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for the Centrally Managed Thematic Projects

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Implementation of Projects and
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European Community

Lot 5: Centrally Managed Thematic Projects

***Synthesis Report for the
Food Section
(Food Security and Food Facility)***

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Executive Summary

This Synthesis Report presents the results and achievements of the Food Facility (FF) part (CRIS No 221-250) of the ROM contract for the Centrally Managed Thematic Projects (CMTP) and the Food Security Thematic Programme (FSTP). The report focuses on the monitoring of eleven (11) projects financed under the Food Facility Regulation and FSTP which were monitored between 16/11/2009 and 15/12/2010. The sections below recapitulate the main elements of this report.

Introduction

In 2007, the food prices increased having a negative impact on the poorest populations. In this context the European Commission outlined the new Food Security Thematic Programme (FSTP) under the DCI, which in complementarity with other programmes, would ensure overall coherence in the approach to food security and continuity of assistance in the transition from relief to development. Moreover, in 2008 the European Union proposed one billion EUR (additional to the existing instruments) in order to support agriculture in developing countries under the Food Facility (FF) Regulation. The aid was planned to be channelled through contribution agreements to International Organisations, Call for proposals for non-state actors, regional projects, and budget support measures. The very tight timeframe of the FF is due to the urgency of the food prices crisis which has led the European Commission to manage the programming, identification and implementation phases in a limited timeframe by promoting solid partnerships, such as collaboration with UN agencies and frameworks for policy dialogue. The FSTP and FF created strong expectations within really tight deadlines. For this reason the EC, put in place, in addition to the usual strict controls, also the Results-Oriented Monitoring system (ROM) in order to provide external and independent assessment of the FF projects.

ROM Workplan

Before the signature of the FF dedicated ROM contract, a sample of 11 projects of an overall budget of € 270.9 million was decided by the EC to be monitored. These projects were assigned to the ROM CMTP team, responsible for the monitoring of the AIDCO/F projects. Specifically, in Food Security Thematic Programme and FF 4 single-country projects and 7 multi-country projects have been monitored by the ROM CMTP team, addressing a group of 12 countries through specific interventions. The responsibility for their implementation is usually with the Project Coordinator, i.e. the leader of the implementing consortium who is based in Europe, while the EC AIDCO/F3 - Food Facility Task Force (FFTF) is the EC Service responsible for their management. The 11 monitoring missions implemented by the ROM CMTP team have covered 86% of the partner countries of the projects.

Insights of the Programme

According to the produced Monitoring Reports, the FST/FF projects performed relatively well (average performance at programme level is 2.77/4.00), with much better performance of the FST projects (3.13). The majority of the projects (55%) performed well and 36% of the projects performed with problems and need to be improved, while no projects appeared with major difficulties.

Success story

The project "Global Donor Platform for Rural Development (GDPRD)" can be considered as a success story. The objective of the project was to contribute to the reduction of poverty in rural areas in developing countries through improved donor cooperation, collaboration and coordinated dialogue with partner countries. There is a good demonstration of partners working together to reorient activities to the benefit of the Platform's relevance. It is recommended to initiate a 'next phase strategy' of how the Platform will evolve beyond 2011.

Conclusions and Recommendations

Overall ROM conclusions and recommendations on the FST Programme and FF are as follows:

- Project Design: From the sample of 11 projects monitored, the overall conceptual design of 27% of the projects is considered to be precisely focusing on providing solutions to actual practical needs and problems of the sector they were dealing with. However, in general, even for these best scored projects the Objectively Verifiable Indicators (OVIs) are not considered as SMART especially at the OO and PP level, while the foreseen risks and assumptions are not adequately assessed according to the difficulties at country level. Consequently, the LFM is recommended to be revised incorporating the aforementioned issues.
- General implementation and management issues: In general, project resources were managed in a transparent and accountable manner while in some cases a specific project management tool was being used. However, in some cases, there were delays in preliminary activities and in the coordination of problematic issues which may put in high risk the project results attainment. There is an urgent need for facilitating a more effective coordination between the stakeholders, which in combination with the capacity building of the local partners and empowerment can lead to the outputs' achievement. Furthermore, the implementing period should be clarified against the several observed delays.
- Sustainability Prospects: In general, most of the projects have not specified any exit strategy during the project design in order to ensure the longevity of the action and the need to reinforce the donors' involvement and the participatory approach for the beneficiaries. The main reason noted is that the projects address actually an emergency situation (soaring prices of food) within a very limited timeframe. However, this should be foreseen even after the start of the implementation, taking into account the importance of sustainable initiatives in food sector.

1. INTRODUCTION

In its Technical Proposal, the CMTP Monitoring Contractor proposed to elaborate and submit to the EC Synthesis Reports on the main Thematic Programmes. The role of these Synthesis Reports is to present briefly the intervention logic of the Programme by providing a concise programme synopsis, the implemented workplan, the insights of the programme focusing on the ROM¹ results and their analysis, focus on special issues like follow-up of ROM recommendation and application of the LFA, provide an example of success and finally present the overall conclusions and recommendations. Experience from the past had shown that the Synthesis Reports, due to their concise and consolidated content, were very welcome by the EC Services. This Synthesis Report is dedicated to the projects monitored by ROM CMTP Team under the Food Security Thematic Programme (FSTP) and Food Facility (FF).

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 11 projects in the Food Section. In terms of domains, the Synthesis Report covers one CRIS domain: DCI – FOOD which refers both to the Food Security Thematic Programme (FSTP) and Food Facility (FF). The 11 projects were monitored by the ROM CMTP team during the period from May/2008 to Apr/2011 resulting in 16 Monitoring Reports, i.e. 4% of the total number of MRs produced during the lifecycle of the ROM CMTP project.

Due to the urgency and importance of the FF projects, the Commission assigned to the ROM CMTP a number of projects which were already launched in 2009, waiting for the dedicated ROM FF contract to be in place.

2. INSTRUMENT AND PROGRAMME SYNOPSIS

According to new estimates from the Food and Agriculture Organisation (FAO) and the World Food Programme (WFP)², the number of people in the world who will suffer from chronic hunger in 2010 is 925 million. Since 2000, European Union (EU) development policy has been directed towards helping partner countries achieve the MDGs; however the need for continuous support is apparent and urgent.

The FSTP has been focused on training and capacity building for various stakeholders at national and regional levels, including government officials and local beneficiaries. On the other hand, the objectives of the FF are to deal directly (and urgently) with the effects of volatile food prices on local populations. In that sense, the FF strengthens food production capacity, promotes sustainable agricultural management and encourages food producers to increase their supply capability.

2.1 Food Security Thematic Programme

2.1.1 Background

From 2007 onwards, country programmes aimed at eradicating chronic poverty, which were previously financed by the Food Security Budget Line (FSBL), will be supported through the geographical instruments, i.e. the Development Cooperation Instrument (DCI), the European Neighbourhood and Partnership Instrument (ENPI) and the European Development Fund (EDF). The Humanitarian Instrument will address food crises (crisis and immediate post-crisis situations) and deliver food aid where necessary and appropriate³. The new FSTP under the DCI, in complementarity with other programmes, will ensure overall coherence in the approach to food security and continuity of assistance in the transition from relief to development. Coordination with other thematic programmes, such as "Investing in People" and "Environment and sustainable management of natural resources, including Energy", and the Seventh Framework Programme for research and technological development (FP7) will be ensured in order to maximise the impact of combined Community instruments. The Commission outlined the new Food Security Thematic Programme (FSTP) in the Communication to the Council and the European Parliament: "A thematic strategy for food security – Advancing the food security agenda to achieve the MDGs" (COM(2006)21). The Communication lays the foundations for the Thematic Strategy Paper and Multiannual Indicative Programme 2007-2010.

2.1.2 Intervention Logic

The FSTP's overall objective is to address the structural causes of food insecurity putting agriculture at the heart of the international debate on development.

This objective is to be pursued during the period 2007-2010 through the 6 strategic priorities:

- Priority 1: supporting research, innovation and information distribution in matters relating to food security, with a special focus on supporting the enhancement of capacities and scientific and technological cooperation,
- Priority 2: linking information and decision making in order to enhance response strategies,
- Priority 3: using the potential of continental and regional approaches (support to regional initiatives in Asia and Latin America, as well as continental/regional priorities set out in a new partnership with the African Union),
- Priority 4: responding to food insecurity in exceptional transition situations as well as in fragile and bankrupt states,
- Priority 5: promoting innovative approaches,

² FAO and WFP: The State of Food Insecurity in the World (2010)

³ To provide development assistance, the Community has at its disposal instruments such as the Regulation (EC) N° 1905/2006 of 18 December 2006 establishing a financing instrument for Development Cooperation (DCI), the European Development Fund, the Regulation (EC) N° 1257/96 of 20 June 1996 concerning Humanitarian Aid, and the Regulation (EC) N° 1717/2006 of 15 November 2006 establishing an Instrument for Stability (IFS).

- Priority 6: encouraging the advancement of the food security programme, and its harmonisation and alignment with development partners, civil society and donors.

The programme ensures overall coherence in the European approach to food security and offers complementarity to the geographical programmes and to the Food Facility activities. The Programme complements country food security programmes covered mainly by geographical instruments (EDF, DCI and ENPI) whereas humanitarian food aid is covered by the Instrument for humanitarian aid managed by DG ECHO.

The FSTP covers all developing countries and its primary beneficiaries are: children under the age of five; communities with members suffering from HIV/AIDS or other chronic illnesses; war-affected communities and groups and internally displaced people; women; pastoralists, small farmers and fisher folk; landless and farm labourers and the urban ultra-poor. To better achieve the goal of reaching these beneficiaries in a sustainable way, this programme puts emphasis on training and capacity building for various stakeholders at national and regional levels, including government officials, and the strengthening of Regional Economic Communities' capacities.

Considering the nature of this programme, which encompasses a wide range of activities and sectors, the expected results are very diverse. Some examples are:

- Delivery of pro-poor scientific, technological and institutional innovations and policies, research capacity and institution building, enhanced participation of low-income smallholder farmers, as main beneficiaries and players, in research/extension programmes through new research governance arrangements;
- Protection and recovery, in situations of transition, of productive and social assets, in particular natural resources, vital for food security, reduced vulnerability to shocks, and greater resilience among people at national and local levels;
- Innovative and locally owned sustainable solutions, which could be scaled up and mainstreamed to address old and new food security challenges.

2.2 Food Facility Projects

2.2.1 Background

The financial and energy crisis, the environmental disasters and the increase of food prices in 2007-2008 have put hundreds of millions of people in developing countries in a situation of extreme poverty, starvation and malnutrition. The prospects of evolution of food markets had shown that food prices could remain very volatile, requiring a reinforcement of solidarity towards the affected populations.

The "Food and Agricultural Organisation (FAO) Conference Declaration" which promoted a global partnership for food and agriculture was adopted on 5 June 2008. The European Council had recognised in its conclusion of 20 June 2008 that high food prices have a negative impact on the poorest populations. In this context, the Council has adopted an EU Agenda for Action on MDGs, stating that the European Union wishes to play an important role in contributing to reduce the financing deficit in the areas of agriculture, food security and rural development by 2010.

The already existing instruments are not considered as sufficient by the Community to respond to the increased needs in 2009. Therefore, in order to supplement these development policies, the European Union proposed 1 billion EUR to support agriculture in developing countries at the G8 Summit, on the 9th of July 2008, in response to the call for action of the G8 leaders to increase global food security. On 16 December 2008, the European Parliament and the Council adopted the Regulation (EC) N° 1337/2008. This Regulation establishes a financing instrument for rapid response to soaring food prices in developing countries (hereafter referred to as the "Food Facility" - FF) and requires the Commission to implement projects, programmes and other actions as described under the Regulation.

The FF Regulation, which came into force on the 1st of January 2009, delivers a total of 1 billion EUR for the period 2008-2010, operates over a 3-year period from 2009-2011 and aims to respond rapidly to problems caused by soaring food prices in developing countries. In total, four sets of projects were adopted under the Food Facility. On 30 March 2009, a first set of projects in 23 developing countries was adopted for a total value of €313.9 million. On 29 April 2009, a second set of projects including a €200 million call for proposals open to non-state actors was adopted for a total of €393.8 million. On 9

December 2009, a third set of projects including budget support was adopted for a total value of €129.7 million. Finally, on 22 April 2010, the last projects comprising regional projects and budget support measures were adopted for a total value of €145.3 million.

The very tight timeframe of the FF is due to the urgency of the food prices crisis which has led the European Commission to manage the programming, identification and implementation phases in a limited timeframe and to explore new types of partnerships, such as collaboration with UN agencies that had existing assistance projects and frameworks for policy dialogue.

2.2.2 Intervention Logic

The Overall Objective of the Food Facility projects is to contribute to the eradication of poverty in partner countries and regions in the context of sustainable development, including the pursuit of the Millennium Development Goals, as well as the promotion of democracy, good governance and respect for Human Rights. Specifically, the FF was promulgated in order to target the developing countries and their populations, as they are defined by the Development Co-operation Committee (DAC) of the OECD.

Consistently with this objective, the Food Facility aims to:

- Encourage a positive supply response of the agricultural sector;
- Support activities to respond rapidly and directly to mitigate the negative effects of high food prices in line with food security objectives.

The Food Facility Regulation provides that the eligible measures should benefit developing countries, as defined by OECD/DAC, and their populations. To optimise the impact of the Regulation, resources should also be concentrated on a limited number of high-priority target countries, identified on the basis of a set of indicative criteria:

- Poverty levels and real needs of populations;
- Food price developments and their potential social, economic and political impact;
- Reliance on food imports;
- Social vulnerability and political stability;
- Macroeconomic effects of food price developments;
- Capacity of countries to implement appropriate response measures;
- Agricultural production, transformation and marketing capacity;
- Resilience to external shocks.

2.3 Selected Projects

A table recapitulating all the Projects of the Programme, monitored by ROM CMTP team, is presented overleaf⁴:

⁴ As mentioned in the Introduction, since 20/11/2009, there is in place a new ROM project (ROM FF) which is focused on the monitoring of the FF projects; therefore, the ROM CMTP project covers only a small sample of projects which were planned to be monitored after then. In the columns of Monitoring, the ROM-CMTP missions are represented in red gridline.

Table 1: Projects under the FSTP and FF

C/N	Contract No	Project Title	End date	EC Budget	Coordinator	Monitoring			Partner Countries
						'09	'10	'11	
FST Projects									
1	C_148750	2008-2010 EC contribution to the Consultative Group on International Agricultural Research (CGIAR).	31/12/2010	67,500,000 €	IFAD	✓	-	-	IT (Asia, Pacific Islands, Middle East, North Africa, Sub Saharan Africa)
2	C_199950	Fostering European aid effectiveness for Agricultural Research for Development' (called the FSTP EIARD project)	5/2/2012	1,300,000 €	GTZ/EIARD	-	✓	-	DE
3	C_168966	EC/FAO Programme on linking information and decision making to improve food security	31/12/2011	5,500,000 €	FAO	-	✓	-	IT
4	C_148764	Global Donor Platform for Rural Development (GDPRD)	1/9/2011	1,500,000 €	GTZ	-	✓	-	DE
FF Projects									
1	C_209319	Food Facility - EC UNRWA – 1	31/3/2010	18,100,000 €	UNRWA	✓	-	-	PS
2	C_211140	PARECAM - EC Food Facility	30/9/2011	12,425,639 €	IFAD	✓	-	✓*	MG
3	C_212542	Food Facility, EC- UNDP I, Liberia	30/6/2011	1,493,139 €	UNDP	✓		✓*	LR
4	C_212670	Food Facility EC-WFP-I Liberia	30/6/2011	3,566,989 €	WFP	✓		✓*	LR
5	C_209732	Food Facility, EC-WFP I	1/8/2011	41,351,352 €	WFP	✓	✓*	✓*	BE BD, SL, PK
6	C_209381	Food Facility, EC-UNICEF I	30/6/2011	8,229,000 €	UNICEF	✓	✓*		BE LR, ML
7	C_209557	Food Facility, EC-FAO I	1/8/2011	109,975,439 €	FAO	-	✓*	✓*	IT AF, CD, CF, GW, HT, LR, MZ, PK, SL, ZW

* Re-monitored by the ROM FF contract

3. ROM WORKPLAN

3.1 The Monitoring approach of the ROM CMTF Monitoring Team

The ROM CMTF Project started in April 2008. In order to monitor the FF projects, the contract of ROM CMTF was amended accordingly providing for a third independent financial part which aimed to focus only on the FF projects. The amendment of the contract was signed on 22/10/2009 and the ROM CMTF was mobilised immediately by organising a workshop on the 2nd and 3rd of November in order to present to the key FF monitors the additional 7 projects in the ROM CMTF portfolio, as well as the necessary adaptations of the monitors' approach given that these projects derive from a new EC Regulation. The third part of the ROM CMTF contract (with CRIS contract number C-221250) is followed up by the Food Facility Task Force (FFTF) in DEVCO/F3, however, DEVCO/F1 continues to be in charge of the overall coordination and management of the ROM CMTF contract (including the FF part), while DEVCO/F4 is in charge of all financial aspects. Consequently the ROM CMTF Team in consultation with DEVCO/F3 has incorporated in the Workplan 4 FSTP and 7 FF projects to be monitored in 2009 and 2010.

Concerning the distinction between national and regional (or transregional) projects, the terms single-country and multi-country have been introduced by the ROM CMTF team in order to facilitate monitoring of the projects fully aligned with the methodology for the Regional Programmes. These terms have been adopted by DEVCO/E5 and they 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

Seven of the monitored projects have been considered as multi-country projects and in particular:

- Category A: Three (3) FSTP Projects
- Category D: One (1) FSTP and three (3) Food Facility Projects

In the following table the projects monitored by status and type are presented:

Due to the wide geographical scope of the projects but also due to constraint deriving from the available resources, the CMTF monitoring exercise cannot cover each and every component of the multi country projects (especially those of Category D) within the limitations of time set by the ROM methodology (i.e. one mission of one month). Furthermore, in particular for the FF projects, specific countries to be visited have been agreed between the EC and the Implementing Organisations⁵. Including the visit to the project coordinator (mostly based in EU, i.e. Italy, Belgium, and Germany), the 7 multi-country FF projects visited by the ROM CMTF project covered from 1 to 6 countries.

3.2 Incorporation of the FST/FF projects in the Workplan

The 4 single-country and 7 multi-country projects monitored by the ROM CMTF project amount €270.9 Million and cover 12 countries. The responsibility for their implementation is usually with the Project Coordinator, i.e. the leader of the implementing consortium who is based in Europe, while the EC DEVCO/F3 is the EC Service responsible for their management. The 11 monitoring missions implemented by the ROM CMTF team have covered 86% of the partner countries of the projects. The main data of the Monitoring Missions in the frame of which FTS/FF projects have been monitored in 2009-2010 are presented in the Table:

Table 2: Quantitative overview of outputs achieved for projects by region

Overview	1	2	3	4	5	6	7	8	TOTAL
	ENPI countries	Africa, Indian Ocean, South Africa	Asia	Latin America	EU	Western Balkans and Turkey	Caribbean, Pacific, Cuba, OCTs	Other (JP, US)	
N° of countries visited	2	6	1		3				12
N° of project-visits	2	9	1		7				19
N° of MR reports produced	1	9	1		5				16
N° of single-country projects monitored	1	3							4
N° of multi-country projects monitored (on the basis of the coordinator)		1	1		5				7
Million € covered	18.1	18.9	39.4		185.7				262.1
Average size of project per sub-region / country	18.1	4.7	39.4		37.1				23.8

⁵ It has to be noted that the priority of the selection of the countries to be visited had to take into account the provisions of the Financial and Administrative Framework Agreement (FAFA) and therefore follow a common agreement between the International Organisations and the FTF. Therefore, the sampling was not done by the ROM CMTF team, but by the contracting authority.

The FSTP projects (Category A) have a more general regional character and there is no contractual allocation per addressed country. For this reason, the EC Budget of these projects in the Table above allocated in EU, where the Project Coordinator is. The project “Food Facility, EC-FAO I” is considered as pseudo-regional, with the Project Coordinator in EU and the other partners in different regions. The total EC Budget of the project is included in the EU column of the Table; however, there is a discrete Budget for every component of the project. It has to be noted that the financial data refer to the period of the monitoring visit. Meanwhile some of the projects have been re-monitored under the ROM FF and may be there are updated financial data. For consistency reasons with regard to the conclusions of the Synthesis Report, this change in the financial data is not taken into account.⁶

The following Table and Figure presents the geographical distribution of the monitored project components:

Table 3: Project-visits per country and region

ENPI countries		Africa, Indian Ocean, South Africa		Asia		EU	
Country	Visits	Country	Visits	Country	Visits	Country	Visits
Jordan	1	Central African Rep.	1	Bangladesh	1	Belgium	2
West Bank and Gaza Strip	1	Congo DR	1			Germany	2
		Liberia	4			Italy	3
		Madagascar	1				
		Sierra Leone	1				
		Zimbabwe	1				
TOT	2	TOT	9	TOT	1	TOT	7

3.3 Preparation of Missions

The preparation of the missions was carried out based on the experience gained in the previous years, while the key element for the successful preparation is the smooth cooperation with all involved actors.

3.3.1 Cooperation with DEVCO

As mentioned in Section 3.2 above, the workplans for 2009 and 2010 were adjusted and consolidated through coordination and consultation with the DEVCO/F3. The Projects Managers were informed timely about the ROM mission. A briefing prior to the mission and a de-briefing after the mission were organised, as appropriate.

3.3.2 Preparation and organisation of the Monitoring Visits

After the assignment of the projects to the relevant monitors, respecting the criteria of availability and sectoral background experience, the monitoring teams for each mission were formed.

The ROM CMTP Team obtained the documentation from CRIS and enriched it with documentation received from the projects. All collected documentation was forwarded to the involved monitors, early in advance of the planned ROM Visits' dates. No particular problems arose during this procedure.

The organisation of the meetings, as well as the compilation of the monitors' schedules, consumed considerable time. The ROM CMTP Team had to encounter several issues (e.g. non availability of stakeholders); however in most of the cases the results were more than satisfying mainly due to the good will for cooperation of stakeholders involved in the Programme.

Due to the earthquake in Haiti on the 12th of January 2010, the visit to the respective country component of the project 'Food Facility, EC-FAO I' (C-209557) had to be cancelled 4 days before the launching of the planned mission (16-23 of January 2010). Therefore, a monitoring note on the basis of a desk work was produced.

⁶ In particular, the EC financial contribution to the projects “Food Facility, EC-WFP I”, “Food Facility, EC-UNICEF I” and “Food

4. INSIGHTS OF THE PROGRAMME

4.1 Programme performance

The following table presents the average performance of the FSTP and FF projects monitored in 2008-2011 by the ROM CMTF team. The performance of the projects is calculated as the average 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 4: Average ratings per each main criterion (FST/FF projects)

Criterion	FST		FF		Total	
	Average rating	Good (a or b)	Average rating	Good (a or b)	Average rating	Good (a or b)
Relevance / Quality of Design	3.28	100%	2.53	29%	2.80	53%
Efficiency	3.06	75%	2.69	57%	2.82	63%
Effectiveness	3.00	75%	2.57	43%	2.73	37%
Impact	3.15	100%	2.71	71%	2.87	68%
Sustainability	3.18	100%	2.31	14%	2.63	37%
AVERAGE	3.13	100%	2.56	57.00%	2.77	78.90%
Number of projects	4		7		11	

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

Table 5: Project/programme portfolio performance by Performance category (% of projects in each category)

Category	Performance	FST		FF		Total	
		Projects	%	Projects	%	Projects	%
I	<i>Very good performance (minimum 3 a, no c, no d)</i>	1	25%	0	0%	1	9%
II	<i>Good performance (a, b, maximum 2 c, no d)</i>	3	75%	3	43%	6	55%
III	<i>Performing with problems (a, b, minimum 3 c, no d)</i>	0	0%	4	57%	4	36%
IV	<i>Not performing, or having major difficulty (minimum 1 d)</i>	0	0%	0	0%	0	0%
TOTAL		4	100%	7	100%	11	100%

As presented in Table 4, the FSTP/FF projects performed well (average performance at programme level is 2.77/4.00), with much better performance of the FSTP projects (3.13). The majority of the projects (55%) performed well and 36% of the projects performed with problems and need to be improved, while no projects appeared major difficulties.

Among the projects monitored in 2009-2010, the following are considered as successes (projects with ratings "a" and/or "b" for all criteria):

- C-148764, Global Donor Platform for Rural Development (GDPRD).

- C-148750, 2008-2010 EC contribution to the Consultative Group on International Agricultural Research (CGIAR).
- C-168966, EC/FAO Programme on linking information and decision making to improve food security.

It should be noted that among the above FSTP projects the project GPRD of Category I was assessed with 4 “a” and one “b” ratings.

On the other hand the following project is considered as the least successful one, currently being at a comparatively critical stage (“c” for all criteria - there is no project with one or more “d” ratings):

- C_212670, Food Facility EC-WFP-I- Liberia

The ROM outputs recommend actions which could further improve the performance of the monitored projects. These recommendations are focusing mainly on the five DAC Criteria (i.e. Relevance and Quality of design, Efficiency, Effectiveness, Impact and Sustainability), as well as other horizontal or cross-cutting issues (visibility, good governance, environment etc.). In the 16 Monitoring Reports produced, a total of more than 170 recommendations were formulated.

Concerning the issues identified, the majority (28%) of the recommendations address the criterion of Efficiency, 24% focus on Relevance, 19% focus on Sustainability, 17% on Effectiveness, and 12% on Impact. The relatively higher number of recommendations, regarding the efficiency of the less performing projects, shows that the activities have been delayed and they have not produced, at least up to the time of the monitoring visit, the expected results. Therefore, given that there were no substantial results achieved, the recommendations focused more on the efficiency of each project, an aspect which was more urgent to be tackled. In order to improve the way inputs and activities are converted into results, correctives measures are recommended to the project coordinators and partners. Most of these measures comprise the revision, the improvement or the acceleration in the implementation of the activities and the discussion about potential risks or assumptions which could hamper future planned activities. The activities should also respect the planned timelines, in order to manage the achievement of the expected results in time. The higher involvement of the beneficiaries in the implementation of the activities is also recommended.

The criterion of “Relevance/Quality of Design” attracts a high percentage of recommendations in the FF projects rather than those of the FSTP. This can also be explained by the relatively higher score of this criterion (FSTP: 3.28, FF: 2.53). More than 85% of the recommendations for “Relevance/Quality of Design” are addressed to the 7 FF projects. This occurs due to the fact that the monitoring took place close to the beginning of the projects giving room for recommendations for the design, which are not very common in reports corresponding to visits close to the end of a project. The first FF projects were launched on 30 March 2009 and the 7 FF projects monitored under ROM CMTP were signed by the EC and the involved International Organisations between May and July 2009. The monitoring missions were implemented between November 2009 and February 2010. In this context, all FF projects monitored were close to the 6th month of implementation.

Additionally, the “Impact prospects” are less often addressed by the recommendations. This also explains the relatively high score for “Impact prospects” both in FSTP as well as FF projects. This means that the projects make really a difference in the problems encountered in the targeted countries being well on the way to achieve their overall objectives and creating an added value for their end-recipients.

4.2 Analysis per Criterion

From the five monitoring criteria, “Sustainability” (i.e. “the likelihood of a continuation in the stream of benefits produced by the project after the period of external support has ended”) can be considered as the weakest point, though still with relatively good performance. The “Impact” (with more weight to “Ensuring of the impact achievement”) is the strongest point of the FST Programme and FF in general.

However, it should be well noted that the “Relevance/Quality of Design”, i.e. “the appropriateness of project’s objectives to the real problems, needs and priorities of its target groups/beneficiaries and the quality of the design through which these objectives are to be reached”, as already mentioned above, has a rather high average score for the FST projects (3.28) and rather low for the FF projects (2.53).

With regard to the Relevance and Quality of project design (2.80), the overall conceptual design of 3 out of the 11 monitored projects is considered to be precisely focusing on providing solutions to actual practical needs and problems of the sector they were dealing with, namely:

- “Food Facility - EC UNRWA – 1” in contributing to the improvement of social and economic living conditions of SSN beneficiaries among the refugee population in the West Bank and the Gaza Strip;
- “EC/FAO Programme on linking information and decision making to improve food security” in enhancing the design and implementation of food security policies and programmes (responses) through improved and harmonised food security and vulnerability analysis methods and effective use of information in decision-making;
- “Global Donor Platform for Rural Development (GDPRD)” in contributing to the reduction of poverty in rural areas in developing countries through improved donor cooperation, collaboration and coordinated dialogue with partner countries.

On the other hand, in two other projects:

- “Food Facility, EC-WFP I” and
- “2008-2010 EC contribution to the CGIAR”

the “Relevance and Quality of project design” is considered as the weakest point with specific weaknesses in the Appropriateness of the intervention logic. The Logframe Matrix (LFM) is not in line with the PCM guidelines and there are no specific and measurable OVIs.. In general, even for the best scored projects the Objectively Verifiable Indicators (OVIs) are not always SMART (Specific, Measurable, Attainable, Realistic, Time-bound) especially at the OO and PP levels. At programme level, it is worth noting that the FF projects are considered of lower Relevance and Quality of project design versus the FSTP projects and this is due to the fact that all FF projects monitored were close to the 6th month of implementation, designed and started in the frame of the very tight deadlines and constraints of the FF regulation.

At the level of Efficiency, with average score 2.82 it is worth noting that the FSTP projects with the exception of the EIARD project are considered to perform comparatively very well (average score 3.35). EIARD is a uniquely designed project as it is basically a voluntary organisation made up of Agriculture Research and Development (ARD) representatives from the Member States, Norway and Switzerland and it is also the first EC funded project this organisation has been involved in. Therefore, it is considered as reasonable that there are some issues in the inputs (i.e. resources) management and their timely provision. In general, project resources are managed in a transparent and accountable manner. In some cases, there were delays in preparation and preliminary activities, especially for the “Food Facility, EC-FAO I”, either because of the ratification of the financing agreements with national authorities, or the recruitment of capable human resources, both at international and national levels. Additionally, for the “Food Facility EC-WFP-I- Liberia” the resignation of the Minister of Agriculture of Liberia in April 2009 and the vacuum existing in the Ministry till late September have caused delays in staff recruitment while the limited availability of people with the required profile has added to these delays. At the level of outputs’ achievement, most of the planned outputs have been delivered timely with minor exceptions in the majority of the projects. This is justified also by the comparatively high score of the respective sub-criterion of Efficiency. On the other hand, Partner contribution and involvement differs from project to project. Four out of the eleven projects have been scored with “a” while 5 of the rest have been scored with “c”. This diversity is more due to lack of coordination measures than to the willingness of the local partners to contribute, which is apparent to all projects especially because of the importance and the relevance of the overall objectives.

Effectiveness is considered very good for the project GDPRD (score “a”) for which the implemented Platform is well-positioned to provide tangible results as benchmarks and indicators have been set in order to provide an analysis on evidence of (i) an increase in the share of members’ ODA going to Agricultural and Rural Development (ARD), ii) the use of programme based and sector-wide approaches in ARD programmes; and (iii) a rationalisation of ARD support by member agencies in selected countries. On the other hand, three projects, have been scored with “c” both in Results

attainment and Project Purpose achievement. It is considered that this low score of Effectiveness is a consequence of a low pace in the implementation of activities which resulted in low delivery of outcomes for the benefit of the target groups bringing the achievement of the PP at risk.

Overall, the Impact of the monitored projects was considered as good, scored with the comparatively highest score of 2.87, mainly in view of the long-standing experience of the project partners selected and, in some cases, of the continuity of the EC support. However, in most cases it was considered that it was very early to assess the impact prospects. Related to the "Food Facility, EC-FAO I", which has been scored horizontally with "c", the real long-term impact of all agricultural interventions is considered to need a number of agricultural seasons to show positive results and potential impact. Moreover, food production obtained by the project will not have the sufficient critical mass needed to influence market prices; thus, this contribution to the OO is unlikely to be attained.

As mentioned before, sustainability is the weakest criterion for the 11 monitored projects, however this low score is more due to the FF projects' sustainability prospects while the overall further expectations of the FSTP projects are considered as good (with average score 3.18). The criterion of potential sustainability of the FF projects was scored with an average grade of 2.31 in the monitoring reports, leading this criterion to be the less performing and the only one to be scored with a "c". Most of the time, this is due to a missing exit strategy to ensure the longevity of the action and the need to reinforce the donors involvement and the participatory approach for the beneficiaries, since the projects address actually an emergency situation (soaring prices of food) within a very limited timeframe.

A short analysis of the situation for each project at the time of the monitoring visit follows hereafter:

C 212542, Food Facility, EC- UNDP I, Liberia

The UN Agencies (including the World Bank) and the Government of Liberia are implementing a multi-donor Joint Programme (JP), bringing together the line Ministries and the UN system under a field coordinated approach in response to food insecurity and the global food price crisis. The project is in line with the EC FF framework and the FSTP, the National Poverty Reduction Strategy and the Food Security and Nutrition Programme (2008-2011). In Liberia a significant proportion of the farmers traditionally practice swamp rice cultivation and where WFP is implementing the P4P initiative. Although target groups were not consulted at the design stage, the project responds to their perceived needs. The Logframe is adapted from the overall JP LFM, however the OO was not reflected accordingly. UNDP/GoL changed the project design considerably, but the new design has drawbacks concerning the achievement of results. The project does not clearly and fully address identified needs. Activities, outputs and outcomes are appropriate, but insufficient to achieve the PP. UNOPS estimates for the rehabilitation of roads and bridges are 800% higher than budgeted. Since rehabilitation of feeder roads is crucial for ensuring food security and the reactivation of the economy, other activities were reduced drastically or cancelled altogether. The rehabilitation of road has not been discussed between UNDP and the EU Delegation (EUD) and in general the communication of the project management with the EUD, UNDP and its national counterparts is weak. Inefficient coordination between UNDP, WFP and FAO has slowed the selection of target groups thus slowing implementation. No impacts are apparent, due to the limited activities undertaken so far. The main impacts however are highly likely to be jeopardized due to the aforementioned communication drawbacks; as well as the insufficient involvement and, therefore, lack of ownership of target groups who were not consulted at the project design stage. The GoL's capacities are weak and services provided by the project cannot be supported institutionally. UNDP is actively sourcing additional funding in order to continue activities. FS policies and priorities are and will be maintained and fully supported by GoL until mid 2011, through the PRS and the Joint FS&N Programme.

C 212670, Food Facility EC-WFP-I- Liberia

This is also a common multi-donor JP between WFP and the Government of Liberia. The project is relevant to national and EU policies; however, the target groups were neither correctly identified nor consulted at the project design phase. Selection criteria focused on most potentially productive communities, instead of the most vulnerable ones. The Logframe derived from the overall common JP LFM, but is of poor quality. The PP will unlikely be achieved, solely by this initiative. The project design covers activities carried out by other organisations (FAO, UNDP and UNICEF and their national counterparts) beyond the control of this specific action. OVis at OO level are outside the scope and control of WFP. The potential risks and assumptions were not efficiently considered, nor were the outcomes of actions by other actors. There is neither exit strategy in place, nor project visibility. There

were delays in project implementation, as well as weak coordination and harmonization between the UN Agencies and their national counterparts. Inputs were delivered at planned costs, and monitored regularly by WFP. A work plan activity schedule is used instead of the LFM as a management tool. Community sensitization is poor and insufficient to date. Given the very few activities undertaken to date, project expenditure is not in line with the implementation schedule, and no impact is yet apparent. The JP Steering-Committee has been ineffective in ensuring Programme coordination with other partners, and communication between project management and the EUD has been less than optimal. Progress has been poor and target groups have no access to project services. There is a lack of ownership by target groups due to their non involvement in the project design. The GoL's capacities are weak at all levels (human resources, financial, absorption) and it is most unlikely that the Government will be able to continue providing the services generated by the project.

C 209732, Food Facility, EC-WFP I

The EC-WFP I programme includes Bangladesh, Pakistan and Sierra Leone, however the produced report under ROM CMTP covers only Bangladesh. The project intends to support 78,000 of the poorest households through cash, and cash + food-for-work schemes, to reconstruct or improve infrastructure aimed at improving local agricultural productivity, as well as providing income generating assets for some beneficiaries. The project comprises part of a wider WFP Emergency Operation (EMOP), and as such its intervention logic is not a standalone one, and contains weaknesses. The EU commitment is €19,989,300 and a further €2 mio will be provided through a rider. The implementation period was backdated enabling WFP to start preparatory activities in March 2009, since due to the wet season, it was impossible to start the employment generation schemes before December 2008. Work restarted in December 2009 and during this Phase 2 it is expected that all 78,000 beneficiaries will be employed and the remaining resources will be used. The income generation component will start in early 2010. Phase 2, involving a large number of schemes, started recently. The earthworks schemes were selected by local communities and benefits will spread to the wider community, particularly to small farm households. The schemes provide short-term employment for the poorest beneficiaries. Beneficiaries involved in Phase 1 improved their household food consumption and some were able to send their children to school, or to buy poultry or goats. It is very likely that the project will result in improved food production, and improved household food security for thousands of small and marginal farm families within the project locations. The project direct beneficiaries are very likely to have increased earning opportunities as agricultural labourers, and therefore will be in a better position to meet their food purchasing needs. The infrastructure will become the responsibility of the Union Parishads and will require maintenance which they are unable to afford. The government sometimes funds employment generation programmes, but there is no guarantee that the schemes would be included, and so the success of farmers in using the schemes without continuing support is uncertain.

C 209319, Food Facility - EC UNRWA – 1

The ECFF/UNRWA Programme implemented between 1 January, 2009 and 31 March 2010 in Gaza and the West Bank, combines food aid and cash allowances. The project is fully compliant with the EU policies, the Palestinian Authority, UNRWA and MDG 1. The programme attempts to respond to the dramatic increase in numbers of the extreme poor among Palestinian refugees under UNRWA's mandate, and to mitigate the consequences of their social exclusion and resource deprivation, by addressing food insecurity and clearly identified beneficiary needs. Developments in the programme design resulted in a shift from status-based to needs-based support, and focused on Pregnant Women & Nursing Mothers (PW&NM) in Gaza. The quality and reliability of results achieved was good, even with the complex local circumstances and difficulties faced by the partners in terms of access and limited beneficiary mobility. Even with the Israeli incursion into Gaza, food and cash distributions were never suspended. Activities were designed around the concept of a Social Safety Net, further developing an earlier concept of assistance to Social Hardship Cases. Assistance was provided on a quarterly basis and included: food + cash, enhanced food baskets (for PW&NM), and a combination of food + cash + Family Income Supplement. The € 18,1 million EU contribution plus a separate EC funded grant to UNRWA of € 21.6 million target both Gaza and the West Bank. The direct impact of the programme has been positive and poverty alleviation is being achieved. Given the instability of the political situation in the region and UNRWA's own underfunding, as well as the absence of socio-economic development opportunities in the area, sustainability is unlikely to be achieved. Moreover, the cost of the UNRWA food basket rose from \$70 to \$124 since the recent global rise of food prices. The use of Palestinian social workers eased communication between partners and beneficiaries, and ownership of the programme is promoted through the employment of Palestinian staff.

C 211140, PARECAM - EC Food Facility

The project PARECAM responds precisely to the needs and policies identified by the authorities of Madagascar and the International Fund for Agricultural Development (IFAD). It incorporates the principles of the FF. The Logframe is well focused, but it lacks details (mostly ones that are quantitative and measurable) level indicators and sources of verification. The management of the project is implemented on a transparent and responsible way. On the other hand it is obvious that the structure lacks the necessary human resources and capacity for coordination / administration that is required by the EC. There are already positive results - the number of foreseen beneficiaries has been doubled, the additional production has started and the results of the next harvest are expected. The project is still young to generate impacts at this point. However, taking into account the action launched up to date, we can expect positive impacts. It is impossible to foresee clearly the issue of sustainability but there are some positive factors to consider.

C 209381, Food Facility, EC-UNICEF I

The project is aligned with the National Poverty Reduction Strategy (NPRS) and the FS and Nutrition Programme (2008-2011) through a multi-donor coordinated UN and Government of Liberia (GoL) Joint Programme (JP). It is also in line with the EC FF framework, the CSP/NIP, the FS Thematic Programme and the ECHO programme. The project aims at improving nutritional status through better food utilisation, particularly for the vulnerable groups of pregnant and lactating women, and children under five in Liberia. The Logframe (LFM) is derived from the overall JP LFM but the OO, PP and results have not been adequately reflected. Once the JP comes to an end, sustainability is not considered in the project design given that other donors is expected to continue providing financial support. The project is mainly activity driven and doesn't focus on results. Several delays have occurred during project implementation. UNICEF coordinates activities and deliverables with other NGOs and organisations through bilateral agreements. No overlapping or coordination difficulties are apparent. Outputs achieved are likely to up-scale the management of severe acute malnutrition and establish a cash transfer scheme for the most impoverished groups, both contributing to the expected results. However, nutritional target groups have not been quantified. Representatives from the same communities as the beneficiaries were involved in the identification phase and are part of the monitoring system on the cash transfer component. It is still early to evaluate the water and sanitation component (WASH). Successful cure rates on acute malnutrition are above 70% and return rates below 20%. Factors that may jeopardize the project's direct impact include a rise of food prices, particularly rice; insufficient involvement and hence weak ownership of target groups; and deteriorating road networks. The GoL's capacities in particular Ministry of Health, Social and Welfare are poor, and future funding will be required to assist the implementing partners (mainly NGOs and private sector), since they cannot afford the services provided without external funding.

C 148750, 2008-2010 EC contribution to the Consultative Group on International Agricultural Research (CGIAR)

The CGIAR consists of 15 Centres mainly based in Africa, Asia and Latin America and aims at contributing to food security and poverty eradication in developing countries through strategic agricultural research, capacity building and policy advice. The EC signed a contract with the International Fund for Agricultural Development (IFAD) to implement a FS action comprising 25 projects, where the CGIAR Centres aim to mitigate rural poverty by supporting agriculture and policy research centres. The intervention logic is in line with EC development strategies, in particular the Agricultural Research for Development Strategy. The CGIAR however, has a slightly different project design format excluding the quantification of OVIs which led to difficulties in evaluating the achievement of planned outputs, outcomes, PP and impact, either at programme or project level. The CGIAR mission has no clear plan to transfer modalities of the programme outputs to the farmers. The latter is mainly based on individual commitments of some centres, in coordination with the National Agricultural Research Systems (NARS) and national extension services. The activities are in line with annual work plans and budgets; however, the results and their quality are not always clear for all the projects, resulting in difficulties with regard to the assessment and quantification of some of the overall programme results. The research activities are ongoing, but the outcomes have not yet been achieved for the majority of the sub-projects. Moreover, the programme's duration is too short to observe any measurable impact. In some CGIAR centres, the ECs contribution complements those of other donors. However, without quantified OVIs, a clear link between EC contribution and targets cannot be established. CGIAR research projects are generally co-funded by several donors, with additional

income earned by the individual centres. Generally, the projects are designed in coordination with NARS, local extension services and farmers organisations; hence, having a clear common transfer strategy and capacity building for the final beneficiaries of the project activities is key in ensuring sustainability.

C 209557, Food Facility, EC-FAO I

This multi-country Contribution Agreement covers 10 countries (Afghanistan, Central African Republic, Democratic Republic of Congo, Guinea Bissau, Haiti, Liberia, Mozambique, Pakistan, Sierra Leone, and Zimbabwe) with a commitment of €109,912,255; of which €78,146,839 was committed for the 5 countries monitored (DRC, Liberia, Sierra Leone, Zimbabwe, and CAR). The country components generally contribute to facilitating a rapid response to soaring food prices on vulnerable populations. Consistent with FAO's main mandate, this goal will be achieved by boosting local production, diversifying crops and gaining access to basic food items. The objectives are all in line with the EC FF framework, and with the country's national development and sector policies. The interventions respond to the actual needs of the target groups; however, there is a lack of a participatory approach, and the PP is unlikely to be achieved within the allocated time frame. Country specific Log frames are used as the main management tool. Many of the inputs were already in place due to FAO's past and ongoing operations in the field. An internal monitoring mechanism exists reflected through progress reports. However, the project targets set up in the reports are not specified against country nor duration levels; hence do not provide early warning signals to the country managers. Project Steering Committees have been established however, their meetings have been scarce with poor contribution, resulting in an insignificant role in monitoring the project interventions. The partners neither share the same strategy and criteria, nor coordinate activities consistently on the field. The achievement of results to date varies from country to country, but the results are of good quality. The increase in agricultural production will guarantee a nutritional improvement of the target populations and an additional source of income to farmers; however, the long-term impact of all agricultural interventions would need a number of agricultural seasons before being evaluated. Moreover, food production levels obtained by the projects will be insufficient to influence market prices, hence unlikely to contribute substantially to the OO. National ownership is insufficiently promoted as the projects are highly steered and influenced by FAO. A sustainable exit strategy does not exist for any of the projects, and additional funding is expected. Individual Governments have committed themselves to provide political and policy support to the agricultural sector through their National Poverty Reduction Strategies, and/or Agricultural and Food Security programmes for the next 2-3 years. However, their resources are limited and will need continued donors' financial support.

C 199950, Fostering European aid effectiveness for Agricultural Research for Development" (called the FSTP EIARD project)

This is the first EC funded programme which EIARD (European Initiative for Agricultural Research Development) is implementing under the FSTP. The project aims to improve food security for the poorest and the most vulnerable communities, and contribute to achieving MDG 1 through a set of actions which ensure overall coherence, complementarity and continuity of community interventions including the area of transition from relief to development. The project is aligned with Development and Emerging Economy Countries' (DEEC) own ARD policies, strategies and priorities. The project is in line with the principles of the Paris Declaration, Accra Accord and with national Governments, as part of donor government alignment and EU effectiveness agenda. The project responds to the needs of the target groups, policy decision makers and final beneficiaries. The Logframe is good although no risks/assumptions have been identified at PP level. OVIs are clear and the activities support the intended results. The project design is focused on the production of a series of outputs to provide EIARD members with the required information and analysis that will enable them to develop coordinated and relevant, evidence-based European policies on six studies on themes defined by EIARD. Two major weaknesses in the design are that the resources required to implement the project were greatly underestimated, and the role of GTZ as the Delegated Entity by the EU was not clarified. Delays were encountered in implementation resulting in funds not spent in line with the implementation timescale. Moreover, EIARD Executive Secretary involved in the project design left at the start of the project resulting in a six month gap before a replacement was appointed. A few tangible outputs have been achieved; however it is unlikely that the results will be achieved within the given timeframe. The project is well placed to coordinate synergy with other projects at both the national levels through the Member States and at the global level through the Global Donor Platform for Rural Development (GDPRD) and Consultative Group on International Agricultural Research (CGIAR). Improving coherence, efficiency

and cost effectiveness of the CGIAR could enhance real impacts on food security, environmental sustainability and poverty reduction. Furthermore, civil society organisations can be strengthened by the project interventions. EIARD will continue to coordinate European policies and investments in ARD in the pursuit of the MDGs. FSTP EIARD also has the potential to provide an enhanced platform for dialogue between Europe and its Southern partners on ARD.

C 168966, EC/FAO Programme on linking information and decision making to improve food security

The programme builds on the general principles of a global action to reduce hunger and food insecurity. It is funded by FSTP, reflecting the EC's commitment through achieving MDG 1. It is highly relevant due to the great need for better understanding the determinants of food insecurity and global consensus on the parameters/information systems to quantify and classify different scenarios of country-level food insecurity; and the need for enhanced coordination of responses. The Logframe clearly shows how activities will achieve results and impact. The OVIs are generally suitable and informative, though somewhat weak and immeasurable at PP level. The objective is to identify tools, create consensus on their use and develop partnerships, thereby developing capacity and ownership of the tools at regional/national level. Coordination, management and financing arrangements are clearly defined. The same Steering Committee under the previous phase of the programme continues this programme's overall management. A computer based Programme Management Tool reports regularly on inputs/outputs against results and can be accessed via the programme's website, rendering financial management highly transparent. All inputs were in place on time. More activities than planned were implemented, thus there was an overspending on activities entailing a budget revision. Some delays occurred with regard to arrangements with regional partners. The programme is flexible in terms of planning activities in the course of project implementation, enabling work on technical areas which were not foreseen from the beginning. Coordination and harmonisation with similar interventions exists. Planned outputs have been delivered with a few exceptions. Several donors are funding activities initiated by the project. Results are being achieved as planned with a few exceptions, and the quality of the results is generally high. The E-learning Series are widely used by professionals as well as training material for Master Studies in universities. Country Briefs focusing on Price Monitoring and Analysis, were prepared and are being used by decision-makers at national level. The project integrates different indicators/approaches of different donors/agencies, thereby harmonising food security assessment and analysis. There is increased collaboration between donors and partners on food security issues. FAO's regular programme is contributing considerable staff to the project, thus most activities can be sustained under the regular programme.

C 148764, Global Donor Platform for Rural Development (GDPRD)

The GDPRD (the Platform) shares the same goal of fighting rural poverty, and hence contributes to food security through improved donor cooperation and collaboration based on a coordinated dialogue with partner countries, as expressed in the Paris Declaration for Aid Effectiveness. The Platform Secretariat (PS) is hosted by the German Federal Ministry of Economic Cooperation and Development (BMZ) with GTZ contracted to manage the Platform's multi-donor trust fund. The Platform aims at achieving mainly MDGs 1 and 7, and has developed a Strategic Plan (SP) with clearly defined and measurable outputs. A comprehensive Logframe exists showing how activities support the expected results, and with clearly identified OVIs. The OO and PP address clearly identified needs, and appropriate assumptions have been formulated. The SP, Annual Work Plan, Progress Reports and LFM are used by the PS for the day-to-day management of the project. The PS keeps the Platform informed of the activities through its Board and Steering Committee (SC) meetings, Focal Points and Working Groups. All outputs are of excellent quality and available to stakeholders within the foreseen timeframe. The introduction of a Result-Based Monitoring system defines clear outputs and achievements, and the accountability to deliver them. The PS serves as a hub for the Platform's relations with its Board and non-Board members. Members participate in global and regional conferences through video-conferencing and e-discussions. The website (www.donorplatform.org) is a valuable knowledge tool which promotes information exchange and supports regional initiatives by providing reference and guidance material, with many translated into French. The Platform has worked towards increasing and improving the quality of development assistance in Agriculture and Rural Development (ARD) through advocacy and knowledge management, and is well-positioned to conduct an analysis of how much aid has been channelled into the ARD sector in every country. Such information could lead to greater donor coherence and more widespread adoption of national strategies and country systems for project and

programme implementation. BMZ have indicated that they are willing to continue supporting the Platform and host the PS. Moreover, funds have been committed until project end with new contributions signed with various organizations and Government entities.

4.3 Analysis per partner country

The monitoring sample is rather small to allow a safe assessment per partner country, as with exception of Liberia, there were no more than one project or component monitored in each country. Moreover, due the nature of the FSTP projects only the Coordinator in Europe was visited.

The following table summarises the performance of FSTP/FF projects in the various beneficiary countries, as illustrated through the monitoring activity.

Table 6: Performance of projects in the various partner countries

Country	FST projects				FF projects									
	2008-2010 EC contribution to the Consultative Group on International Agricultural Research (CGIAR), fostering European and effectiveness for Agricultural Research for Development (called the FSTP EIARD projects)	EC/FAO Programme on linking information and decision making to improve food security	Global Donor Platform for Rural Development (GDPRD)		Food Facility - EC UNRWA - 1	PARECAM - EC Food Facility	Food Facility, EC- UNDP I, Liberia	Food Facility EC-WFP-I- Liberia	Food Facility, EC-WFP I	Food Facility, EC-UNICEF I	Food Facility, EC-FAO I			
Bangladesh	No partner countries visited	No partner countries visited	No partner countries visited	No partner countries visited					😊					
Congo													😊	
Central African Republic														😊
Liberia										😊	😊		😊	😊
Madagascar										😊				
Palestine									😊					
Sierra Leone														😊
Zimbabwe														😊

Key: 😊 Good, 😊 Room for improvement, 😊 Problems

Liberia's 14-year civil war, which ended in 2003, caused large loss of life and widespread displacement. It also ravaged the country's social and economic infrastructure, making it difficult for people to access productive inputs, services and markets. The political situation has since stabilised, allowing refugees and the displaced to return home, while economic growth has been on the upswing. Still, Liberia remains one of the world's poorest countries, with nearly two-thirds its population surviving on less than USD 1 a day. The majority of Liberia's active workforce depends on agriculture for survival. Most are subsistence farmers, growing rice and cassava crops on small family plots. Years of war, mismanagement and neglect damaged the nation's agriculture sector. Productivity plummeted, especially as people fled their homes, and agricultural value chains were left under-developed. The production of rice – the most important staple – fell by 76% between 1987 and 2005. Agricultural production has increased in recent years as the sector slowly recovers, but yields are still well below the regional average and food insecurity is high. Productivity has been marred by a lack of quality inputs, pest infestations, damaged irrigation and drainage systems and limited capacity in post-harvest processing, especially among small farmers.

In Liberia ROM CMTP team monitored 2 single-country projects and 2 regional components, which presented a slight better performance. However, the general findings of all the Monitoring Reports converge to some key issues. There are limited national capacities to implement appropriate strategies. The capacities of Ministry of Agriculture (MoA) are still insufficient in terms of skills, equipment and transport at central and county levels. The MoA has very limited financial resources and it will be incumbent on the donor community to continue to provide financial support. There is a slow

implementation and poor capacity of the Ministry of Health, Social and Welfare (MoHSW), for the nutrition component. Moreover, the availability of sufficient, qualified manpower is a major constraint for all projects in Liberia.

4.4 Analysis per implementing partner

The monitored projects are coordinated by an Organisation based in Europe (UNDP, WFP, UNICEF, FAO etc.) or a European governmental organisation, such as GIZ. The type of implementing partners for the monitored FSTP/FF projects is presented in the table below.

Table 7: Type of Contractors of FST/FF Projects

Type of partner	FST projects				FF projects							
	2008-2010 EC contribution to the Consultative Group on International Agricultural Research (CGIAR). Fostering European and effectiveness for Agricultural Research for Development' (called the FSTP EIARD project)	linking information and decision making to improve food security	Rural Development (GDRD)	Food Facility - EC UNRWA - 1	PARECAM - EC Food Facility	Food Facility, EC- UNDP I, Liberia	Food Facility EC-WFP-I- Liberia	Food Facility, EC-WFP I	Food Facility, EC-UNICEF I	Food Facility, EC-FAO I		
UN family organisations (incl. WB)	IFAD		FAO		UNRWA	IFAD	UNDP	WFP	WFP	UNICEF	FAO	
European governmental organisations/EU agencies		GTZ/EIARD		GTZ								

In ROM, there are the following 10 distinct categories of implementing partners which are presented along with their performance with regard to the 34 reports produced:

Table 8: Types of Implementing Partner

Category	Description	Performance
0	not known/NA	N/A
1	International NGO/CSOs/Universities (at EU and international level)	N/A
2	Local NGOs/CSOs/Universities (at Partner country level)	N/A
3	Profit oriented organisations (companies, think-tanks, institutes)	N/A
4	International governmental organizations (non UN)	N/A
5	UN family organizations (incl. WB)	2.68
6	Partner countries public administration (ministries, municipalities, etc)	N/A
7	European countries public administration (ministries, municipalities, etc.)	N/A
8	European governmental organizations/EU agencies	3.18
9	Regional bodies (MERCOSUR, SADEC, ASEAN, etc)	N/A
10	Hybrids (mix of different partners)	N/A

In the following Figure it is shown that the projects implemented by EU agencies (i.e. GIZ in both projects) performed on average well (3.18), comparatively better than the projects implemented by UN family organisations (2.68):

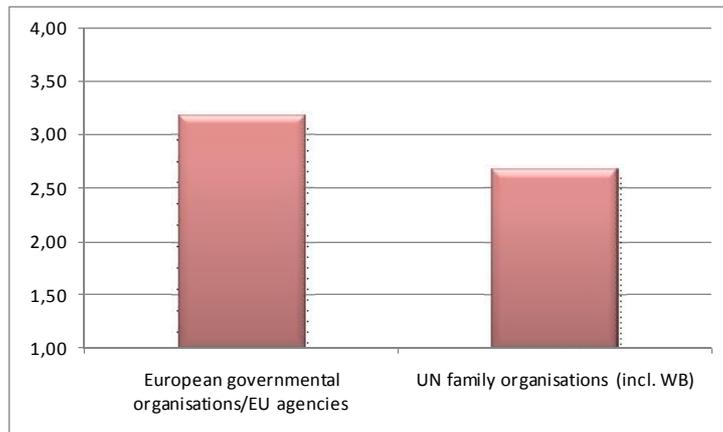


Figure 1: Performance of projects per type of implementing partner

Out of the 11 projects monitored only two are implemented by EU agencies, consequently the sample cannot be considered as sufficient for safe assessment. Additionally, these two projects presented quite contradictory performance; the GDPRD project (“a”, 3.78) and the EIARD project (“b”, 2.58). However, the EIARD project as already mentioned is a uniquely designed project as it is implemented basically by a voluntary organisation made up of Agriculture Research and Development (ARD) representatives from the Member States, Norway and Switzerland and it is also the first EC funded project this organisation has been involved in, while the role of GTZ as delegated authority has not been clarified.

On the other hand, nine projects (82%) are implemented by UN agencies. However, the sample does not allow a quite safe assessment due to differentiations of the projects (single-, multi-country, pseudo-regional or not etc.). Nevertheless, it can be observed that the UN agencies prefer applying the UN methodology for the design of the projects which creates incompatibilities when the projects are monitored on the basis of the PCM (additionally there is sometimes confusion between Overall Objective and Project Purpose as well as between outputs, outcomes and results). This approach may lead to a negative assessment with regard to the quality of design. The constraints of the UN administrative procedures can also justify the delays in the implementation of the activities, especially related to recruitment which may take several months after the project start. This does not only explain the delays in the implementation of the activities, but also the slow attainment of the results, thus contributing to the weak scores in terms of efficiency and effectiveness. However, it has to be noted that the weak scores in Sustainability prospects are more due to the nature of the projects, the weaknesses of the local partners in institutional capacity and the unstable situation in the beneficiary countries rather than to the type of the implementing partner.

4.5 Performance of projects over time

As reported in previous sections, 11 FSTP/FF projects have been monitored in 2009-2010 through 19 project visits (16 Monitoring Reports produced). In this set of projects there has been no re-monitoring of any specific project. Moreover, 6 out of 7 FF projects and 1 out of 4 FSTP projects have been monitored in 2009, while the rest have been monitored in 2010, thus no safe comparative assessment can be done at Programmes’ level. Therefore, in the Table below is presented the average performance at portfolio level, as it results from the findings of the Monitoring Reports, together with the respective average performance identified in the two years by the ROM CMTF Team. A division in single- and multi-country projects is also presented in the Table, as in 2010 no single-country project monitored.

Table 9: Performance of the yearly selected portfolio of projects to be monitored

Criterion	2009						2010					
	Single		Multi		Overall		Single		Multi		Overall	
Type of Projects	4		3		7		-		4		4	
Number of M-Reports	4		3		7		-		9		9	
Relevance/Quality of Design	b	2.63	b	2.53	b	2.59	-	b	3.18	b	3.18	
Efficiency to date	b	2.55	b	3.02	b	2.75	-	b	2.94	b	2.94	
Effectiveness to date	c	2.5	b	2.83	b	2.64	-	b	2.88	b	2.88	
Impact Prospects	b	2.75	b	3	b	2.86	-	b	2.9	b	2.9	
Sustainability	c	2.4	b	2.53	c	2.46	-	b	2.93	b	2.93	
AVERAGE	b	2.57	b	2.78	b	2.66	-	b	2.96	b	2.96	

Overall, the selected portfolio of FSTP and FF projects performs well; however the monitoring sample is rather low to allow safe assessment and generalised conclusions. There is a significant increase in the Relevance and Quality of project design of the multi-country projects (from 2.53 to 3.18) and the Sustainability (from 2.53 to 2.93). The increase in the ratings of these two criteria seems to be logical as the monitoring missions of 2009 were conducted during the inception phase (6 first months of implementation) of the majority of the projects. On the other hand, the projects monitored in 2010 were in a quite mature level of implementation, having often revised the project design and having made apparent their potential sustainability.

4.6 Mainstreaming of Cross-cutting issues

The prime issue in the sub-section 1.4 of the Background Conclusion Sheet (BCS), under the criterion of the Relevance and Quality of design of the project, assesses if the cross-cutting issues have been adequately mainstreamed in the project design. In this section, out of the 7 monitored projects in FSTP/FF, 2 (i.e. ~30%) were scored with “a” (very good) showing that these projects are pro-actively taking into account the cross-cutting issues in their design. Moreover, the other 5 projects, were scored with a “b” (good) for this sub-criterion, demonstrating that the majority of the projects are performing well in this domain.

Focusing on the assessment of 4 specific cross-cutting issues during the implementation of the projects, on the basis of the information retrieved from section 7 of the BCS it was observed in the FSTP/FF projects that:

- Gender Interests: For 8 out of the 11 projects monitored (i.e. 73%), the gender equality has been promoted during the implementation phase. Women have been considered as priority target group of projects, not only as direct beneficiaries but also often as representatives in leadership positions. According to the monitoring findings, 2 projects (i.e. 18%) projects have not taken into account the gender issues, while in the remaining 1 project (i.e. 9%) the gender issues are not applicable.
- Environment: The biggest part (91%) of the projects takes into account environmental issues, while for only 1 project (i.e. 9%) the consideration of environmental needs is considered as “not applicable”. The concerned projects have in general a clear and common interest in addressing environmental sustainability in agriculture and natural resource management in particular and they reportedly practise so.
- Good governance: The projects are extensively promoting the mechanisms for good governance with 9 projects (i.e. 82%) actively promoting these mechanisms. In 18% of cases this cross-cutting issue is not applicable, while no project failed to take this issue into account. Good governance has been mainstreamed mainly at local level, involving communities, local

government institutions and NGOs. In some cases there are also several anti-corruption monitoring tools in place.

- Human rights: In 9 projects (i.e. 82%) there is high contribution to the promotion of human rights by having targeted the most disadvantaged and vulnerable groups of the population, while in the rest 18% this issue is not applicable.

It can also be noted that a higher grade in the consideration of cross-cutting issues in the project design (sub-section 1.4. of the BCS) is linked with positive developments with regard to the consideration of the cross-cutting issues during the implementation phase (section 7 of the BCS). All projects have been scored with “a” or “b” in this sub-section (i.e. they take actively into account all four aforementioned cross-cutting issues). In that sense, it seems that the inclusion of cross-cutting issues in the project design provides the essential background to promote these issues within the project implementation and this remains a challenge which should be taken into account for all upcoming projects.

5. SUCCESS STORY

The project “Global Donor Platform for Rural Development (GDPRD)” addresses to could be considered as a real success story.

5.1 Project Synopsis

Project Title	Global Donor Platform for Rural Development (GDPRD)
M-Report N° & grades	MR-138422.01:A-A-A-A-B
Domain	DCI-FOOD
Sector	52010 - Food aid/Food security programmes
Background	<p>In 2000, the UN general assembly agreed to free the world from the abject and dehumanising conditions of extreme poverty and identified the reduction of poverty and hunger as the first Millennium Development Goal (MDG). The international consensus on strategic directions on how to reduce rural poverty was fragmented and this is especially the case for Agriculture and Rural Development (ARD) where important cross-cutting issues like environment, gender as well as the long-term sustainability of the social sectors like health and education which are dependent on successful agriculture and rural development programmes. In late 2004, given the projected doubling of aid through international agreed targets, the Global Donor Platform for Rural Development (GDPRD or the Platform) was established as a strategic alliance of 29 donors, development agencies and International Finance Institutions (IFIs). This alliance shares the same goal of fighting rural poverty and hence contributes to food security through improved donor cooperation and collaboration based on a coordinated dialogue with partner countries, as expressed in the Paris Declaration for Aid Effectiveness (AE, 2005). The Platform Secretariat (PS) is hosted by the German Federal Ministry of Economic Cooperation and Development (BMZ) with the German Agency for Technical Cooperation (Deutsche Gesellschaft für Technische Zusammenarbeit GmbH-GTZ-currently GIZ), the so-called "Delegatee", contracted to manage the Platform's multi-donor trust fund.</p>
Intervention Logic	<p><u>Overall Objective:</u> To contribute to the reduction of poverty in rural areas in developing countries through improved donor cooperation, collaboration and coordinated dialogue with partner countries. This includes the pursuit of the Millennium Development Goals (MDGs), particularly of MDG 1 (eradicate extreme poverty and hunger) and MDG 7 (ensure environmental sustainability).</p> <p><u>Project Purpose:</u> To contribute to more effective international donor community assistance for ARD, including better and more aid, and policy and institutional reforms, thus directly contributing to reduced poverty and increased food security.</p> <p><u>Expected Results:</u></p> <p>R1) Articulation of coherent and evidence-based advocacy in support of increased and more effective aid in ARD.</p> <p>R2) Fostering knowledge to enhance capacity of member agencies to deliver more effective support for ARD.</p> <p><u>Planned Activities:</u> The Platform pursues two activity lines: (i) Advocacy and (ii) Knowledge Management (KM) to achieve planned results. Planned activities have been streamlined into four thematic work streams to achieve R1 as follows: Theme 1: ARD Governance, Food Security and AE; Theme 2: Agriculture and Climate Change; Theme 3: Comprehensive Africa Agriculture Development Programme (CAADP) and Theme 4: Land Acquisition, (investment) and tenure. In order to achieve R2 activities have been defined as follows: 1) Develop and implement a KM system; 2) Enhance information on ARD and CAADP issues between member agencies; 3) Organise and implement Platform meetings and events; 4) Provide a neutral convening forum for the discussion of contentious/emerging issues in ARD and CAADP; 5) Deliver/support training and e-learning events on key issues; 6) Prepare limited number of evidence-based pieces on critical ARD or CAADP issues including policy briefs and studies; 7) Gather, compile and disseminate information on key ARD data from donor members; 8) Strengthen donor-CAADP relations to support successful CAADP implementation. Target Groups include developing countries' governments, such as ministries of agriculture, rural development, environment, relevant government agencies, civil society organisations, regional or international research organisations.</p>
Key issues and recommendations	<p>The Platform has benefited from the Network Evaluation with the development of the SP. EC: 1) Consider providing GTZ with a formal letter of approval of expenditures and narrative report from project start to 31/Jul/2010. GDPRD: 1) Consider review of CAADP TL ToRs. 2) Initiate a 'next phase strategy' of how the Platform will evolve beyond 2011. EC/GDPRD: 1) Conduct mid-term review and consider conducting a comparative analysis of development policy fostering peer reviews.</p>

5.2 Reasons for success

The main reasons of considering this project as a success can be summed up in the following points:

- The Platform continues to be highly relevant after seven years of operation, as it aims to be a “collective, recognised and influential voice, adding value to and reinforcing the goals of Aid Effectiveness (AE) in ARD” in pursuit of achieving the Millennium Development Goals (MDGs) and in particular MDG1 and MDG7.
- There is a good demonstration of partners working together to reorient activities to the benefit of the Platform’s relevance.
- The impact of the Aid Effectiveness papers is high given that they have shaped opinion in developing the message to feed into COP 16 on agriculture and Climate Change with the ARDD.
- There is impact on the country levels. For example, as part of the PP achievement for ‘more and better aid’ in ARD, on 14/Dec/2010, the Mozambican Prime Minister stated that the government plans to almost double funding for the agriculture sector by 2015, rising from 5.6% of the State Budget to 10%. In Cambodia, the Platform supported the government towards harmonisation and alignment in the land sector, with the drafting of a White Paper.
- The GDPRD is a very successful communication platform, since members participate in numerous global and regional conferences, in video-conferencing, e-discussions.
- The website (www.donorplatform.org) is a valuable knowledge tool which promotes information exchange and supports regional initiatives by providing reference and guidance material.
- The Platform is well-positioned to conduct an analysis of how much aid has been channelled into the ARD sector in every country.

6. CONCLUSIONS AND RECOMMENDATIONS

6.1 Overall conclusions on the FSTP and FF, as implemented

The overall picture of the FSTP and FF at the level of analysis allowed by the monitoring work seems above average, although sustainability is a major issue for the projects monitored. Most of the projects had a limited implementation time frame and the Project Coordinators and partners had to revise and adapt the design due to delays encountered in the implementation of the foreseen activities. Most of the Project Results had not been delivered at the time of the monitoring missions, hindering a safe assessment of the effectiveness of the projects. Nevertheless, more focus could be put on the phase-out strategies, in order to maintain and disseminate further the project benefits long after the end of the projects.

A summary of key issues identified by the Monitors is presented below:

- **Project Design**

From the sample of 11 projects monitored, the overall conceptual design of 27% of the projects is considered to be precisely focusing on providing solutions to actual practical needs and problems of the sector they were dealing with. On the other hand, in 18% of the projects the Quality of project design is considered as very low with specific weaknesses in the Appropriateness of the intervention logic. The LFM is dissimilar to the EC format, thus the Overall Objective (OO), Project Purpose (PP) and Expected Results are not really in a logical hierarchy while there are no specific and measurable OVIs. In general, even for the best scored projects the Objectively Verifiable Indicators (OVIs) are not always SMART especially at the OO and PP level, while the foreseen risks and assumptions are not adequately assessed according to the difficulties at country level.

- **General implementation and management issues**

In general, project resources are managed in a transparent and accountable manner using in most cases a specific project management tool. However, in some cases, there were delays in preparation and preliminary activities which may put in high risk the project results attainment. Partner contribution and involvement differs from project to project especially due to lack of coordination measures between the international organisation and the local partners, and the limited capacities of the national authorities as well. Given the limited activities undertaken in most of the projects, by the monitoring mission, target groups have not had access to any project services or results, a fact that brings the PP achievement to a high risk.

- **Sustainability Prospects**

According to the quantitative data of the Monitoring Reports, sustainability is considered as the weakest issue for the FSTP/FF projects, however this low score is more due to the FF projects' uncertain sustainability prospects while the overall further expectations of the FST projects are considered as good. This differentiation may be explained for once again by the time of the monitoring mission implemented (early in the implementation of the FF projects). However, in general, most of the projects have not foreseen any exit strategy during the project design in order to ensure the longevity of the action and the need to reinforce the donors' involvement and the participatory approach for the beneficiaries, since the projects address actually an emergency situation (soaring prices of food) within a very limited timeframe.

6.2 Lessons Learnt

One of the main added value of ROM is the extraction of lessons learned which can be taken into account in the programming and design phase of the PCM. In 2009, a qualitative study of EC AIDCO/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, causing 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 ROM CMTF monitors identified the aforementioned factors in the monitored projects. According to the ROM CMTF team the prevailing factor for poor performance in the FST/ FF projects are in order of priority: (6), (5), (1), (4), (3) and (2). Especially the effective communication among partners in the projects with big geographical spread is essential.

On the other hand the prevailing factors for good performance are in order of priority: (1), (4), (6), (3), (5) and (2). It was concluded from the implemented visits that even projects without appropriate choice of implementing partners, if they have strong proactive management and good quality of staff, can overtake any incidental obstacles during the implementation phase.

Looking at the Monitoring Reports, the reoccurring lessons learned which seem to be valid are presented in the following Table.

Table 10: Lessons Learned

Lesson Learned	User	Explanation
First phases of the PCM	EC / involved experts	Programming, Identification, Formulation are very important for the performance of a project. The planned average lifespan of the projects is too short and all risks have not been correctly assessed at these stages due to the limitations set by the timeframe of the FF Regulation.
Institutional capacity	PIU/ beneficiaries	The project partner/beneficiary 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.
Ownership	Project partners	The partners (especially those without a geographic proximity) do not demonstrate always the necessary project ownership.
Visibility	EC / Beneficiaries	There is room for improvement concerning EC visibility. There are still beneficiaries who are not aware of the EC contribution and are not able to allocate implemented projects to donors.
Appropriate OVI	EC Evaluation Committee / Project	The OVI in many projects are not designed as SMART and then they are poorly quantified according to the SOV.
Involved People	EC/Projects	In the partner countries the availability of sufficient, qualified manpower is a major constraint. The human dimension is the most important element 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.
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 Monitoring Missions. 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 input, delays, etc.);
- Ad-hoc issues (funding problems / administrative difficulties / equipment procurement, etc.);
- Sustainability prospects.

Re-monitoring the same project is the only ROM specific procedure allowing the ROM CMTF Team to follow up in a more systematic way on what is happening between monitoring missions and to check whether the delivered monitoring recommendations have been effectively taken on board or not. Indeed, only in the case of re-monitoring can the ROM CMTF Team assess whether the recommendations have been taken into consideration and what was the effect of their potential application. However, there has been no re-monitoring mission implemented related to the reporting projects.

6.3.1 Synthesised recommendations

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. LFM, Quality Frame) should be strictly applied in order to facilitate the management of the project (including ROM). In case the projects have a difficulty to align with the guidelines, specific consultancy initiatives (or EC help desk) should be considered. The LFM should be revised in order to develop more appropriate and SMART OVI and adapt OO, PP and expected results to the identified needs of the end beneficiaries. Moreover, potential risks and assumptions arising from target groups and other stakeholders should further revised and assessed.
- General implementation and management issues: An effective communication platform should be set up in order to facilitate a more effective coordination between the stakeholders. Additionally, capacity building of the local partners and empowerment are recommended in order to facilitate the outputs achievement. The time-limited implementing period should be clarified and in some cases expanded in order to make up for the delays and ensure the successful implementation of the projects.
- Sustainability prospects: Focus should be put on the development of synergies, by establishing and maintaining contacts with the key actors in the sector, keeping them aware and seeking feedback. A “phase-out” stage at the end of the project is very important and should be foreseen even during the implementation if it has not been taken into account during the project design.

6.3.2 *Project-focused recommendations*

The key observations, lessons learnt and recommendations as cited in the monitoring reports are presented in Annex I

ANNEX I

Monitoring Reports produced in 2009-2010

C/N	CRIS Number	Project Title	Country	Project Authority	Monitoring Report Ref.	Design	Efficiency	Effectiveness	Impact	Sustainability	Action Points
1	C_212542	Food Facility, EC- UNDP I, Liberia	LR	UNDP	MR-127180.01	C	C	C	B	C	The Joint UN and GoL Programme, appeals for greater coordination, encouraging synergies and strengthening complementarities. Notwithstanding, targeting of the beneficiaries, participatory approach, the limited national capacities to implement appropriate strategies, among others, should have been considered at project design level. At project level, the original project design was mostly relevant and responded, in terms of FS, to the beneficiaries' main priority needs. However, the current design does not clearly and fully address identified needs anymore and the achievement of the PP is at risk. EC: (1) participate in the SC sessions; (2) coordinate activities on roads rehabilitation with UNDP. UNDP/OPS: (1) Justify and officially request changes of the project design, subject to EC official approval; (2) Fully revise and adapt the LFM to the current design and objectives; (3) Introduce an active participatory approach with the communities that will benefit from the storage facilities, in intensifying training and team building activities to encourage empowerment and ulterior ownership; (4) Coordinate with the ECD the rehabilitation of feeder roads; (5) For the project to achieve the PP, revise potential risks and assumptions arising from other actors and target groups; Project Secretariat: Complete staff recruitment, strengthen inter-ministerial coordination and inform County authorities on project progress.
2	C_212670	Food Facility EC-WFP-I- Liberia	LR	WFP	MR-127181.01	C	C	C	C	C	The Joint UN and GoL Programme, is part of, appeals for greater coordination, encouraging synergies and strengthening complementarities. Notwithstanding, some aspects should have been considered at project design level (e.g., targeting of the beneficiaries and participatory approach, the limited national capacities to implement the appropriate strategy, etc). Main recommendations: EC: (1) The definition of the implementation period would need clarification; (2) to consider that the PP is to be achieved by mid 2011; (3) Actively participate in the SC sessions. WFP: (1) to explore other means of supporting target groups than food, since food prices have been stable for most of 2009 and target groups are farmers; (2) Revise and adapt the LFM; (3) Ensure more continuity in the assistance to the beneficiaries; (4) Complete all activities by 30/06/2011; (5) to assess potential risks and assumptions arising from other actors and target groups, and improve coordination with FAO, both at national and county levels. Presidency of the SC: To take a more active role in the Technical Committee to improve project implementation and coordination; Project Secretariat: To complete staff recruitment, strengthen inter-ministerial coordination and inform County authorities on project progress.
3	C_209732	Food Facility, EC-WFP I	BD	WFP	MR-127200.01	C	B	B	B	C	The project is producing a lot of significant outputs. The outcomes are less certain and the following recommendations may help to improve benefits for the participating communities: WFP (Priority 1): 1) Review project objectives and revise LFM and implementation strategy accordingly. Include relevant GOB and ECD officials, and take account of the potential negative impacts of higher-value asset transfers. 2) Develop an exit strategy including support linkages to farming communities, and follow-up support for IGA beneficiaries; consult with existing EC FS projects such as VGDUP and organisations responsible for FoSHoL (CARE, Practical Action, ActionAid). (Priority 2): 1) Include in the business plan template for asset grants a calendar of household incomes and expenditures, identifying separately those related to the asset and those related to normal household activities. This will help beneficiaries to understand the relationship between their needs and the enterprise, and hence to make informed choices. 2) Undertake case studies on a selection of phase 1 schemes to provide information regarding the 2009-10 season additional employment opportunities and agricultural production. EC Delegation (Priority 2): Continue the interest already taken in the design and implementation of the project, contribute to the review of objectives and facilitate next steps. EC F3 (Priority 2): Agree an amendment to extend the project until 30/06/2010. The amendment can also be used to accept the revised LFM / objectives and an updated proposal, based on those revisions and with an exit strategy, for use of the additional EUR2m.

4	C_209319	Food Facility - EC UNRWA – 1	PS	UNRWA	MR-127228.01	A	B	B	B	C	Internal and external factors alike contribute to the massive and increasing problem of poverty and food insecurity among Palestinian refugees in the oPt. High import dependency, high unemployment and an disproportionately high percentage of household expenditure for food are characteristic for this situation. Political instability, a lack of freedom of movement and a very high demography, add to an already complex situation and severely limit the scope for socio-economic development. There is a shift from status-based to needs-based assistance and a focus on the abject poor. Most elements of the new system are already defined, some already in place, but some remain to be defined and tested, like PW&NM. The present formula of supplying food and cash is adequate, at the moment. Under the prevailing circumstances, basic food items cannot always easily be obtained, because access to markets is difficult, certain basic food items are not available, or beyond the financial means of the poorest. The provision of an additional cash element is meaningful and necessary to complement food aid. Cash may gradually replace food, either partial or totally in the long run. For the moment, procedures and acceptability of such a move are not sufficiently tested. If cash were to replace food, indexed payments would be required, so as to always provide the same purchasing power to beneficiaries. It is difficult to do this in a non-discriminatory fashion, even where best intentions prevail. The programme, as implemented, can be considered solid and relevant. It is making a meaningful contribution to the stabilisation of persons most affected by economic down-turn and food insecurity.
5	C_211140	PARECAM - EC Food Facility	MG	IFAD	MR-127341.01	B	C	B	B	B	PARECAM is a well-designed programme aiming at addressing the negative impact of soaring prices of food commodities in Madagascar. The programme started rather swiftly and had already achieved encouraging results in just seven months of activity. The partners in the field, who are accustomed to managing their own projects, are not yet fully aware of the requirements of the programme PARECAM. The central coordinating structure, established by IFAD, is unable to ensure coordination and synthesis of management in accordance with the EU provisions. It was strongly recommended by the monitors that: IFAD 1) Reinforces the Finance / Administration of CAPPIDA and organises a workshop with all stakeholders to revise and update the CL in a participatory manner, outlines and explains the procedures and conditions for the program PARECAM so that everyone understands, arrives at a clear definition of roles and responsibilities of each actor at different levels of the program and creates an efficient team, 2) Establishes a baseline study of socio-economic development to enable benchmarking of project completion and verifying the achievement of OO and PP, EC: Revise the formulation of the implementation period within specific conditions: 1) There are only 18 months of operational execution; IFAD should carefully follow the pace of implementation and progress of each partner until June 2010 and at that time, analyse the ability of each partner to complete results and expected financial performance and then take the necessary decisions for the final reallocation of program funds.
6	C_209381	Food Facility, EC-UNICEF I	LR	UNICEF	MR-127380.01	C	B	C	B	C	The project is relevant and focuses on the priority needs of the most vulnerable groups. The intervention is primarily humanitarian with some developmental aspects on preventive measures; safe treatment of water, healthy nutrition and improved hygiene, can effectively contribute and have a multiplier impact on the target groups' health, provided education, training and awareness are adequately promoted and implemented. EC: (1) Consider that the PP is to be achieved by mid 2011, when the JP comes to an end; (2) Participate actively in the Steering Committee sessions. UNICEF:(1) Revised the project LFM and adapt it in line with the weaknesses identified; (2) Revise and discuss potential risks and assumptions, arising from implementing partners and target groups; (3) Promote good practices, with the assistance of implementing partners, via this project, to a potential critical mass (in schools, on the radio, etc.); (4) Quantify the target population as compared to number of patients visiting the facility centres and/or hospitals in order to measure progress accurately; (5) Increase capacity building and empowerment of MoHSW representatives on all levels, to encourage stronger ownership; (6) Increase and intensify training and ensure more continuity in contacts between implementing partners and beneficiaries.
7	C_148750	2008-2010 EC contribution to the Consultative Group on International Agricultural Research (CGIAR).	TPS	IFAD	MR-127500.01	B	B	B	B	B	The EC/CGIAR programme is an important intervention with a tight implementation time frame. In particular, the transfer of research outputs to farmers is unclear and may affect the overall sustainability. Agricultural research in many countries is weak. EC: 1) Consider a monitoring mission in 2010 aiming at visiting targeted CGIAR centres and ensure ex-post monitoring in order to better assess the impact of the programme. IFAD: 1) In the framework of the agreed new format of annual reports of CGIAR, the centres should update the LFM in order to facilitate the assessment of implementation by 2010. 2) Update the programme LFM and include aggregate quantified OVis. 3) Request to revise the 2009 progress report of the CPWF. 4) Highlight the results of the monitoring exercise performed by ECART. 5) Propose to the CGIAR centres and EC to strengthen and extend the time frame of the GFAR and IFAD activities in order to design a common delivery strategy to disseminate the specific results of research activities and related capacity building of NARS in this EC programme.
8	C_209557	Food Facility, EC-FAO I	TPS	FAO	MR-129320.01	C	B	C	C	C	Projects design, internal monitoring and project management are under regular revision and supervision, producing an effective impact on projects' implementation of activities. Deficiencies and delays are rapidly detected and corrective measures applied efficiently. EUD: (1) Responsible for the internal follow-up of projects and the image of the institution, EUD should not only approve the formalities and changes of the

											projects, but should more actively participate in PSC meetings and more frequently interact with FAO and national authorities. FAO and EC: (1) Consider incentives to government projects staff as a transitional measure and follow up whether they produce unintended effects; e.g. staff counting on donors facilities to fulfil their tasks, brain-drain towards international organisations, etc. FAO: (1) LFM's indicators must be SMART, risks and assumptions should be better developed and internal monitoring and visibility cannot be considered as project results and should, therefore, be eliminated. (2) Introduce targets on a six-monthly basis in the W/P to benefit county managers providing early warning signals if targets are not being achieved in the time available. (3) Taking time constraints into account, and to better assure the outputs and results achieved to date, extra-efforts and intensification of TA, and/or training, and/or organisational building capacities activities will be required, both to national staff and target groups. (4) A strategic plan must be developed soon for continued donor involvement, in order to build on what the projects has achieved so far. (5) For future projects, make an assessment of stakeholders and target groups at formulation stage, in order to ensure the absorption capacity of beneficiary structures. The country dimension, targeted areas, security, access and implementation period should also be taken into consideration.
9	C_209557	Food Facility, EC-FAO I	CF	FAO	MR-129320.02	B	B	C	B	B	Ce projet dont la conception a bénéficié de larges consultations a mis en place une logique et une stratégie d'intervention pertinentes et efficaces susceptibles de réduire durablement l'insécurité alimentaire des groupes cibles. MDR/DEU1), Rédiger un Avenant pour que la Présidence du CNP soit assurée par le MDR; MDR/ DEU1), Renforcer les préparatifs pour finaliser le Document National de Politique Sectorielle; M dP/ DUE/ CNP 1), Afin d'apprécier la pertinence de l'Action et la réalisation de l'OG, faire exécuter les relevés bimestriels pour établir l'évolution des prix des denrées; CNP/Projet 1) Initier toutes les mesures indispensables au lancement des commandes et activités relatives à la réinsertion des ex-combattants; DUE/ MDR/ FAO/ Projet 1), Faire valider par le CNP l'annulation de la construction/réhabilitation des 3 Centres d'Apprentissages et de Réinsertion Economique et Sociale (CARES) ; 2) Identifier les structures de remplacement afin d'assurer le même niveau d'encadrement et de formation à ces ex combattants ; FAO/Projet 1) Réévaluer le budget alloué aux frais de fonctionnement du projet; DEU/FAO/CNP 1), Dégager les moyens financiers nécessaires à la réalisation d'une étude permettant de calculer le coût/efficacité de cette Action qui concerne 18000 familles ; DEU/CNP/Projet 1), Envisager de réduire le niveau de certains indicateurs (par exemple le nombre de champs écoles), notamment en cas d'échec du 2ème appel d'offre concernant la fourniture des 209 tonnes de semences et actualiser le CL ; CNP/Projet1) Concevoir et réaliser une base de données (dimension régionale) relative aux expériences et études menées, au mode de suivi mis en place par la FAO et la CE, aux modes de gestion communautaire des structures locales qui garantissent la pérennité ; Projet 1), Renforcer l'approche genre en recherchant les synergies susceptibles d'assurer l'alphabétisation des jeunes filles 2), Renforcer les capacités de gestion des membres des CG, notamment des groupements de femmes, pour favoriser leur indépendance. 3) Introduire, avec l'appui du CNP et du MDR, un plan de réduction progressive des subsides du projet au fonctionnement du MDR, afin de garantir la durabilité organisationnelle et financière des bénéficiaires du projet.
10	C_209557	Food Facility, EC-FAO I	CD	FAO	MR-129320.03	B	B	C	C	C	Quoiqu'elle soit trop ambitieuse par rapport aux spécificités du pays et à sa courte durée, cette action jouit des avantages de la longue présence de la FAO sur le terrain et de la relation fluide développée avec les structures provinciales officielles, actives dans le projet. Un suivi régulier et performant et l'exécution des activités avec les paysans par des ONG locales devraient contribuer à l'ancrage du projet dans les structures locales. CE et FAO: (1) Encourager la DUE à faire le suivi du projet et assurer que toutes les décisions/rapports défontent son avis et approbation. FAO : (1) Une révision du CL s'avère nécessaire, en particulier: i) l'élimination des résultats 4 et 5; ii) la spécification d'indicateurs SMART; iii) le développement de risques et des hypothèses; iv) la révision des sources de vérification; v) l'inclusion de l'engagement des opérateurs non étatiques pour la mise en exécution du projet comme première activité des résultats 2 et 3; (2) Destiner le reliquat (520.000€) du chapitre ONG à la réhabilitation et entretien (kit d'outils pour les bénéficiaires) des infrastructures de stockage et routières; (3) exiger des futurs opérateurs des « infrastructures », le recrutement des jeunes des communautés bénéficiaires comme main d'œuvre non spécialisée ; (4) Régulariser les contacts avec le MINAGRI au niveau central à travers l'UCO national 2 fois/an; (5) former les superviseurs de l'IPAPEL dans l'analyse des données leur permettant de s'approprier cet outil au niveau national. FAO-siège : Abruiser l'achat de semences vivrières pour la deuxième récolte le moment venu. ONG : (1) Intensifier la formation technique et l'encadrement des groupements de paysans ; (2) intensifier la sensibilisation vis-à-vis des groupes cibles par rapport aux avantages de travailler de façon communautaire. Utiliser des fonds de visibilité à cette fin (sensibilisation par radio); (2) faire contribuer (main d'œuvre/matériaux) les bénéficiaires aux travaux de réhabilitation/construction des infrastructures de stockage afin d'au moins garantir une diminution des pertes post-récolte.
11	C_209557	Food Facility, EC-FAO I	LR	FAO	MR-129320.04	B	B	C	B	C	There has been sound progress after an initial delay in start-up, however, the delay in the work of some of the UN partners will slow further progress, particularly in the development of the school garden scheme and the rehabilitation of the irrigation infrastructure, if remedial action is not taken immediately WFP: 1) Make up for the delays in the rehabilitation of the selected irrigation systems through the immediate recruitment of skilled craftsmen and supervising NGO's, before the on-set of the rainy season; 2) Finalise the selection of the schools to allow for the delivery of FAO inputs before the on-set of the rainy season. 3) Consider the creation of an independent overall coordinator post, to improve project coordination. EUD: Designate an "entry-point" for the project to communicate with the EUD; MOA: Be more proactive in planning meetings of the PSC; FAO: Speed up the appointment of a local irrigation / agricultural engineer, and extend the international irrigation engineer's contract; PSC: Consider some form of "road users maintenance fees" to ensure longevity of project roads as well as some form of "irrigation service fee" (ISF) to ensure future O&M of the newly rehabilitated systems. As soon as possible a strategic plan must be developed

											for there to be smooth and continued donor involvement in current interventions, in order to build on what the project has achieved so far.
12	C_209557	Food Facility, EC-FAO I	SL	FAO	MR-129320.05	C	B	C	B	B	The project is well-designed and implemented but has limited chances of full success due to the 24 month operational limit. PMU: (1) Revise the LFM further with SMART indicators and targets for the OO, PP and results 2, 3 and 4. Introduce intermediate targets into the work plans. (2) Install a comprehensive M&E system as soon as possible. (3) Consolidate FBOs commitment to SCS conditions and principles on a regular basis through Assemblies and monitoring visits. (4) Attempt to provide the highest quality of training and capacity building for the various target groups. PSC: The next 4-6 months will be busy and crucially important to success. Maintain the current very good level of collaboration. MAFFS/PEM SD: so as to be able to measure final impacts of the project, a socio-economic baseline study needs to be conducted as soon as possible.
13	C_209557	Food Facility, EC-FAO I	ZW	FAO	MR-129320.06	B	B	B	B	C	The project's overall performance is good, thanks to a competent and service-delivery oriented management team. Inputs have been distributed timely for planting, a noteworthy achievement given the magnitude of the intervention, and prospects for production increases are sound provided rainfall patterns are adequate. FAO HQ: In future interventions, ensure that the DoA arrangements match the scale of the interventions. EUD: Ensure that the operational follow-up complies with EUFF's formal stipulations. FAO/ECU: 1) In order to consolidate project gains: promote, in the targeted districts, interventions incorporating support to national extension services' capacity and private sector input distribution systems, e.g. local seed and fertilizer dealers. In particular, formulate proposals for an exit-strategy for the future financing of the operational cost of AGRITEX. 2) Include a question on breakages during input delivery in the post-planting questionnaire. Incorporate the estimated percentage of average losses in future interventions. 3) Inputs used in demonstration plots should be budgeted for in project proposals to prevent volunteer farmers from incurring opportunity costs.
14	C_209557	Food Facility, EC-FAO I	HT	FAO	MN-129320						Taking into account the circumstances after the earthquake in Haiti on 12/Jan/2010, it is recommended for the project 'Food Facility, EC-FAO I' (C-209557): The FAO, in cooperation with the EC, should consider the freezing of all project activities until the normalisation of the situation, with the appropriate administrative support. The following should also be considered for this specific case: 1) For efficient post-earthquake planning, a field study and adaptation of key elements seem essential, taking into account the effects of the disaster in the north-east (migration of urban populations to countryside areas, effects on the land situation, etc.) 2) The update of the Logical Framework (LFM) in September 2009 has changed the priorities of the project, strengthening its technical and strictly agricultural aspects. The environmental and social aspects, especially the improvement of the living conditions of the targeted local impoverished populations, should be a priority consideration. This should be done especially through the involvement and support of these populations. 3) The project has to adapt its design to the needs of changes, such as the destruction of physical infrastructure or the human and animal mortality, e.g. by constructing hill lakes. A better definition of the role of women in the project (not included in the documentation), as well as a clearer specification of the project benefits and the availability of these benefits after the end of the project, should also be considered.
15	C_199950	Fostering European aid effectiveness for Agricultural Research for Development" (called the FSTP EIARD project)	DE	GTZ/EIARD	MR-129441.01	B	C	C	B	B	Delays were encountered however, corrective measures were taken by the PMT, a PC was recruited and the project has now gained momentum. The Task Manager should consider the following recommendations: FSTP/EIARD: 1) Schedule meetings with ES, GTZ and PC; 2) Update the Work Plan; 3) Develop more appropriate OVIs; 4) revisit the targets for the OVIs; 5) Implement a time bound ToRs drafting/approval process; 6) Ensure contracts are signed before activities start; 7) Develop a Monitoring system; 8) Consider a Strategy for Dissemination of Project Results; and, 8) Review lessons learnt in final report. EC/AIDCO: 1) Consider a Mid-term Review as per ToR; 2) Consider a no-cost time extension.
16	C_168966	EC/FAO Programme on linking information and decision making to improve food security	TPS	FAO	MR-138181.01	A	B	B	B	B	The project is highly relevant and well implemented; yet, the delay in finalisation of agreements with regional organisations and the delays/non-funding of regional programmes under the FSTP hamper the synergy between the Global and the Regional Programmes. The following actions are recommended: Project Coordinator: i) Establish baseline data for OVIs at PP/OO level. ii) Integrate, if feasible, indicators/data on HIV/AIDS into the food security information systems. EC/FAO: i) Funding a new phase (global/regional programmes): Global programmes: Regional organisations should be funded directly, to create ownership. The link between the regional and the country levels should be ensured. The preparation of the next phase should be based on close consultations with regional programmes/organisations. Regional partners should be included as members of the Steering Committee. Global programme: It should focus on validating/ implementing the globally developed tools at regional and country level.

17	C_148764	Global Donor Platform for Rural Development (GDPRD)	TPS	GTZ	MR-138422.01	A	A	A	A	B	The Platform has benefited from the Network Evaluation with the development of the SP. EC: 1) Consider providing GTZ with a formal letter of approval of expenditures and narrative report from project start to 31/Jul/2010. GDPRD: 1) Consider review of CAADP TL ToRs. 2) Initiate a 'next phase strategy' of how the Platform will evolve beyond 2011. EC/GDPRD: 1) Conduct mid-term review and consider conducting a comparative analysis of development policy fostering peer reviews.
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ANNEX II

Average score per criterion per project across the years

Project	Year	Relevance/Quality of design	Efficiency	Effectiveness	Impact	Sustainability	AVERAGE
FST projects							
2008-2010 EC contribution to the Consultative Group on International Agricultural Research (CGIAR).	2009	2.80	3.25	3.00	3.00	3.00	3.01
Fostering European aid effectiveness for Agricultural Research for Development" (called the FSTP EIARD project)	2010	2.70	2.20	2.00	3.00	3.00	2.58
EC/FAO Programme on linking information and decision making to improve food security	2010	3.60	3.00	3.00	3.00	3.20	3.16
Global Donor Platform for Rural Development (GDPRD)	2010	4.00	3.80	4.00	3.60	3.50	3.78
FF projects							
Food Facility - EC UNRWA - 1	2009	3.60	3.25	3.00	2.60	2.20	2.93
PARECAM - EC Food Facility	2009	2.70	2.35	3.00	3.00	2.80	2.77
Food Facility, EC- UNDP I, Liberia	2009	2.10	2.35	2.00	3.00	2.20	2.33
Food Facility EC-WFP-I- Liberia	2009	2.10	2.25	2.00	2.40	2.40	2.23
Food Facility, EC-WFP I	2009	2.40	3.25	3.00	3.00	2.40	2.81
Food Facility, EC-UNICEF I	2009	2.40	2.55	2.50	3.00	2.20	2.53
Food Facility, EC-FAO I	2010	2.40	2.75	2.50	2.00	2.00	2.33
-Regional Component in Central African Republic		3.40	3.00	2.50	2.60	2.70	2.84
-Regional Component in Congo, the Democratic Republic of the		2.70	2.65	2.00	2.00	2.30	2.33
-Regional Component in Liberia		2.70	2.55	2.50	3.00	2.50	2.65
-Regional Component in Sierra Leone		2.40	3.00	2.50	3.00	3.50	2.88
-Regional Component in Zimbabwe		3.00	2.55	3.00	3.00	2.20	2.75

ANNEX III

Monitoring Note Produced

C/N	CRIS Number	Project Title	Reason	Project Authority	Monitoring Report Ref.
1	209557	Food Facility, EC-FAO I	The earthquake of the 12th January 2010 has interrupted the project component in Haiti rendering the mission impossible (planned for the period from 16-23 of January 2010). The note is based on the desk phase implemented by the monitor before the implementation of the mission.	Food and Agriculture Organization of the United Nations (FAO)	MN-129320