting between project activities and those achieved outside the project scope or through synergies. On top of internal and external monitoring, the projects need to perform regular analysis of accompanying risks and assumptions, to ensure that remedial actions are prepared for improving positive implementation aspects/outcomes and decreasing the consequences of risks coming true. The level of ownership of the projects is generally high and beneficiaries are in

general involved, in a participatory way, in the design and development of the projects. There has been good Civil Society Organisations' networking, but stronger presence of a cooperation framework among the CSO and the civil society is recommended in order to allow the CSO to play a more important role, especially beyond the projects' end.

1. INTRODUCTION

In the Technical Annex of the ROM CMTP contract, the Contractor proposed to elaborate and submit to the EC Synthesis Reports on the main CMTP Sections. The role of these Synthesis Reports is to present briefly the intervention logic of the related Programme(s), the implemented monitoring visits to the projects, the monitoring results and their analysis, special issues, presentation of a success story and of overall conclusions and recommendations. Experience from the past has shown that the Synthesis Reports, due to their consolidated content, were very welcome by the EC Services.

The Results-Oriented Monitoring (ROM) system by assessing projects' Relevance and Quality of design, Efficiency, Effectiveness, Impact, and Sustainability aims to provide independent advice to: i) inform the stakeholders on the project performance. ii) provide statistics and quantitative analysis on the monitored EC development portfolio, and iii) provide a source of information at the level of the programming cycle. The present Synthesis Report builds on the points (ii) and (iii), given that the Monitoring Reports have already covered the point (i).

In particular, this Synthesis Report presents the main cross-cutting findings drawn from the monitoring of 19 Environment projects. In terms of domains, the Synthesis Report covers two distinct CRIS domains: DCI – ENV and the ENV.

The 19 Environment projects monitored by the ROM CMTP team during the period from May/2008 to Apr/2011 (2 of them were re-monitored) resulted in 56 Monitoring Reports, i.e. 14% of the total number of MRs produced during the lifecycle of the ROM CMTP project.

2. SYNOPSIS OF THE ENVIRONMENT PROGRAMMES

2.1. BACKGROUND OF THE ENVIRONMENT PROGRAMMES

The depletion of natural resources and the impairment of the environment have direct impact on economic development and may jeopardize efforts to alleviate poverty in developing countries. In particular, the conservation and sustainable management of forests are of critical importance for a healthy environment and sustainable development at a global level.

With the Regulation (EC) N° 722/97 of 22 April 1997 on environmental measures in developing countries in the context of sustainable development, the Council had established a framework for Community aid to help developing countries integrate the environmental dimension into their development process. Since this Regulation ceased to apply on 31 December 1999, the Regulation N° 2493/2000 on measures to promote the full "Integration of the Environmental Dimension in the Development Process of Developing Countries" was adopted to continue the Community action on the basis of experience acquired during the implementation of the former Regulation.

Beforehand, on 20 December 1995, the Community had promoted the Regulation N° 3062/95 on operations to promote tropical forests. As this Regulation was applicable only until 31 December 1999, the new Regulation 2494/2000 (on measures to promote the conservation and sustainable management of tropical forests and other forests in developing countries) aimed at ensuring the continuation of Community activities concerning cooperation in forestry.

Through the Regulations 2493/2000 and 2494/2000, the European Union defines the procedure for allocating Community economic and technical aid to promote the full integration of the environmental dimension in cooperation projects between the Community and developing countries (DCs) and ensures financial support to promote the conservation and sustainable management of forests in DCs, with a view to meeting economic, social and environmental demands.

The Regulations 2493/2000 and 2494/2000 of the European Parliament and Council, which cover the period 2000-2006, provide the legal basis for all actions under budget article 21 02 05 of the EU budget. The current budget line was first shaped under this format for the budget year 2001 when budget lines B7-6200 (Environment) and B7-6201 (Tropical Forests) were merged as B7-6200 "Environment in the developing countries and tropical forests". The two programmes "Environment in Developing Countries" and "Forests in Developing Countries" are henceforth financed under the budget line 21 02 05 of the EU. An indicative budget of €93 millions was assigned to the Regulation 2493/2000(Environment) while €249 million were planned for the Grants under the Regulation 2494/2000 (Tropical Forests).

The work to be implemented under these Environment and Forestry Programmes was governed by two programming documents (strategic guidelines and priorities for interventions under Regulation 2493/2000 and 2494/2000) produced in 2002 and 2005 and by Annual Work Programmes for Grants (AWP). Every year, the Grants were either provided to actions on the basis of a call for proposals or awarded without a call for proposals to support actions addressing specific themes, mainly in "joint management" with international organisations.

Funds have been focused on innovative and strategic pilot actions. Additional support of €53 million between 2000 and 2006 has being provided through the LIFE-Third Countries Programme, which aims to establish capacities and administrative structures and support environmental policy and action programmes in third countries bordering the Mediterranean and the Baltic Sea. Furthermore, the four-year (2003-2006) Intelligent Energy – Europe programme has an external component, "COOPENER", established as part of the EU Energy Initiative, which has been used to create an enabling regulatory policy, planning and institutional environment for the provision of energy in support of the MDGs. COOPENER focused on the regional cooperation. Furthermore, it focused on the critical role of energy in development and poverty eradication, an aspect largely overlooked before 2003.

The conclusions and the lessons learnt which were drawn from their implementation of the aforementioned projects stressed that further efforts were needed in order to continue and improve the main objectives that the EU Energy Initiative has established. Moreover, a need was emerged to establish a long-term policy dialogue with governments in order to ensure that the environment and

forests are fully integrated into Poverty Reduction Strategy Papers (PRSPs). An evaluation of the programme "environmental protection" over the period 2000-2006 also highlighted the need for flexibility to finance emerging priorities and EU policy initiatives, such as the EU Action Plan on Climate Change and Development and the EU Action Plan for Forest Law Enforcement, Governance and Trade (FLEGT).

As of 1 January 2007, the Regulations 2493/2000 and 2494/2000 have been replaced by the Regulation (EC) N° 1905/2006 of the European Parliament and of the Council of 18 December 2006 establishing a financing instrument for development cooperation, the basic act for the Thematic Programme for Environment and Sustainable Management of Natural Resources including Energy (ENRTP). The Environment and Natural Resources Thematic Programme (ENRTP) is one of the seven main thematic programmes of the European Commission (EC)[1]. Along with Community, national and regional programmes, these new programmes constitute the backbone of the EC's work on external cooperation after 2007. The ENRTP supports measures that address the environmental dimension of the EU's external policy, especially the development policy, and promote the EU's environmental and sustainable energy policy abroad. The programme covers all geographical regions except the pre-accession and potential EU candidate countries. The main focus is on global actions and measures in developing countries, complemented by actions in emerging economies, and, to a very limited extent, industrialised countries, through policy dialogue and coalition building. The ENRTP also supports central policy dialogue, coordination, analysis and consultation functions of existing and new EU policy initiatives. The ENRTP relies on a good scientific knowledge base and capacity to apply new knowledge and promote innovation, in particular in the developing countries. The ENRTP measures are financed by the Development Cooperation Instrument (DCI) under the financial perspectives 2007-13.

2.2. INTERVENTION LOGIC OF ENVIRONMENT PROGRAMMES

The predecessors of the ENRTP, i.e. the regulations 2493/2000 and 2494/2000 were targeting:

- Environment (2493/2000, Article 1/1): focusing on the support of developing countries in their efforts to integrate the environmental dimension into their development process.

- Forestry (2494/2000, Article 1/1): focusing on financial assistance and appropriate expertise to promote the conservation and sustainable management of tropical forests and other forests in developing countries, so as to meet the economic, social and environmental demands placed on forests at local, national and global levels.

The **objectives** of the ENRTP are to:

- integrate environmental protection requirements into the Community's development and other external policies, and

- help promote the Community's environmental and energy policies abroad in the common interest of the Community and partner countries and regions.

In order to address the challenges having a deep effect on the lives of poor people (rapidly degrading key ecosystems, climate change, poor global environmental governance, inadequate access to and security of energy supply), the ENRTP is based on the following priorities:

- Priority 1: assisting developing countries to make better progress on integrating environmental sustainability in decision making by means of support to civil society stakeholders,

- Priority 2: promoting the implementation of initiatives and commitments made at both European and international level,

- Priority 3: increasing the prominence of environmental issues in EU external policy,

- Priority 4: strengthening international governance on the environment and make EU actions a key part of the process,

- Priority 5: broadening the options as regards sustainable energy, in particular by developing a legislative and administrative framework which favours investments and businesses, and by

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[1] The other six are: 1) Non-State actors in the development process, 2) Stability, 3) Human rights and democracy, 4) Investing in People, 5) Food security, and 6) Migration and Asylum.

stimulating international cooperation.

The ENRTP has an indicative budget of € 470 million for 2007-2010, allocated as follows:

Table 1: **Indicative budget per priority of the ENRTP**

Priorities	Budget	Percentage of the total
Priority 1	€14.2 million	3%
Priority 2	€273.8 million	58%
Priority 3	€8.2 million	2%
Priority 4	€38.5 million	8%
Priority 5	€115.4 million	25%

The expected results of the ENRTP are:

- the possibility of greater integration of the environment and energy into development policies / strategies and planning through more targeted activities and more effective instruments,

- greater opportunity to address issues that are often not priorities under the geographical instruments (like EDF, DCI and ENPI),

- the possibility of addressing issues that are common to groups of countries that do not belong to a single region (i.e. not easily covered by a single geographical instrument),

- an enhanced ability to address the external dimension of EU environment and energy policies, for which purpose no other instruments are available.

2.3. MONITORED PROJECTS

A table recapitulating all the monitored projects is presented overleaf:

Table 2: Monitored Projects

Nr	CRIS Nr	Project Title	Coordinator	End date	EC Budget	Monitoring Year '08	'09	'10	'11	Countries
1	124886	Support to the EU Forest Law Enforcement Governance and Trade (FLEGT) process in developing countries	The European Forest Institute [EFI]	23/12/10	2.500.000	√				BE
2	122752	Ensuring international trade in CITES-listed timber species is consistent with their sustainable management and conservation	International Tropical Timber Organisation (ITTO) / Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)	30/06/10	2.400.000	√	√			JP, CM, CG, ID, MY, BO, ID, PE
3	116381	Programme on Forests (ProFor - II)	International Bank for Reconstruction and Development	30/06/10	1.200.000	√		√		US
4	114431	Rural Energy Production from Bioenergy Projects: Providing regulatory and impact assessment frameworks, furthering sustainable biomass production policies and reducing associated risks (RE-Impact)	Centre for Land Use and Water Resources Research, Civil Engineering & Geosciences at Newcastle University	12/09/10	1.823.200	√				GB, CN, IN, AT, ZA, UG
5	123134	Land and Sustainable Development: Linking Secure Land Access to the Implementation of Environmental Agreements	International Fund for Agriculture Development (IFAD) on behalf of International Land Coalition (ILC)	30/03/09	1.476.817		√			IT, BO, HN, ID, NI, ZA, ZM
6	081719	Tropical forests and climate change adaptation: Criteria and indicators for adaptive management for reduced vulnerability and long-term sustainability	Centre for International Forestry Research (CIFOR)	31/08/09	3.295.049		√			ID, BF, CR, GH, HN, ML, NI
7	116481	Cleaner transport for better urban air quality and reduced global emissions	United Nations Development Programme (UNEP)	29/12/09	520.000		√			KE
8	114494	Timber Trade Action Plan for Latin America and China (TTAP2)	The Tropical Forest Trust (TFT)	31/12/11	3.389.796		√			CH, BR
9	081758	Timber Trade Action Plan for Good Governance in Tropical Forestry.	The Tropical Forest Trust (TFT)	31/12/11	3.499.999		√			CH, MY, BE, NL, UK, CM, FR, GA, ID, MY
10	143936	Bioenergy, sustainability and trade-offs: Can we avoid deforestation while promoting bioenergy?	Centre for International Forestry Research (CIFOR)	27/09/11	2.000.000		√			ID, ZA, FR, AT, ME, ZA
11	149734	Building local capacity to address the flow of e-wastes and electrical and electronic products destined for reuse in selected African countries and augment the sustainable management of resources through the	Secretariat of the Basel Convention (SBC) / United Nations Environment Programme (UNEP) - Switzerland	14/03/12	1.000.000		√			GH, KE, BJ, TN, EG, NG, CI, GH, LR

Nr	CRIS Nr	Project Title	Coordinator	End date	EC Budget	Monitoring Year				Countries
						'08	'09	'10	'11	
		recovery of materials in e-wastes								
12	086364	Regional Processes for Forest Law Enforcement and Governance - FLEG	International Bank for Reconstruction and Development	31/12/10	3.100.000			√		US
13	143949	Support to the OECD's DAC/ENVIRONET joint work with the EPOC/WPGSP on capacity development for environment, climate change adaptation, and environmental dimensions of policy coherence for development.	Organisation for Economic Cooperation and Development (OECD)	9/12/10	200.000			√		FR
14	149684	Capacity Development for Adaptation to Climate Change & GHG Mitigation in Non Annex I Countries [Acronym: C3D+]	United Nations Institute for Training and Research (UNITAR)	14/10/11	2.499.520			√		SN, ZA, GB, CH
15	150102	Forest Carbon Partnership Facility (FCPF) - Participation to the Carbon Fund	The World Bank Group - United States	23/12/20	5.000.000			√		US
16	219569	The EUEI Partnership Dialogue Facility	Deutsche Gesellschaft fur Technische Zusammenarbeit (GTZ) GmbH	19/04/12	1.000.000			√		DE, BE
17	143946	EUEI-UNEP Capacity Enhancement and Mobilisation Action for Energy in Africa (CEMA)	United Nations Environment Programme - France	23/12/12	1.600.000			√		GH, DK
18	151770	Ensuring a seat at the table: supporting NGO coalitions to improve forest governance using the FLEGT process	Stichting FERN	4/10/11	960.000			√		CM, CD, GH, GA, LR, MY, ID
19	151324	Strengthening civil society to promote integrated actions and policies to tackle tropical deforestation in Asia-Pacific	Environmental Investigation Agency - United Kingdom	31/03/12	977.837				√	ID, GB

3. ROM WORK PLAN 2008 - 2011

3.1. MONITORING APPROACH OF THE CMTP MONITORING TEAM

The portfolio of EC Centrally Managed Thematic Projects consists of various types of projects which mainly differentiate by their design, geographical location, size and complexity.

There are two main types of projects to which projects can be grouped: (a) Single-country and (b) Multi-country. The terms single-country and multi-country have been introduced by the ROM CMTP Team in order to facilitate the monitoring of the projects in full alignment with the ROM methodology for Regional Programmes. These terms have been adopted by the ROM Development and Coordination Unit (DEVCO/E5) and are now widely used even in the standard MR templates for CRIS encoding.

Based on the classification per project intervention logic, there are four different types of Multi-country Projects:

- **Exclusively regional without national activities/components (category A):**
  - The Overall Objective (OO) and Project Purpose/Specific Objective (PP) defined in the Financial Agreement are exclusively regional
  - Impact and sustainability are regional
  - Success in all involved countries is necessary for the achievement of the project's objectives
  - No national activities/components
  - Example: Regional network Programme, Support to regional Institutions

- **Exclusively regional RP including activities on the national level (category B):**
  - The OO and PP defined in the Financial Agreement are exclusively regional
  - Impact and sustainability are regional
  - Success in all involved countries is necessary for the achievement of the project's objectives
  - Possibility of activities on the national level
  - Example: a pipeline or regional road crossing several countries

- **Hybrid RP (category C):**
  - RP with autonomous national components.
  - The OO is regional, but partially based on the reinforcement of the national capacities
  - The results are both regional and national and the national results contribute to regional results.
  - The activities are regional and national and the regional activities coordinate and complement national activities.
  - Failure of one national activity/component to deliver outputs would jeopardise the regional outcome even if some regional outcome would be produced anyway, as national outcomes in other countries will persist.
  - Example: Regional natural parks or development of a network of highways linking different countries.

- **Pseudo RP (category D):**
  - OO, PP, impact or activities regional dimension.
  - Regional fund used for opportunist local or national activities
  - Each beneficiary country develops its own autonomous operation without regional considerations
  - Example: Water facility or programme of business cooperation with the EU

All monitored projects (19) have been classified as multi-country projects, and, according to the Guidelines for Regional Projects, 8 of them are classified as Category A, 6 as Category B, 4 as Category C, and 1 as Category D as per their intervention logic. Due to the wide geographical scope

of the projects, but also due to constraint deriving from the available resources, the CMTP monitoring exercise cannot cover each and every component of the multi country ENRTP projects within the limitations of time set by the ROM methodology (i.e. maximum length of a monitoring mission should be one month).

Including the meeting with the project coordinator mostly based in EU, on average 4.6 countries (varying from 1 to 10 countries) were visited per monitored project. The priority of the selection of the countries to be visited was set through a desk study during the elaboration of the workplan on the basis of the available documentation.

The monitored projects are the following ones (by type):

- Multi-country projects under the ENV Domain:

  - Land and Sustainable Development: Linking Secure Land Access to the Implementation of Environmental Agreements.
  - Tropical forests and climate change adaptation: Criteria and indicators for adaptive management for reduced vulnerability and long-term sustainability.
  - Rural Energy Production from Bioenergy Projects: Providing regulatory and impact assessment frameworks, furthering sustainable biomass production policies and reducing associated risks (RE-Impact).
  - Timber Trade Action Plan for Good Governance in Tropical Forestry.
  - Timber Trade Action Plan for Latin America and China (TTAP2).
  - Cleaner transport for better urban air quality and reduced global emissions.
  - Bioenergy, sustainability and trade-offs: Can we avoid deforestation while promoting bioenergy?
  - Ensuring international trade in CITES-listed timber species is consistent with their sustainable management and conservation.
  - Regional Processes for Forest Law Enforcement and Governance – FLEG.
  - Program on Forests (ProFor - II).

- Multi-country projects under the DCI – ENV Domain:

  - Support to the EU Forest Law Enforcement Governance and Trade (FLEGT) process in developing countries.
  - Building local capacity to address the flow of e-wastes and electrical and electronic products destined for reuse in selected African countries and augment the sustainable management of resources through the recovery of materials in e-wastes.
  - Support to the OECD's DAC/ENVIRONET joint work with the EPOC/WPGSP on capacity development for environment, climate change adaptation, and environmental dimensions of policy coherence for development.
  - Capacity Development for Adaptation to Climate Change & GHG Mitigation in Non Annex I Countries [Acronym: C3D+].
  - Forest Carbon Partnership Facility (FCPF) - Participation to the Carbon Fund.
  - The EUEI Partnership Dialogue Facility.
  - EUEI-UNEP Capacity Enhancement and Mobilisation Action for Energy in Africa (CEMA).
  - Ensuring a seat at the table: supporting NGO coalitions to improve forest governance using the FLEGT process.
  - Strengthening civil society to promote integrated actions and policies to tackle tropical deforestation in Asia-Pacific.

3.2. INCORPORATION OF THE PROJECTS IN THE WORKPLAN

The Yearly ROMCMTP Portfolios were prepared in close cooperation with the relevant Units of the AIDCO/F. Each year the ROM Team developed a tentative Portfolio, by identifying ongoing and completed projects in the CRIS, screening them against the 3 monitorability criteria (start date, end date, budget) and finalising the Portfolio in close consultation with the AIDCO/F, by respecting the various provisions of the ToR as well as the specific requests of the Task Managers. Based on the provisions of the Portfolio, the ROM Team prepared a proposed Workplan for each year, providing for the missions and visits to each project as per its features. In view of the specificities of the CMTPs, the

Workplan was seen as a dynamic plan, with enough flexibility to adjust to emerging changes in line with the continuous cooperation and coordination with the Task Managers involved.

This Synthesis Report presents an overall synthesis of findings and conclusions from the ROM missions to the above mentioned projects, with a focus on certain cross-cutting issues, being stated that all the project-specific monitoring findings are delivered in the corresponding monitoring reports (see Table 2 for the monitoring references).

Table 3: Portfolio of projects per region in 2008-2010

Overview	1 ENPI countries	2 Africa, Indian Ocean, South Africa	3 Asia	4 Latin America	5 EU	6 Western Balkans and Turkey	7 Caribbean, Pacific, Cuba, OCTs	8 Other (JP, US)	TOTAL
N° of countries visited	0	11	5	6	6	0	0	3	31
N° of project-visits	0	18	11	9	11	0	0	10	59
N° of MR reports produced	0	18	11	9	8	0	0	10	56
N° of multi country projects monitored	0	1	2	0	7	0	0	9	19
Million € covered	0.0	0.5	5.3	0.0	10.5	0.0	0.0	22.1	38.4
Average size of project per sub-region / country	-	0.5	2.6	-	1.3	-	-	2.5	2.0

This Synthesis Report presents an overall conclusion of the monitoring visits conducted to the above mentioned projects. The main data of the implemented monitoring missions to each of these projects are presented in the following two Tables:

Table 4: Monitored projects in the period 2008-2010

N°	Yearly quarter	Projects monitored
1	Sep – Dec/2008	▪ Support to the EU Forest Law Enforcement Governance and Trade (FLEGT) process in developing countries ▪ Ensuring international trade in CITES-listed timber species is consistent with their sustainable management and conservation ▪ Programme on Forests (ProFor - II) ▪ Rural Energy Production from Bioenergy Projects: Providing regulatory and impact assessment frameworks, furthering sustainable biomass production policies and reducing associated risks (RE-Impact)
2	Jan - Apr/2009	▪ Land and Sustainable Development: Linking Secure Land Access to the Implementation of Environmental Agreements ▪ Tropical forests and climate change adaptation: Criteria and indicators for adaptive management for reduced vulnerability and long-term sustainability
3	May - Aug/2009	▪ Cleaner transport for better urban air quality and reduced global emissions ▪ Timber Trade Action Plan for Latin America and China (TTAP2) ▪ Timber Trade Action Plan for Good Governance in Tropical Forestry.
4	Sep – Dec/2009	▪ Bioenergy, sustainability and trade-offs: Can we avoid deforestation while promoting bioenergy? ▪ Ensuring international trade in CITES-listed timber species is consistent with their sustainable management and conservation ▪ Building local capacity to address the flow of e-wastes and electrical and electronic products destined for reuse in selected African countries and augment the sustainable management of resources through the recovery of materials in e-wastes

N°	Yearly quarter	Projects monitored
6	Jan – Apr/2010	▪ Program on Forests (ProFor - II) ▪ Regional Processes for Forest Law Enforcement and Governance - FLEG
7	May – Aug/2010	None
8	Sep – Dec/2010	▪ Support to the OECD's DAC/ENVIRONET joint work with the EPOC/WPGSP on capacity development for environment, climate change adaptation, and environmental dimensions of policy coherence for development. ▪ Capacity Development for Adaptation to Climate Change & GHG Mitigation in Non Annex I Countries [Acronym: C3D+] ▪ Forest Carbon Partnership Facility (FCPF) - Participation to the Carbon Fund ▪ The EUEI Partnership Dialogue Facility ▪ EUEI-UNEP Capacity Enhancement and Mobilisation Action for Energy in Africa (CEMA) ▪ Ensuring a seat at the table: supporting NGO coalitions to improve forest governance using the FLEGT process
9	Jan – Apr/2011	▪ Strengthening civil society to promote integrated actions and policies to tackle tropical deforestation in Asia-Pacific

3.3. PREPARATION OF MISSIONS

The monitoring of each project was assigned to a Monitor (or a team of monitors with the leading monitor visiting the project coordinator). The ROM mission was announced early in advance to the project and a briefing with the TM was arranged, whenever possible, before the start of the mission. The documentation on the project was collected from CRIS as well as from the EC Task Manager and the Project Implementing Authority (PIA) (signatory of the contract or financing agreement) and was forwarded to the Monitor in order to be properly prepared for the mission. In parallel, with the facilitation of the Task Manager, the meetings of the Monitor with the PIA and all relevant stakeholders were fixed and the logistical aspects arranged. The ROMCMTP Team Leader received the briefing by the EC Task Manager, elaborated a Briefing Note, containing all useful info on the project, the views of the Task Manager and potential issues to focus on, and sent the Note to the Monitor. The Monitor then implemented the mission in the field, met with the PIA, project partners, beneficiaries and other relevant stakeholders. Then, the Monitor elaborated the ROM outputs, which passed the standard quality control process and were submitted to the EC (CRIS encoding). A set of ROM outputs was produced for each country visited, by the Monitor who visited the country; a set of Horizontal outputs was also produced by the Lead Monitor, based on the visit to the PIA and on the sets of country outputs.

4. INSIGHTS OF THE SECTION

4.1. PERFORMANCE OF THE MONITORED PROJECTS

The following table presents the average performance of the Environment projects monitored in the period 2008-2010. The performance of the projects is calculated as the average grade of the five monitoring criteria (Relevance and quality of project design, Efficiency, Effectiveness, Impact, Sustainability). For the calculation of the average the grades a, b, c, d have been replaced by scores 4, 3, 2, 1 respectively.

Table 5: Average ratings per each main criterion

Criterion	ENV		DCI - ENV		Total	
	Average rating	Good (A or B)	Average rating	Good (A or B)	Average rating	Good (A or B)
Relevance / Design Quality	2.97	100%	2.94	75%	2.96	89%
Efficiency	2.83	73%	2.72	75%	2.78	74%
Effectiveness	2.87	64%	2.81	50%	2.84	58%
Impact	3.05	91%	2.98	63%	3.02	79%
Sustainability	3.04	91%	2.81	75%	2.94	84%
AVERAGE	**2.95**	**91%**	**2.85**	**75%**	**2.91**	**84%**
Number of projects	**11**		**8**		**19**	

The table above illustrates that, overall, the Environment section performs well (average performance at programme level versus all five criteria is 2.91/4.00). The overall average performance of ENV projects (2.95/4.00) was slightly higher than the one of the DCI-ENV (2.85/4.00), which could be due, among other, to the content and scope of the respective projects: the projects under ENV are more focused on concrete technical action (rural energy through bioenergy, clean transport in urban areas, lands issues), while DCI-ENV projects address areas such as capacity development / enhancement, partnership dialogue, thus involving international and national actors and the civil society.

All ENV projects and the majority of DCI-ENV projects prove to be well designed and relevant for the needs they aim to address. The average performance of the projects is comparatively weaker (but at good levels) in terms of Efficiency of implementation to date (DCI-ENV: 2.72 and ENV: 2.83), however less "A" or "B"s were found in Effectiveness, i.e. in relation to the achievement of the expected results and the accessibility of the results by the beneficiaries. In spite of this, the overall average performance of the ENV projects in terms of ensuring Impact prospects and potential sustainability is good, higher than the respective one of the DCI-ENV, indicating thus positive reception of the projects' outcomes to date by the recipient side and overall conductive institutional environment.

Among the monitored projects, the following are considered as successes (projects with ratings "a" and/or "b" for all criteria):

- The EUEI Partnership Dialogue Facility;
- Support to the OECD's DAC/ENVIRONET joint work with the EPOC/WPGSP on capacity development for environment, climate change adaptation, and environmental dimensions of policy coherence for development;
- Regional Processes for Forest Law Enforcement and Governance – FLEG;
- Cleaner transport for better urban air quality and reduced global emissions;
- Bioenergy, sustainability and trade-offs: Can we avoid deforestation while promoting bioenergy?

The following projects are considered as the least successful ones, currently being at a critical stage (two or more "d" ratings):

- Capacity Development for Adaptation to Climate Change & GHG Mitigation in Non Annex I Countries [Acronym: C3D+];
- Ensuring international trade in CITES-listed timber species is consistent with their sustainable management and conservation.

4.2. PROJECTS PERFORMANCE BY MONITORING CRITERIA AND PRIME ISSUES

The Table 6 presents analytically the scores per criterion and sub-criterion (prime issue) as they are addressed in the Background Conclusion Sheet corresponding to the project's coordinator.

The policy alignment and relevance to the needs of the target groups is the strongest point of the projects, with 9 of the projects having received an "a" score (very good) for this sub-criterion, thus indicating both relevance of the Programme and good preparation of the projects' concepts in consultation with the main stakeholders (international mainly, but also national), as indicated by the high scores for the sub-criterion 'Support by stakeholders'. However, the design of the projects' intervention logic seems to have been rather weak, with serious deficiencies in 2 projects and problems in 7 projects, indicating a weakness in applying the PCM/LFA approach. On the other hand, very good design was identified in 2 projects. Overall, poor design was identified in capacity development projects, while problems in terms of design are not systematic in any of the other groups of projects. Thus problems are to be more linked to the project actors' analytical and design capacity than to particular features of the themes/sectors.

The projects' performance in terms of Efficiency of implementation to date is mixed: there are projects with Efficiency close to very good or very good, but also projects with serious Efficiency deficiencies. This is normal in view of the different content, set up, target groups and implementation environment of the projects. In general, few problems were identified in terms of inputs' management (in 8% of the projects). The problems were mainly related to the implementation (timeliness) of the activities and in the partners' contribution and involvement. The combination of these two indicates that the projects proved a bit weak in establishing themselves in their implementation environment and in 'getting through' to their partner side (creating ownership). Problems in the delivery of outputs were identified in 4 projects.

The Effectiveness of projects' implementation is more at the positive side: 58% of the projects were found to have good or very good Effectiveness. On the other hand, 6 projects were found to be facing Effectiveness problems. No particular systematic patterns were identified for the good or the weak performance in terms of Effectiveness, noted also that the sample of projects monitored is not high enough to allow further analysis on this aspect.

Performance in terms of ensuring Impact prospects was found to be good overall, noted though that 4 projects were facing problems in this regard. These four projects are facing problems or deficiencies also in the other aspects of their implementation. The overall good performance of the projects in terms of Impact (contribution to the Overall Objectives and achievement of wider effects) is an encouraging finding, indicating a positive trend towards the achievement of the wider Programmes' objectives.

A similar, but more modest trend is observed also in terms of the potential sustainability of project outcomes. Only 10% of the projects are facing problems in ensuring the sustainability of their results and the continuation of the flow of benefits after their completion. These are projects with a wide range of recipients/beneficiaries and with increased consultation/dialogue content. In general, local ownership of results (where results are being achieved) is high and policy support is adequate, while also the projects seem to manage to contribute to institutional capacity building. The economic viability, though good, is relatively weaker.

Table 6: Average ratings for main criteria and prime issues

Code	Criterion	Support to the EU Forest Law Enforcement Governance and	Rural Energy Production from Bioenergy Projects: Providing	Land and Sustainable Development: Linking Secure	Tropical forests and climate change adaptation: Criteria and indicators for	Cleaner transport for better urban air quality and reduced global emissions	Timber Trade Action Plan for Latin America and China (TTAP2)	Timber Trade Action Plan for Good Governance in Tropical Forestry.	Bioenergy, sustainability and trade-offs: Can we avoid deforestation	Ensuring international trade in CITES-listed timber species is	Building local capacity to address the flow of e-wastes and	Program on Forests (ProFor - II)	Regional Processes for Forest Law Enforcement and Governance - Support to the	OECD's DAC/ENVIRONET joint work with the	Development for Adaptation to Climate Change & Forest Carbon Partnership Facility (FCPF) -	Participation to the	The EUEI Partnership Dialogue Facility	EUEI-UNEP Capacity Enhancement and Mobilisation Action	Ensuring a seat at the table: supporting NGO coalitions to	Strengthening civil society to promote integrated actions and policies to	Average
M1	1. Relevance and quality of design	2.60	3.00	3.00	2.70	3.00	2.70	3.00	3.70	2.70	2.70	3.00	3.30	3.30	2.40	2.60	4.00	2.10	3.40	3.00	2.96
M11	Alignment to policies and target groups' needs			4.00	3.00	3.00	2.00	3.00	4.00	4.00	3.00	4.00	4.00	3.00	4.00	3.00	4.00	4.00	4.00	3.00	3.47
M12	Appropriateness of the intervention logic			2.00	2.00	3.00	3.00	3.00	4.00	2.00	2.00	2.00	3.00	3.00	1.00	2.00	4.00	1.00	2.00	3.00	2.47
M13	Support by stakeholders			3.00	3.00	3.00	3.00	3.00	3.00	2.00	3.00	3.00	3.00	4.00	2.00	3.00	4.00	1.00	4.00	3.00	2.94
M14	Mainstreaming of cross-cutting issues			3.00	3.00	3.00	3.00	3.00	4.00	3.00	3.00	3.00	3.00	3.00	3.00	2.00	4.00	3.00	4.00	3.00	3.12
M2	2. Efficiency	3.60	3.00	2.75	2.80	3.20	2.35	2.35	3.00	2.25	3.05	2.85	3.00	3.35	1.60	2.55	3.35	1.35	3.25	3.00	2.78
M21	Inputs management	3.00	3.00	3.00	3.00	3.00	2.00	2.00	3.00	2.00	3.00	3.00	3.00	3.00	1.00	3.00	3.00	1.00	3.00	3.00	2.63
M22	Activity timeliness	4.00	3.00	3.00	2.00	4.00	2.00	2.00	3.00	2.00	2.00	4.00	3.00	3.00	1.00	2.00	3.00	1.00	3.00	3.00	2.63
M23	Outputs achievement			3.00	3.00	3.00	3.00	3.00	3.00	2.00	3.00	2.00	3.00	4.00	2.00	3.00	4.00	2.00	3.00	3.00	2.95
M24	Partner contribution & involvement	3.00	3.00	2.00	2.00	3.00	2.00	2.00	3.00	3.00	4.00	3.00	3.00	3.00	2.00	2.00	3.00	1.00	4.00	4.00	2.79
M3	3. Effectiveness	3.55	3.00	3.00	2.50	4.00	2.00	2.00	3.00	2.00	2.50	3.50	3.00	3.50	2.00	2.50	3.50	2.00	3.00	3.50	2.84
M31	Results attainment	4.00	3.00	3.00	2.00	4.00	2.00	2.00	3.00	2.00	3.00	3.00	3.00	3.00	2.00	3.00	4.00	2.00	3.00	3.00	2.84
M32	Project Purpose achievement	3.00	3.00	3.00	3.00	4.00	2.00	2.00	3.00	2.00	2.00	4.00	3.00	4.00	2.00	2.00	3.00	2.00	3.00	4.00	2.89
M4	4. Impact	3.50	3.00	3.00	3.00	4.00	2.40	3.00	3.00	2.60	2.40	3.00	3.00	4.00	2.00	3.00	4.00	2.40	3.00	3.00	3.02
M41	Contribution to the Overall Objective			3.00	3.00	4.00	2.00	3.00	3.00	3.00	2.00	3.00	3.00	4.00	2.00	3.00	4.00	2.00	3.00	3.00	3.00
M42	Wider effects	3.00	3.00	3.00	3.00	4.00	3.00	3.00	3.00	2.00	3.00	3.00	3.00	4.00	2.00	3.00	4.00	3.00	3.00	3.00	3.05
M5	5. Sustainability	3.50	3.22	2.80	2.50	3.00	3.30	3.30	3.00	2.80	2.80	3.00	3.00	3.30	1.80	3.00	3.70	1.90	3.00	3.00	2.94
M51	Economic viability		3.00	3.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	1.00	2.00	3.00	2.00	3.00	3.00	2.72
M52	Local ownership	3.00	4.00	3.00	3.00	3.00	4.00	4.00	3.00	3.00	3.00	3.00	3.00	4.00	3.00	4.00	4.00	1.00	3.00	3.00	3.21
M53	Policy support	4.00	3.00	2.00	2.00	3.00	3.00	3.00	3.00	3.00	2.00	3.00	3.00	3.00	2.00	3.00	4.00	3.00	3.00	3.00	2.89
M54	Institutional capacity building	4.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.00	3.00	3.00	3.00	3.00	1.00	3.00	4.00	2.00	3.00	3.00	2.89
	Average score of main criteria	3.35	3.04	2.91	2.70	3.44	2.55	2.73	3.14	2.47	2.69	3.07	3.06	3.49	1.96	2.73	3.71	1.95	3.13	3.15	2.91

The Table 7 below illustrates the performance per performance category, as per the DEVCO classification of performance introduced by DEVCO/E5.

Table 7: Overview of the project performance

Performance category	Average rating	Average rating	% of all projects
Category I	Very good performance (minimum 3 a, no c, no d)	1	5%
Category II	Good performance (a, b, maximum 2 c, no d)	15	79%
Category III	Performing with problems (a, b, minimum 3 c, no d)	2	11%
Category IV	Not performing, or having major difficulty (minimum 1 d)	1	5%
TOTAL		**19**	**100%**

The Table confirms the findings and conclusions presented above, i.e. the overall good performance of the Environment projects monitored in the period 2008-2010 (79% of the projects are performing well or very well). A short analysis of the performance of each project at the time of their monitoring follows here below:

124886: Support to the EU Forest Law Enforcement Governance and Trade (FLEGT) process in developing countries

The project has been efficiently implemented, flexible to respond to evolving needs and has contributed adequately to the Voluntary Partnership Agreements (VPA) process. Given the specificity of each wood-producing country and the dynamics of the negotiation process, the project evolved from VPA guidance to VPA financing and implementation and to provision of advice and support to FLEGT more broadly. Although the project design did not provide a logical link between planned activities and expected results, or any objectively verifiable indicators, it is clear and straightforward. The results are appropriate, needed and logical in the frame of the VPA and the FLEGT Action Plan, but do not really contribute to the project purpose. The project organised more than 30 meetings/workshops related to FLEGT VPA and supported several VPA negotiations with wood-producing countries. Results related to studies have been achieved (analytical works) and provision of information about FLEGT and the VPA process to multi-stakeholders and potential partner countries. The mandate of the project is not easily quantifiable: the nature and the number of activities to carry out had not been defined firmly from the beginning, since the countries to be involved (and their particular needs) are designated by the EC based on a political consultation. The project provided an outstanding assistance to EC. Its results should be sustainable in terms of ensuring well set, implementable VPAs and existence of aware and trained partner authorities.

122752: Ensuring international trade in CITES-listed timber species is consistent with their sustainable management and conservation

This highly relevant and timely implemented scientific programme, strategically in line with the national context in all regions, operates at the programme management level (Japan) with a transregional dimension addressing Asia, Africa, and Latin America. The project design provides for a demand driven approach and flexibility in adjusting to the identified needs and ensures the relevance of the regional project proposals according to criteria set by the International Tropical Timber Organisation (ITTO). However, the intervention logic is more output-based than outcome-based, with no measurable targets/indicators to reflect the commitment of governments to make use of project outputs. There is a risk that not all planned outputs will be delivered, particularly in Latin America. At the time of monitoring there were many projects not yet underway within the overall portfolio. Good progress in Indonesia and satisfactory in Peru is in contrast to Bolivia, where not a single project proposal had been implemented and the information flows remain unclear. Although an integral part of the project design, beneficiaries in Peru were not aware that training courses were available. Positive impact, directly linked to successful implementation of projects, has been supported by favourable institutional frameworks and good links between partner institutions in Indonesia and Peru. However, the situation in Bolivia can negatively affect the direct impact and affect the image of both EC and ITTO. The potential sustainability is considered good as the Convention on International Trade in Endangered Species support has been an integral component of ITTO's work.

116381: Program on Forests (ProFor)

The ProFor is a multi-donor trust fund that benefits from a significant EC contribution, reflecting the pertinence of the theme and the approach for the EU at the time; it contributes to the capacity of institutions and stakeholders in National Forest Programs (NFPs) and other forestry policy processes to address poverty alleviation, national economic development and forest conservation needs more effectively. The programme combines strategic overall decisions with opportunity-based targeting so as to increase the quality of the products of the programme and the likelihood of their access and use by decision makers. The implementation pace is good. Targeted outcomes are being achieved at results level. However, the strengths of the research aspect of the programme are not matched by a dissemination strategy. Knowledge dissemination is in most cases ad hoc and conceived as a separate component after project implementation, instead of being embedded as part of the individual project proposals or incorporated in the program as part of a systematic global effort. A significant contribution of the program is reflected at the level of support to politically demand-driven processes and in identification of the right priorities and substantial content for already decided loans. At policy level, the contribution to NFPs and Poverty Reduction Strategy Papers among other strategic documents indicates a high level of recognition at governments' level. The main elements of the project that create high sustainability prospects and attract donors are the high flexibility offered by the program, its undisputable relevance, its focus on best practices and its good performance, resulting in the demand for the programme to be higher than its coverage capacity.

114431: Rural Energy Production from Bioenergy Projects: Providing regulatory and impact assessment frameworks, furthering sustainable biomass production policies and reducing associated risks (REImpact)

The project has addressed pressing issues, especially for big countries that have been developing fast and where the impact of energy policies could have global consequences. The challenge of the RE-Impact was to deliver methodologies and to have them accepted by policy makers in China, India, South Africa and Uganda, providing an opportunity for the effective dissemination of bio-energy research data. Though not complemented by quantifiable indicators, the project activities were appropriate for developing methodologies and building capacity; however, the influence on policy makers depends on the hard fact evidence that the project supplied data could provide. With budget limitations, not all activities were fully carried out. The project partners have been able to establish good working relations with public officials and policy makers (except in Uganda). The effectiveness of the methodologies produced will be enhanced with the use of the new software tools to allow immediate visualisation of the effect of different scenarios with the variation of multiple variables. Impact prospects were better in South Africa, India and China where there is a policy framework for facilitating the introduction of bio-energy; in Uganda the government strategy is not clear. Even though not a single technology has emerged as the obvious front runner for bio-energy in the addressed countries, this project is a stepping stone in the right direction; the models and methodologies developed should be easy to adapt for use from country to country and for testing various scenarios, supported by engagement of local partners.

123134: Land and Sustainable Development: Linking Secure Land Access to the Implementation of Environmental Agreements

This highly relevant programme aimed to fill an existing void in strengthening the capacity of civil society networks on land tenure conflicts and to influence national and regional decision-making on land issues directed at expanding citizens' rights and advocating human rights, while having very important indirect relevance in promoting poverty reduction and regional cooperation through dialogue and the exchange of experience and good practices. The activities have been being implemented on schedule, except in Honduras where there was not enough time to complete the activities due to unclear approval of the New Agrarian Reform Law. The effectiveness has been good, with 31 initiatives in 13 countries benefiting from EC support; however, there is no monitoring system for checking the achievement of the planned objectives at regional/national level (results were not defined). Regional platforms were supported and institutional strengthening of farmers' organisations was provided. The adopted Communication Strategy 2008–11 outlines a systematic approach for improving communications, which need to be strengthened amongst International Land Coalition's

members in Honduras, Nicaragua and Bolivia. Gender emerged as a strong theme during the regional meetings in Africa, Asia and Latin America, where local peasant organisations are increasingly adopting a gender perspective in their agenda. Defining indicators to measure the impact of advocacy and policy dialogue has been a methodological challenge. There is still a need to define a regional action plan for coordinated advocacy.

081719: Tropical forests and climate change adaptation (TroFCCA): Criteria and indicators for adaptive management for reduced vulnerability and long-term sustainability

The TroFCCA was an ambitious project with a tight implementation schedule, combining a scientific and collective adaptation approach. The project design was focused on the production of a series of outputs, to be incorporated into the forest adaptation policy processes, which had never been addressed before, as well as scientific assessments required to produce evidence-based climate change adaptation strategies. The original proposal was modified, moving away from the analysis of impacts and mitigation, bringing it more in line with the global climate change agenda driven by the United Nations Framework for Climate Change Convention. There was a lack of indicators to follow up on the achievement of the planned objectives and no clear link between the TroFCCA projects in Africa, Central America and SE-Asia. Still, constant communication flows were established between the project partners. Activities in West Africa have met with success and momentum has been sustained throughout implementation. Difficulties occurred in output dissemination, resulting in policy making processes not being fully coordinated. Five months before the end of the project, results were partially achieved. Impact has been felt where institutional support was provided through research students, which has raised awareness at the local level. The project's results may only have a minor impact on the international level at the moment, but further dissemination at international conferences and fora could ensure a wider potential impact, providing exposure amongst national policy makers and also other donors. Any next phase of the project will need a clear Adaptation Strategy Implementation Plan.

116481: Cleaner transport for better urban air quality and reduced global emissions

Based on UNEP's Partnership for Clean Fuels' success in eliminating leaded petrol in Sub-Saharan Africa by 2005, this project continued the lead phase-out campaign in the rest of the world with significant success. It was efficiently managed and has achieved significant results, with important long-term benefits on the environment, human health and global warming. With a large number of promotional activities and training of key implementing entities / individuals, developing countries have been supported in preparing and implementing realistic national action plans to meet global/regional objectives aiming at raising awareness of decision makers and the population at large. Progress was achieved, resulting in the elimination of 99% of leaded petrol, with only 2 developing countries left using leaded petrol exclusively and 11 others in transition. Achievements in the low sulphur diesel campaign have been slow, yet significant: 67 countries in Africa, Asia and Latin America adopted targets and timeframes to move to 50 ppm sulphur fuels. Thus, the project's impact at local and global level is undoubted and further results can be achieved by capitalising on the momentum already gained. This approach ensures ownership of actions and results by local stakeholders. It is recognised, however, that PCFV pursues ambitious long-term aims, which cannot be achieved within the time span of one project.

114494: Timber Trade Action Plan for Latin America & China (TTAP2)

The TTAP2's overall performance has been hindered by a number of factors most of which are external and associated to the fact that the project context is intrinsically related to the timber market and the dynamic of the private sector. The main added value of the project is that it enables the inclusion of Brazil and China in the world's tropical timber trade with the EU. Coinciding with TTAP1, the main project's strengths are demand-driven and service-delivery orientation, operating on the basis of a cost-sharing principle and implying that the EU buyer makes a strategic decision to invest in its supply chain to ensure the legality of the timber. The project was slow and encountered difficulties in the recruitment of staff, particularly in China, where newly recruited staff was often lost to the private sector. Building-up the country teams obviously hinged on the buyers' demand for TTAP services, which was relatively low during 2007 due to the effects of the global economic slowdown on the timber market. In this context the active promotion of the project by Timber Trade Federations was

limited. The project is basically inactive in Bolivia, Suriname and Guyana and the likelihood of making progress in these countries is rather low. In mid 2009 the pace of implementation in Brazil and China has improved with field teams fully operational; however, no supplies chains (target is 35) have completed the process; this situation can be reversed given the current pipeline of supplies chains in Brazil (13) and the recent increase in the number of Action Plans being implemented. The team is providing input to the EU-China Bilateral Coordination Mechanism on FLEGT established in January 2009.

081758: Timber Trade Action Plan for Good Governance in Tropical Forestry (TTAP)

The project is providing substantial input to the Forest Law Enforcement, Governance and Trade (FLEGT) discussions and Voluntary Partnership Agreements (VPA) negotiations according to EU Action Plan for FLEGT and VPA process. The TTAP approach builds upon a previous model to support companies obtaining sustainability-related certifications (such as FSC). The innovative aspect and pioneering element of TTAP is that the model is now applied to verification of legality, which is an intermediate step in the path to sustainability certification. After a long learning curve and recurrent drawbacks in implementation, the project has gained momentum and the previously low effectiveness could be reversed. There are still a series of crucial issues and strategic decisions, requiring immediate action if the project is to succeed; the most urgent is to adjust the project scale to the level of co-funding. External factors such as changes in trade patterns, the global economic slowdown decreasing the demand for tropical timber products and VPA being still under negotiation, affect the project flow of benefits. The project has immediate and tangible effects for the direct beneficiaries i.e. companies in the supply chain. The project's contribution to conservation and sustainable management of tropical forests is by definition indirect, as forests being logged legally do not necessarily equate conservation and sustainable forest management. The project is not collecting data on indicators measuring the extent to which verification of legality contributes to sustainable forest management; however it is generating a substantial knowledge resource base and a wide array of operational documents and tools.

143936: Bio-energy, sustainability and trade-offs: Can we avoid deforestation while promoting bio-energy?

Participating regions include Sub-Saharan Africa, South-East Asia and Tropical Latin America and target groups include policy decision makers, the intended final beneficiaries being the rural poor in developing countries, benefiting from more sustainable and equitable bioenergy production and forest resources management. There is some variance as to the priorities each country places on developing biofuel policies but through field analysis and science, policy dialogue methodologies will be generated to address these issues. The intervention logic is very good, with measurable indicators clearly linked to results/outcomes and time bound responsibilities of partners. Activities are classified into 6 Work packages (WPs) which support each of the 6 intended results. The Centre for International Forestry Research (CIFOR) has implemented systemised procedures and best practices have been communicated to the project management. Despite a 4-month delay due to contractual issues, the project has made progress in all regions and it is envisaged that the project purpose will be achieved within the project framework. Opening space and engaging in dialogue with policy decision makers have been established and, as a long term process, will go well beyond the project's lifespan. Outputs which are subject to a scientific peer review will need more time to be completed. Disseminating the results to policy decision makers and local communities could promote good long term prospects for impact.

149734: Building local capacity to address the flow of e-wastes and electrical and electronic products destined for reuse in selected African countries and augment the sustainable management of resources through the recovery of materials in e-wastes.

Drawing from the experience of a similar project implemented for Asian countries, this project addresses expressed requests of its parties / target countries in Africa. It serves as a first step towards the wider recognition of the problem, its quantification and impact to society, the identification of business opportunities in handling e-waste and the development of a training curriculum for the relevant national authorities responsible for the inspection and enforcement of regulations in trans-boundary movements. The intervention is planned to deliver specific recommendations / initiatives, to be subsequently implemented. The project intervention logic is adequate, but due to absence of quantified indicators, performance cannot be measured in

effectiveness and impact prospects. The project activities have been implemented according to plan. There is an evident enthusiasm of the participants for strengthening the cooperation between EU and African enforcement authorities and the Secretariat of the Basel Convention has been able to secure more funds, thus expanding the project components in more countries. The lack of a sound legal and operational framework regarding the definition and recognition of waste / non-waste, the description of procedures for inspection, safety and tools, communication and collaboration with international counterparts etc. could hinder the effectiveness of the project. There is still no differentiation of the project interventions on the basis of the target countries, neither is there a provision for activities that could mitigate some of the identified risks.

086364: Regional Processes for Forest Law Enforcement and Governance (FLEG) Program

The Programme contributed to the significant reduction of illegal harvesting, processing and trading of timber and timber products, allowing a specific focus on forest governance. Operating in a sensitive environment, the project has been instrumental in addressing the governance agenda in the forestry sector both for the WB and for its counterparts. The design was globally appropriate and very flexible to allow responding to diverse needs, promote consensus-building processes and support follow-on actions in a context characterised by a large diversity of stakeholders. Activities included promotion and funding of fora, capacity building, publications and dissemination of knowledge on development of forest governance diagnostics and actionable indicators. The regional work was more effective in EAP, with the leadership of ASEAN, weaker in Africa, where no institution has taken a determined leading role, and with no success in Latin America, due to political factors and reluctance of key actors like Brazil. Discussions helped to build consensus around 3 thematic areas (regional customs cooperation, forest sector transparency and reporting on country level efforts on FLEG). The Programme has been able to increase the likelihood of impact through increased priority granted to REDD (Reducing Emissions from Deforestation and Forest Degradation in Developing countries) or the attention to processing countries, besides the original focus on consumer and producer countries. Alignment with the Programme on Forests (ProFor) contributed to better overall impact.

143949: Support to the OECD's Environet work on environmental/poverty and climate change issues, and support for the work of the OECD cross-Directorate work on Policy Coherence for Development

The project has been designed to respond to the request of OECD Development and Environment to develop policy analysis and guidance on how to integrate environmental concerns in development cooperation programmes. With a good input/output ratio, the project has been managed well and no delays occurred. Out of three planned results, two have been fully achieved and the report on energy is under finalisation. The Training Course, based entirely on the Policy Guidance on Climate Change Adaptation (produced by the project) has been developed. However, none of the publications comply with the "Communication and visibility manual of the EU for external actions (July 2009 rules)". The project has not considered the factor that the impact of efforts to integrate environment in development cooperation is jeopardised by explosive population growth rates in many developing countries. This project is an opportunity to think of how best, through follow up projects, thorough analysis and guidance for proper integration of population growth moderation in development cooperation can be provided.

149684: Capacity Development for Adaptation to Climate Change & GHG Mitigation in Non Annex I Countries [Acronym: C3D+]

The project responds to the strong need of developing countries to adapt to the effects of climate change (CC) and integrate CC adaptation measures to their national development strategies and in development cooperation. The intervention logic is coherent, containing a robust sustainability strategy, but without a risk analysis,. The project coordination does not allow room for long-term planning and development of synergies. Insufficient funding and weak project management hamper the full deployment of the activities, threaten the C3D process, block the process of knowledge sharing and damage the relations between the project management and partners. There is no alternative strategy for proper project continuation and the Project Management Committee is inactive, lacking the authority to

monitor and assess the implementation of agreed measures and recommendations. Still, all activities have been initiated and are ongoing to a certain extent. The indicators at the level of results are not followed and currently their values are not considered feasible. The expected results are far from reached to a full extent; nevertheless some of them have been already attained. There is a serious risk of losing the investment made up to date (i.e. the project C3D) as the tools developed need constant upgrading and revision to adapt to the target countries. The project is still achieving part of its purpose, i.e. C3D+ contributes to improve the ability of developing countries to address CC adaptation and the project could even become a reference in CC adaptation and development worldwide, with the potential for a geographical expansion of the project to other developing regions.

150102: Forest Carbon Partnership Facility (FCPF) - Participation to the Carbon Fund

The FCPF is a very ambitious endeavour that uses a "learning by doing" approach. It is a pilot initiative aiming to investigate alternative models of performance-based carbon incentive payments Reducing Emissions from Deforestation and Forest Degradation (REDD). There are many challenges that have to be faced, most of them at the side of the REDD countries, which need to get ready to tap into the Carbon Fund. The project aims to establish the conditions for large-scale financial flows to compensate REDD countries for their efforts in addressing deforestation. The project activities advance well. There is considerable ongoing cooperation among REDD countries in the proposal preparation process, which greatly contributes towards the understanding of the issues among stakeholders. Several REDD countries are committing human and financial resources above of what the project should cover. The inclusion of indigenous people in the whole process is significant for minimising the non-permanence risk and it may be proven to be much more difficult than originally thought to be, especially considering the human rights and corruption records of some REDD countries. At the end the effectiveness of the FCPF would depend on the establishment of a transparent link between REDD carbon titles and tangible benefits to the people who depend on, and live from the forests, and who would protect these forests on the basis of their perceived value. The impact prospects of the FCPF would greatly improve if a mandatory compliance / regulatory market for carbon emissions is established.

219569: The EUEI Partnership Dialogue Facility

The EU Energy Initiative Partnership Dialogue Facility (EUEI PDF) is a well-designed and managed initiative, delivering on the EUEI's objectives. Relevance is high as the project builds on the Joint Africa-EU Strategy (JAES, 2007) in defining a long-term policy framework in order to support the Africa-EU Energy Partnership (AEEP) in pursuit of the MDGs. The proposed methodology is concise. A request from AIDCO to earmark planned activities against the EC contribution has caused some tension/agitation, as this goes against the concept of the contributions to a 'donor fund' ready to support activities in response to the demand driven ethos of the programme. There is no question about the effectiveness of the intervention; the 3rd Africa EU Summit (Tripoli 29-30/11/10) emphasised the AEEP between Africa and the EU as one of the "most enduring global relationships of strategic significance to both sides". It is evident that the support provided by the EUEI PDF is delivering on the EUEI's objectives and contributes to the achievement of the intended results. The potential impact at the global, regional, sub-regional and national level is high, particularly with the endorsement by AEEP of the Vienna Declaration (Sep-10). Meeting the political targets set for 2020 can provide a real impact for environmental sustainability and poverty reduction.

143946: EUEI-UNEP Capacity Enhancement and Mobilisation Action for Energy in Africa (CEMA)

In strict terms, the project is off-track. The original design was weak in terms of scope of work, which was set with 1.6 MEUR to enhance capacities and mobilise action in relation to the AEEP in 53 countries of Africa over a 4-year period. However, it looks very difficult for a project to achieve such ambitious objectives with €5,600 per country per year. The AEEP dialogue is supported by a parallel project, "The EU Energy Initiative (EUEI) Partnership Dialogue Facility (PDF)", which implements high level meetings of the partnership. The PDF has diagnosed that the dialogue is hampered from the fact that African partners (primarily ministries) are essentially not prepared (i.e. have conceptual gaps) to effectively participate in the dialogue. The project is designed without any consultation with / involvement of the designated ultimate beneficiaries, primarily the energy-related African ministries and this

affects negatively the project ownership. It is certain that by completion resources will be left unused. Only 2 regions are covered by Needs Assessment and the Action Programme covers only the next calendar year. The project management is certainly weak. Concerning the quality of outputs, so far, the situation is mixed. Communication problems exist with the EUDs in Africa. Half way through the project duration, several of the 6 expected results should have started showing up. Instead, only the first has been proposed in draft. Prospects for likely impact cannot be promising. A lot will depend on the nature and the success of a potential immediate remedial action.

151770: Ensuring a seat at the table: supporting NGO coalitions to improve forest governance using the FLEGT process

The project has been efficiently implemented, flexible to respond to evolving needs and has contributed adequately to the Voluntary Partnership Agreements (VPA) process. Although the project design did not provide a logical link between planned activities and expected results nor adequate objectively verifiable indicators, the project's concept and context is quite clear. This is the only initiative aimed at reducing illegal logging with the purpose to strengthen the capacity of civil society and FDC in timber-producing countries through research, training and advocacy. The pace of activity implementation is good and activities are carried out as foreseen without major problems. Activities of civil society capacity building are being properly implemented. After 6 months of delay, the local needs assessment is on track with ad-hoc training programmes and internships shifted accordingly. The action is very effective. After two years of project implementation, the planned results are being achieved to a large extent: local coalitions have largely increased their capacity and have been successfully able to perform their foreseen advocacy role on the need for VPAs to recognise the rights of FDC. The exchange and dissemination of information at the national and regional level and the organisation of internal meetings and trainings have been key inputs with an effective well-informed regional network created. Prospects for success are high as donors have increased interest to support civil society and local communities from timber-producing countries in the framework of FLEGT VPA.

151324: Strengthening civil society to promote integrated actions and policies to tackle tropical deforestation in Asia-Pacific

The project supports the implementation of Forest Law Enforcement, Governance and Trade (FLEGT) Voluntary Partnership Agreements (VPAs) between the countries of East Asia and the EU and the establishment of robust logging legality verification systems. In Indonesia, the project supports the finalisation of the VPA and promotes the implementation of the UN backed collaborative programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (REDD) and Community Based Forest Management. The project is managed well, combining available funds from various donors to implement this and other similar interventions; it has proven flexibility, introducing REDD schemes earlier than expected. The local partner secured adequate communication links with and involvement of the local law enforcement authorities and the civil sector; it is also very active in promoting the project activities and objectives to the respective CSOs and governments in the targeted neighbouring East Asia countries. The project enhances the role of the civil society in the current VPA negotiations, as well as the recognition of the position, needs and requests of the involved CSOs by the Indonesian decision and policy makers. There is still more systematic targeting needed so as to cover the segregated communities in Indonesia and beyond. The finalisation of the VPA preparation in Indonesia is seen as motivating to other target countries to proceed in a similar way. Still, Indonesian CSOs lack management capacity and presence needed to individually attract funds for planned projects. The example of Indonesia is seen as a positive project outcome which could be used as a guide for replication by the other targeted East Asian countries.

4.3.   PERFORMANCE OF PROJECTS OVER TIME

Provision of reliable comparisons of the performance of the portfolios of EC external cooperation which are monitored from year to year is always fairly difficult, for a number of reasons (size and representativity of samples of projects, different stages of projects monitored and remonitored, no assurance that the projects have been monitored in all reference years etc.). Consequently, the assessment of projects' performance over time is

based only on re-monitored projects.

As reported in previous sections, 19 Environment projects have been monitored in the period 2008-2011 through 59 project visits (56 Monitoring Reports produced). Only two (2) of the Environment projects (10% of the total projects monitored), both multi-country projects under the ENV Domain, were monitored more than once in the period 2008-2011: the CRIS 122752 in 2008 and 2009 and the CRIS 116381 in 2008 and 2010. It is obvious that the sample is rather too small to allow any synthesised conclusions on the performance of the Environment projects over time. For this reason the findings about the re-monitored projects will be examined separately and not in an aggregated form.

4.3.1. ENSURING INTERNATIONAL TRADE IN CITES-LISTED TIMBER SPECIES IS CONSISTENT WITH THEIR SUSTAINABLE MANAGEMENT AND CONSERVATION (CRIS No 122752)

The project 122752 was monitored for the first time in 2008 and re-monitored in 2009. The scores of the related Monitoring Reports are presented in the following Table:

Table 8: Performance of projects over time

Project	DAC Criteria	Grades (A,B,C,D) and Scores (1-4)			
		2008		2009	
Ensuring international trade in CITES-listed timber species is consistent with their sustainable management and conservation	Relevance / design	B	3.00	B	2.70
	Efficiency	D	1.20	C	2.25
	Effectiveness	C	2.45	C	2.00
	Impact	B	3.00	B	2.60
	Sustainability	B	3.11	B	2.80
	Average	B	2.55	C	2.47

It is important to note that in June 2009 the key ROM assessment tool, the so called Background Conclusions Sheet (BCS) changed drastically, however the 5 Evaluation DAC criteria remained the same.

The relevance of the project is undoubted as it addresses the very crucial issue of the conservation of Pericopsis Elata (Afrormosia) in Cameroon and Congo and SFM of Ramin in Malaysia and Indonesia. Likewise, its appropriation by the beneficiary and its significance have evolved very well, as project partners are working in the same direction. There was a Logframe (LF) covering the overall programme, that was revised between the two monitoring visits (Sep-09), but the revised LF was still more output-based rather than outcome-based and it lacked measurable targets/ indicators at results at Project Purpose levels that would reflect the commitment of governments to use the project outputs, thus reinforcing the actual significance of the intervention. In order to tackle this issue, ITTO developed a Monitoring Protocol (MP) which partially addresses this weakness through specific targets at results level, though only at the level of the entire intervention. Two factors resulted in the slightly lower score in relevance in 2009: (a) there was no country-level assessment framework against which to measure the extent of the achievements on an individual target country basis during the remonitoring visit of 2009; (b) with 9 months of implementation remaining at the time of the remonitoring, there were many projects not yet underway within the overall portfolio and there was a high risk that not all planned outputs would be delivered within the given timeframe.

At the time of the 1st ROM visit (2008), activities were being implemented, with projects approved for Asia and L. America and those proposed for Cameroon and Congo awaiting official approval. The 1st ROM visit identified, however, a number of serious deficiencies: 1) The Regional Centre for Latin America was not meeting the requirements of its responsibility "to act as a central liaison to coordinate activities across the 3 regions and winding up of the

activities and funding". The ROM visit to Africa found that the Africa RC was not familiar with the overall programme design, was not furnished with a budget for activities and was not familiar with EC procedures and rules, the communication having been through the central ITTO office via e-mail. 2) The financing by other donors had not been secured at the time of the 1st ROM visit by the ITTO; the ITTO confirmed that the final commitment would be received in Nov-08, thereby realising the total 20% as per the FA. 3) Since at the time of the 1st ROM visit 27 projects were on the list to commence implementation during 2008/09, a close monitoring of the activities was required, but the LF for the overall project was incomplete to serve this purpose. It was recommended that the LF should be revised (OVIs, Assumptions & Risks). 4) As more projects would come on-stream, the ITTO would need to increase their administrative capacity to meet the demands of the increased project portfolios. 5) Draft Agreements between the regional executing agencies and ITTO were being finalised for Asia, but this was not yet the case for Africa. Improvements in terms of Efficiency were confirmed by the 2nd ROM visit (2009), which remedied to a degree the deficiencies; however the performance of the project in relation to Efficiency was still facing problems. The project Advisory Committee (AC) was established and met for the first time in October 2008 and then in Switzerland in July 2009. The AC comprised representatives from the ITTO and CITES Secretariats, donors, one or more of the regional coordinators and at least one primary Range state representative from the 3 tropical regions). The supervision of the activities by the ITTO Project Coordinator (PC) was improved and a programme assistant was recruited (May-09) to support the programme. ITTO took corrective measures to remedy the consequences of the non-performing of the RC Africa, which had a positive effect, with improved progress reported in Africa. A CITES timber officer (seconded from Australia) worked with ITTO on reviewing the country proposals received from prospective grant beneficiaries for the last project-year. Project activities in Indonesia were well underway and efficiently and professionally implemented by the regional partners and the RC, and all actors were providing the required inputs and honouring their commitments. But this is was not the case in Bolivia, where project efficiency was worryingly deficient due to the fact that not a single project proposal had been implemented at the time of the 2nd ROM visit.

The beneficiaries met by the monitors in Asia and Africa in the frame of the 1st ROM visit revealed a high level of commitment, as they strategically identified/selected projects to be considered and further supported under the programme. However, it was found that in Congo the local authority was not empowered to take decisions on project proposals, creating a risk of a negative effect should the management structure and the ownership of the Congolese project within the Ministry of Forest Economy not be clarified. Since the programme not only targeted the public sector, but encouraged participation of the private sector and NGOs, which can provide direct links to Government at the macro level for future strategy policy development in all regions, the Monitors suggested that there should be workshops by project end, to observe the true effectiveness of the programme, at 3 levels: national, regional (to facilitate the dissemination of national and regional results) and International (demonstrating the integrated outputs of the overall project regions). The 2nd ROM visit concluded that the project's effectiveness was still rather limited. In Indonesia, the prospects for effectiveness were very high, as field surveys and analyses were beginning to yield data which were being fed into the decision making processes (e.g. a Ministerial Decree 11 was passed). In Peru, with one project completed (Mar-09), the outcomes of the "Evaluation on commercial stocks and strategy for the sustainable management of mahogany/cedar in Peru' were used by the Forest Concession (involved in the study) when making decisions on harvesting plans. In Bolivia, the effectiveness of the interventions had been hindered by many short-comings and the external factors influencing the delays were, in the Monitor's opinion, only partially to blame; willingness and capacity existed within the beneficiary institutions to undertake the projects, but it was doubtful whether the projects will ever get off the ground.

The 1st ROM visit was implemented at a time when it was too early to assess impact. It was anticipated that the capacity building to be provided under the project would have a wider impact further than on the direct end-beneficiaries, as the participating Governments would review and adopt data deriving from project results. It was recommended: (a) to develop an impact assessment tool to measure the wider impact on the society, particularly at the micro level where the introduction of new systems plays an integral part in the life of indigenous communities; and (b) that it was essential to involve the local communities to reduce their involvement in e.g. illegal activities, as international attention on illegal logging had intensified

in recent years. The 2nd ROM visit confirmed good Impact prospects, though at a more modest degree. The institutional framework in Indonesia was very favourable for achieving impact, as the project activities had forged strong links between participating partner institutions, NGOs, community forest groups and the private sector. The institutional framework was found to be also good in Peru, where there was excellent interaction between government and the private sector and impact prospects were high as projects had the prospects to promote reliable scientific data for policy decision makers. In Bolivia, the portfolio of projects had the potential to contribute to ensuring that trade in Mahogany (and Cedar) will be consistent with its sustainable management and conservation, but the outlook was minimal, as projects still were not underway, thus jeopardising the project's direct impact.

The 1st ROM mission in 2008 observed a good potential sustainability, given the political support to the programme for Asia and Cameroon, but the level of awareness of the project at Government level in Congo was found in need to be confirmed. All projects to be implemented under the programme were very well embedded in existing institutional structures, characterised by high level of ownership and fully aware of the greater capacity for compliance with CITES. In relation to Peru, the Government had issued a Draft Law which appeared in the National Gazette (26/06/08); the ITTO representative for Latin America had reported that, whilst they released this notification, it had not yet been ratified. During the 2nd ROM mission in 2009, it was observed that projects being implemented continued to be embedded in existing institutional structures, and ownership was still high. In relation to Bolivia, since projects had not yet started, the Monitor considered vital that the ITTO Project Coordinator ensures that the Bolivia institution receives the necessary support to prepare for the forthcoming 15th CITES Conference of the Parties (Mar-2010), where Bolivia would have to prove that steps are being taken to address the lack of available data/information.

4.3.2. PROGRAM ON FORESTS (PROFOR) (CRIS NO 116381)

The project 116381 was monitored for the first time in 2008 and re-monitored in 2010. The scores of the related Monitoring Reports are presented in the following Table:

Table 9: Performance of projects over time

Project	DAC Criteria	Grades (A,B,C,D) and Scores (1-4)			
		2008		2010	
Programme on Forests (ProFor - II)	Relevance / design	B	3.00	B	3.00
	Efficiency	B	3.00	B	2.85
	Effectiveness	C	2.43	B	3.50
	Impact	B	3.50	B	3.00
	Sustainability	A	3.60	B	3.00
	Average	B	3.11	B	3.07

Profor is a very relevant and flexible project with a satisfactory implementation. The weak project reporting detracting from the project's achievements, as pointed by ROM in 2008, was addressed and improved considerably by 2010. The need for alignment of ProFor and Forest Law Enforcement and Governance Program (FLEG), indicated by the first monitoring, was also taken into account by the project management, contributing not only to a higher effectiveness, but having a potential to increase the impact of the project by further mainstreaming in regional political processes.

4.4. ANALYSIS PER TYPE OF PARTNER

The Environment projects involve multi-disciplinary partners, with a wide range of technical, administrative, financial and scientific capacities. In ROM, there are the following 10 distinct

categories of implementing partners which are presented along with their performance with regard to the 56 reports produced:

Table 10: Types of Implementing Partner

Category	Description	Performance
0	not known/NA	N/A
1	International NGO/CSOs/Universities (at EU and international level)	2.82
2	Local NGOs/CSOs/Universities (at Partner country level)	2.86
3	Profit oriented organisations (companies, think-tanks, institutes)	3.05
4	International governmental organizations (non UN)	3.41
5	UN family organizations (incl. WB)	2.77
6	Partner countries public administration (ministries, municipalities, etc)	2.70
7	European countries public administration (ministries, municipalities, etc.)	N/A
8	European governmental organizations/EU agencies	N/A
9	Regional bodies (MERCOSUR, SADEC, ASEAN, etc)	N/A
10	Hybrids (mix of different partners)	2.47

On the basis of the Monitoring Reports produced, the best performing type of partners are the "International governmental organizations (non UN)". Depending on the scientific, technical and business project context, the involvement, motivation and effectiveness of each partner type may vary significantly, also depending on the capacity of each individual partner institution. The type of partners of the monitored projects is presented in the table below.

Table 11: Types of Implementing Partner per monitored project

Type of partner	124886	114431	123194	81719	116481	114494	81758	143936	122752	149734	116381	86564	143949	149684	150102	219569	143946	151770	151324
not known/NA																			
International NGO/CSOs/Universities (at EU and international level)		✓				✓	✓							✓				✓	✓
Local NGOs/CSOs/Universities (at Partner country level)			✓						✓					✓			✓	✓	✓
Profit oriented organisations (companies, think-tanks, institutes)		✓						✓											
International governmental organizations (non UN)	✓							✓					✓	✓			✓		
UN family organizations (incl. WB)		✓	✓	✓					✓	✓	✓	✓		✓	✓		✓		
Partner countries public administration (ministries, municipalities, etc)		✓		✓					✓	✓								✓	
European countries public administration (ministries, municipalities, etc.)																			
European governmental organizations/EU agencies															✓	✓			
Regional bodies (MERCOSUR, SADEC, ASEAN, etc)																			
Hybrids (mix of different partners)									✓										

In 53% of the monitored projects one or more the project partners is a UN agency while in 64% of cases the partner is an international or local NGO.

4.4.1. NATIONAL AUTHORITIES

Among the monitored projects, in Africa, the commitment and involvement of national authorities largely vary from country to country. In several cases, Governments formally recognise the critical role of the Civil Society Organisations in the processes that the projects address resulting in large dependence of the CSOs initiatives International Organisations initiatives. Government authorities are frequently understaffed, and problems in recruiting qualified staff are not uncommon. There are cases of strong Government commitment in the initiatives where significant financial means are not needed. There are often capacity constraints among decision makers, but existing adaptability to implement activities ensures the sustainable achievement of results and knowledge sharing and learning has been mainly effective at the local level. Better coordination of related initiatives is needed as well. In some initiatives, ministries are essentially not prepared (i.e. have conceptual gaps) to effectively participate, since the project design process had not included adequate consultation with the designated ultimate beneficiaries (ministries).

In Asia Governments are generally offering support to the projects. Public officials and policy makers are open for communication, which involves different stakeholders. Projects tend to be well embedded within the governments, which also provide quality inter-regional communication that adds to the effectiveness of projects, while allowing sustainable regional contacts and coordination of different initiatives. In Latin America, the commitment and involvement of national authorities vary largely, from being very responsive to the achieving projects' results to imposing hard administrative procedures. There are frequent capacity constraints among decision makers. The institutional frameworks to support projects also vary, from excellent interaction between government and the private sector to inexistent incentives within the governments or institutions, which often severely affect the ownership and the project flow. The communication between the projects and national institutions is limited when governmental changes occur, with non-transparent communication between stakeholders, high staff turnover and communication problems, including not accurate printed materials. Long administrative procedures and low time management are not uncommon in some countries. Low degree of diffusion among stakeholders is also sometimes observed. In some projects, National Authorities experience difficulties in understanding the intervention and are non-proactive towards communication strategies. Regional networking is not particularly successful in Latin America, due to factors such as the political relations and the reluctance of key players (e.g. Brazil). Networking is better in Central America.

4.4.2. UNIVERSITIES AND RESEARCH INSTITUTIONS

The contribution of this type of partners is mainly to research components of the projects, in view of their academic background and networking, resulting in positive developments. In Asia this type of partners is well embedded within the scientific community. In Latin America, the quality of involvement varies. In some countries, due to governmental administrative constraints the contribution of Universities and research institutions to the projects is hampered. On the other hand, scientific institutions cooperate well with each other as well as with the private sector, associations and branches of international organisations and initiatives.

4.4.3. PUBLIC SECTOR INSTITUTIONS

In Africa the involvement of public sector institutions in project implementation varies in line with the governments' priorities. In Asia their involvement is much more positive, while in Latin America their involvement varies among public sector institutions, being in line with the governments' priorities.

4.4.4. NGOS

Despite the difficulties to ensure their operating budgets, the NGOs demonstrate high commitment and good coordination, transparency, flexibility and ensured continuity of actions. In Africa, They ensure the needed consultation with main stakeholders like rural people's organisations (farmer groups, cooperatives etc.) and the civil society and provide support to government institutions and valuable inputs to decision makers. The NGOs provide support to government institutions and valuable inputs to decision makers. Still, in some cases there are is a need for improvement of the coordination in the field and in linking related initiatives at country level. In Asia the NGOs are good in advocacy and lobbying capacities. They are active in dialogue with national bodies, foster ownership of project results in local community

structures and use existing community resources for dialogue between civil society and policy makers. In Asia the NGOs are in good relation with the governmental institutions, seeing them as partners. Through flexible approaches to the implementation of activities, they insist on transparent management and coordination. There are cases that Civil Society Organisations face budgetary constraints and this affects the expected results, including platforms' partnerships and ground studies as basis for direct institutional actions. The civil society is active in reform processes, networking and lobbying. In Latin America, the process of development of good relations between the NGOs and the governments is evolving. In the countries with burdensome administration, there are successes of initiatives which involve NGOs that remain dedicated and well organised at local level, involving local authorities.

4.4.5. PRIVATE SECTOR ENTITIES

The private sector partners provide adequate input and show high level of interest in cooperation. However, in Africa there are also cases of hesitance to engage and data provided are sometimes unreliable. In Asia, the private sector is active in the environmental processes.

4.4.6. INTERNATIONAL ORGANISATIONS

In Africa and Latin America, the IOs sometimes are weak in regional coordination and communication with national stakeholders. On the other hand in Asia the situation is better, but still there is room for improvement concerning regional coordination.

4.5. ANALYSIS PER COUNTRY

The Table 9 summarises the picture of the performance of the monitored projects in the various beneficiary countries.

The monitoring sample in most of the countries is rather small to allow a safe assessment per partner country. Only in Ghana, Indonesia, and South Africa, there are more than two projects or components monitored, so the analysis further below focuses on these three countries.

Ghana

In Ghana one single-country project and three regional projects' components were monitored. The projects filled a very important information gap in the country, as they were designed to produce the scientific assessments required for producing evidence-based climate change adaptation strategies. Prior to the projects' implementation there was no assessment on the vulnerability of forest ecosystems to the impact of climate change, which made it extremely difficult to produce policies grounded in the real situation of forest ecosystems and the communities that depend on them for their livelihood. In some occasions there were neither indicators nor follow up on results / outcomes. Beneficiary institutions have been actively involved in the design and implementation of all projects' activities and outputs to be produced. Concerning Efficiency, so far the partner cooperation and coordination is good. Advisory group meetings and stakeholders meetings in the frame of the projects have been productive and established reference points for the needs of the country. There have been no problems related to contractual procedures with implementing partners, nor any significant delays in the availability of inputs for the timely implementation of activities as reported by the Ghanaian partners. In relation to Effectiveness, the achievements are already apparent and available for the partners, ready for exploitation. There has been proper consultation with NGOs and civil societies, and a cohesively bound network of NGOs and civil societies working together and sharing information and ideas in policy and legal reform. In general the projects' management has been very active in attending the needs of the partners, and in identifying possible donors and funds that could enhance ongoing or planned initiatives. In general in most projects it is early to observe any visible impact. At the same time the projects' impact depends on external factors. The economic viability prospects of the projects' outcomes are considered good. According to the project design, the projects are developed in such a way that once they are finalised successfully, there is no need for further funding.

Table 12: Performance of projects in the various partner countries [Key: 🙂 Good, 😐 Room for improvement, ☹ Problems]

Country	Support to the EU Forest Law Enforcement	Rural Energy Production from Bioenergy	Land and Sustainable Development:	Tropical forests and climate change	Cleaner transport for better urban air quality and	Timber Trade Action Plan for Latin America and	Timber Trade Action Plan for Good Governance	Bioenergy, sustainability and trade-offs: Can	Ensuring international trade in CITES-listed	Building local capacity to address the flow	Programme on Forests (ProFor - II)	Regional Processes for Forest Law	Support to the OECD's DAC/ENVIRONET	Capacity Development for Adaptation to	Forest Carbon Partnership Facility (FCPF) -	The EUEI Partnership Dialogue Facility	EUEI-UNEP Capacity Enhancement and	Ensuring a seat at the table: supporting NGO	Strengthening civil society to promote
Bolivia	No partner countries visited		😐						😐				No partner countries visited			No partner countries visited			
Brazil						😐													
Burkina Faso				😐															
Cameroon									😐									😐	
China		😐																	
Congo									😐										
Costa Rica				😐															
Ghana				😐							🙂						😐	🙂	
Honduras			😐	🙂															
India		😐																	
Indonesia			😐	😐					😐										🙂
Japan								😐	😐										
Kenya					🙂														
Malaysia							😐		😐										
Mali				😐															
Nicaragua			😐	🙂															
Nigeria										😐									
Peru									🙂										
Senegal														😐					
S. Africa		😐	🙂				😐							🙂					
Sri Lanka														😐					
Uganda		😐																	
Zambia			😐																
USA									😐		🙂				😐				

Note: The columns "Support to the EU Forest Law Enforcement", "Support to the OECD's DAC/ENVIRONET" and "The EUEI Partnership Dialogue Facility" are marked "No partner countries visited".

Indonesia

In Indonesia the ROM CMTP team monitored four regional projects' components. This is a country with the most extensive rainforests in Asia, globally ranking third in size after Brazil and the Democratic Republic of Congo. Between 1990 and 2005, Indonesia lost 28 million ha of forest, including 21.7 million ha of virgin forest. This loss of primary forest was second only to that in Brazil and the deforestation rate is still increasing. In the 1960s 82% of the country was forested; today, that figure is 49%. Indonesia's forests are some of the most threatened in the world. Illegal logging (IL) is the main cause of deforestation and it is a massive problem that has resulted in undermining the rule of law and substantial revenues to the state. It encourages forest crimes and has serious economic and social implications to the poor and disadvantaged. The threat to ecosystems and biodiversity is enormous, with very little long-term advantages for anyone other than those responsible for the plunder and smuggling of timber from one country to the next. At the beginning of the 1990s, IL rate reached a shocking rate of 80% and was costing the government $2 billion a year in lost resources. The launch of an unprecedented operation coordinated by the government in 2005 marked a decisive turning point in the country's struggle against IL. By 2009, the rate of IL was estimated to have halved to 40% (Chatham House, 2010). Despite this substantial progress, IL continues to threaten ID's forests. Currently, ID's main challenges are (i) to implement and consolidate a reliable Timber Legality Certification System (TLAS) as a credible, efficient and fair legality verification system, (ii) to engage forest-dependent communities (FDC) in effective independent forest monitoring, (iii) to fight illegal logging by empowering alternative community logging and (iv) to support the FDC's recognition of land tenure rights. The ongoing race to this reduction is a result of enhanced enforcement, active policy making and decisive international cooperation with country destinations of timber-based products (EU and USA mainly). In all this process, the Indonesian civil society plays a central role in monitoring IL, carrying out investigations, advocacy and lobbying with Government and the private sector and in empowering FDC. The monitored projects were highly relevant, since they tackled timber international trade, land and sustainable development, tropical forests and climate change adaptation and tackling tropical deforestation. Stakeholder involvement has been an integral part of the design of all four projects. Coordination, management and financing arrangements were clear and support local ownership. There was no need to adapt the design of the projects. The projects' activities in Indonesia have been being carried out as planned and many of the outputs have contributed to the expected results not only at the local level, but also regionally and globally. Overall, the projects, assessing well the overall situation, adapted to give priority to the activities that have contributed to the strengthening of civil society's role . In terms of impact, it must be taken into account that opening space for dialogue, as was the case with some projects, takes time. There are many active donors in Indonesia, however some of the large infrastructure projects they finance are only commercially driven having a negative impact on the livelihoods of landless people.

South Africa

In South Africa the ROM CMTP team monitored four regional projects' components. Climate Change (CC) will affect the ability of South Africa and other developing countries to achieve their poverty reduction and sustainable development strategies. Furthermore, CC will increase climate risks as a result of increased frequency and severity of climate extremes, and greater variability in rainfall. The effects of CC are expected to deepen poverty and affect livelihoods, assets, infrastructure, environmental resources and economic growth. The current vulnerabilities and future risks call for increased efforts to improve capacities, infrastructure, knowledge and partnerships related to climate risk management. Capacity and knowledge need to be applied to better manage current risks, adapt to changing future risks and integrate climate risk management into development strategies. South Africa, as a part of the non Annex I countries of the United Nations Framework Convention on Climate Change (UNFCCC), is one of the countries which have to balance development with commitments arising from the UNFCC. The monitored projects were relevant, since they tackled bio energy, land and sustainable development and adaptation to CC and GHG mitigation. In view of the nature of the projects, all cross-cutting issues were adequately mainstreamed in the projects' design. The projects' Efficiency was good in general, with as-planned implementation of activities and delivery of outputs. However, not all planned results had been achieved by all projects, due to delays that occurred in project start. The main impact of the projects is South

Africa is confined in the Wild Coast area. It has to do with the relationship between, on the one hand, people living in the region, the majority of whom are marginalised indigenous small farmers, pastoralists, etc., Community Property Associations, Land Trusts, Community Leaders and on the other hand, Community Head Men / Women, senior staff of Municipalities, Districts and of the Province, to which Wild Coast belongs. This relationship seems to have been strengthened. Local people reportedly appear to be now more informed about development plans for their region. Municipalities, Districts and the Province are showing signs that they appreciate the need to consult local communities, on development plans and in a way, be less indifferent for the interests and sensitivities of the locals. Another cross-cutting issue is the biofuel debate, as it spans different sectors (agriculture, environment, forestry, energy and economy). Through outreach activities, all actors were brought together in order to raise awareness of the need for a biofuel policy as a political priority and to address the socio economic impacts. Any potential negative impacts identified were recorded by the projects, but the likely ones are those of food insecurity, negative livelihood effects as a result of loss of land access/ displacement, deforestation and insufficient institutional capacity to regulate the sector.

5. SUCCESS STORY

As reported in section 4.1, five projects have received, only "a" and "b" scores; they can thus be considered as successes:

Table 13: Identified Success Stories

Project	Rele-vance / design	Effici ency	Effecti veness	Impa ct	Sustai nability	Total
The EUEI Partnership Dialogue Facility	4.00	3.35	3.50	4.00	3.70	**3.71**
Support to the OECD's DAC/ENVIRONET joint work with the EPOC/WPGSP on capacity development for environment, climate change adaptation, and environmental dimensions of policy coherence for development	3.30	3.35	3.50	4.00	3.30	**3.49**
Cleaner transport for better urban air quality and reduced global emissions	3.00	3.20	4.00	4.00	3.00	**3.44**
Bioenergy, sustainability and trade-offs: Can we avoid deforestation while promoting bioenergy?	3.70	3.00	3.00	3.00	3.00	**3.14**
Regional Processes for Forest Law Enforcement and Governance – FLEG	3.30	3.00	3.00	3.00	3.00	**3.06**

The project "The EUEI Partnership Dialogue Facility" is presented in this section, being the best performing project identified. It is one of the rare cases of projects with overall score "A".

5.1. PROFILE OF THE SUCCESS STORY

The profile of the identified success story is briefly presented in the following table

Table 14: Identified Success Story

Project Title	The EUEI Partnership Dialogue Facility (CRIS No 219569)	
Monitoring	Report N° & grades	**MR-137981.01:A-B-B-A-A**
	Previous grades	**N/A**
Domain	**DCI -ENV**	
Sector	**23082- Trade and Development**	
Intervention Logic	<u>Overall Objective:</u> To support national and sub-regional energy policy dialogue within and between ACP countries and their regional organisations and the EU Member States / the EC. <u>Project Purpose:</u> i. To encourage expanding activities with regard to the provision of support tools for the strategic energy dialogue, which is the core of the Action Plan of the Energy Partnership and to the implementation of the priorities included in the AUC-EC Joint Statement on the implementation of the EU-Africa Energy Partnership. ii. To encourage the launching of a major Renewable Energy and Energy Efficiency Cooperation Programme between the EU and Africa, a core activity identified in the Lisbon Action Plan, taking into account and building on existing bilateral and regional activities in the field, possibly including twinning arrangements. The Renewable Energy and Energy Efficiency Cooperation Programme will be one of the flagship initiatives under the Energy Partnership. <u>Expected Results</u> R1) Further Africa-EU dialogue on access to energy and energy security, scaling-up of investment in renewable energies in Africa. R2) Performance indicators (*Indicators related to the Partnership*) related to the progress made on the actions included in the first action plan of the Africa-EU-	

	Energy Partnership agreed during the Lisbon Summit.
	<u>Planned Activities</u>
	1. Technical assistance for preparation of meetings: EU Implementing Team, Joint Expert Group, Joint Task Force, preparatory meetings for events (dialogue or high-level).
	2. Preparation of background papers, studies, analysis for EU Implementing Team etc.
	3. Support development of agendas and meeting arrangements for high level Africa-EU dialogue in cooperation with AUC.
	4. Organisation of two biannual AEEP high level meetings with side events.
	5. Reporting and follow-up.
	6. Information and Communications activities including website materials, brochures etc.
	7. Support for preparation of Africa-EU Renewable Energy Cooperation Programme, including market research, fact finding surveys, stakeholder consultation, background papers.
Key issues - recommen-dations	The EUEI PDF is a well-designed and managed initiative, delivering on the EUEI's objectives. <u>EUEI PDF/EC</u>: 1) Consider clarifying the role of Senior Advisor (Brussels) and the relationship between EUEI Secretariat. 2) Include TM/AIDCO in the circulation of project outputs. 3) Consider project extension, to ensure that funds are committed, and reallocate savings on planned activities to additional activities. 4) Review value of 'intranet'. 5) Consider how the EC / Member States can provide strategic political guidance to support the AEEP. <u>DG Development/Energy/AIDCO</u>: 1) Consider appointing a focal person to represent EC at GB meetings.

5.2. REASONS FOR SUCCESS

The main reasons of considering this project as a success can be summed up as follows:

- The project's institutional set-up was very good, with the Project Management Unit (PMU), hosted by GTZ, being in close collaboration with the project partners and the performance of the professional staff of the involved partners was high, ensuring good efficiency of implementation. A detailed activity schedule with milestones identified for the planned activities is clearly defined. A strict 4-stage cycle is in place which ensures that the requested activity fulfils the EUEI PDF mandate. A proposal is then submitted to the Governing Board on the basis of a non-objection procedure (2 week period).

- The project supported the Africa-EU Energy Partnership (AEEP) in developing and agreeing on all the Partnership main goals. The prospects of the partnership are very good, as a dialogue with key policy decision makers has been established and the AEEP has been successfully supported by the project. Moreover, the implementation of a second HLM will include NGO's, civil society and the private sector.

- The outputs of the project were all tangible and were delivered at excellent quality. Printed materials are all succinct and informative. Effective support has been provided to the Joint Expert Group (JEG) on the preparation, consolidation of documentation and distribution/publication of relevant documents. Policy briefs, studies, newsletters (www.africa-eu-partnership.org/) and leaflets, booklets and a video trailer showing AEEP's Political Targets for 2020 were produced.

- Information sharing is transparent and all information is accessible to all interested parties. All materials are both English and French.

- The effectiveness of the intervention was high; the results of the 3rd Africa-EU Summit in Nov/2011 were very good. The Heads of States and Governments of Africa and the EU emphasised that the cooperation between Africa and the EU is one of the "most enduring global relationships of strategic significance to both sides", confirmed the Joint Africa-EU Strategy as the frame for future cooperation and adopted the 2nd Action Plan (2011–2013) as a commitment to the realisation of the Partnership.

- The prospects for impact at global, regional, sub-regional and national level are very good, particularly with the endorsement by AEEP of the Vienna Declaration (Sep-10). Meeting the political targets set for 2020 can provide a real impact for environmental sustainability and poverty reduction. Openness to include civil society, NGOs and the private sector will strengthen dialogue and develop the link between policy makers and civil society as the basis of achieving a positive social impact.

6. CONCLUSIONS AND RECOMMENDATIONS

6.1. OVERALL CONCLUSIONS ON THE ENVIRONMENT PROGRAMMES

The relevance of Programme design and intervention approach remains high. However, the process for contracting took, in some cases, longer than initially foreseen and this on one hand created delays in the implementation of country components and on the other hand it significantly shortened the implementation period and limited the results achieved.

The design of the projects had weaknesses in relation to the application of the PCM/LFA. The PCM Guidelines were not always applied for the elaboration of the Logframes. Logframes tended to be general in their majority. There was no specification of assumptions at regional, national and local levels. The need to review the Logframes during project implementation was not uncommon, and the intervention logic had to be revisited often, with development of SMART indicators that would allow transparent monitoring of process of achieving results.

In terms of implementation, the Logframe was rarely used as a management tool. The absence of properly developed OVIs resulted in weak reporting in interim progress reports (absence of reporting against targets, no particular focus on achievements per level of intervention (national / regional / global). The existence of: (a) detailed country work plans with clearly defined deadlines; (b) incorporation of country-specific phase-out strategies; (c) outcome-based internal monitoring/evaluation frameworks proves to be important for ensuring project efficiency and effectiveness as well as an objective follow up/measurement of the effects of the interventions and the extent of the achievements. Changes of country coordinators and absence of regional coordinators affected seriously some of the country components of the multi-country projects. There were cases of low-capacity or not dedicated regional coordinators.

According to the quantitative data of the Monitoring Reports, impact and sustainability are considered as strong performance aspects of the 19 monitored projects. Reasons for this include: very good embedment in existing institutional structures and high level of ownership; provision of policy / political support and continued donor support in most of the countries; good institutional framework and in general good interaction between government and the private sector; indirect strengthening of local civil society in several developing countries, through their participation in project activities, resulting in better informed, more aware citizens.

6.2. LESSONS LEARNT

One of the main added values of ROM is the extraction of lessons learnt which can be taken into account in the programming and design phase of future projects. A qualitative study of DEVCO/E5 based on the ROM data has identified 12 factors for good and bad performance.

The six (6) factors for poor performance are:

1. Weak Analysis Stage/Identification Phase prior to project formulation, which results in projects with crucial flaws.
2. Projects with apparent formal Relevance that does not correspond to real Relevance for the beneficiaries, resulting in low ownership.
3. Overambitious formulations that impede the attainment of results.
4. Inadequate risk management, rendering the project highly vulnerable towards foreseeable assumptions.
5. Non-existent or very poor P-ROMS, which hinder accountability, visibility, learning and adaptation.
6. Weak Adaptation capacity and Communication among partners, which hamper adjustment to the changing environment.

The six (6) factors for good performance are:

1. Project teams which include proactive managers that apply inclusive management approaches and staff of good quality.

2. The choice of implementing partners with a strong organisational / technical capacity.
3. Analysis Stage: projects with appropriate implementation set-ups that target real problems/priorities with well-suited strategies.
4. Highly relevant interventions (beneficiaries' priorities and how they address them throughout the project's lifetime).
5. Demand-driven and service-provision oriented interventions that result in widespread access and use of services and high levels of ownership.
6. Strong adaptation capacity as a result of good communication among project partners and overall proactive management.

The findings of this study are very relevant and many of the Monitors identified the aforementioned factors in the monitored projects. According to the ROM CMTP team the prevailing factors for poor performance in the Environment projects are in order of priority: (1), (3), (4), (5), (6) and (2). On the other hand the prevailing factors for good performance are in order of priority: (1), (4), (6), (3), (2) and (5). Looking at the Monitoring Reports, the lessons learnt which occur frequently are presented in the following Table.

Table 15: Lessons Learnt

Lesson Learnt	User	Explanation
Project formulation and design	EC / Project	Logframes were general, mostly without country-specific interventions and without specification of assumptions at regional, national and local levels. OVIS were not SMART in general. Cross-cutting issues (good governance, environment and donor coordination) have been adequately mainstreamed in the majority of projects' designs.
Management of inputs / activities	PIU / Project partners	Overall, there have been no particular problems in the provision or management of the projects' inputs. In a small minority of projects, though, the lack of funding constrained the implementation of activities, making difficult to plan ahead; this, in turn, undermined the partnership and the level of involvement of partners and target groups.
Institutional capacity	PIU/ beneficiaries	The project partners / beneficiaries should be able to handle the assistance and propagate its results. A large number of projects fail because the critical mass of implementing entities has insufficient capacity in terms of skills, equipment and human resources.
Involved Human Resources	EC/Projects	In the partner countries the unavailability of sufficient, qualified manpower is a major constraint. The human dimension is one of the most important elements for a successful project. In many cases, success can be ensured by selecting the proper skilful experts, even in cases where the design of the project is weak.
Ownership	Project partners	The partners demonstrate the necessary project ownership where the real relevance of the projects is high, the projects are flexible to adapt to evolving needs and the key stakeholders are kept informed.
Mitigation of external factors	PIU / Project partners / bneneficiaries	The PP in the majority of projects is achievable, but in some cases the targets set are proving to be overambitious. Most projects have to a large extent achieved their impacts. Both direct and Indirect positive impacts have emerged, including the strengthening of civil society in several developing countries, through participation in the projects' activities. There is room for improvement regarding the mitigation of external factors and corrective measures in order to adapt to any changing external conditions need to be timely identified and taken.
Phase out	Projects	Support to phase-out strategies is often neglected. This potentially creates an important dependency syndrome on EC funding.

6.3. RECOMMENDATIONS

Recommendations to project partners were included in the Monitoring Reports, but also directly communicated, in more detail, during the ROM Missions. Monitors' comments covered the five performance criteria for each project, but focused mainly on lessons learnt. The majority of recommendations addressed to the Project Coordinators and Partners, falls into the following categories:

- Project design (LFM / Organisation / Structure);

- General implementation issues, efficiency, effectiveness, impact (quality of deliverables / outcome, partner's inputs, delays, etc.);

- Sustainability prospects;

- Mainstreaming of cross-cutting issues.

Through aggregation of all observations and recommendations for the FST/FF projects, the following are recommended:

- Project design: As far as projects are set up based on the Project Approach described in the PCM Guidelines (last version in 2004), terminology, structure and tools (e.g. Logframe, Quality Frame) should be strictly applied in order to facilitate the management of the projects (including ROM). In case the projects have difficulties to align with the guidelines, specific consultancy initiatives (or EC helpdesk) should be considered. The Logframe should be revisited regularly, to ensure existence of appropriate and SMART OVIs. Potential risks and assumptions arising from target groups and other stakeholders should be further revised and assessed. Sharing PCM/LFA techniques with local partners helps to ensure proper understanding of the intervention logic by them and adds to securing ownership. More support to science-policy dialogue is needed to ensure continuity of research activities and maintain focus in scientific projects / projects based on scientific data.

- General implementation and management issues: Proactive involvement of end beneficiaries in implementation and transparency towards the beneficiaries, especially at local level, enhance and ensure the achievement of the planned outcomes. Multi-country projects should pay the due attention to establishing and ensuring national networks/ relevant national enforcement authorities. Adequate resources for greater representation of developing countries are needed in the approval process of the outputs. A clear distinction must be made in the reporting between project activities and those achieved outside the project scope or through synergies. On top of internal and external monitoring, the projects need to perform regular analysis of risks and assumptions, to ensure that remedial actions are prepared for improving positive project implementation aspects / outcomes and decreasing the consequences of risks coming true.

- Sustainability prospects: The level of ownership of the projects is generally high and communities have been involved, in a participatory manner, in the design and development of the projects. Furthermore, in many cases they had full responsibility in the planning and implementation phase. There is a Civil Society Organisations' networking, however, a stronger cooperation framework among the CSOs and the addressed communities would allow them to play a more important role, especially beyond the projects' end. The lack of funding affects the ability of some partners and target groups to take advantage of the projects' benefits, since they are not able to plan activities in a mid/long-term horizon. Thus, they have to adjust their staff according to this context and have to focus on their core areas, prioritising the work on those projects/activities that ensure their institutional and financial sustainability.

- Mainstreaming of cross-cutting issues: In their majority the ENRTP projects have not been planned on the basis of a gender differentiated beneficiaries analysis. Therefore, it was recommended to exploit the opportunities for designing specific actions in a way that takes gender equality issues into consideration and makes a relevant contribution, where this is meaningful. The concept of sustainable development should be identified, since all the projects are environmental. While the governance dimension is project-specific, the projects contribute to human rights as they address complex social dynamics.

ANNEX I

Monitoring Reports produced in the Environment Section (May/2008 - Apr/2011)

#	Report Refer-ence Number	Country	CRIS Number	Title	Sector code (CRS code)	EC Budget	MR grades					Key Observations / Recommendations
							Design	Efficiency	Effectiveness	Impact	Sustainability	
1	108120.01	Belgium	124886	Support to the EU Forest Law Enforcement Governance and Trade (FLEGT) process in developing countries	31220	2,500,000	B	A	A	B	B	The project is efficiently implemented, flexible to respond to evolving needs and contributes adequately to the VPA process. EFI is suggested to elaborate a comprehensive logframe including OVI's and risks/assumptions.
2	110860.01	Japan	122752	Ensuring international trade in CITES-listed timber species is consistent with their sustain-able management and conser-vation	31200	2,400,000	B	D	C	B	B	Despite the slow commencement of activities, RCs are now in place, beneficiary organisations are involved and playing an integral role in defining the gaps for support, which the demand-driven design of the project provides. It is recommended that the EC Project Manager advise ITTO to: 1) Establish the Project Advisory Committee without delay; 2) Approve projects and inform RCs of status; 3) Clarify management structure and ownership of the Congolese project; 4) Ensure 'the Agreement' is signed between all parties; 5) Revise the LFM; 6) Address increasing ITTO administrative capacity to support additional program demands; 7) Develop a Visibility Strategy & Communication Plan (so that RCs are fully briefed on EC procedures); 8) Implement Mid-term Evaluation; 9) Review % paid to implementing agencies so that programme is more cost-efficient; 10) Consider reviewing transla-tion of Project Technical Results for end of project 'International Workshop'; 11) Consider including additional species into the project portfolio in some exceptional cases; 12) Create an Impact Assessment Tool; 13) Consider an exit strategy follow-ing MTE; 14) In a future ROM mission, select some regional projects (L. America is essential).
3	110860.02	Cameroon	122752	Ensuring international trade in CITES-listed timber species is consistent with their sustain-able management and conser-vation	31200	2,400,000	B	C	C	B	B	The project and its underlying logic are very relevant, both in economic and social terms. Implementation initially met with some delays, mainly caused by communica-tion problems between the Regional Coordinator and the ITTO. Stakeholder com-mitment is strong however and policy support has been provided throughout the project. Project Coordinator (ITTO): 1) Provide the Africa Regional Coordinator with the budget of the overall programme; 2) Inform the Regional Coordinator about the available funding for the regional proposals; 3) Request the EC for a time-only ex-tension of the programme since the Cameroon projects will end beyond the comple-tion of the programme in June 2010; 4) Envisage the organisation of a workshop at the end of the project at regional level, to facilitate the dissemination of outputs to the other countries in the region, which share same Pericopsis issues. Regional Coordinator Africa / National Executing Agencies: Design a comprehensive log-frame for each project.

								MR grades				
4	110860.03	Congo	122752	Ensuring international trade in CITES-listed timber species is consistent with their sustain-able management and conser-vation	31200	2,400,000	C	D	D	B	B	The project and its underlying logic are very relevant, both in economic and social terms. Implementation initially met with some delays and some issues, related to stakeholder ownership need to be clarified urgently. ITTO: 1) Provide the Africa RC with the needed information/documentation on the provided financing means and sources and on the expected operations and results; 2) Request the EC for a time-only extension to allow the completion of the Congolese project within the duration of the EC project. Africa RC / National Executing Agency: 1) Elaborate a comprehensive logframe for the Congolese project; 2) Clarify the management structure and the ownership of the Congolese project within the Ministry of Forest Economy. 3) Implement a monitoring system.
5	110860.04	Indonesia	122752	Ensuring international trade in CITES-listed timber species is consistent with their sustain-able management and conser-vation	31200	2,400,000	B	B	B	B	B	Despite the slow start, activities carried out on the project to date have made a positive impact with beneficiary participation, projects approved and implementation due to commence upon the signature of 'The Agreement' between all parties. It is recommended that the EC Project Manager advise ITTO to: 1) develop a Communication and Visibility Strategy (to ensure EC logo on all documentation, develop a project newsletter, business cards for RC (Asia). 2) Review the % paid to implementing agency. 3) Ensure the Agreement is signed between all parties so that there is no delay in disbursing the funds to the relevant implementing agency for 2008 project cycle. 4) Carry out a Mid-term evaluation as foreseen in FA. 5) Consider reviewing the translation of Project Technical Report (Results) to disseminate at project end at an 'International' Workshop.
6	110860.05	Malaysia	122752	Ensuring international trade in CITES-listed timber species is consistent with their sustain-able management and conser-vation	31200	2,400,000	B	B	B	B	B	A key issue was raised by NRE with the monitor regarding the possibility of adopting other species (e.g. Aquilaria spp. (Agarwood) and Intsia spp (Merbau) for future support especially as Malaysia is at an advanced stage in the research of Ramin. It is recommended that the Project Manager Advise ITTO to: 1) Develop a Communication & Visibility Strategy. 2) Review % paid to implementing agency for administration costs. 3) Ensure 'Agreement' is signed without delay. 4) Carry out Mid-term evaluation. 5) Explore possibility of inclusion of other species in certain circumstances.
7	112780.01	United States Of America	116381	Programme on Forests (Pro-For - II)	31200	1,200,000	B	B	C	B	A	The project makes good overall progress, but the reporting standards detract from its achievements. It also raises questions over the efficacy of the internal monitoring mechanisms. Nevertheless, the PROFOR work is increasingly well directed and recognised as a key and flexible support facility. A key factor is more focus on the World Bank regions and the ability to provide rapid assistance to relevant demands. Not least, the PROFOR services commendably generate additional and substantial donor funding. The Project Manager is advised to request PROFOR to: 1) Update the logframe, including a suitable result for the communications area and appropriate assumptions. 2) Improve the content of the next annual report with the addition of a suitable cover page with donor recognition; abbreviations page; introductory page; executive summary; tabular workplan for the project duration with highlighted deviations to plan; resource utilisation table; and an assumptions and risks table. 3) Increase EU visibility on the website. The Project Manager is advised to: 1) Support the alignment of PROFOR and FLEG to ensure suitable benefits, synergies and harmonise administrative work/costs. 2) In parallel, encourage the recruitment of

										MR grades				

														additional staff member/s to strengthen the Secretariat support capacities. 3) Positively consider further EC funding to follow on directly after the current phase expires in 2010.
8	113640.01	United Kingdom	114431	Rural Energy Production from Bioenergy Projects: Providing regulatory and impact assessment frameworks, furthering sustainable biomass production policies and reducing associated risks (RE-Impact)	23070	1,823,200	B	B	B	B	B			The project is addressing pressing issues especially for large countries like India and China that have been developing fast and where the impact of their energy policies could have global consequences. The challenge of the RE-Impact is not so much to deliver methodologies as to have these methodologies accepted by policy makers in the four action countries. The project stakeholders should consider the following recommendations. CLUWRR: 1) Project progress reporting should clearly indicate the completed activities against the planned for the period. 2) A mid-term review, as envisaged in the project proposal, is worth carrying out provided that it would be finalised before the final year of the project. This needs to be agreed as soon as possible with the PM in Brussels. 3) An updated work plan is needed for the project final year with clearly defined the expected contribution of partners especially in tasks where they have only a secondary role. 4) Invite the PM to next planned PMT workshop, or any other meeting where the current RE-Impact situation could be appreciated. 5) Ensure to the extent possible that the tools developed are practical and transferable to other countries outside of the target group. EU headquarters / PM: 1) Ensure that payments to the project are prompt. The beneficiary should be informed in cases of any problems in the invoicing that may delay payment. 2) Assume a more active role in following project activities and guiding the project if necessary, especially on procedural issues.
9	113640.02	China	114431	Rural Energy Production from Bioenergy Projects: Providing regulatory and impact assessment frameworks, furthering sustainable biomass production policies and reducing associated risks (RE-Impact)	23070	1,823,200	B	B	B	B	B			A very relevant project under the current circumstances in China with an impressive group of implementation partners. CMES has good institutional links and at the same time is located in an excellent area for field research. The challenge of the RE-Impact is not so much to deliver methodologies as to have these methodologies accepted by policy makers in China. The project is progressing according to plan, but the output of partners like CMES, without a leading role in any of the 9 project tasks, may have to be defined more precisely in order to streamline the final results. The project partners should consider the following recommendations. CLUWRR: 1) Project progress reporting should clearly indicate the completed activities against the planned for the period. 2) Consider ways to make the monthly conferences more effective. CMES: 1) Since this project could be viewed only as a stepping stone in the right direction, CMES should consider finding ways within the project activities to plant "seeds" that would justify the continuation of the research in refining impact assessment methodologies, 2) Continue to seek partnerships with international organisations and institutions, in order to be at the forefront of developments in the bio-energy sector.

								MR grades						
10	113640.03	India	114431	Rural Energy Production from Bioenergy Projects: Providing regulatory and impact assessment frameworks, furthering sustainable biomass production policies and reducing associated risks (RE-Impact)	23070	1,823,200	B	B	B	B	B	This is a very timely project for India. WII, riding on the success of the remote village electrification project, has a great advantage in introducing bio-energy impact assessment tools to the policy makers of Chhattisgarh and possibly to other States. Both Indian partners, IIT and WII, are faced with the challenge to develop tools that could be useful in other countries as well, without much alteration. The project implementation has led to the realisation that the active contribution of all partners in every work package is more productive. The challenge for WII, along with the project leader CLUWRR, is to establish a plan of what is thereafter the expected quantifiable contribution of each partner for each activity, where they play a secondary role. The project partners should consider the following recommendations. CLUWRR: 1) Project progress reporting should clearly indicate the completed activities against those, planned for the period. 2) Define more clearly the expected contribution of partners in tasks where they have only a secondary role. 3) Consider ways to make the monthly conferences more effective. WII/IIT: 1) Work plans need to be updated and forwarded to the lead partner. 2) Simplicity and flexibility should be key features of the tools developed. 3) Provide guidelines to other project partners for field testing the tools developed.
11	113640.04	South Africa	114431	Rural Energy Production from Bioenergy Projects: Providing regulatory and impact assessment frameworks, furthering sustainable biomass production policies and reducing associated risks (RE-Impact)	23070	1,823,200	B	B	B	B	B	The project has adopted since the introduction of the Biofuels Policy (2007) which was not in place at project design and identified constraints now need to be reflected in the LFM. It is recommended that the EC task manager advise: CLUWRR/CSIR: Revise LFM to include project constraints. CLUWRR: 1) Review Project reporting structure to include a Work Package Table (with activities, deliverables, responsible partners, dates activities are submitted/approved by whom, milestones, results) to be circulated to all project partners; 2) Implement a monitoring system; 3) Conduct a mid-term review and to inform all partners of these systems.
12	113640.05	Uganda	114431	Rural Energy Production from Bioenergy Projects: Providing regulatory and impact assessment frameworks, furthering sustainable biomass production policies and reducing associated risks (RE-Impact)	23070	1,823,200	B	B	B	B	B	Despite a 4-month delay, the project remains highly relevant, is being efficiently implemented and tangible results are being realised. Consideration must be given to ensure that NEMA support and test the methodologies developed under the programme. It is recommended that EC project manager advise: CLUWRR/UNIQUE: 1) Prepare LFM (realistic and detailed OVIs, linked to results, assumptions/risks and constraints) for Uganda. 2) Prepare discussion paper for NEMA on planning for sustainability of Bioenergy Production in Uganda. 3) Develop a communication and follow-up strategy involving all project stakeholders initially targeted. CLUWRR: 1) Design Template for Annual Reporting to EC; 2) Implement a monitoring system; 3) Conduct a mid-term review.
13	MR-116220.01	Italy	123134	Land and Sustainable Development: Linking Secure Land Access to the Implementation of Environmental Agreements	31200	1,476,817	B	B	B	B	B	The overall programme is well managed but some country deficiencies (Honduras) need to be addressed. EC/AIDCO: Approve the requested extension. ILC: 1) Define an Action Plan of Advocacy at Regional Level. 2) Host a final regional workshop to disseminate project results. 3) Develop stronger relations with EC Delegations. 4) Consider recruiting a Programme Officer for Asia based in Italy. 5) Having defined the M&E SF, it is important to develop analytical tools so that quantitative or qualitative outcomes can be aggregated. 6) Finalise the MoU with IFAD. 7) Consider incorporating a clause referring to EC Visibility in the 'Letter of Agreement' on any future EC funded programmes.

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14	MR-116220.02	Bolivia	123134	Land and Sustainable Development: Linking Secure Land Access to the Implementation of Environmental Agreements	31200	1,476,817	B	B	B	A	B	The project developed and tested, with good results, a methodology for internal resolution of land-related conflicts, based on communities' local customs, which is being expanded from the pilot area to several communities in the highlands, despite the Government not having participated as planned. ILC/CEPES/FT: Assess the feasibility, usefulness and continuity, in FT's context, of implementing the new observatory being developed by CEPES. ILC: In a future mission to Bolivia, persuade INRA's National Director on the need to endorse the agreement with FT, so that INRA at Departmental level can follow the implementation of the methodology and the production of documents; this could help a future national strategy on internal resolution of land-related conflicts. Regional Coordinator/ILC: Define an action plan for collective regional advocacy, following the Regional Agenda agreed in Nicaragua in Oct-07. FT: If and when the regional action plan is produced, elaborate accordingly a national action plan. EC Delegation: 1) Ensure availability with the EC Delegation of the documents produced by FT; 2) Distribute the documents to EC-funded projects in the country working on land-related issues; 3) Consider the possibility of mainstreaming the methodology for future land-related projects.
15	MR-116220.03	Honduras	123134	Land and Sustainable Development: Linking Secure Land Access to the Implementation of Environmental Agreements	31200	1,476,817	B	C	C	B	B	Although the planned study has been produced, its dissemination is delayed, thus creating risks for the effectiveness of the intervention. However, the information produced is valuable and it is likely that COCOCH can make good use of it. The observatories are also delayed and their sustainability is unlikely. IFAD/COCOCH: Align the period of implementation of the Honduras intervention with the overall project's end date. IFAD/COCOCH/Sub-regional coordinator: 1) Define the scope, usefulness and continuity of the observatories in Honduras; 2) Define an action plan for collective regional advocacy. COCOCH: 1) Elaborate a detailed work plan for the 2nd phase; 2) Focus on the study's dissemination and on the production of a good quality specific advocacy plan; 3) Synthesise the study to allow broad dissemination of the main information; 4) Develop a minimum system for follow-up of the implementation of laws.
16	MR-116220.04	Indonesia	123134	Land and Sustainable Development: Linking Secure Land Access to the Implementation of Environmental Agreements	31200	1,476,817	B	B	B	A	B	Historical political barriers in Indonesia have prevented open dialogue on land rights, however 'space' for dialogue between civil society and policy makers is being created. The stream of benefits is likely to continue at micro level, but efforts remain to ensure it is actively supported at the mezzo/macro level in light of the 2009 elections. It is recommended that ILC review: (1) recruitment of the Senior Asia Coordinator based in Rome and the ILC Focal Point (whose contract expired) for forthcoming Assembly meeting in Nepal (Apr-09). (3) Support KPA/ JKPP to continue relationships with the National Land Agency. (4) Continue to support the regional "Roadshows" and outreach activities the projects have initiated and (5) consider hosting a National/Regional workshop to disseminate project results.

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17	MR-116220.05	Nicaragua	123134	Land and Sustainable Development: Linking Secure Land Access to the Implementation of Environmental Agreements	31200	1,476,817	B	B	C	B	C	The regional platform has been strengthened, research on women and land access has been enhanced and a regional agenda has been produced, though without an operational plan yet. Diversity of members within ILC and lack of clarity of roles and responsibilities may create difficulty in the implementation of the regional perspective. ILC/coordinators/partners: 1) Define an action plan following the regional agenda, with roles and responsibilities for regional coordinator, sub-coordinator and partners; 2) Introduce EC visibility guidelines in the interventions. NITLAPAN: 1) Elaborate a work plan until Mar-09 and detail how activities will be developed, namely: Observatories and Research by students on women and land; 2) Together with CONGCOOP: a) Assess the possibility to match the observatories' completion to the overall project's end date; b) Define the human and material resources needed for maintaining the observatories; c) Define general methods for updating, processing and analysing the information in the observatories; d) Define coordination mechanisms between the observatories in the Central American countries.
18	MR-116220.06	South Africa	123134	Land and Sustainable Development: Linking Secure Land Access to the Implementation of Environmental Agreements	31200	1,476,817	C	C	B	B	B	A relatively well designed overall project, with poor contractual relations in South Africa. The project appeared instrumental in "opening the doors" of organisations like AU, SADC to the ILC partners in S. Africa. There are signs that the project already had handsome impact in the Wild Coast region of the country.
19	MR-116220.07	Zambia	123134	Land and Sustainable Development: Linking Secure Land Access to the Implementation of Environmental Agreements	31200	1,476,817	B	B	A	A	A	An overall well designed project, with a small but instrumental part in Zambia. The project appears instrumental in the rejection from the Cabinet of Ministers of a poor review of the Zambia's Land Policy, and there are signs that the project already had a significant impact in the country. ZLA appears an excellent partner for EC to co-operate in future.
20	MR-020660.02	Indonesia	81719	Tropical forests and climate change adaptation: Criteria and indicators for adaptive management for reduced vulnerability and long-term sustainability	88080	3,295,049	B	B	C	B	C	TroFCCA is an ambitious project with a tight implementation period. As an important scientific intervention it depends on the use and exploitation of its results. It is recommended that the task manager advise: EC to: 1) Approve the requested no-cost extension; 2) Support a Phase II project to test methodologies developed. 3) Ensure Ex-post monitoring. TroFCCA: 1) Elaborate and implement Communication Strategy; 2) Define an Exit Strategy (to ensure beneficiaries define their role and responsibility for the climate change adaptation strategy and implementation, together with a financial sustainability plan). 3) Develop an Adaptation Strategy Implementation Plan; 4) Establish a Regional/National Platform before the end of the project. 5) Develop stronger relations with EC Delegations; 6) Develop a national platform to bring different stakeholders together. 7) Prepare a synthesis report on the results achieved in the three regions, both from a scientific and societal perspective. CIFOR:1) If further direct support by means of a TroFCCA Phase II is not feasible, prioritise coordinating with other donors to secure support for effective implementation.

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21	MR-020660.03	Burkina Faso	81719	Tropical forests and climate change adaptation: Criteria and indicators for adaptive management for reduced vulnerability and long-term sustainability	88080	3,295,049		B	B	C	B	C	TroFCCA is a relevant and timely scientific project, which can contribute to promote better commitment from the Burkina Faso government and major stakeholders to mainstream climate change into the development agenda. It would be pertinent to design a "stakeholder commitment" strategy to guide partnership agreements with local, national and regional partners (i.e. a stakeholder analysis in terms of who's who and clear project benefits for each actor; etc). TroFCCA West Africa: 1) Speed-up the production and dissemination of Info and Policy Briefs; 2) Translate research results into customised and policy-oriented messages, targeting relevant stake-holders and decision-makers; 3) Make an extra effort to get CONEDD interested in the methodologies and research results. Key to the success of the project lies in the involvement of the climate change focal point in the national government, acting as a broker to mainstream climate adaptation into national strategies; 4) Approach the Delegation and the Environment PTF to present the research results.
22	MR-020660.04	Costa Rica	81719	Tropical forests and climate change adaptation: Criteria and indicators for adaptive management for reduced vulnerability and long-term sustainability	88080	3,295,049		B	C	C	B	B	The topic selected is relevant and lots of studies are being produced. But lack of a platform to involve stakeholders and dispersion in the production of studies reduce effectiveness. However, good impact prospects and sustainability are likely at local level, but improvement in communication is needed. CIFOR/CATIE: 1) Design a mechanism to improve mutual knowledge between regions; 2) Clarify the difference in the hierarchy of the logic between the LFM and the description of the action. CATIE: 1) Improve and adapt the design to national/regional situation: a) Elaborate a work plan; b) Identify key stakeholders; c) Define workshops for communicating results and involving stakeholders at national/regional level; d) Identify specific assumptions at regional, national and local level; 2) Establish and lead the function-ing of a platform where stakeholders at national level share interests and concerns; 3) Focus on production of outputs that clearly lead to the project purpose and ex-tract key messages of the outputs produced; 4) Elaborate a communication strategy enabling transmission of results achieved to targeted stakeholders (government institutions, electricity companies, universities, communities); 5) Synthesise the results of the intervention at regional, national and local levels. JASEC: 1) Commu-nicate results to communities; 2) Create and staff the watershed management unit.
23	MR-020660.05	Ghana	81719	Tropical forests and climate change adaptation: Criteria and indicators for adaptive management for reduced vulnerability and long-term sustainability	88080	3,295,049		B	B	C	B	B	TroFCCA's overall performance in Ghana is satisfactory. However, the widespread and timely dissemination of outputs currently is the vital pre-condition for the project to succeed. Recommendations: To the EC: 1) Conduct an ex-post monitoring mis-sion / evaluation to assess the actual impact on national adaptation processes given that the dissemination of outputs will take place at the end of the project. To TroF-CCA West Africa Coordination Office: 1) Draw up a brief summary inventory con-taining all project outputs (methodology, policy briefs, toolkits, etc.) and the dates by which they will be available and submit it to the Forestry Commission of Ghana (urgently) and also to the EPA so that the production of outputs is fully coordinated with the policy-making agenda during the forthcoming months. 2) Ensure that man-agers at the GMA are aware of the alternative means available to access the runs on climate simulations produced by TroFCCA. To CIFOR: 1) Prioritise the concreti-sation of the intervention's sustainability strategy. If further direct support by means of a TroFCCA Phase II is not feasible, prioritise coordinating with other donors to

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													secure support for the effective implementation of adaptation strategies and plans.
24	MR-020660.06	Honduras	81719	Tropical forests and climate change adaptation: Criteria and indicators for adaptive management for reduced vulnerability and long-term sustainability	88080	3,295,049	C	C	C	C	C		Production of studies is delayed and no clear national project leadership exists. Some positive effects at community level are likely but it is unclear that the climate change adaptation strategy, if produced, be implemented and lead to a national strategy. Communication with institutions involved needs to be improved. SANAA: 1) In order to detail the elaboration of the climate change adaptation strategy in water supply: a) Identify stakeholders to be involved; b) Elaborate a work plan; c) Review existing legislation and policies where adaptation measures could be introduced; d) Disseminate results of the studies and coordinate actions with institutions involved; 2) Establish contacts with Universities, ensuring continuity of research activities and at facilitating science-policy dialogue. CATIE: 1) Synthesise the findings and recommendations of the different studies produced, to facilitate the future elaboration of a watershed management plan; 2) Design a communication plan to involve the institutions in the process. 3) Define the role and responsibility of SERNA in the project, especially the climate change adaptation strategy in drinking water, its implementation and how it would be scaled up. SERNA: 1) Advocate the need of a Watershed Authority in the watersheds studied by the project and for the elaboration of watersheds' management plan.
25	MR-020660.07	Mali	81719	Tropical forests and climate change adaptation: Criteria and indicators for adaptive management for reduced vulnerability and long-term sustainability	88080	3,295,049	B	C	C	B	C		TroFCCA is a pertinent and opportune scientific project, which complements current donors programmes and can contribute to promote better commitment from the Malian government to the process of mainstreaming climate change into the development agenda. It would have been pertinent nevertheless to design a "stakeholder commitment" strategy to guide cooperation and partnership arrangements and agreements with local and national stakeholders, considering the the lack of permanent physical presence in the country. TroFCCA West Africa: 1) Speed-up the production and dissemination of Info and Policy Briefs; 2) Translate research results into customised and policy-oriented messages targeting relevant stakeholders and decision-makers; 3) Make an extra effort to get CNRST interested in the methodologies and research results. Key to the success of the project is the involvement of the Government climate change focal point, to mainstream climate adaptation into national strategies; 4) Approach the PTF Climate Change working group, through the EC Delegation, to present the results of the work conducted so far.

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26	MR-020660.08	Nicaragua	81719	Tropical forests and climate change adaptation: Criteria and indicators for adaptive management for reduced vulnerability and long-term sustainability	88080	3,295,049	B	B	C	B	C	The studies produced concern impact of climate change and helped ENEL in its expansion plan. Implementation of the recently submitted strategy for climate change adaptation in the hydro electric sector is not yet defined and could be difficult. Better communication and coordination with other institutions is required. CATIE/ENEL/DGCC: 1) Assess the feasibility of implementing the climate change adaptation strategy in the hydro electrical sector; 2) Establish a work plan and with roles and responsibilities for the implementation of the strategy. CATIE: 1) Together with partners, design: a) coordination, validation and implementation mechanisms for the strategy produced; b) communication plan; 2) Once more accurate climate change data are found, transfer the sources to DGCC/ENEL. ENEL: 1) Disseminate the studies internally; 2) Define its role and willingness to implement and/or lead the implementation of the strategy produced. DGCC: 1) Define its role in the implementation of the strategy; 2) Coordinate with the specialist responsible for elaborating the strategy, the aspects to be introduced in the action plan of the national strategy under approval; 3) Establish contacts, and eventually agreements, with Universities, to ensure the continuation of research activities and to facilitate science-policy dialogue.
27	MR-122460.01	Kenya	116481	Cleaner transport for better urban air quality and reduced global emissions	41020	520,000	B	B	A	A	B	The project pursues ambitious objectives in regard to improving the quality of fuels and vehicles in DC. It is efficiently managed by UNEP and has achieved so far very significant results, with important long-term benefits on the environment, human health and global warming. EC: 1) Consider a substantial contribution to a follow-up PCFV project, aiming to improve air quality and combat climate change. The new project must have clearly defined target values of performance indicators, against which achievements can be assessed. 2) Consider active participation in the implementation of selected activities, in addition to financial contribution (e.g. by participating in selected conferences), thus making a more direct contribution and providing more EC visibility. EC and UNEP: 3) Establish more frequent communication and ensure that adequate EC visibility is provided. 2) UNEP: In subsequent reports make clear distinction between project activities and those achieved outside the project scope. Use the conditions prevalent at the start of the project (2006) as a baseline for demonstrating progress against project aims.
28	MR-123620.01	Switzerland	114494	Timber Trade Action Plan for Latin America and China (TTAP2)	31210	3,389,796	B	C	C	C	B	TTAP2's overall performance has been hindered by a number of factors most of which are external and associated to the fact that the project context is intrinsically related to the timber market and the dynamic of the private sector. TTAP2 will most probably achieve the planned targets. Scaling down the intervention to what it feasible given the limited remaining time frame should be prioritized. All the observations and recommendations made in this section of the Horizontal Monitoring Report for TTAP1 are equally valid and relevant for TTAP2. Two specific suggestions to TTAP2 Project Management are: (1) Present TTAP update tables in a comparative format i.e. comparing the most updated one with the previous to provide an more intuitive picture on progress; (2) Use the Company Trackers to identify variables showing the effects of external factors and a broader picture of the work carried out e.g. number of companies contacted to show outreach; number of companies on hold to show effects of crisis; number of supply chains pending on one (on hold)

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												node to be completed, etc. Include the data in progress reports.
29	MR-123620.02	Brazil	114494	Timber Trade Action Plan for Latin America and China (TTAP2)	31210	3,389,796	B	B	C	B	B	The actual implementation timeframe has been reduced due to both a long start-up period and to setbacks associated to external factors. At present, the project has a fully-fledged operational team and a substantial pipeline of SC which offer sound prospects for improved effectiveness and sustainable impact. To TFT management: 1) Explore the possibilities of developing pilot initiatives combining the TTAP's experience in Brazilian supply chains with IDESAM's work on community forest management. 2) In the event that no joint initiatives were developed, explore a feasible arrangement, so that IDESAM may access the knowledge resource base and documentation generated by the project. To TTAP2 Project Management: 1) Establish, in consultation with the Brazilian Team, the cut-off date for accepting newly nominated suppliers to enable (i) efficient activity and resource planning until the project end and (ii) estimates of future co-funding. 2) Analyse the reasons behind data discrepancies between country and global company trackers and the TTAP update tables and develop a reference document with unified definitions for all data entry fields. To TTAP Brazil: Identify easily retrievable indicators to measure the project's impact in terms of conservation, e.g. collect data on the increase in the number of timber species produced and bought within the SC.
30	MR-123600.01	Switzerland	81758	Timber Trade Action Plan for Good Governance in Tropical Forestry.	31210	3,499,999	B	C	C	B	B	After a long learning curve and recurrent drawbacks in implementation the project has gained momentum and the low degree of effectiveness could be reversed. There are a series of crucial issues and strategic decisions, requiring immediate action if the project is to succeed. The most urgent is to adjust the project scale to the level of co-funding. To TFT and TTFs: 1) Study the project scale in terms of actual expenditure that would correspond to the level of co-funding associated to the current number of active SC. Other direct contributions and the fact that part of the salaries of the TTF assigned to the action may be considered as co-financing are also to be taken into account. 2) Make projections and analyse feasible levels of co-funding corresponding to scenarios of increased demand from eligible buyers. 3) Make a decision on the cut-off date(s) for accepting newly nominated suppliers in the target countries. 4) On the basis of the desired level of co-funding, design an intense promotional campaign to TTFs and TFT members. 5) Once reasonably accurate information on co-funding forecasts is made available, make a decision on whether to scale down the project and to what extent. 6) Adjust the value of the targets in the Grant Contract and submit a proposal to EC for an addendum. 7) Include a preliminary discussion on the creation of a coordinating body, outlining the project in the next Board Meeting. To the EC: Follow-up closely on recommendations 1 to 6 above and provide input and guidance. To TFT: Ensure that the communication and institutional liaison functions/actions are assigned and followed upon. To TTAP1 Project Management: 1) Review current LFM indicators: (i) check whether they are still appropriate and whether sources of data are easily available; (ii) add new indicators of output (select data entries in company trackers) and outcome as necessary; (iii) select proxies providing indications on the project's contribution to conservation and sustainable forest management. Report against LFM indicators in interim progress reports. 2) Consider the inclusion of a working agenda

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													for the ITTFD so that agreements and joint commitments can be systematically followed up in subsequent editions.
31	MR-123600.02	Malaysia	81758	Timber Trade Action Plan for Good Governance in Tropical Forestry.	31210	3,499,999	B	C	B	C	B		Overall the project's performance in Malaysia is more than acceptable. Prospects for impact are constraint by design elements and external factors but in no case relate to the actual performance of the project in the field, which is proving effective. TFT: In similar future interventions it would be advisable to include budget allocations to conduct one to two annual team meetings/conventions – either at the headquarters or regionally – aimed at sharing experiences and incorporating refresher training sessions. TTAP 1 Management: 1) Prioritise requiring a list of newly nominated companies for Malaysia from the four partner TTFs, to enable (i) timely planning of the resources (man-days) required in the country, and (ii) estimates of the co-funding amounts. 2) Liaise with the ECD to explore mechanisms to provide input – if required – to the ECD in the context of the FLEGT/VAP negotiations. Provide a clear mandate as well as institutional back-up to Malaysia's project officer.TTAP1 PM and Project Officer in Malaysia: 1) Identify and correct inconsistencies between the global company tracker and TTAP Update Tables and the Malaysian Company Tracker. 2) It is advisable to dedicate a working session, during the ITTF Day in October, to clarifying the definition of the entries in the statistical summaries as well as terms such as potential, actual or on hold.
32	MR-124261.01	Indonesia	143936	Bioenergy, sustainability and trade-offs: Can we avoid de-forestation while promoting bioenergy?	23082	2,000,000	A	B	B	B	B		Despite delays CIFOR addressed any weakness in the original design of the project at the Inception Workshop and also responded to questions raised by the TM in Brussels. A number of issues were clarified and activities reoriented towards different partner organisations in different WPs. It is advised that the task manager advise: CIFOR to: 1) Consider revising the LF in line with the agreed changes. 2) Ensure that all PMB members are informed of annual meeting dates. 3) Establish the PSC and meet before the end of the year. 4) Consider a Mid-term Review (to include a review of participating case study selected countries). 5) The Mid-Term Review could determine whether a no-cost extension to the project would be required to facilitate a robust scientific peer review for methodologies, papers for journals etc. 6) Review title of 4.2 output. 7) Consider holding a Work Package Workshop for PMB members to attend when strategic decisions are required. Location of workshop to be defined by the CIFOR & WP Task Leader. 8) Consider translating key strategic outputs to reach a wider audience.
33	MR-124261.02	South Africa	143936	Bioenergy, sustainability and trade-offs: Can we avoid de-forestation while promoting bioenergy?	23082	2,000,000	A	C	B	B	B		The reorientation of activities assigned to partners, to ensure cross-linkages of WP was a strategic design improvement. Despite encompassing delays, the project is making good progress and it is envisaged that the SO will be attained. It is recommended that the project manager advise: CIFOR: 1) Inform PMB members of annual meeting dates. 2) Establish the PSC and ensure that PSC meets before the end of the year. 3) Conduct Mid-term Review. CIFOR/CSIR: 4) Review Deliverable title for 4.2.

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34	MR-118060.06	Japan	122752	Ensuring international trade in CITES-listed timber species is consistent with their sustainable management and conservation	31210	2,400,000	B	C	C	B	B	The ITTO/CITES programme is a highly relevant and timely scientific project, strategically in line with the national context in all regions. There is a risk that all planned outputs will not be realised, particularly in Latin America, with 9 months project life remaining. It is recommended that the Task Manager advise: EC: 1) Approve a 6-month no-cost budget extension. ITTO: 1) Conduct a momentum and financial analysis of projects under EC grant. 2) Clarify cut-off date for new proposals, deadlines for the signature of MoUs. 3) Consider a high level meeting between ED ITTO with Bolivia and Peruvian authorities. 4) Consider a Final Project Evaluation instead of a Mid-term Review. 5) Review Translation of projects results for dissemination at Region/Global Workshops. 6) Prioritise pending proposals, so that potential beneficiaries are aware of the status of their proposal. ITTO/RCs: 1) Revise LF. Consider regional input from RC to revise Monitoring Protocol to reflect outcome based indicators at country level. 2) Increase internal monitoring field visits (Bolivia) to every 3 or 4 months.
35	MR-118060.07	Bolivia	122752	Ensuring international trade in CITES-listed timber species is consistent with their sustainable management and conservation	31210	2,400,000	B	D	D	C	B	This is an extremely relevant project that has failed to deliver nine months prior to its completion. The situation may be partially reversed if CMAB takes prompt action to initiate the Mahogany Proposal and if the 6-month no-cost extension ITTO plans to submit at the end of the year is approved by the EC. To CMAB: 1) Given the exceptional nature of the situation consider waiving the requirement of public tender and award the contract to IBIF. If this was not feasible, prioritise completing the ToRs and launch the tender immediately. 2) Articulate mechanisms for INIAF's active involvement in the implementation of the Mahogany Proposal to enable the transfer of capacity from IBIF to INIAF. 3) Urgently submit the proposal for Cedar to the RC. To ITTO: Reallocate funds earmarked for the University of Córdoba's proposal to the Cedar proposal. To RC: 1) Update the list of project proposals in all relevant documents. 2) Increase the intensity of internal monitoring field visits to Bolivia until the project end e.g. at least one every three to four months.
36	MR-118060.08	Indonesia	122752	Ensuring international trade in CITES-listed timber species is consistent with their sustainable management and conservation	31210	2,400,000	A	A	A	B	B	The projects are highly relevant, in line with the national context and extremely well-managed. It is recommended that the Task Manager advise: ITTO/FORDA to 1) Approve MoF request to reallocate unspent budget to new activities. 2) Plan National/Regional Workshop to disseminate results. 3) Prepare a Table listing documents published by the project (date, language etc). 4) Translate findings (as required) to ensure wider impact of dissemination results at Global Workshop. ITTO/RC 1) Consider regional input from RC to revise Monitoring Protocol to reflect outcome based indicators.

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37	MR-118060.09	Peru	122752	Ensuring international trade in CITES-listed timber species is consistent with their sustainable management and conservation	31210	2,400,000	B	B	C	C	B	This very relevant and timely intervention had great potential for success given UNALM's excellent organisational capacity and the highly supportive institutional framework. Such potential will not materialise completely as only two proposals will be implemented. However, ITTO's intention to incorporate pending proposals into their mainstream programme could offset the lack of effectiveness and impact of the EC Grant. ITTO and RC: Once additional funds are confirmed, prioritise proposals that are on hold, jointly with Peruvian partners (e.g. UNALM, CMAP), to ensure they are effectively fed into the decision-making processes they are intended for. EC: Consider positively the six-month extension to enable the incorporation of P2's outputs into the dissemination phase. To UNALM: Ensure that studies' results are circulated amongst the Regional technical Administration offices that have provided substantial data input for the studies.
38	MR-127983.01	Switzerland	149734	Building local capacity to address the flow of e-wastes and electrical and electronic products destined for reuse in selected African countries and augment the sustainable management of resources through the recovery of materials in e-wastes	14050	1,000,000	B	B	C	C	B	The project developed by the SBC addresses expressed requests of its parties / target countries in Africa and at the same time incorporates the lessons learnt from a similar intervention carried out in Asia. The current intervention is more comprehensive since it focuses on enforcement of the regulations regarding e-waste movements and is planned to deliver specific recommendations / initiatives to be subsequently implemented. The actual project implementation has only recently started but it is worth noting that SBC has been able to secure more funds and thus to expand the 4 project Components in more countries. The absence of OVIs could potentially affect project effectiveness and impact prospects. The following recommendations could be considered by the project stakeholders. SBC: 1) In cooperation with the project contractors, develop OVIs for the project results that would allow the measurement of effectiveness. Some commonly agreed targets should also be set for the contents of the expected outputs beyond the number of pages per report produced. 2) Request updated and detailed work plans from the contractors. Combine these in an overall work plan where the interactions between contractors are clearly identified. 3) Ensure that the national stakeholders actively participate in the development of ESM plans and training curricula that would essentially serve their individual needs. 4) Ensure the systematic collection of all training material prepared under the project, for further dissemination and use beyond the project's scope. 5) Ensure the establishment of a network of relevant national enforcement authorities. 6) Consider the preparation and delivery of "train of the trainers" modules, to allow the subsequent wider dissemination by the beneficiaries. 7) Identify ways for raising awareness among decision makers at national and regional level; Secure the necessary funds for such activities and explore the possibility of an EC funded action. 8) Ensure that the EC visibility guidelines are observed, especially during workshops and seminars. 9) Inform the EC Task Manager about project progress in-between the annual reports, request approval for the work plan updates and clarifications on administrative issues if necessary. BCCC and BCRCs: 1) Facilitate the exchange of experiences and training material among the national authorities, organisations and associations. 2) Ensure the sustainability of the network established, possibly by organising training / presentation events in cooperation with international institutions.

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39	MR-127983.02	Ghana	149734	Building local capacity to address the flow of e-wastes and electrical and electronic products destined for reuse in selected African countries and augment the sustainable management of resources through the recovery of materials in e-wastes	14050	1,000,000	B	B	C	C	B		The control of the flow of e-waste is highly relevant for Ghana, where there is no management capacity and infrastructure to properly handle hazardous waste. At the same time there are significant economic opportunities arising from recycling e-waste. The following recommendations should be considered by the project stakeholders. SBC: 1) Ensure that the project financial arrangements and the individuals contracts allow the EPA to effectively supervise the project activities in Ghana. EPA: 1) Ensure that detailed and updated work plans are prepared for all activities in Ghana. 2) In cooperation with the project contractors and with coordination by SBC, develop OVIs for the project results that would allow the measurement of effectiveness. Some commonly agreed targets for Ghana should also be set for the contents of the expected outputs. 3) Ensure the active engagement of national stakeholders in the development of the ESM plan and the training curriculum. 4) Coordinate the collection / dissemination of the training material developed.
40	MR-127983.03	Nigeria	149734	Building local capacity to address the flow of e-wastes and electrical and electronic products destined for reuse in selected African countries and augment the sustainable management of resources through the recovery of materials in e-wastes	14050	1,000,000	B	B	C	C	B		The control of the flow of e-waste is highly relevant for Nigeria where there is no management capacity and infrastructure to properly handle hazardous waste. At the same time there are significant economic opportunities arising from recycling e-waste, on which Nigeria could capitalise. Having BCCC-Nigeria in a coordinating role allows the project's broader acceptance and the wider engagement of national authorities and associations in its activities, thus increasing the prospects of achieving the project objectives. The following recommendations should be considered. BCCC: 1) Ensure that detailed and updated work plans are prepared for all activities in NG. 2) In cooperation with the project contractors and with coordination by SBC, develop OVIs for the project results that would allow the measurement of effectiveness. Some commonly agreed targets for NG should also be set for the contents of the expected outputs. 3) Clarify the terms and roles of the national counterparts that could participate in project activities. Specific deadlines regarding data collection have to be set and adhered by all parties. Ensure an alternative approach to the various studies, in the case the statistical data collected from national authorities is not providing adequate information. 4) Coordinate the collection of the training material developed for NG and ensure its regular updates and dissemination. 5) Ensure the sustainability of the network established, possibly by organising training / presentation events in cooperation with international institutions.

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41	MR-112780.02	United States Of America	116381	Programme on Forests (Pro-For - II)	31210	1,200,000	B	B	B	B	B	PROFOR is a very relevant and flexible program with a satisfactory implementation. There is room for improvement vis-à-vis impact prospects, dissemination and impact monitoring. The management team is technically competent and capable of taking up improvements. Suggested measures for PROFOR management: 1) Even though it is not feasible to identify ex-ante precise indicators for impact at program level, it would be perfectly possible to identify a few key impact indicators at project level and these should be required and embedded in the proposals to PROFOR. As individual project duration is shorter than PROFOR, these indicators could then be monitored within PROFOR once the individual project is finished (ex-post). This mechanism would not only provide an accountability mechanism regarding impact, but would also contribute to the learning process of the PROFOR and the WB concerning impact, would guide future decisions of PROFOR and would contribute to PROFOR's objective of knowledge creation from a more global perspective. The monitoring of tangible impact indicators (together with qualitative cases) would also be instrumental for a communication campaign and better mainstreaming into political processes once the communications officer is recruited. 2) Follow up on the causes of specific disbursement delays. 3) Consider from a cost-benefit analysis point of view the potential added value of promoting grantees networks.
42	MR-131861.01	United States Of America	86364	Regional Processes for Forest Law Enforcement and Governance - FLEG	31210	3,100,000	B	B	B	B	B	FLEG is a very relevant program operating in a sensitive environment. A focus on outcomes and impact is needed, not only for accountability, but to show tangible results. Recommendations: WB FLEG team: 1) In the framework of the alignment with PROFOR, ensure that the emphasis of FLEG is not diluted. 2) Expost monitoring is key to support unfinished efforts or to scale-up good interventions. 3) Identify a few key impact indicators at project level. These should be required and embedded in the proposals to FLEG. 4) Reporting should increase its emphasis on outcomes (or lack thereof), deviations from planned results and proposed solutions. 5) Increase awareness on the content, timeframe and scope of FLEG among possible counterparts.
43	MR-136001.01	France	143949	Support to the OECD's DAC/ENVIRONET joint work with the EPOC/WPGSP on capacity development for environment, climate change adaptation, and environmental dimensions of policy coherence for development.	41010	200,000	B	B	B	A	B	A relevant and reasonably designed and implemented project. The following recommendations should be considered by the project stakeholders. OECD and EC: 1) In designing future projects of this nature, consider providing resources for greater representation of developing countries, in the approval process of the outputs. OECD: 1) See that the remaining publications, even the working papers of the project comply with the latest EC visibility rules. Task Manager and OECD: 1) Consider follow-up projects for analysis and guidance on integration of population growth moderation, in development cooperation.

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44	MR-136401.02	Senegal	149684	Capacity Development for Adaptation to Climate Change & GHG Mitigation in Non Annex I Countries [Acronym: C3D+]	41082	2,499,520	C	C	C	C	C		The C3D+ project could be established as the precursor for larger CC actions attracting donors for funding detailed studies and actions. However, the current management and communication structure, the budget situation and the disbursement approach do not support the appropriate institutional basis for development of tools, p1atforms partnerships, and ground studies. The following recommendations should be considered: 1) UNITAR/ENDA: Based on Project TD and the yearly MoU, develop action plan, resource plan and budget for ENDA activities strengthening collaboration with other project partners. 2) UNITAR/EC: Provide ENDA with a better understanding of the project goal (vision) in relation with the EC CC strategy. 3) UNITAR: Assess the current C3D website and update it with the help of ENDA focusing on the C3D+ project. 5) UNITAR: Enrich the PMC meetings with lectures, workshops, and relevant events. Assign their organisation to the partners, through rotation. Coordination should be delegated to one partner. 6) EC: Launch a joint a mid-term review (November 2010) in order to assess the need to formulate a project extension (time and finance) and a revised work plan of selected successful activities in line with the 2012 COP agenda. The mid-term review should propose a revised project management structure which should be more horizontal (technical, coordination, communication) than vertical (financial). The PMC 2010 should endorse the revised structure and action plan for at least a three years period, with additional EC funding under the condition that UNITAR ensures engagement of other donors.
45	MR-136401.03	South Africa	149684	Capacity Development for Adaptation to Climate Change & GHG Mitigation in Non Annex I Countries [Acronym: C3D+]	41082	2,499,520	C	C	C	C	C		The C3D+ project is the ideal "stepping stone" for larger CC programme development given that it may attract donors to work on common detailed studies and actions. However, the current management and communication structure, the budget situation and the funding approach do not support sufficiently the development of tools, p1atforms, partnerships, and studies at an institutional level. The following recommendations should be considered: 1) UNITAR/CSAG/ERC: Based on Project Technical Description and the yearly MoU, develop specific logframe, activity and resources plan for ERC and CSAG activities. 2) UNITAR/EC: Provide CSAG and ERC with a better understanding of the project goal (vision) in relation to the EC CC strategy. 3) UNITAR: Revise the form of the Interim Narrative Report 2010 and strictly follow the list of activities, as listed and numbered in the logframe. Short description of budget situation should be included. 4) UNITAR: Assess the current C3D website and make it more visible, sustainable, and specific to C3D+. Stronger participation of ERC and CSAG is necessary. 5) UNITAR: Organise PMC twice a year in the partner countries through rotation. Enrich the PMC meetings with lectures, workshops, or similar events. Consider deconcentration of the PMC coordination. 6) EC: Request a mid-term review (November 2010) to examine the possibility of a project extension (time and budget) and a revised work plan in line with the 2012 COP agenda and a revised project management structure.

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46	MR-136401.04	Sri Lanka	149684	Capacity Development for Adaptation to Climate Change & GHG Mitigation in Non Annex I Countries [Acronym: C3D+]	41082	2,499,520	C	C	C	C	C	The C3D+ project is the ideal "stepping stone" for larger CC programme development attracting donors for funding detailed studies and actions. However, the current management and communication structure, the budget situation and the funding disbursement procedure do not support sufficiently the development of tools, platforms partnerships and ground studies basis for direct institutional actions. The following recommendations should be considered: 1) UNITAR/MIND: Based on Project Technical Description and the yearly MoU, develop partner-focused action plan, resource plan and budget for MIND activities taking into account the partnership issue. PCM has to endorse these documents and support fundraising if and when necessary. These documents should be communicated to all partners. 2) UNITAR/EC: Provide partners with a better understanding of the project goal (vision) in relation to the EC CC strategy. 3) UNITAR: Assess the current C3D website and update it (with the help of the partners) focusing on the C3D+ project. 5) UNITAR: Enrich the PMC meetings with lectures, workshops, update, events and assign their organisation to the partners through rotation. Coordination should be delegated to one partner (preferably MIND). 6) EC: Launch a joint a mid-term review (November 2010) for the formulation of a project extension (time and finance) and a revised work plan of selected successful activities in line with the 2012 COP agenda. The mid-term review should propose a revised project management structure more horizontal (technical, coordination, communication) than vertical (financial). The PMC 2010 (Cancun) should endorse the revised structure and action plan for at least a three years period, with additional EC funding under the condition that UNITAR ensures active engagement of other donors.
47	MR-136401.01	Switzerland	149684	Capacity Development for Adaptation to Climate Change & GHG Mitigation in Non Annex I Countries [Acronym: C3D+]	41082	2,499,520	C	C	C	C	C	In order to reverse the situation, the project needs urgent action with a twofold objective: raising additional funding and strengthening the project management. Therefore, a set of sequential actions is proposed in order to reactivate the project. It is recommended, UNITAR CCP: 1) Proceed with an in-depth mid-term review aiming at updating the work plans and LFM (overall and by partner) and elaborating a concrete country focused action plan; 2) Devise a phase-out and sustainability strategy with contingency plans; 3) Examine the possibility of a project extension depending on the outcome of the mid-term review; 4) Ensure that the PMT has enough technical and financial resources to implement the project; 5) Consider an alternative financial/technical methodology that can allow the partners to effectively allocate the resources into a long-term planning over the whole length of the project. PMT and partners/TG: 1) The project management should be more decentralised and horizontal involving partners and TG to engage in coordination and management activities. 2) Reinforce the monitoring role of the PMC with active participation of partners and TG; 3) Consider ways to build trust and confidence among all participants (e.g. through a mid-term review workshop, in Cancun PMC meeting); 4) develop a consistent set of regular communication tools of project progress (e.g. monthly newsletter, website, etc.); 5) Elaborate a LFM by partner/TG and appropriate results-oriented monitoring tools should be reinforced into a dynamic and updated TD. EC: 1) Consider the disbursement of additional funding, but only under strict conditionalities (e.g. the PMT capacities and resources are strengthened with

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													the revision and update of project objectives, activities and results into a coherent, robust and dynamic TD, contribution of other donors). 2) Ensure that the C3D+ and GCCA do not jeopardise the management resources and complement each other with the creation of synergies. At the moment, the GCCA absorb most of the PMT resources. As a consequence, the PMT cannot pay the appropriate attention to the C3D+ project in order to effectively raise funds, coordinate and communicate with the project stakeholders.
48	MR-137882.01	United States Of America	150102	Forest Carbon Partnership Facility (FCPF) - Participation to the Carbon Fund	31210	5,000,000	B	B	C	B	B		The FCPF is a very ambitious endeavour that uses a "learning by doing" approach. There are many challenges that have to be faced, most of them at the side of the REDD countries, which need to get ready to tap into the Carbon Fund. FMT: 1) Consider revisiting the intervention logic and developing indicators that would allow the monitoring of process transparency, the compliance to minimum standards, the proper due diligence among multi-lateral REDD+ institutions activities, the effective stakeholder participation, the engagement of the private sector and the introduction of a commercial perspective in the R-PPs. EC: 1) Ensure a closer follow-up of the FCPF activities.
49	MR-137981.01	Germany	219569	The EUEI Partnership Dialogue Facility	23082	1,000,000	A	B	B	A	A		The EUEI PDF is a well-designed and managed initiative, delivering on the EUEI's objectives. EUEI PDF/EC: 1) Consider clarifying the role of Senior Advisor (Brussels) and the relationship between EUEI Secretariat. 2) Include TM/AIDCO on circulation of project outputs. 3) Consider project extension, to ensure that funds are committed, and reallocate savings on planned activities to additional activities. 5) Review value of 'intranet'.7) Consider how the EC/Member States can provide strategic political guidance to support the AEEP. DG Development/Energy/EuropeAid: 1) Consider appointing a focal person to represent EC at GB meetings.
50	MR-138182.01	Denmark	143946	EUEI-UNEP Capacity Enhancement and Mobilisation Action for Energy in Africa (CEMA)	23010	1,600,000	C	D	C	C	C		In strict terms, the project is off-track. A "salvation scheme" is proposed as follows: The EC side should: a) instruct the CEMA to temporarily go ahead and start implementing what it proposed in the submitted (still draft) IR; b) in collaboration with CEMA and PDF, set up a SC, with fair African participation, within 2 months the latest; c) rethink if it makes sense to insist in including Northern Africa, at least, in the CEMA project; d) ask CEMA to produce an update of the IR, based on comments received and (through teleconferencing) present it to the SC for review and approval; e) support the project in formally introducing itself to relevant African Ministries (e.g. through the SC and EUDs). The CEMA side should: a) apply a more proactive management; b) in the new version of the IR, redesign the project, focusing more on African ministries, clarifying its level of intervention (national / regional), coordinating more with PDF and setting out what can realistically be achieved in the remaining 2 years of the project; c) use results (national policies, strategies etc.) of the PDF project, available in the EUEI and AEEP websites, as training material in its workshops and seminars.

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51	MR-138182.02	Ghana	143946	EUEI-UNEP Capacity Enhancement and Mobilisation Action for Energy in Africa (CEMA)	23010	1,600,000	C	B	C	C	C	Project Coordinator: 1) Review the LF in order to align it to the PCM Guidelines. 2) Update the LF after RNAs' Review and enhance it with region- and country-specific interventions in order to allow the monitoring and assessment of the local partner's contribution. 3) Communicate to KITE specific and exact information about the time of a West African Action Programme issuance and further activities planned. 4) Take into account any possible issues between Francophone and Anglophone countries in West Africa. 6) Engage KITE to promote the project to local end-beneficiaries, in order to get them actively involved and ensure the impact prospects of the project. Project Coordinator and KITE: 1) Take as much as possible advantage of project synergies, in order to achieve the PP during the remaining time of the project (such as workshops' common organisation, networking and experience sharing with EUEI-PDF, AREED etc.). 2) Ensure the incorporation of a country-specific phase-out strategy in the Action Programme.
52	MR-123344.03	Cameroon	151770	Ensuring a seat at the table: supporting NGO coalitions to improve forest governance using the FLEGT process	31210	960,000	B	A	B	B	B	The project is effective in reinforcing CSOs capacity to advocate the recognition and enforcement of FDC rights but with low involvement of direct representation of indigenous communities. CED/ECFP: 1) The coalition should internally debate and discuss ways forward to strengthen the participation of FDC in the process before the implementation phase begins; 2) Adopt a LFM tailored to the country needs. CED/FERN: 1) Consider the exchange of experiences and case studies with VPA countries.
53	MR-123344.04	Ghana	151770	Ensuring a seat at the table: supporting NGO coalitions to improve forest governance using the FLEGT process	31210	960,000	A	B	B	B	B	The project component in Ghana is progressing with adequate quality, and the results achieved thus far have encouraged the GoG is ready to draft a forestry sector policy and reform the relevant legislation. CR/FWG: 1) Review and customise the LFM for Ghana, and develop quantified and time-bound OVIs that capture the essence of the project objectives; 2) Explore the possibilities to participate in other forest related initiatives.
54	MR-123344.02	Belgium	151770	Ensuring a seat at the table: supporting NGO coalitions to improve forest governance using the FLEGT process	31210	960,000	B	B	B	B	B	The project is well managed and it is largely achieving its planned results. Furthermore, the donor community is becoming more eager to support civil society and local communities from timber-producing countries in the framework of FLEGT VPA. Therefore prospects for success are very high. In such a promising scenario, the project should focus on setting up an outcome-based internal monitoring and evaluation framework ensuring that the effects of the intervention and the extent of the achievements can be objectively measured and verified. FERN / EC: 1) At the OO level, spot the possibilities to link this action with global forest governance activities; 2) Identify ways to actively participate in the formulation of the operating environment of future forest management mechanisms (e.g. FLEGT, REDD). FERN: 1) Discuss the merits to complement the further decentralisation of the project with an advocacy initiative for civil society and FDC at the international level. This initiative should support and target all FLEGT VPA countries through national, regional and global networks; 2) Consider including a formal training module for partners on design / formulation of proposals.

| 55 | MR-138761.01 | United Kingdom | 151324 | Strengthening civil society to promote integrated actions and policies to tackle tropical deforestation in Asia-Pacific | 31210 | 977,837 | B | B | B | B | B | Contractor: 1) Examine possible actions for the widening of the local communities' representation in Indonesia. 2) Monitor and coordinate with REDD schemes so as to streamline project activities and avoid duplications. 3) Consider promoting further CBFM initiatives with the communities identified. Securing donor's support to such schemes and further identifying own financial sources at the local level are essential. Contractor and Indonesian stakeholders: Examine possibilities of strengthening customs services in Indonesia, to improve tracking and monitoring illegally harvested timber flows to neighbouring countries as illegal logging companies tend to spot new trading routes. European Commission/ EU Delegations: Examine possibilities to launch actions of relatively small size focusing on the fight against illegal timber as per the project activities, that could be directly implemented and managed by the local CSOs in the target countries. |
| 56 | MR-138761.02 | Indonesia | 151324 | Strengthening civil society to promote integrated actions and policies to tackle tropical deforestation in Asia-Pacific | 31210 | 977,837 | B | B | A | B | B | EIA/Telapak: 1) Examine the feasibility to formally propose the inclusion of the TLAS approach to the development of REDD schemes in ID. 2) Consider focusing the project's sustainability strategy towards continued implementation of CBFM initiatives with the communities identified. |