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for the Centrally Managed Thematic Projects**

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Implementation of Projects and  
Programmes of External Co-operation financed by the  
European Community

**Lot 5: Centrally Managed Thematic Projects**

***Synthesis Report on the  
Human and Social  
Development Section***

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## Abbreviations

CMTTP	Centrally Managed Thematic Projects
CSO	Civil Society Organisations
DAC	Development Assistance Committee
DCI	Development Cooperation Instrument
DECs	Disease Endemic Countries
DG	Directorate General
DW	Decent Work
EC	European Commission
EGS	Education, Genre, and Sante projects before the establishment of the liP Programme
ENPI	European Neighbourhood Partnership Instrument
ER	Expected Results
EU	European Union
FGM/C	Female Genital Mutilation/Cutting
GoS	Government of Serbia
GRB	Gender Responsive Budgeting
HM	Health Mediators
HSD	Human and Social Development
HTPc	Harmful Traditional Practices
ICT	Information and Communication Technology
IDPs	Internally displaced persons
liP	Investing in People
ILO	International Labour Organisation
IMMPACT	Initiative for Maternal Mortality Programme Assessment
LA	Latin America
LF	Logframe
LFM	Logical Framework Matrix
MDGs	Millennium Development Goals
MEF	Ministry of economy and Finance
MoFP	Ministry of Family Planning
MoH	Ministry of Health
MR	Monitoring Report
MTE	Ministry of Labour and Employment
NGO	Non-governmental Organisation
NIP	National Indicative Programme
OVI	Objectively Verifiable Indicator
ROM	Results-Oriented Monitoring
SHR	Sexual and Reproductive Health
SMART	Specific, Measurable, Attainable, Relevant, Time-bound
SOV	Source of Verification
TF	Trust Fund
UN	United Nations
UNICEF	United Nations Children Fund
UNIFEM	United Nations Development Fund for Women
WAC	World AIDS Campaign
WB	World Bank
WBT	Western Balkans and Turkey

WHO

World Health Organisation

# Executive Summary

The main scope of this Synthesis Report (SR) is to present the overview of the projects in the human and social development (HSD) field monitored in the frame of the Results-Oriented Monitoring (ROM) contract for Centrally Managed Thematic Projects (CMTP). A thorough analysis is presented, focusing on the findings, conclusions and recommendations of the Monitoring Reports (MRs) produced during the period 2008-2011. The SR is structured as follows:

## **Introduction**

This section gives a brief overview of the coverage of the SR, which is based on the findings of 16 ROM CMTP missions to 15 projects, implemented in the period 30/04/08 – 29/04/11. The monitored projects are under eight (8) domains: DCI-EDUC, DCI-GENRE, DCI-HUM, DCI-SANTE, EDUCATION, GENRE, PP-AP and SANTE and cover all the geographical regions with the exception of the Caribbean and Pacific region.

## **Programme Synopsis**

In this section, the European Commission's (EC) approach and means of cooperation/assistance in the area of human and social development are presented and the background and the intervention logic of the main thematic programme in this area ("Investing in People" – liP) is introduced. The EC's approach to development in this thematic field is based mainly on the pursuit of the Millennium Development Goals (MDGs), a core element of the EC's new development policy framework "The European Consensus on Development". The liP consolidates previously disperse regulations, budget lines and other EC action in the area of social and human development and pursues a broad approach to development, poverty reduction and social cohesion. It has its legal base in Regulation (EC) No 1905/2006 of the European Parliament and the Council, establishing a "Development Cooperation Instrument" (DCI).

## **ROM CMTP Workplan**

This section is dedicated to the ROM CMTP Workplan, presenting the approach to the monitoring of the HSD projects, the process for inclusion of the human and social development projects in the ROM CMTP Portfolio and the preparation and implementation of missions. In the period May 2008 – April 2011, fourteen (14) multi-country projects and one (1) single-country project were included in the ROM CMTP Portfolio and Workplan on the basis of continuous cooperation with the DEVCO/F. One project was requested to be re-monitored. A total of 16 consolidated and 18 component monitoring reports were produced as a result of 39 project visits to HSD projects, grouped in 16 monitoring missions covering 7 geographical regions.

## **Insights of the Programme**

The section refers to the monitored projects' performance. The following aspects are analysed: performance by monitoring criterion, performance over time, level of inclusion of cross-cutting issues, performance by region and by implementing partner. Overall, the monitored projects performed well with regard to all five ROM criteria (average performance is 2.69/4.00, which corresponds to the grade "b" – performing well). In average, the comparatively best performance was found to be in relation to the projects' Impact Prospects, followed by Relevance and Design Quality, Potential Sustainability, Effectiveness to date and Efficiency of implementation to date. In six of the seven geographical regions covered by the monitored projects, the overall average performance of the HSD projects was good (above 2.50/4.00 / grade "b" – performing well); in the European Union (EU) countries the projects faced some problems (average score 2.49/4.00 / grade "c"). The implementing authorities of the monitored HSD projects fall under four categories: United Nations (UN) family organisations (including World Bank), International Non-governmental Organisations (NGO) / Civil Society Organisations (CSOs) / Universities (at EU and international level), Local NGOs/CSOs/Universities (at Partner country level) and European governmental organizations/EU agencies. In general the projects implemented by International NGOs/CSOs/Universities performed better than the ones implemented by the UN family organisations. The picture differs, however, concerning the particular ROM criteria.

## **Success Story**

The section presents the project "Access to Sexual and Reproductive Health Care for Uprooted People and Romani Women and Youth in Southern Serbia" which was identified as a success story, with 2 "a" and 3 "b" grades and an overall score of 3.41/4.00.

## **Conclusions and Recommendations**

Synthesised conclusions are presented in this section, together with lessons learnt and recommendations. Overall, the projects in the human and social development area managed to achieve their expected results and purpose and contributed to the overall objectives. The projects directly addressed 5 MDGs:

- Goal 1: Eradicate extreme poverty and hunger,
- Goal 3: Promote Gender Equality and Empower Women,
- Goal 4: Reduce Child Mortality,
- Goal 5: Improve Maternal Health, and
- Goal 6: Combat HIV/AIDS, Malaria and other diseases.

The overall performance of the projects was good with regard to all five criteria. While all the projects were perfectly in line with and supportive to the existing policies and policy priorities, many of them suffered in terms of design. Despite a commonly occurred deficiency with regard to the timeliness of the implemented activities, the projects in general managed to deliver the outputs of good quality and achieve the expected results to a satisfactory level.

# 1. INTRODUCTION

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

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

This Synthesis Report presents the main cross-cutting findings drawn from the monitoring of 15 projects (one of which re-monitored) in the area of human and social development which were monitored by the ROM CMTP team during the period from May/2008 to Apr/2011 resulting in 34 Monitoring Reports.

The monitored projects are divided into two groups.

The first group covers 8 projects under the domains: DCI-EDUC, DCI-GENRE, DCI-HUM, DCI-SANTE, financed through the thematic programme "Investing in People" (IiP) under the DCI:

- "Prevention and rehabilitation measures addressing children associated with armed forces and groups or involved in worst forms of child labour in conflict or post-conflict situations" (CRIS Nr 142112),
- "Comprehensive toolkit to address child rights in European development cooperation & external relations" (CRIS Nr 142116),
- "Support to Education in Emergencies and Post-crisis - Transition Programme" (CRIS Nr 153661),
- "Assessing and addressing the effects of trade on employment" (CRIS Nr 164791),
- "Monitoring and assessing progress on Decent Work in Developing Countries" (CRIS Nr 164787),
- "Integrating Gender Responsive Budgeting into the Aid Effectiveness Agenda" (CRIS Nr 142351),
- "Supporting Gender Equality in the context of HIV/AIDS" (CRIS Nr 153655),
- "Contributing to the Abandonment of Social Norms Harmful to Girls and Women" (CRIS Nr 142353).

The second group covers 7 projects under the domains: EDUCATION, GENRE, SANTE and PP-AP, financed by distinct programmes / thematic budget lines / actions as follows:

- "Projects ICT Components (components 1-3)" (CRIS Nr 76612) - budget line B7-623 "Capacity building for information and communication technologies and sustainable energy in EU development cooperation",
- "Building Capacity and Improving Accountability for Gender Equality in Development, Peace and Security" (CRIS Nr 127834) – budget line B2007-21.050300 under the appropriation "Human and social development - Completion of former cooperation",
- "The World AIDS Campaign in Sub-Saharan Africa "Stop AIDS. Keep the Promise" (CRIS Nr 126239) – budget line B2009-21.050300 under the appropriation "Human and social development - Completion of former cooperation",
- "Access to Sexual and Reproductive Health Care for Uprooted People and Romani Women and Youth in Southern Serbia" (CRIS Nr 127366) – budget line 21.020703 under the "Programme of Aid for Policies and Actions on Reproductive and Sexual Health and Rights in Developing Countries",

- “Initiative for Maternal Mortality Programme Assessment (IMMPACT)” (CRIS Nr 74014) – budget line B2007-21.050300 under the appropriation “Human and social development - Completion of former cooperation”,
- “Support for research and development into poverty-related, tropical and neglected diseases” (CRIS Nr 160163) – budget line 21.050107 under the Preparatory Action: “Research and Development on Poverty Related, Tropical and Neglected Diseases”,
- “Improving access to medicines in developing countries through pharmaceutical-related technology transfer and local production” (CRIS Nr 172129) – budget line 21.050106 under Preparatory Action: “Pharmaceutical related transfer of technology in favour of developing countries”.

The aforementioned 7 projects financed outside the DCI are analysed together and presented under a common reference as EGS projects, while the 8 projects under the DCI are referred as liP projects. When referring to all 15 projects, the abbreviation HSD will be used.

## 2. PROGRAMME SYNOPSIS

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### 2.1. Background of the Human and Social development field

The EC's approach to development with regard to the section of human and social is rooted in the international commitments provided for in the Millennium Declaration and those agreed at the Cairo International Conference on Population and Development, the World Summit for Social Development, the Beijing Platform for Action on Gender Equality and the September 2005 UN Summit and based on the pursuit of the MDGs, as expressed in the core element of the EC's development policy framework - "The European Consensus on Development".

Up to 2007, the EC development cooperation in the field of human and social development was implemented through a wide range of diverse budget lines, actions, programmes and geographic and thematic instruments. The previous experience is strongest in the area of health, especially on sexual and reproductive health, communicable diseases and health-related research programmes, and to a lesser extent in the areas of gender equality and education.

All the previous programmes and instruments were replaced in January 2007 by the Development Cooperation Instrument (DCI), creating, as one of its pillars, the thematic programme "Investing in People", which pursues a broad approach to development, poverty reduction and social cohesion, builds on the knowledge acquired from previous EC-funded actions on human and social development and covers a range of cross-cutting issues that can be addressed effectively only through simultaneous, coherent, coordinated and yet focused action.

The legal base of the Thematic Programme "Investing in People" is the Regulation (EC) No 1905/2006 of the European Parliament and Council, which establishes a financing instrument for development cooperation (DCI).

### 2.2. Intervention Logic of the "Investing in People" Programme

The **overall objective** of the Programme is to help the EC's partner countries to improve their level of human and social development by achieving the MDGs.

Geographically, and in line with the DCI, the programme covers all Official Development Assistance (ODA) countries, but the main focus is on those with the worst indicators in individual areas of human and social development, as they are in need of more assistance to achieve the MDGs.

The programme focuses on four main pillars corresponding to respective domains as follows:

#### 1. Good health for all – DCI-SANTE

- 1.1 Strengthening health systems and services: EU response to the human resources crisis and emerging health problems;
- 1.2 Confronting the main communicable (HIV/AIDS, TB, malaria), neglected and emerging diseases.

#### 2. Education, knowledge and skills – DCI-EDUC

- 2.1 Promoting equal access to quality education
- 2.2 Improving opportunities for technical and vocational education and skills training (TVET).

#### 3. Gender equality – DCI-GENRE

- 3.1 Gender equality and women's empowerment.

#### 4. Other aspects of human and social development (social cohesion, employment and decent work; children and youth; culture) – DCI-HUM

- 4.1 Promoting social cohesion, employment and decent work;
- 4.2 Protection of children & youth and promotion of participation by children and youth in

development;

#### 4.3 Access to local culture, protection and promotion of cultural diversity.

The multi-annual strategy for the implementation of the Programme, adopted in 2007, covers the period 2007–2013. The total budget of the Programme amounts **€ 996.6 million** and is allocated among the four domains as follows:

- DCI-SANTE: € 587.6 million
- DCI-HUM: € 222 million
- DCI-EDUC: € 130 million
- DCI-GENRE: € 57 million

The budget of the Programme for the period 2007-2010 was € 541 million, allocated as follows:

- DCI-SANTE: € 300 million (55% of the total)
- DCI-HUM: € 113 million (21% of the total)
- DCI-EDUC: € 65 million (12% of the total)
- DCI-GENRE: € 29 million (5% of the total)

The budget of the Programme for the period 2011-2013 is € 502 million with the following allocations:

- DCI-SANTE: € 280 million (56% of the total)
- DCI-HUM: € 113 million (22% of the total)
- DCI-EDUC: € 72 million (14,5% of the total)
- DCI-GENRE: € 37 million (7,5% of the total)

This Thematic Programme supplements country-level cooperation by providing support for global or regional partnerships, direct agreements with international organisations and calls for tenders / proposals.

### **2.3. Projects in the human and social development field monitored under the ROM CMTP Project**

All the projects in human and social development field monitored in the frame of the ROM CMTP Project in the period May/2008 – April/2011 are presented in the table below:

**Table 1: Human and Social Development projects in the ROM CMTF Portfolio 2008-2011**

#	CRIS Nr	Project Title	Domain	End date	EC Budget	Implementing Authority	Monitoring History			Partner countries
							'08	'09	'10	
1	142112	Prevention and rehabilitation measures addressing children associated with armed forces and groups or involved in worst forms of child labour in conflict or post-conflict situations	DCI-HUM	21/12/2009	1,100,000	International Labour Organisation (ILO)		√		<b>IT</b> CH
2	142116	Comprehensive toolkit to address child rights in European development cooperation & external relations	DCI-HUM	28/12/2011	3,500,000	UN Children Fund (UNICEF)		√		<b>US</b>
3	153661	Support to Education in Emergencies and Post-crisis - Transition Programme	DCI-EDUC	01/01/2011	4,000,000	UN Children Fund (UNICEF)		√		<b>US</b>
4	164791	Assessing and addressing the effects of trade on employment	DCI-HUM	01/02/2013	3,227,710	International Labour Organisation (ILO)			√	<b>CH</b> BD, BJ, BR, ET, ID
5	164787	Monitoring and assessing progress on Decent Work in Developing Countries	DCI-HUM	01/02/2013	3,989,997	International Labour Organisation (ILO)			√	<b>CH</b> BD, BR, ID, KH, MY, NI, PE, RU, TH, UA, ZA, ZM
6	142351	Gender Responsive Budgeting in New Aid Modalities	DCI-GENRE	29/02/2012	2,600,100	UN Development Fund For Women (UNIFEM)			√	<b>US</b> CM, ET, IN, MA, MZ, NP, PE, RW, TZ, UG

#	CRIS Nr	Project Title	Domain	End date	EC Budget	Implementing Authority	Monitoring History			Partner countries
							'08	'09	'10	
7	153655	Supporting Gender Equality in the context of HIV/AIDS	DCI-SANTE	31/12/2011	2,200,000	UN Development Fund for Women (UNIFEM)			√	<b>US</b> JM, KA, KH, RW, PNG
8	142353	Contributing to the Abandonment of Social Norms Harmful to Girls and Women	DCI-GENRE	31/01/2012	3,991,000	UN Children Fund (UNICEF)			√	<b>US</b> EG, ER, ET, IN, SD, SN
9	76612	Projects ICT Components (components 1-3)	EDUCATION	31/12/2009	1,380,000	infoDev (World Bank Group)	√			<b>US</b>
10	127834	Building Capacity and Improving Accountability for Gender Equality in Development, Peace and Security	GENRE	31/03/2010	2,955,000	UN Development Fund for Women (UNIFEM)	√			<b>US</b> CM, DRC, ET, GH, HN, ID, KG, NI, NP, RU, SR, UA
11	126239	The World AIDS Campaign in Sub-Saharan Africa "Stop AIDS. Keep the Promise"	SANTE	31/12/2007	434,043	Stichting World Aids Campaign		√		<b>NL</b> KE, ZM
12	127366	Access to Sexual & Reproductive Health Care for Uprooted People and Romani Women and Youth in Southern Serbia	SANTE	05/12/2010	1,000,000	CARE Deutschland	√		√	<b>RS</b>
13	74014	Initiative for Maternal Mortality Programme Assessment (IMMPACT)	SANTE	30/11/2005	1,042,753	Aberdeen University - UK			√	<b>UK</b> GH
14	160163	Support for research and development into poverty-related, tropical and neglected diseases	PP-AP	30/06/2011	2,000,000	World Health Organisation (WHO)			√	<b>CH</b>

#	CRIS Nr	Project Title	Domain	End date	EC Budget	Implementing Authority	Monitoring History			Partner countries
							'08	'09	'10	
15	172129	Improving access to medicines in developing countries through pharmaceutical-related technology transfer & local production	PP-AP	31/07/2011	1,665,000	World Health Organisation (WHO)			√	CH

## 3. ROM WORKPLAN

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### 3.1. Monitoring approach of the ROM CMTP Monitoring Team

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

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

- **Exclusively regional without national activities/components (category A):**
  - The Overall Objective (OO) and Project Purpose/Specific Objective (PP) defined in the Financial Agreement are exclusively regional
  - Impact and sustainability are regional
  - Success in all involved countries is necessary for the achievement of the project's objectives
  - No national activities/components
  - Example: Regional network Programme, Support to regional Institutions
- **Exclusively regional RP including activities on the national level (category B):**
  - The OO and PP defined in the Financial Agreement are exclusively regional
  - Impact and sustainability are regional
  - Success in all involved countries is necessary for the achievement of the project's objectives
  - Possibility of activities on the national level
  - Example: a pipeline or regional road crossing several countries
- **Hybrid RP (category C):**
  - RP with autonomous national components.
  - The OO is regional, but partially based on the reinforcement of the national capacities
  - The results are both regional and national and the national results contribute to regional results.
  - The activities are regional and national and the regional activities coordinate and complement national activities.
  - Failure of one national activity/component to deliver outputs would jeopardise the regional outcome even if some regional outcome would be produced anyway, as national outcomes in other countries will persist.
  - Example: Regional natural parks or development of a network of highways linking different countries.
- **Pseudo RP (category D):**
  - OO, PP, impact or activities regional dimension.
  - Regional fund used for opportunist local or national activities
  - Each beneficiary country develops its own autonomous operation without regional considerations
  - Example: Water facility or programme of business cooperation with the EU

From the 15 projects monitored in the period May/2008 to April/2011, 14 were multi-country projects

and 1 single-country project, as presented in the following Table.

**Table 2: Single and Multi-Country HSD projects in the ROM CMTP Portfolio 2008-2011**

#	CRIS Nr	Title
<b>Single-country projects</b>		
1	127366	Access to Sexual and Reproductive Health Care for Uprooted People and Romani Women and Youth in Southern Serbia
<b>Multi-country projects</b>		
1	153661	Support to Education in Emergencies and Post-crisis - Transition Programme
2	142351	Integrating Gender Responsive Budgeting in New Aid Modalities
3	142353	Contributing to the Abandonment of Social Norms Harmful to Girls and Women
4	142112	Prevention and rehabilitation measures addressing children associated with armed forces and groups or involved in worst forms of child labour in conflict or post-conflict situations
5	142116	Comprehensive toolkit to address child rights in European development cooperation & external relations
6	164791	Assessing and addressing the effects of trade on employment
7	164787	Monitoring and assessing progress on Decent Work in Developing Countries
8	153655	Supporting Gender Equality in the context of HIV/AIDS
9	76612	Projects ICT Components (components 1-3)
10	160163	Support for research and development into poverty-related, tropical and neglected diseases
11	172129	Improving access to medicines in developing countries through pharmaceutical-related technology transfer and local production
12	126239	The World AIDS Campaign in Sub-Saharan Africa "Stop AIDS. Keep the Promise"
13	127834	Building Capacity and Improving Accountability for Gender Equality in Development, Peace and Security
14	74014	Initiative for Maternal Mortality Programme Assessment (IMMPACT)

The vast majority (14) of the monitored HSD projects have been classified as multi-country projects, which, according to the ROM Guidelines for Regional Projects, are further classified, as per their intervention logic, to:

- Category A: six (6) projects
- Category B: three (3) projects
- Category C: four (4) projects
- Category D: one (1) project

Due to the wide geographical scope of the projects but also due to the limited available resources, the CMTP monitoring exercise cannot cover each and every component of the multi country HSD projects (category B and C). Therefore, taking into account the limitations of the maximum period for a ROM mission (one month, according to the ROM methodology), all projects were carefully studied and a selected sample of countries to be visited was selected. Including the visit to the project coordinator (mostly based in the United States and Europe), on average, each of the 14 multi-country HSD projects was visited by the ROM CMTP project in 2.6 countries (ranging from 1 to 8 countries). It has to be noted that in all cases, the priority of the selection of the countries to be visited was set in close consultation with DEVCO/F and the project coordinators.

**Table 3: Typology of monitored multi-country HSD projects by Intervention Logic**

#	CRIS Nr	Title
<b>Exclusively Regional Type A</b>		
1	153661	Support to Education in Emergencies and Post-crisis - Transition Programme
2	142112	Prevention and rehabilitation measures addressing children associated with armed forces and groups or involved in worst forms of child labour in conflict or post-conflict situations
3	160163	Support for research and development into poverty-related, tropical and neglected diseases
4	74014	Initiative for Maternal Mortality Programme Assessment (IMMPACT)
5	172129	Improving access to medicines in developing countries through pharmaceutical-related technology transfer and local production
6	76612	Projects ICT Components (components 1-3)
<b>Exclusively Regional Type B</b>		
1	142351	Integrating Gender Responsive Budgeting in New Aid Modalities
2	153655	Supporting Gender Equality in the context of HIV/AIDS
3	126239	The World AIDS Campaign in Sub-Saharan Africa “Stop AIDS. Keep the Promise”
<b>Hybrid Regional Type C</b>		
1	142353	Contributing to the Abandonment of Social Norms Harmful to Girls and Women
2	164791	Assessing and addressing the effects of trade on employment
3	164787	Monitoring and assessing progress on Decent Work in Developing Countries
4	127834	Building Capacity and Improving Accountability for Gender Equality in Development, Peace and Security
<b>Pseudo Regional Type D</b>		
1	142116	Comprehensive toolkit to address child rights in European development cooperation & external relations

### 3.2. Incorporation of the monitored projects in the ROM CMTP Workplan

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

This Synthesis Report presents an overall synthesis of findings and conclusions from the ROM missions to the above mentioned HSD projects, with a focus on certain cross-cutting issues, being stated that all the project-specific monitoring findings are delivered in the corresponding monitoring reports (see Table 4 for the monitoring references).

In total, 39 visits took place in 24 countries, averaging 2.6 visits per project and resulting in 34 MRs produced. Furthermore, two (2) out of the fifteen (15) monitored projects were monitored ex-post (C-126239, C-74014). In our analysis we take into account all the reports, produced both for the ongoing and ex-post projects.

**Table 4: Portfolio of HSD projects and monitoring plan in 2008-2011**

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	1	8	5	2	5	1		2	24
N° of project-visits	1	9	7	3	6	2		11	39
N° of MR reports produced	1	8	6	3	3	2		11	34
N° of single-country projects monitored						1			1
N° of multi-country projects monitored (on the basis of the coordinator)					3			11	14
Million € covered					2.6	1.0		31.5	35.1
Average size of project per sub-region / country					0.9	1.0		2.9	2.3

### 3.3. Preparation of Missions

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

## 4. INSIGHTS OF THE PROGRAMME

### 4.1. Performance of the monitored projects

The following table presents the average performance of the EGS projects (domains: EDUCATION, GENRE, SANTE, PP-AP) and the liP projects (domains: DCI-EDUC, DCI-GENRE, DCI-HUM, DCI-SANTE) monitored in the period 2008-2011. The performance of the projects is calculated as the average grade of the five monitoring criteria (Relevance and quality of project design, Efficiency, Effectiveness, Impact and Sustainability). For the calculation of the average the grades a, b, c, d have been replaced by scores 4, 3, 2, 1 respectively.

**Table 5: Average ratings per each main criterion**

Criterion	EGS		liP		Total (HSD)	
	Average rating	Good (A or B)	Average rating	Good (A or B)	Average rating	Good (A or B)
Relevance / Design quality	2.84	86%	2.68	38%	2.75	60%
Efficiency	2.74	71%	2.44	50%	2.58	60%
Effectiveness	2.89	71%	2.44	38%	2.65	53%
Impact	3.04	71%	2.53	63%	2.76	67%
Sustainability	2.53	57%	2.85	75%	2.70	67%
<b>AVERAGE</b>	<b>2.81</b>	<b>71%</b>	<b>2.59</b>	<b>52%</b>	<b>2.69</b>	<b>61%</b>
<b>Number of projects</b>	<b>7</b>		<b>8</b>		<b>15</b>	

The table above illustrates that, overall, the monitored HSD projects performed well with overall average performance 2.69/4.00 or “B” (i.e. good). Relevance / Design Quality, Impact Prospects, and Sustainability are the comparatively strongest points of the projects’ performance.

The overall average performance of the EGS projects (2.81/4.00) was higher than that of the liP ones (2.59/4.00). The majority of the EGS projects prove to be well designed and relevant for the needs they aim to address, are being implemented in an efficient and effective way, are achieving their expected results and ensure good impact prospects; however, the post-project sustainability of the projects, although good (“B”) was scored lower than the other criteria. The picture in relation to the liP projects is different. The liP projects are facing problems (2.44/4.00) in terms of Efficiency and Effectiveness, i.e. implementation of activities and achievement of Project Purpose with 50% of the liP projects facing efficiency problems. This could be linked to relevance or design problems identified (relevance/design problems were found in 62% of the liP projects). The fact that the liP projects have, on average, good impact (2.53/4.00) and sustainability prospects (2.85/4.00), indicates that the projects are indeed relevant to the needs they aim to address and enjoy the ownership and support of the beneficiary side, thus the problems seem to be more on the design side. This different picture could be due to, among other, the content and scope of the respective projects: the EGS projects are more focused on action related to capacity building, awareness campaigns, research and development, while the liP projects touch on more complex and ‘difficult’ issues such as post-crisis education, employment / decent work, change of social norms etc.

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

- “Support for research and development into poverty-related, tropical and neglected diseases” (C-160163) - EGS
- “Improving access to medicines in developing countries through pharmaceutical-related technology transfer and local production” (C-172129) - EGS
- “Supporting Gender Equality in the context of HIV/AIDS” (C-153655) - liP
- “Contributing to the Abandonment of Social Norms Harmful to Girls and Women” (C-142353) – liP
- “Access to Sexual and Reproductive Health Care for Uprooted People and Romani Women and

## Youth in Southern Serbia” (127366) – EGS

The following project is considered as the least successful one, being at a critical stage (two “d” scores) at the time of the monitoring visit:

- “Prevention & rehabilitation measures addressing children associated with armed forces & groups or involved in worst forms of child labour in conflict or post-conflict situations” (C-42112) - liP

The following Table groups the monitored projects by DEVCO performance category (the categorisation introduced by the ROM Development and Coordination Unit, DEVCOE5):

**Table 6: Performance of monitored projects per Category (I, II, III, and IV)**

Performance category	Average rating	EGS		liP		TOTAL (HSD)	
		Average rating	% of all projects	Average rating	% of all projects	Average rating	% of all projects
I	Very good performance (minimum 3 a, no c, no d)	0	0%	0	0%	0	0%
II	Good performance ( a, b, maximum 2 c, no d)	5	33%	4	27%	9	60%
III	Performing with problems (a, b, minimum 3 c, no d)	2	13%	2	13%	4	27%
IV	Not performing, or having major difficulty (minimum 1 d)	0	0%	2	13%	2	13%
<b>TOTAL</b>		<b>7</b>	<b>47%</b>	<b>8</b>	<b>53%</b>	<b>15</b>	<b>100%</b>

The Table confirms the findings and conclusions presented above, providing also some further information on the projects’ performance. No projects have been identified to be performing overall very well. The majority of the projects (9 projects or 60% of the total) were found to be performing well, while 2 EGS projects and 2 liP projects were found to be facing problems, and 2 more were facing serious deficiencies.

### 4.2. Projects performance by monitoring criteria and prime issues

The Table 7 presents analytically the scores per criterion and sub-criterion (prime issue) as they are addressed in the Background Conclusion Sheet which corresponds to the visit to the project coordinator.

**Table 7: Average ratings for main criteria and prime issues**

Code	Criterion/sub-criterion	ESG								IIP								Average	
		76612	127834	126239	74014	160163	172129	127366	Average	142112	142116	153661	164791	164787	142351	142353	153655		Average
<b>M1</b>	<b>Relevance/Quality of project design</b>	<b>2.70</b>	<b>3.00</b>	<b>2.30</b>	<b>2.60</b>	<b>3.30</b>	<b>3.00</b>	<b>3.00</b>	<b>2.84</b>	<b>2.40</b>	<b>2.50</b>	<b>2.10</b>	<b>2.40</b>	<b>2.10</b>	<b>3.40</b>	<b>3.10</b>	<b>3.40</b>	<b>2.68</b>	<b>2.75</b>
M11	Alignment to policies and target groups' needs	4.00			3.00	4.00	4.00	3.00	<b>3.60</b>	3.00	3.00	3.00	3.00	4.00	4.00	4.00	4.00	<b>3.50</b>	<b>3.54</b>
M12	Appropriateness of the intervention logic	1.00			3.00	3.00	2.00	3.00	<b>2.40</b>	2.00	2.00	1.00	2.00	1.00	3.00	2.00	3.00	<b>2.00</b>	<b>2.15</b>
M13	Support by stakeholders	3.00			2.00	3.00	3.00	3.00	<b>2.80</b>	2.00	2.00	2.00	2.00	1.00	3.00	3.00	3.00	<b>2.25</b>	<b>2.46</b>
M14	Mainstreaming of cross-cutting issues	3.00			2.00	3.00	3.00	3.00	<b>2.80</b>	3.00	4.00	3.00	3.00	3.00	4.00	4.00	4.00	<b>3.50</b>	<b>3.23</b>
<b>M2</b>	<b>Efficiency</b>	<b>1.70</b>	<b>2.20</b>	<b>2.60</b>	<b>2.80</b>	<b>3.35</b>	<b>3.00</b>	<b>3.55</b>	<b>2.74</b>	<b>1.45</b>	<b>2.55</b>	<b>2.00</b>	<b>2.80</b>	<b>2.45</b>	<b>2.45</b>	<b>3.00</b>	<b>2.80</b>	<b>2.44</b>	<b>2.58</b>
M21	Inputs management	1.00	3.00	2.00	3.00	3.00	3.00	3.00	<b>2.57</b>	2.00	2.00	2.00	3.00	2.00	3.00	3.00	3.00	<b>2.50</b>	<b>2.53</b>
M22	Activity timeliness	2.00	2.00	2.00	2.00	3.00	3.00	4.00	<b>2.57</b>	1.00	3.00	2.00	2.00	3.00	2.00	3.00	2.00	<b>2.25</b>	<b>2.40</b>
M23	Outputs achievement	1.00			3.00	4.00	3.00	4.00	<b>3.00</b>	1.00	3.00	2.00	3.00	2.00	2.00	3.00	3.00	<b>2.38</b>	<b>2.62</b>
M24	Partner contribution & involvement	2.00	2.00	3.00	3.00	3.00	3.00	3.00	<b>2.71</b>	2.00	2.00	2.00	3.00	3.00	3.00	3.00	3.00	<b>2.63</b>	<b>2.67</b>
<b>M3</b>	<b>Effectiveness</b>	<b>2.00</b>	<b>2.22</b>	<b>3.00</b>	<b>3.00</b>	<b>3.50</b>	<b>3.00</b>	<b>3.50</b>	<b>2.89</b>	<b>1.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>2.44</b>	<b>2.65</b>
M31	Results attainment	2.00			3.00	3.00	3.00	4.00	<b>3.00</b>	1.00	2.00	2.00	1.00	3.00	3.00	3.00	3.00	<b>2.25</b>	<b>2.54</b>
M32	Project Purpose achievement	2.00			3.00	4.00	3.00	3.00	<b>3.00</b>	2.00	3.00	3.00	3.00	1.00	3.00	3.00	3.00	<b>2.63</b>	<b>2.77</b>
<b>M4</b>	<b>Impact</b>	<b>2.40</b>	<b>3.00</b>	<b>3.45</b>	<b>2.40</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>3.04</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>1.80</b>	<b>1.40</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>2.53</b>	<b>2.76</b>
M41	Contribution to the Overall Objective	2.00			2.00	3.00	3.00	4.00	<b>2.80</b>	2.00	3.00	3.00	1.00	1.00	3.00	3.00	3.00	<b>2.38</b>	<b>2.54</b>
M42	Wider effects	3.00	3.00	4.00	3.00	3.00	3.00	4.00	<b>3.29</b>	2.00	3.00	3.00	3.00	2.00	3.00	3.00	3.00	<b>2.75</b>	<b>3.00</b>
<b>M5</b>	<b>Sustainability</b>	<b>1.80</b>	<b>2.44</b>	<b>1.78</b>	<b>3.00</b>	<b>3.00</b>	<b>2.70</b>	<b>3.00</b>	<b>2.53</b>	<b>2.50</b>	<b>2.80</b>	<b>3.00</b>	<b>2.30</b>	<b>3.00</b>	<b>3.50</b>	<b>2.70</b>	<b>3.00</b>	<b>2.85</b>	<b>2.70</b>
M51	Economic viability	2.00	2.00	3.00	3.00	3.00	2.00	3.00	<b>2.57</b>	3.00	3.00	3.00	2.00	3.00	3.00	2.00	3.00	<b>2.75</b>	<b>2.67</b>
M52	Local ownership	2.00	2.00	2.00	3.00	3.00	3.00	3.00	<b>2.57</b>	2.00	3.00	3.00	1.00	3.00	4.00	3.00	3.00	<b>2.75</b>	<b>2.67</b>
M53	Policy support	2.00	3.00	1.00	3.00	3.00	3.00	3.00	<b>2.57</b>	3.00	3.00	3.00	4.00	3.00	3.00	3.00	3.00	<b>3.13</b>	<b>2.87</b>
M54	Institutional capacity building	1.00	2.00	1.00	3.00	3.00	3.00	3.00	<b>2.29</b>	2.00	2.00	3.00	3.00	3.00	4.00	3.00	3.00	<b>2.88</b>	<b>2.60</b>
	<b>TOTAL AVERAGE</b>	<b>2.12</b>	<b>2.57</b>	<b>2.63</b>	<b>2.76</b>	<b>3.23</b>	<b>2.94</b>	<b>3.41</b>	<b>2.81</b>	<b>1.97</b>	<b>2.67</b>	<b>2.52</b>	<b>2.26</b>	<b>2.19</b>	<b>3.07</b>	<b>2.96</b>	<b>3.04</b>	<b>2.59</b>	<b>2.69</b>

In terms of the overall average performance of the whole Portfolio of monitored projects, the alignment of the projects' content and objectives to policies and needs of the target groups and the mainstreaming of cross-cutting issues in the projects' design are the strongest points (3.54/4.00 and 3.23/4.00 respectively). These qualities, coupled to the identified overall adequate policy support provided to the projects (2.87/4.00), and supported by generally good local ownership (2.67/4.00), partners' contribution/involvement (2.67/4.00), economic viability of the projects' outcome (2.67/4.00), allow the projects to perform well in relation to the delivery of the planned outputs (2.62/4.00) and thus ensure good prospects for achievement of their purpose (2.77/4.00), while at the same time achieving wider effects in terms of Impact (3.00/4.00), in spite of overall weaknesses in the projects' intervention logic (2.15/4.00), problems in the management of inputs (2.53/4.00) and the timely implementation of the activities (2.40/4.00).

As already commented in section 4.1, the ESG projects are well aligned to existing policies, adequately address the needs of their target groups, mainstream cross-cutting issues and are adequately supported by the relevant stakeholders, but their intervention logic is weak, below the limit of good performance (2.40/4.00). The ESG projects are efficiently implemented: overall, the planned inputs are well managed and the activities are timely implemented, with good contribution/involvement of the partners; this leads to the projects delivering the planned outputs as planned, thus paving the way for the timely achievement of the expected results and creating good perspectives for the achievement of the projects' purpose and for securing impact and wider effects. Nevertheless, the sustainability of the projects' outcomes is relatively fragile, as indicated by the fact that the scores for economic viability, local ownership and expected policy support are only slightly above the limit of good performance (2.57/4.00), while the projects' contribution to institutional capacity building is weak (2.29/4.00).

In spite of the very good alignment of the liP projects to existing policies and to the needs of the target groups (3.50/4.00), and although the projects' concept and design mainstreams adequately the cross-cutting issues (3.50/4.00), the support from the side of the stakeholders is insufficient (2.25/4.00) and the projects' intervention logic seems to be weak / inadequate (2.00/4.00). This, coupled to relatively poor management of the inputs (2.50/4.00), seems to have led to delays in the implementation of the planned activities (2.25/4.00) and problems in the delivery of the outputs (2.38/4.00), in spite of a generally adequate contribution/involvement of the partner side (2.63/4.00). As a consequence, there are problems in the achievement of the projects' expected results (2.25/4.00), noted, however, that sometimes results are by design somehow ambitious for the projects' duration and/or scope of activities. Though there seem to be fair prospects for the achievement of the projects' purpose (2.63/4.00), the prospects for impact are not bright (2.38/4.00). On the positive side, the liP projects, as presently implemented, seem to be managing to create wider effects -environmental/ social/ cultural/ economic- (2.75/4.00) and to contribute to institutional capacity building (2.88/4.00), while also they enjoy good policy support (3.13/4.00) and local ownership (2.75/4.00) and to be able to ensure good economic viability of their outcomes (2.75/4.00).

A short analysis of the performance of each project follows:

**The World AIDS Campaign in Sub-Saharan Africa “Stop AIDS. Keep the Promise” (CRIS C-126239)**

The project was relevant as an initial step to support civil society organisations (CSOs) in developing a common advocacy voice through campaigns. The implementing authority, World AIDS Campaign (WAC), made a selection of strong local umbrella organisations in three countries (Kenya, Nigeria and Zambia). However, the design did not provide a Logframe (LF) and no specific indicators, risks and assumptions were defined. The planning, organisation and monitoring of inputs and resources was shared with the partners, thus ensuring the partners' ownership, and kept clear accountability and cost-effectiveness. Diverse groups and organisations were brought to work together. The project set the basis for the common campaigning and helped to define the strategic aims and significantly reinforce the civil society mutual links and understanding. As a result, target countries' relevant CSOs were strengthened and became more confident in relation to advocacy and campaigning. Following the end of the pilot project, the continuation project followed up. The WAC rolled out in other countries, reducing its presence in Kenya, Nigeria and Zambia, in order to hand the initiative to local organisations. The funds needed for continuing the presence in those three countries would continue to be provided by the Dutch Government and the Ford Foundation.

### **Access to Sexual and Reproductive Health Care for Uprooted People and Romani Women and Youth in Southern Serbia (CRIS C-127366)**

The project design, based on the needs identified through a local assessment, was well adapted to the situation in the field. The project objectives were achievable in the given timeframe with the envisaged inputs. The project was implemented through the local partner NGOs, the Ministry of Health (MoH) being also a project partner, providing the necessary policy support. At the end of the 1<sup>st</sup> quarter, the project lost its Project Coordinator, which significantly slowed down the implementation. The project speed up its activities until the 2<sup>nd</sup> monitoring visit in order to make up for the delays. Furthermore, the concern on the ability of the project to gain trust of beneficiaries was addressed through significant efforts in obtaining the highest level of trust and cooperation from the target groups to work for achieving the expected results, which in consequence contributed to achieving higher project's effectiveness. The intervention seemed to have limited prospects for significant long term impact and sustainability of results. The role of the health mediators would not be sustainable without further systematic support after the project end. For this reason, after the 1<sup>st</sup> monitoring visit the project undertook initiatives aiming at increasing the recognition, and through introducing the methodology on how to continue with similar practices in promotion of Sexual and Reproductive Health (SRH), identifying courses of action, which would extend the project's life, contributing to increased project impact and sustainability prospects.

### **Projects ICT Components (components 1-3) (CRIS C-76612)**

The project was in line with the EU Development policy and addressed specifically the MDG 2 and the MDG 8. It was signed as a multi-donor Trust Fund (TF), but in practice only the EC contributed to its budget. The grant was allocated to the World Bank (WB) and was operationally managed by the infoDev Programme. The lack of a logframe or a similar tool led to difficulties in properly defining the intervention logic and assessing the progress. The project focused on 2 components: C1 "ICT as tools to reach the MDGs" and C2 "ICT as tools in education sector reform". Despite the low productivity under C1, a big part of good quality outputs was produced under C2. After almost 5 years of project implementation (and 3 amendments to extend the duration), the two main expected project results were not fully achieved. There was no proposal on the ways ICT could help reaching the MDGs, nor any concrete strategies identified for mobilising ICT resources in specific developing countries. The feedback from partner countries was minimal. Although the operation with overall objective to support ICT capacity building in developing countries could have promising impact prospects, at the moment of the ROM mission there was no visible impact. Being part of the WB, the infoDev enjoyed the needed institutional support, however, not being an autonomous entity (it is still a "Programme"), its future was not ensured. The outputs produced were sustainable, but needed a continuous follow-up. This was a very relevant project, but vague description of the operation, slow implementation, lack of a phase-out strategy and weak internal monitoring resulted in relatively abstract results and financial arrangements.

### **Building Capacity and Improving Accountability for Gender Equality in Development, Peace and Security (CRIS C-127834)**

The project was implemented through an EC Contribution Agreement with the United Nations Development Fund for Women (UNIFEM). The project proposal was highly relevant and in line with international commitments and included an appropriate Logframe (LF). Given that a large amount of funds was used in the 1<sup>st</sup> year of implementation (1.02 MEUR with 1.7 MEUR remaining for years 2 and 3), prudent management, planning and resource allocation was required. At the time of the ROM mission, the project being in the middle of its implementation, the achieved results were less than expected. This was largely due to delays and difficulties in setting up UNIFEM offices in countries where it had no presence. Whereas progress in some countries was slower than foreseen, others were ahead of schedule. Although some initial national commitments to increased consideration of gender equality were noted, it was concluded that it would take time for actual project results to become visible. The OVI's were achievable, but it was highly likely that an extension period would be required in order for them to be met. Despite early positive indications of local ownership, the project activities were overall largely behind schedule and not all stakeholders' groups were established. There was no phase out strategy, but a request for a time extension was likely. It was also likely that the EC would continue its financial support.

### **Prevention and rehabilitation measures addressing children associated with armed forces and groups or involved in worst forms of child labour in conflict or post-conflict situations (CRIS C-142112)**

The project was highly relevant, but its design was weak. The Project Purpose (PP) and the Expected Results (ER) were expressed as activities and the Objectively Verifiable Indicators (OVIs) were not quantified. The timescale and proposed range of activities were extremely ambitious. The costs of some activities (planned research activities in the countries envisaged) were considerably underestimated in the project budget. As a consequence, all activities encountered considerable delays. Additional funding was eventually negotiated with two other projects funded by the EC and Spain. Outputs were minimal and no results had been achieved at the time of the ROM mission. As the stakeholders were insufficiently defined and not fully involved, it was unlikely that, even within the extension period, the capacity of the key actors would be significantly improved. There was an urgent need for the project to revise its work plan and assess realistically what could be achieved in the remaining project life (eventually including the no-cost extension).

### **Support to Education in Emergencies and Post-crisis Transition Programme (CRIS C-153661)**

The contribution of the EC was part of a multi-donor platform led by The Netherlands and established with UNICEF to support education in emergencies and post crisis transition. During implementation, the EC funds were specifically targeted to Zimbabwe and Pakistan. The project was relevant, but the design was vague, both in terms of intervention logic and of definition of indicators and areas of activity. As a result of a substantial initial delay, the expenditure remained at a low level, especially in Zimbabwe. A further delay affected the intervention in Zimbabwe where only preparatory activities had taken place at the time of the ROM mission. In terms of results, the lack of quantified indicators impeded a clear assessment of progress. It was early to assess the effectiveness and impact in the case of Zimbabwe, but in Pakistan some (reportedly key) achievements were identified and the impact of the intervention was already felt, mainly due to the urgency of the needs and the relevance of the project's response. The potential sustainability was higher in Zimbabwe, with different government initiatives showing commitment towards education, than in Pakistan where, although the project strengthened the capacity of the local government officials and parents associations, full sustainability was not an immediately reachable objective. In a few words, the project was relevant and with a potential for impact, but serious delays and a vague design hampered accountability.

### **Comprehensive toolkit to address child rights in European development cooperation & external relations (CRIS C-142116)**

The project was fully in line with EU policies and priorities and the cooperation between EC and UNICEF constituted a good combination to achieve the project purpose. A major strength of the project design was the adequate provision of inputs and timing in relation to the expected outputs, but lack of clarity in relation to target groups and final users was still a weakness. Although the project started with a significant delay, the activities were timely implemented and the quality of outputs was high. On the other hand, the dissemination of outputs and learning processes, which would determine the project success, was still unclear. Concerning impact, it was still too early, at the time of the ROM mission, to define the prospects, which would depend to a large extent on the upcoming consultation processes, learning package / approach and piloting phase. The immediate concern was to properly train the staff in charge of the programming exercise of the EC and other bilateral donors. The ownership of the project by its targets groups would be possible to be determined only in the next phases, as it depended on the perception of the usefulness and user-friendliness of the toolkit, learning approach and follow up.

### **Initiative for Maternal Mortality Programme Assessment (IMMPACT) (CRIS C-74014)**

The project had a two-fold intervention logic, for 4-year and for 7-year execution period. The Overall Objective (OO) of the 4-year Logframe (LF) was the PP of the 7-year LF. The logic of intervention was clear and valid, with indicators well defined at results and PP level, but assumptions and risks at country level not sufficiently detailed. Some delays at overall and at country level did not affect the progress. The partner universities were well coordinated, the research outputs were delivered as planned and, thanks to a no-cost extension, the Objectively Verifiable Indicators (OVIs) were achieved as foreseen. The quality of the outputs was remarkable and contributed to the achievement of the Expected Results (ER), which were achieved as planned and partially contributed to the achievement of the PP. However, as it was unclear whether there was an influence at policy level on new strategies and policies related

to maternal mortality, the contribution of the project to the OO was still uncertain.

#### **Assessing and addressing the effects of trade on employment (CRIS C-164791)**

The project design was weak, lacking in objectives and exit strategies, being output driven and using ambiguous terminology for its key outputs. Most of the indicators were outputs with subjective verification criteria. For Expected Result (ER) 1 the activities were on track and the cost mainly within budget. For ER2 the workplan was generic and there was still no concrete strategy. There were no clearly stated outcomes for the project. There was no project activity designed to ensure usage of the global knowledge tool expected as per Specific Objective (SO) 1. The SO2 referred to strengthened capacity of stakeholders in the pilot countries; this was achievable in Indonesia and Bangladesh. Insufficient consideration was given to impact and how to foster it. Not much use of the global tool was foreseen beyond the pilot countries. The main issue was to ensure that the knowledge was available globally, but there was no elaborated plan to explain how this would be achieved / ensured.

#### **Monitoring and assessing progress on Decent Work in Developing Countries (CRIS C-164787)**

The project was highly relevant and in line with the main objectives of the International Labour Organisation (ILO), the European Consensus on Development and the Millennium Development Goals. The design was rather weak and overambitious: the Project Purpose and Expected Results were defined as outputs, there were mismatches between activities in the Logframe, there was a provision to work in 10 countries, but the provisions of human and financial resources were inadequate. The implementation varied on a country level, with some countries well ahead of schedule, others behind schedule and others planning to drop out. The delivered outputs were of variable quality. In general, the progress was sufficient to allow confidence that the results could be achieved within the project's timeframe, with the exception of 4 countries. Inadequate budgeting for the planned activities required high flexibility in the use of the budget, at the absence of which the project would fail in several countries. As in the countries with the necessary resources and commitment the methodology was working so far, the question for impact was whether the other countries would adopt it. The project's embedment not only in the ILO Headquarters but also in regional and country offices contributes positively to sustainability, as the ILO would continue to champion the Decent Work agenda in future.

#### **Support for research and development into poverty-related, tropical and neglected diseases (CRIS C-160163)**

The project was implemented in partnership of the EU and the WHO, in which the EU contribution was 19% of the total budget. The project design was of a good quality, with clearly defined intervention logic, specific OVIs and SOVs and a highly relevant Project Purpose (PP) contributing to the (broad and global) Overall Objective (OO). As the action required close cooperation and synergies with a series of international and global initiatives in the same field, the WHO had properly taken care of this by involving several donors. The activities were implemented timely and significant progress was visible towards achieving the expected results, rendering the achievement of the PP highly likely. The stakeholders of the action and others would have full access to the results through the planned wide dissemination of activities (meetings, fora, symposia, reports, web-based knowledge platform on Infectious Diseases of Poverty -TropIKA). The OO required input and support from many other health and development interventions, as well as secured donor funding and serious commitment from Disease Endemic Countries (DECs). Local ownership was promoted through the active participation and contributions of stakeholders from DECs in regional and national stakeholder consultations.

#### **Improving access to medicines in developing countries through pharmaceutical-related technology transfer and local production (CRIS C-172129)**

The project, in partnership with the World Health Organisation (WHO), was highly relevant by responding to the Global Strategy and Plan of Action on Public Health, Innovation and Intellectual property. The Logframe was weak, there was no clear relation between Planned Activities (PA) and Expected Results (ER); the OVIs were not SMART on the Project Purpose and Overall Objective level, and were missing on the PA level. On the other hand, the PA and outputs were clear and appropriate and complementarity with other actions was ensured. There was a delay in the start of implementation resulting in a slight delay in delivering planned outputs; however, all the planned activities were ongoing and a significant progress was being made towards achieving the expected results. The impact of the project was reinforced by close cooperation and synergy with a series of international/global initiatives in the same field. The sustainability was going to be ensured by achieving the ERs, creating a basis to identify the channels for development of the capacity and increasing the number of qualified human

resources in developing countries, while also the technology transfer to the beneficiary countries would contribute further to the project sustainability.

#### **Integrating Gender Responsive Budgeting into the Aid Effectiveness Agenda (CRIS C-142351)**

The project, implemented by UNIFEM, was in line with the respective international agreements and relevant to its potential beneficiaries. The project design was sound, providing for 2 phases: Phase I focusing on research in 10 countries and the preparation of country reports and Phase II involving work with the ministries of 5 selected countries, focusing on building capacity and strengthening policy dialogue. Delays occurred in both phases, resulting in the request for a 12-month extension, which was approved. The produced outputs were of good quality, contributing thus to the achievement of the expected results. The results were significant for the progress of work at both the country level and the global level and there was already access to them, at the time of the ROM mission, through the UNIFEM HQ. The impact prospects were good. The indicators at the Overall Objective level of the overall project were likely to be met, although to varying degrees and within different timelines at the country level. The potential sustainability was good. The GRB tools and processes were expected to become part of national accounting and budgeting processes, and capacity was being built within the Ministries of Finance, Ministries of Women's Affairs and CSOs. A second phase of the GRB was being planned, which would seek to use all the lessons learned, advocate for improved financing and provide small funds to introduce methodologies and ensure sustainability.

#### **Supporting gender equality in the context of HIV/AIDS (CRIS C-153655)**

The project, implemented by UNIFEM, was in line with the international and EC commitments in the respective field. The Logframe was in general good, though the OVIs were rather qualitative than quantitative, and not time-bound. At country level, Logframes and implementation plans were also developed and their quality was good. Despite some delays in the implementation, the activities at the time of the ROM mission were generally on track. The project was being monitored by the UNIFEM Regional Offices. Funds were committed and spent in accordance with the guidelines and outputs were delivered at differing extents by the countries. The outputs were of good quality and contributed to the further implementation of the project and the achievement of its outcomes. Some results were already achieved at the time of the ROM mission, while the others were on the way. The needed inputs and systems were in place that should contribute to positive impacts. Considerable effort was being made to ensure complementarity with other initiatives. There were reasonable prospects for sustainability of the project services and benefits beyond the implementation period. Support for further activities was likely from the Global Fund, while also the project benefited from various complementary initiatives as well as UNIFEM's extensive partnerships.

#### **Contributing to the Abandonment of Social Norms Harmful to Girls & Women (CRIS C-142353)**

The project, implemented by UNICEF, was supported by relevant global commitments. The Logframe was in general good, with some deficiencies: Objectively Verifiable Indicators (OVI) not quantified, one of the Specific Objectives (PP) was formulated as a Result; incorrect assumptions at the Overall Objective level. The project operated at two levels: international and country level. Although an ambitious undertaking, the project was generally being implemented as planned with varying levels of outputs being generated by the partners within the various components. There were no country Logframes, and although the Logframe of the overall project was useful as a proxy, the absence of specific Logframes and quantified OVIs made country level tracking more challenging. A number of results were already achieved at the time of the ROM mission, their extent varying from country to country; without quantified OVIs, it was difficult to assess the relative progress against set targets. The impact of the project was significant as not only it resulted in reduced prevalence of the practice of FGM/C in a number of locations, but the social change approach started a dialogue on a number of other issues, which were deeply rooted in gender inequality. Although continued financial support was required from development partners beyond project end, there were a number of factors in place at the country level that would contribute positively to the sustainability of the effort to abandon HTPs.

### **4.3. Performance of projects over time**

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

assessment of the performance over time of EC external cooperation projects is based only on re-monitored projects. As reported in previous sections, 15 projects were monitored in the period May 2008 – April 2011 through 16 ROM missions. Only one project (“Access to Sexual and Reproductive Health Care for Uprooted People and Romani Women and Youth in Southern Serbia”) was monitored in 2008 and re-monitored in 2010. The scores of the related Monitoring Reports are presented in the following Table.

**Table 8: Performance over time of the re-monitored project**

Project	DAC Criteria	Grades (A,B,C,D)/Category and Scores (1-4)			
		2008		2010	
Access to Sexual and Reproductive Health Care for Uprooted People and Romani Women and Youth in Southern Serbia	Relevance / design	B	3.00	B	3.00
	Efficiency	B	2.80	A	3.55
	Effectiveness	B	3.00	B	3.50
	Impact	B	3.00	A	4.00
	Sustainability	C	2.50	B	3.00
	<b>TOTAL</b>	<b>B</b>	<b>2.86</b>	<b>B</b>	<b>3.41</b>
	Performance Category (I-IV)	II		II	

During the first monitoring visit, the project was “performing well” (grade “b”, performance category II) with Relevance/Design, Effectiveness and Impact prospects scored higher than Efficiency. Problems had been identified in terms of Potential Sustainability (‘C’, 2.50/4.00). The project improved its performance, according to the findings of the second monitoring visit in 2010, with very good performance in terms of Efficiency (improvement by 27%) and Impact Prospects (improvement by 33%), an improvement by 17% in terms of Efficiency and a remedial of the Sustainability problems (performance improvement by 36%). The improvement of the performance in line with the ROM recommendations is presented in the following Table:

**Table 9: Performance improvement in line with the ROM recommendations**

Field of recommendations of the first monitoring	Applied	Addressed criterion	Performance assessment				Improvement
			2008		2010		
Acceleration of activities' pace	Fully	Efficiency	B	2.80	A	3.55	27%
Trust of beneficiaries	Fully	Effectiveness	B	3.00	B	3.50	17%
Securing long term impact	Fully	Impact	B	3.00	A	4.00	33%
Securing sustainability	Fully	Sustainability	C	2.50	B	3.00	20%

In general, the project is well designed and adapted to the local situation, supportive to relevant policies of the Government of Serbia (GoS). The recommendations of the 1<sup>st</sup> ROM mission were taken into account by the project, especially with regard to impact and sustainability. It is one of the cases in which the ROM has a triggering effect with regard to the implementation of the project. In particular, the project after the 1<sup>st</sup> monitoring visits immediately started introduced the methodology on how to continue with similar practices in promotion of Sexual and Reproductive Health (SRH), identifying specific courses of action, which can extend the project life. It is worth mentioning that the project is the best performing project among the 15 projects monitored and thus a success story in the area of human and social development.

#### 4.4. The cross-cutting issues

Cross-cutting issues are laid in a number of international conventions, declarations and treaties on development, binding the EU countries and most of the beneficiary countries. As of their importance they must be taken into account at all stages of the funding cycle. The European Consensus on Development identifies “cross-cutting issues” of major importance for development. Among them, there are three which are assessed by the monitor during a ROM mission: (i) human rights; (ii) Environmental sustainability; and (iii) Gender equality;

In particular, ROM pays special attention to the mainstreaming of the cross-cutting issues into the projects' design. In the section 1 of the BCS (since Jun/2009), the Monitors assess, under the sub-criterion 1.4, the cross-cutting issues' mainstreaming in the project design. Furthermore, the BCS Section 7 is dedicated to the assessment of the consideration of cross-cutting issues during projects'

Out of 16 consolidated BCSs produced on the 15 monitored projects, three (3) were produced using the version of the BCS which was available at the time of the monitoring visit (2008), where the sub-section 1.4 was not included. Those three BCSs are commented in a separate paragraph below. Out of 13 projects, 4 (31% of the projects) were scored "A" for the sub-criterion 1.4, indicating that the cross-cutting issues were very well mainstreamed in the projects' design, while 8 projects (62%) were scored "B" ("good") and only 1 project<sup>1</sup> (8%) encountered some problems regarding the mainstreaming of the cross-cutting issues. Overall, in 93% of the projects the cross-cutting issues were sufficiently taken into account and there was no project facing serious deficiencies in this aspect.

Gender issues were adequately promoted in the frame of 12 projects (92% of all projects monitored). Only one project (C-172129) did not take gender issues into consideration in its design; it sought, however, to achieve a gender balance in the selection of experts and resource persons. As regards environment, the situation was quite different. The environment issues were considered only in the frame of 1 project, while in 12 projects (or 93% of all monitored projects since 2009) they were considered as "not applicable". This is mainly due to the nature of the projects, which address human and social development, in most cases not having any implications on the environment. Good governance as well as human rights were taken into account by 12 projects (93%).

Regarding the 3 projects monitored in 2008, only two cross-cutting issues, gender and environment, are considered under the BCS section 5 "Sustainability" (sub-sections 5.6 and 5.8 respectively). Concerning the consideration of gender issues, one of the projects was scored "b", one was scored "a" and in the case of the 3<sup>rd</sup> project gender was perceived as 'not applicable'. Environmental issues were appropriately taken into account only in one of the projects, being considered as not applicable in the other two.

#### 4.5. Analysis per region

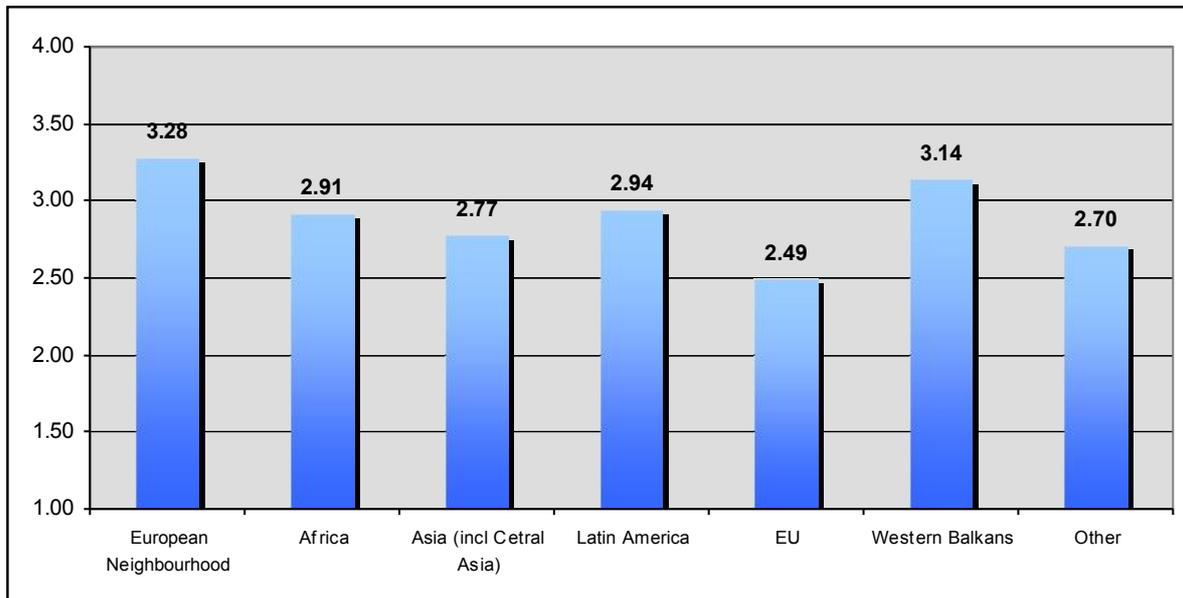
This section provides a region-specific outlook of the performance of the HSD projects. The component (country) ROM outputs on the monitored projects are taken into account for this purpose, on top of the horizontal ROM outputs. The focus is on the performance of the implementing partner at the local level and not on the global performance of the project. The allocation of project-visits per country is shown in the following Table:

**Table 10: Allocation of project-visits per region for the monitored projects in 2008-2011**

ENPI countries		Africa, Indian Ocean, South Africa		Asia		Latin America		EU		Western Balkans and Turkey		Other (JP, US)	
Country	Visits	Country	Visits	Country	Visits	Country	Visits	Country	Visits	Country	Visits	Country	Visits
Egypt	1	Cameroon	1	Bangladesh	2	Brazil	1	Belgium	1	Serbia	2	USA	4
		Eritrea	1	Cambodia	1	Peru	2	Germany	2			Switzerland	7
		Ethiopia	1	India	1			Italy	1				
		Ghana	1	Indonesia	2			Netherlands	1				
		Kenya	1	Thailand	1			UK	1				
		Rwanda	2										
		Zambia	1										
		South Africa	1										
<b>TOT</b>	<b>1</b>	<b>TOT</b>	<b>9</b>	<b>TOT</b>	<b>7</b>	<b>TOT</b>	<b>3</b>	<b>TOT</b>	<b>6</b>	<b>TOT</b>	<b>2</b>	<b>TOT</b>	<b>11</b>

The project performance by region is presented in the following Figure.

<sup>1</sup> "Initiative for Maternal Mortality Programme Assessment (IMMPACT)"



**Figure 1: Overall average performance per region**

It is noted that the sample per region is very small, thus the findings presented below have only a qualitative value. In six of the seven regions the projects performance was good (above 2.50/4.00). Only in the EU region the projects faced marginally some problems (average score 2.49/4.00 - grade "c"). The highest performance was identified in Egypt (ENPI region) , closely followed by the WBT region. It should be noted that while in the case of Africa, Asia, ENPI and LA the monitoring reports corresponded to project components, the ones for the EU region, Serbia, US and Switzerland cover mainly project coordinators (i.e. the overall project level). The main findings per region are summarised below:

### **European Neighborhood Region**

Only one country (Egypt) was visited in this region in the frame of the visit to the component of the project "Contributing to the Abandonment of Social Norms Harmful to Girls and Women". Female Genital Mutilation/Cutting (FGM/C) had remained an unbroken taboo for many years in Egypt, however following several international and national Conferences on Population and Development the Government of Egypt (GoE) expressed commitment to strengthen citizen rights and good governance practices. This strong political orientation is highlighted in the 2002-2017 Population Strategy of Egypt, which covers most of the Millennium Development Goals (MDGs). The establishment of the Ministry of Family & Population (MoFP), assisted by the National Council for Childhood and Motherhood (NCCM), illustrates clearly this commitment. The National Indicative Programme (NIP), in line with the EU-Egypt Action Plan, outlined as a first priority the support of Egypt's Reforms in the area of democracy, protection and promotion of human rights. In this respect, the EC Financial Assistance provides a strategic framework for the period 2007-2013 to support the GoE efforts towards a gender mainstreaming strategy, to fight gender-based violence and to contribute to eradicating the practice of FGM/C through appropriate legislation that criminalises FGM/C. The project made meaningful contribution to the overall national goal of elimination of FGM in Egypt, with the percentage of ever-married women aged 15-49 (who believe that FGM/C should continue) falling from 82% to 63% in 2008. A concrete evidence of the GoE commitment was the establishment of the MoFP to lead, coordinate and integrate more clearly all efforts to eradicate FGM/C practices. The GoE planned to allocate substantial budget for the proper operation of the Committee system (Child Law). The MoFP together with the concerned donors ensuring coordination and harmonisation of all efforts offer was the best guarantee to eradicate, in the long-term, FGM/C practices and child violence.

### **Africa**

Six (6) projects in eight (8) African countries (Cameroon, Eritrea, Ethiopia, Ghana, Kenya, Rwanda, South Africa and Zambia) were monitored through eight (9) ROM visits. The overall performance of the implemented projects was good. As the projects were highly relevant and supportive to the national strategies and national action plans, a strong commitment from the governments' side was evident.

Nonetheless, despite these commitments, advocacy and campaigning pressure at national, regional and international level were still needed, as well as further efforts addressing remote areas of the countries and especially targeting the groups particularly difficult to reach. Furthermore, it was proved that National Plans of Action were highly necessary for promoting better coordination of interventions and ensuring enforcement and greater institutionalisation. A strong donor coordination is still necessary, especially in cases when all the efforts rely on the external funding, as very few domestic funds from national budgets are expected to be available in the years to come. Given that projects' activities were responsive to identified needs, the existing community organisations involved in the projects' implementation were strongly committed, thus efficiently implementing the foreseen activities at the regional and sub-regional levels. In some cases, though, the stakeholders were not consulted during the identification and formulation of the project activities, which resulted in serious gaps in the design. One of the weaker points is the delays in the rolling out of the activities. In some countries the slow pace of implementation was largely due to logistical constraints, including inadequate human and financial resources; the time consuming process of dialogue and community engagement; the vast area, which needed to be covered by groups implementing project activities; and the complexity of the issues addressed by projects. As in some cases the implemented projects were the first opportunity for local organisations and local offices of contracting authorities to work together on national and especially sub-regional level in an organised way, this made a significant change in terms of their campaign and advocacy strategies and planning. The links among organisations became stronger and so did the need to design common actions. Communication strategies between project stakeholders needed sometimes improvement, in order to avoid duplication of work. The contractual procedures and project documents were in some cases not disseminated enough or not clearly understood, undermining thus the smooth development of the projects. Furthermore, some improvements in the communication channel between implementing partners and EU Delegations were needed. In general, however, through the implemented interventions, a great positive social change was visible.

### **Asia**

Four (4) projects in five (5) Asian countries (Bangladesh, Cambodia, Indonesia, India and Thailand) were monitored through seven (7) ROM visits. The overall performance of the implemented projects was good. The main challenge was the lack of the appropriate institutional set-up with the national partners. Even though the projects were incorporated into national strategies, the capacity of recipient institutions remained low and the lack of skilled human resources contributed to this. In this context, further strengthening the institutional and technical capacities of national authorities to allow these institutions to comply with their mandate is of a high importance. Another commonly met deficiency was the low level of ownership, especially among the social partners. The projects needed to make additional efforts in order to ensure the interest and enthusiasm of some of the stakeholders. Nonetheless, a positive trend is visible, with social partners and community members increasingly active. One of the weaker points is the implementation delays. Some of those delays were faced during the recruitment process, due to difficulties in identifying qualified candidates with simultaneous expertise in the field. There was no clear exit strategy of the projects, and high level partnerships between decision makers, ministries and key international donors were not sufficiently elaborated. Further advocacy and sensitisations at the decision making level is paramount to ensure the projects' impact / sustainability. The cooperation with the EU Delegations was not sufficient; closer links would be advisable.

### **Latin America**

Only two (2) projects in two (2) countries (Brazil, Peru) were monitored, through three (3) ROM visits. The overall performance of the projects was good, slightly better than the performance in Africa and in Asia. The situation varied between the two visited countries and projects. While the component in Brazil of the project "Monitoring and assessing progress on Decent Work in Developing Countries" scored the highest among all the projects (3.48/4.00), the Peru component of the same project scored much less (2.52/4.00). In the case of Brazil, Decent Work (DW) was a political priority and a remarkable level of ownership among stakeholders was ensured. The ownership of the main target groups was facilitated by the strong leadership of the Ministry of Labour and Employment (MTE) and the established institutional framework. The very high efficiency was due to stakeholders' involvement, which led to an efficient implementation with good outputs' quality. The political momentum of the country facilitated the increased interest by decentralised stakeholders (States, Regions, Municipalities, trade unions) on DW. At the opposite side, the lack of a strategic DW agenda in Peru did not encourage stakeholder

ownership. The difficult political context for setting up a DW programme in Peru and the limited assigned financial and human resources led to lower project performance. Furthermore, based on the weak political support to an overall DW agenda and the resulting low ownership of the key target groups, potential sustainability suffered limitations. With regard to component in Peru, the purpose of the project on Gender Responsive Budgeting (GRB) was fully consistent with and supportive of the Government's policies and the expected results and the planned activities fully corresponded to the needs of the relevant institutions. Nonetheless, there were still technical discrepancies regarding the incorporation, as well as general misunderstandings of gender-related concepts. UNIFEM tried to ensure project ownership by the key partners and stakeholders through the organisation of participatory consultations all along the project design and implementation phases. Additionally, the constant turnover of technical staff within the targeted Ministries weakened the sustainability prospects. Overall, despite the existing positive political environment in Peru to incorporate GRB in the State Reform, UNIFEM's persisting efforts to promote national ownership of the process for incorporating the gender perspective into budgeting and planning mechanisms did not result up to the time of the ROM visit in an agreement with the MEF.

## **EU**

Five (5) projects were monitored in five (5) EU countries (Belgium, Germany, Italy, The Netherlands, and the United Kingdom) through six (6) project-visits with reports produced for three (3) of them. The average score of these 3 Monitoring Reports (2.49/4.00) is the lowest among the visited region (grade "c" - performing with problems). It must be taken into account that while the analysis concerning ENPI, Africa, Asia and LA used mainly component (country) ROM outputs, in the case of the EU all 3 sets of ROM outputs are horizontal, relating to the project coordinators and referring to the overall performance of the projects. Furthermore, the low score is mainly due to the low performance of one out of the 3 projects ("Prevention and rehabilitation measures addressing children associated with armed forces and groups or involved in worst forms of child labour in conflict or post-conflict situations"), which scored 1.96/4.00. The project timescale and range of activities were extremely ambitious, while the costs of a number of activities in the project budget were considerably underestimated. As a result, all activities encountered considerable delays. Outputs were minimal and no results had been achieved up to the time of the ROM visit. As the stakeholders were insufficiently defined and not fully involved, it was unlikely that, even within the extension period, the capacity of the key actors would be significantly improved. There was an urgent need for the project to revise its work plan and assess realistically what can be achieved in the remaining project life. In contrast, the project "Initiative for Maternal Mortality Programme Assessment (IMMPACT)" performed well. The partner universities were well coordinated and the research outputs were delivered as planned and at a remarkable quality. The project was well embedded within scientific institutions. The Aberdeen University's capacity was high, providing skilled staff. Overall the coordination was fluid and productive. In the case of the project "World AIDS Campaign in Sub-Saharan Africa: Stop AIDS. Keep the Promise", the contractor -World AIDS Campaign (WAC)- engaged strong local umbrella organisations and shared with the partners the planning, organisation and monitoring of inputs and resources, thus ensuring partners' ownership and kept clear accountability and cost-effectiveness. Diverse groups and organisations were gathered to work together. The project set the basis for the common campaigning, helped defining the strategic aims and significantly reinforced the civil society mutual links and understanding.

## **Western Balkans and Turkey**

Only one project was monitored in the region of Western Balkans and Turkey through one ROM visit and one re-monitoring visit. The project is a success story for the projects monitored in human and social development field. A protracted crisis, combined with the transition process resulted in the deterioration of the Serbian health system and worsened the social and economic situation. This affected especially the Sexual and Reproductive Health (SRH) of vulnerable and marginalised groups, such as uprooted persons and the Roma population. Therefore the project was very relevant, targeting SRH for over 2000 persons among Roma and uprooted populations in the South of Serbia. The project was implemented through local NGOs coordinated by CARE Serbia. It managed to involve the planned number of youth and community health mediators (HM), theatre group members and health professionals and institutions, developing their interest and supporting their enthusiasm. The project was rather predictive in the formulation of risks and assumptions regarding traditional setting of target groups and invested significant effort in obtaining the highest level of trust and cooperation from the Roma population to work on achieving the expected results. This was a major social capital, developed

by the project, and potentially can be used to further develop this initiative aiming at the overall improvement of the socio-economic status of the Roma people. The project significantly contributed towards breaking prejudice and fighting against discrimination, successfully sensitised the target population to the need of seeking health care for the SRH problems, which can further improve their social and economic position. It was safe to assume that HM trained within this project, who were often members of the targeted communities, would remain / keep contact with the communities they were working with during this project and voluntarily continue spreading their SRH knowledge and offer advice. The need for similar actions was evident, and also increasingly recognised by health workers who do realise the gaps in health care provision to marginalised groups

#### **Other (US, JP)**

Eleven (11) projects were monitored in two (2) countries (Switzerland, USA) through eleven (11) ROM visits. The performance was relatively good. It must be taken into account that in the case of Switzerland and the USA, as in the case of the EU region, all 11 sets of ROM outputs are horizontal, relating to the project coordinators and referring to the overall performance of the projects. As all the projects were implemented by UN family organisations, they were not implemented in isolation, but rather benefited from various complementary initiatives and from extensive partnerships. While in most of the cases some problems with timely implementation and not sufficient coordination were identified, impact and sustainability seem to be the strongest points. By the mandate, scope, and relevant expertise of the implementing partners, the overall performance was satisfactory.

#### **4.6. Analysis per type of implementing partner**

In ROM, there are the following 10 distinct categories of implementing partners which are presented in the table below along with the number of project-visits undertaken per type in the framework of the 16 monitoring missions to the HSD projects in the period May/2008 – April/2011:

**Table 11: Type of implementing partner**

<b>Category</b>	<b>Description</b>	<b>Number of visits</b>
0	not known/NA	N/A
1	International NGO/CSOs/Universities (at EU and international level)	7
2	Local NGOs/CSOs/Universities (at Partner country level)	1
3	Profit oriented organisations (companies, think-tanks, institutes)	N/A
4	International governmental organizations (non UN)	N/A
5	UN family organizations (incl. WB)	30
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	1
9	Regional bodies (MERCOSUR, SADEC, ASEAN, etc)	N/A
10	Hybrids (mix of different partners)	N/A

The monitored HSD projects involve only four categories of implementing authorities: UN family organisations (incl. WB), International NGO/CSOs/Universities (at EU and international level), Local NGOs/CSOs/Universities (at Partner country level) and European governmental organisations/EU agencies. The type of implementing partner per HSD project is presented in Table 12. It must be noted that for the visit to European governmental organizations/EU agencies in the framework of the monitoring mission to the project C-67712 no MR was produced.

**Table 12: Type of Partners of HSD Projects**

Project	Type of Implementing Partner		
	UN family organisations (incl. WB)	International NGO/CSO/ Universities (at EU and international level)	Local NGOs/CSOs/Universities (at Partner country level)
Support to Education in Emergencies and Post-crisis - Transition Programme	United Nations Children's Fund (UNICEF)		
Gender Responsive Budgeting in New Aid Modalities	United Nations Development Fund for Women (UNIFEM)		
Contributing to the Abandonment of Social Norms Harmful to Girls and Women	United Nations Children's Fund (UNICEF)		
Prevention and rehabilitation measures addressing children associated with armed forces and groups or involved in worst forms of child labour in conflict or post-conflict situations	International labour Organisation (ILO)		
Comprehensive toolkit to address child rights in European development cooperation & external relations	United Nations Children's Fund (UNICEF)		
Assessing and addressing the effects of trade on employment	International labour Organisation (ILO)		
Monitoring and assessing progress on Decent Work in Developing Countries	International labour Organisation (ILO)		
Supporting Gender Equality in the context of HIV/AIDS	United Nations Development Fund for Women (UNIFEM)		
Projects ICT Components (components 1-3)	infoDev (the World Bank Group)		
Building Capacity and Improving Accountability for Gender Equality in Development, Peace and Security	United Nations Development Fund for Women (UNIFEM)		
Support for research and development into poverty-related, tropical and neglected diseases	World Health Organisation		
Improving access to medicines in developing countries through pharmaceutical-related technology transfer and local production	World Health Organisation		
The World AIDS Campaign in Sub-Saharan Africa "Stop AIDS. Keep the Promise"		Stichting World Aids Campaign	√
Access to Sexual and Reproductive Health Care for Uprooted People and Romani Women and Youth in Southern Serbia		CARE Deutschland	
Initiative for Maternal Mortality Programme Assessment (IMMPACT)		University of Aberdeen - United Kingdom	√

At the level of coordinator known also as project authority (i.e. contractor), the monitored HSD projects were implemented only by two type of implementing authorities: UN family organisations (incl. WB) in twelve (12) projects and International NGO/CSOs/Universities (at EU and International level) in three (3) projects. Among the former, 3 projects were implemented by UNIFEM, 3 by UNICEF, 3 by ILO, 2 by the WHO and 1 by the infoDev of the World Bank Group.

The projects' performance per project authority is presented in the table below. It must be noted that the monitoring sample is rather low to allow concrete synthesised conclusions.

**Table 13: Project Performance by Project Authority**

Criteria	UN Family Organisations (incl. WB)													International NGO/CSOs/Universities			
	153661	142353	142116	142351	153655	127834	142112	164791	164787	160163	172129	76612	Average	126239	127366	74014	Average
Relevance /Design	2,10	3,10	2,50	3,40	3,40	3,00	2,40	2,40	2,10	3,30	3,00	2,70	<b>2,78</b>	2,30	3,00	2,60	<b>2,63</b>
Efficiency	2,00	3,00	2,55	2,45	2,80	2,20	1,45	2,80	2,45	3,35	3,00	1,70	<b>2,48</b>	2,60	3,55	2,80	<b>2,98</b>
Effectiveness	2,50	3,00	2,50	3,00	3,00	2,22	1,50	2,00	2,00	3,50	3,00	2,00	<b>2,52</b>	3,00	3,50	3,00	<b>3,17</b>
Impact	3,00	3,00	3,00	3,00	3,00	3,00	2,00	1,80	1,40	3,00	3,00	2,40	<b>2,63</b>	3,45	4,00	2,40	<b>3,28</b>
Sustainability	3,00	2,70	2,80	3,50	3,00	2,44	2,50	2,30	3,00	3,00	2,70	1,80	<b>2,73</b>	1,78	3,00	3,00	<b>2,60</b>
Average	2,52	2,96	2,67	3,07	3,04	2,57	1,97	2,26	2,19	3,23	2,94	2,12	<b>2,63</b>	2,63	3,41	2,76	<b>2,93</b>

With regard to the two types of project authorities identified the following consolidated observations derive from the monitoring exercise:

#### **UN family organisations including the World Bank**

The project performance and the approach of the respective organisations differ from case to case and it is difficult to draw any horizontal conclusion. However, some general trends can be observed. In most cases some problems with timely implementation and local ownership were identified. Impact and sustainability seem to be the strongest points. The outputs produced have a sustainable character; there are reasonable prospects for sustainability of the projects' services and benefits beyond the projects' end, as the projects are embedded not only in the implementing organisations' headquarters but also in their regional and country offices. Another strong point is the considerable effort being made to ensure complementarity between the projects and other initiatives. The projects benefit from various complementary initiatives and extensive partnerships. A success story among the projects implemented by the UN family organisations is the "Support for research and development into poverty-related, tropical and neglected diseases" implemented by the WHO. The project design is good, WHO took care properly of the coordination and synergies with a serious of other initiatives in the same field. The activities are implemented timely and significant progress is made towards achieving the expected results. Local ownership is promoted through the active participation and contributions of stakeholders from DEC's in regional and national stakeholder consultations. Eventually, the WHO had the legitimacy and the capacity to involve a wide range of stakeholders groups including the donor community. Overall, due to their mandate, scope and relevant expertise, these organisations are valuable partners in projects in the HSD area.

#### **International NGO/CSOs/Universities (at EU and international level)**

NGOs usually have good networking capacities and provide strong cooperation with the local partners and a solid partner's ownership. The activities are implemented timely and are highly adapted to the local needs. The bottom-up approach proves rather effective, with a coordinator in Europe as a facilitator and the local organisations assuming the lead in the field. Furthermore, the civil society mutual links and understanding are significantly reinforced by putting diverse group and organisations to work together. NGOs are active in dialogue with national bodies, have good advocacy and lobbying capacities and are best suited for motivating local stakeholders, promoting the projects and dealing effectively with local communities, thus fostering project ownership not only by the partners but also by the beneficiaries. The involvement of universities in the HSD projects was good and the projects tend to be well embedded within scientific institutions. Their capacity is usually high, providing skilled staff and delivering high quality products. Both in the cases of NGOs and universities, despite some concern with regards to the potential sustainability after the end of the projects, it was proved that by delivering high quality outputs and reinforcing the capacities of local actors, the further funding and sustainability can be ensured.

## 5. SUCCESS STORY

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

- Access to Sexual and Reproductive Health Care for Uprooted People and Romani Women and Youth in Southern Serbia (127366)
- Support for research and development into poverty-related, tropical and neglected diseases (C-160163)
- Improving access to medicines in developing countries through pharmaceutical-related technology transfer and local production (C-172129)
- Supporting Gender Equality in the context of HIV/AIDS (C-153655)
- Contributing to the Abandonment of Social Norms Harmful to Girls and Women (C-142353)

The performance of the above five projects is illustrated in the following Table which summarises all the success stories in the HSD section.

**Table 14: Performance of the Success Stories**

Title	Domain	EC Budget	Project Authority	Relevance	Efficiency	Effectiveness	Impact	Sustainability	TOTAL
Access to Sexual and Reproductive Health Care for Uprooted People and Romani Women and Youth in Southern Serbia	SANTE	1,000,000	CARE Deutschland	B	A	B	A	B	B
				3.00	3.55	3.50	4.00	3.00	3.41
Support for research and development into poverty-related, tropical and neglected diseases	PP-AP	2,000,000	World Health Organisation	B	B	B	B	B	B
				3.30	3.35	3.50	3.00	3.00	3.23
Supporting Gender Equality in the context of HIV/AIDS	DCI-SANTE	2,200,000	United Nations Development Fund for Women	B	B	B	B	B	B
				3.40	2.80	3.00	3.00	3.00	3.04
Contributing to the Abandonment of Social Norms Harmful to Girls and Women	DCI-GENRE	3,991,000	United Nations Children Fund	B	B	B	B	B	B
				3.10	3.00	3.00	3.00	2.70	2.96
Improving access to medicines in developing countries through pharmaceutical-related technology transfer and local production	PP-AP	1,665,000	World Health Organisation	B	B	B	B	B	B
				3.00	3.00	3.00	3.00	2.70	2.94

The project “Access to Sexual and Reproductive Health Care for Uprooted People and Romani Women and Youth in Southern Serbia” is the only one with “a” ratings for at least one of the criteria.

## 5.1. Background

<b>Project Title</b>	<b>Access to Sexual and Reproductive Health Care for Uprooted People and Romani Women and Youth in Southern Serbia</b>	
<b>Monitoring</b>	Report N° & grades	<b>MR-108520.02: B-A-B-A-B</b>
	Previous grades	<b>MR-108520.01: B-B-B-B-C</b>
<b>Domain Sector</b>	<b>SANTE 13020 - Reproductive health care</b>	
<b>Intervention Logic</b>	<p><u>Overall Objective (OO):</u> Improved Health Care status of uprooted people and the Roma population in Southern Serbia.</p> <p><u>Project Purpose (PP):</u> Improved ability of Roma and uprooted populations to protect their Sexual and Reproductive Health (SRH), through increased access to and utilisation of SRH services and information.</p> <p><u>Expected Results (ER):</u> 1) Established lower threshold to SRH Care for uprooted people and Roma women and youth and increased implementation of preventative health programmes in target areas;2) Uprooted and Roma women are self-supportive on SRH and related social issues; and,3) Uprooted and Roma youth have increased awareness of sexual and health issues and reproductive health.</p> <p><u>Planned Activities</u> (groups of activities listed only): 1) Social Analysis; 2) Peer led youth SRH education sessions;3) SRH community actions;4) Interactive community theatre action to promote achievement of SRH;5) Capacity building of health care providers; and,6) Provision of SRH support counseling for target populations.</p> <p><u>Target Groups / Beneficiaries:</u> Roma and uprooted women and youth; Health care providers based in PHCCs and Institutes of Public Health in Leskovac, Vranje and Bujanovac.</p>	
<b>Key issues – recommendations</b>	<p>The need for similar actions is evident and increasingly recognised by health workers who do realise the gaps in health care provision to marginalised groups. EC: 1) Support the project's request for no-cost extension aiming at sustainability of project activities. CARE NWB / Project Partners: 1) Increase visibility of project activities and results, and EU support to the project (websites); 2) Elaborate modality of (self) sustainable cooperation between HM, health centres and IPHs in the post-project phase; 3) Keep motivating HM to continue their community activities beyond the project life in concrete forms of cooperation with health providers; 4) In cooperation with health institutions, explore a possibility of introduction of a scheme for medical school and university students in the region in getting practical experience in the field of SRH through the project Partners; 5) Keep the EU Delegation in Serbia informed about the project final phase and the already developed ideas of HM to continue with project activities and further examine sustainable actions.</p>	

## 5.2. Reasons for success

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

- Appropriate Analysis Stage prior to the project formulation, clear intervention logic and suitable implementation set-up, problem analyses conducted thoroughly and in-depth, resulted in the selection of the right approaches.
- The project managed to involve the planned number of youth and community health mediators (HM), theatre group members and health professionals and institutions, developing their interest and supporting their enthusiasm.
- The project was predictive in the formulation of risks and assumptions regarding traditional setting of target groups and invested significant effort in obtaining the highest level of trust and cooperation from the Roma population to work on achieving project results. This was a major social capital, developed by the project, and potentially could be used to further develop this initiative aiming at the overall improvement of the socio-economical status of the Roma people.

- The project introduced a methodology, which is not costly in essence and does not require significant financial support, such as supervisory sessions with medical staff, education sessions for target groups and amateur theatre plays.
- The project reporting provided valuable qualitative data on the effects of supervisory sessions with medical staff along with presentations of specific socio-cultural context and motivational aspects of project activities, effects of informal transmission of knowledge in local communities and beneficiaries' feedback on all activities, including theatre plays and medical examinations.
- Some of project results were achieved to a greater extent than planned. There was significant positive impact already visible, particularly at local level, among trained HM, who remained particularly interested to continue their counselling activities within new initiatives. Evaluations during the project provided good overview on how the impact was gradually achieved and further augmented.
- The Contractor's aim was to end the project with a clear methodology on how to continue with similar practices in promotion of SRH, investigate and identify courses of action, which would extend the project life on a local level. The project team made significant budget savings with the aim to further support the sustainability of project results.

## 6. CONCLUSIONS AND RECOMMENDATIONS

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### 6.1. Overall conclusions on HSD projects, as implemented

More than one billion people (one-sixth of the world's population) still live in extreme poverty, lacking safe water, proper nutrition and basic health care and basic social services. The consequences of this poverty are causes of violent conflict, civil wars and state failures. In this context, the human and social development taking place through education, health, decent work and overall family welfare is of particular importance.

The projects implemented in the Human and Social Development area are overall achieving their expected results and purpose and contribute to the overall objectives. Among the 15 monitored projects, five (33% of the monitored projects) were considered as success stories and only one project was identified as a problem case (at least one “d”).

The projects directly addressed 5 MDGs, namely:

- Goal 1: Eradicate extreme poverty and hunger
- Goal 3: Promote Gender Equality and Empower Women
- Goal 4: Reduce Child Mortality
- Goal 5: Improve Maternal Health
- Goal 6: Combat HIV/AIDS, Malaria and other diseases

thus supporting the EC's approach to development based on the pursuit of the MDGs as core element of the EC's development policy framework “The European Consensus on Development”.

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

The relevance of all the monitored projects in the human and social development area was high. The alignment of the projects' content and objectives to policies and needs of the target groups were the strongest points. Additionally, it should be pointed out that the cross-cutting issues were well mainstreamed in the projects' design.

A less optimistic picture can be presented with regard to the project design with the appropriateness of the intervention logic as the weakest sub-criterion among others. The design of the projects was often general and vague, with a weak logframe or even lacking a one, leading to serious difficulties in defining the intervention logic and assessing the project progress. The OVIs were rarely SMART; the need to develop appropriately quantifiable indicators was common. Through weak design, the focus was often on outputs. A number of times there was a need to more clearly differentiate between outputs and results and ensure that reporting is less activity focused and more results-based. Additionally, it was pointed out that the assumptions and risks at country level were rarely sufficiently detailed. Country-specific analyses should have been conducted in order to take into consideration the disparities between the partner countries. For the majority of the projects, the intervention logic was very generic and was not taking into account the differences between the partner countries and its capacities which resulted in unequal progress in implementation from country to country.

The availability and usage of inputs was satisfactory with the main problems in this matter related to delays in receiving the necessary funds, the disbursement between the project partners and in result to low expenditure level in comparison to the timeline of the project. The most serious deficiency with regard to the implementation appeared to be timeliness of the implemented activities resulting in a common need for a no-cost extension. With regard to the involvement of the partners there were no serious deficiencies. In most of the cases the partners shared a common sense of responsibility and appreciation for the respective competencies contributing to the achievement of the planned outputs. A number of times, there was a need to reinforce communication strategies at the country level to ensure dissemination of information and knowledge sharing. Regarding activities, a concrete time-schedule of activities and milestones was needed in order to allow a proper internal monitoring.

The Potential Impact is the strongest aspect among the projects in human and social development area. In most of the cases the contribution towards achieving the OO was satisfactory and the number of the

monitored projects seems to have wider social/ cultural/ economic effects. In a number of projects, the necessary linkages and complementarities with other initiatives were ensured resulting in maximising the use of resources and reinforcing additional support to the project. Nonetheless, further collaboration was needed, aiming at additional contribution to the OO. Sustainability prospects were overall good with a number of projects ensuring at least sufficient perspective for continuation through securing a satisfactory economic viability, a high level of policy support and sufficient ownership from the side of the target groups.

## 6.2. Lessons Learnt

One of the main added values of ROM is the extraction of lessons learnt which can be taken into account in the programming and design phase of future projects. In 2009, a qualitative study of E5 based on the ROM data has identified 12 factors for good and bad performance.

The six (6) factors for poor performance are:

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

The six (6) factors for good performance are:

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

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

**Table 15: Lessons Learnt**

Lesson Learnt	User	Explanation
Relevance	EC / Project	The intervention is appropriate if it does not only address the initial problem in line with the current policy trends, but also solves the real problems of the target groups.
Analysis Stage	EC / Project	Problem analyses need to be conducted thoroughly and in-depth, resulting in the selection of the right approaches.

<b>Lesson Learnt</b>	<b>User</b>	<b>Explanation</b>
Intervention Logic	EC / Project	Projects based on a clear, focused and well understood by all partners intervention logic are less vulnerable to potential difficulties during the implementation phase.
Implementing partners	PIU/Project Partners	Project success is not ensured through proactive management and high quality staff alone, but also through partners with strong organisational and technical capacity.
High quality outputs	PIU/Project Partners	Provision of good quality deliverables, used by the beneficiaries, results in high levels of ownership.
Ownership	PIU/Project Partners	Even if a project is highly relevant and succeeds in diagnosing “what problem/needs should be addressed”, it is equally important to involve the relevant stakeholders already in the design phase to properly identify “how problems/needs should be addressed” and gain their interest and commitment.
Inclusive management	PIU/Project Partners	Project management involving beneficiaries and other relevant stakeholders in the planning/implementation increases commitment and implementation flexibility, resulting in high effectiveness
Trust and cooperation of target groups	PIU/Project Partners	Ensuring the highest level of trust and cooperation of the target groups to work on achieving project results is highly important, and in cases of delicate projects even critical, in order to ensure project impact.

### **6.3. Recommendations**

Following the above analysis, the following recommendations are presented for the considerations:

1. Project stakeholders should be involved already at project design stage, to ensure better addressing of the actual needs of target groups.
2. The Logframe should be a clear management tool, equipped with indicators expressing the targeted outcomes in a tangible and measurable way that provides the stakeholders with concrete targets to reach and allows assessing of the project progress.
3. Informing the EU Delegations in the projects’ target countries/regions facilitates much the collaboration and experience sharing with the various relevant stakeholders.
4. Establishing a communication strategy at country level, providing clearly articulated responsibility for each stakeholder, ensures better dissemination of information and sharing of knowledge.
5. The partner governments should be involved in the consultation process at all stages, to ensure that the same language and concepts are shared by donors, implementing partners and governments.
6. Linkages with other initiatives contributing to the same Overall Objective should be always built, to facilitate synergies and ensure avoidance of duplications.
7. A “phase-out” stage at the end of the project is very important to be foreseen in the project design and its content should be updated during implementation.

# ANNEX I

## HSD Horizontal Monitoring Reports produced from May/2008 to Apr/2011

N	CRIS	Project Title	Project End Date	Project Authority	Monitoring Report Ref.	Design	Efficiency	Effectiveness	Impact	Sustainability	Action Points
1	C_153661	Support to Education in Emergencies and Post-crisis - Transition Programme	01/01/2011	United Nations Children's Fund (UNICEF)	MR-127861.01	C	C	C	B	B	A relevant project with potential for impact and some key achievements in Pakistan, but serious delays and a vague design that hampers accountability. The following are suggested for management consideration: UNICEF: 1) Clarify the specific criteria used for countries' selection and linkage to the general project objectives. 2) Establish clear activity milestones and their expected timing; establish a few simple outcome (quantified) indicators at results' level. 3) The wide time gap between project start and first progress report should be compensated by a channel for communication of the main progress aspects and deviations. 4) The tremendous initial delay should be analysed and understood, so as to be avoided in future interventions. EC: 1) Clear milestones, indicators and rationale for allocation of funds to different countries in project proposals should be a prerequisite for funding decisions. Flexibility in the proposal can be allowed as long as it is complemented by a clear road map with milestones and objectives.
2	C_142351	Gender Responsive Budgeting in New Aid Modalities	29/02/2012	United Nations Development Fund For Women (UNIFEM)	MR-137484.01	B	C	B	B	B	The project has had early challenges largely due to the underestimation of the time required for the process of consultation and negotiation around the country level implementation plans. Although Phase 2 had just recently commenced, Phase 1 generated a number of high quality outputs and important results. It is expected that the country level activities will take precedence, and critical to their success will be the forging and maintenance of good working relationships between the MoFs, UNIFEM focal points and gender advisors and the gender focal point at the EU Delegations to sustain momentum and build on the foundation set. It is recommended: 1) UNIFEM: Introduce more concise results-based reporting from the field against both quantitative and qualitative indicators on a semi-annual basis. 2) Ensure the institutionalising of formal training in GRB. 3) Establish a communication strategy at the country levels to ensure dissemination of information and knowledge sharing. 4) Persist in awareness raising at the level of national Heads of EU Delegations to generate support for the country level gender agenda. 5) Pursue improved influence in donor coordination fora especially at country level; seek out gender cluster groups for this purpose. 6) Address difficulties with disbursements from Africa regional office, or consider further decentralisation of financing responsibility. 7) At country level ensure that not only government but the political opposition parties are on board with the GRB integration activities and policy development. 1) EC HQ: Establish as a matter of priority a long-term partnership agreement (5-10 years) in support of the initial UN Women Strategic Plan to address social exclusion. This will ensure the necessary long term support to further institutionalise GRB in the work of the two agencies. 2) Encourage the use of suitably qualified nationals as gender focal points in the Delegations, so as to offset the effect of Delegation staff turnover and loss of continuity. 3) Institutionalise GRB in Aid effectiveness training for Delegation staff in participating countries.
3	C_142353	Contributing to the Abandonment of Social Norms Harmful to Girls and Women	31/01/2012	United Nations Children's Fund (UNICEF)	MR-138361.01	B	B	B	B	B	The project has generated some considerable results in most of the countries and there is good likelihood that over the rest of the implementation period, these will be consolidated and extended. However appropriately quantifiable indicators and coherent country implementation plans should be developed. The following recommendations should be considered by the project stakeholders. UNICEF: 1) Ensure that each Country Office prepares a country level LFM and implementation plan, which incorporates the various work programmes for its partners (NGOs, the Government, etc.) and establishes specific and quantifiable OVIs against which country specific progress can be measured; 2) Ensure the establishment of national level Steering Committees or similar fora focusing on coordination, oversight and review of FGM/C activities in the 5 countries of Africa and CM in India; 3) Where available, programme remaining funds for activities to support self help/income generating activities, basic education activities for girls and women; 4) Continue to agitate for National Action Plans where none exists (e.g. in Ethiopia), and explore in

N	CRIS	Project Title	Project End Date	Project Authority	Monitoring Report Ref.	Design	Efficiency	Effectiveness	Impact	Sustainability	Action Points
											India the factors adversely affecting efforts to abandon CM. EC HQ: 1) Provide dossiers to the country EU Delegations to maintain contact with the FGM/C programme with a view to increase EC visibility and ensure information sharing with other relevant EC country level assistance.
4	C_142112	Prevention and rehabilitation measures addressing children associated with armed forces and groups or involved in worst forms of child labour in conflict or post-conflict situations	21/12/2009	International Labour Organisation (ILO)	MR-123901.01	C	D	D	C	C	The project remains relevant, particularly in view of the essential economic reintegration of children, formerly associated with armed forces, an aspect often neglected as this issue is too often viewed under a purely humanitarian angle. The design suffers, however, from clear indicators, a rather vague description of the stakeholders outside the UN system and irregular consultation with the EC. Follow up of the EC structures has been limited, due to the absence of ECHO in a crucial SC meeting and a temporary lack of continuity on the level of the AIDCO/F3 TM. EC: Request ILO/ITC to update the LF with baseline values and clearly define the partner structures, both on field and international level. ILO/ITC: 1) Reintroduce the request for a no-cost extension as a separate, formal correspondence and accompany it with a revised work plan, including realistic timelines, concrete outcomes, results to be achieved at the end of the project, a more detailed description of the partner structures in the target countries (NGO, Aid Organisations, Academic Institutions etc.), as well as the collaboration modalities established or planned; 2) Reinforce contacts with EC Delegations and other actors in the field of Child Protection/Children in Conflict Situations, once the results of the research have been field tested and, where possible, include them in the validation of the methodologies; 3) Consider a peer review of the methodologies to be proposed by NGO/ECHO/Bilateral etc. EC/ILO/ITC: 1) Reinstate the SC meetings on the basis of the revised work plan to be submitted with the request for a no-cost extension; 2) Decide whether Sri Lanka is maintained as a target country or reallocate the corresponding funds.
5	C_142116	Comprehensive toolkit to address child rights in European development cooperation & external relations	28/12/2011	United Nation's Children Fund (UNICEF)	MR-127860.01	C	B	C	B	B	A very relevant project that has collected valuable material, but has not yet determined its direction for the phases of dissemination and training. The following actions are suggested for management consideration: UNICEF: 1) Regarding activities, establish clear activity milestones and their expected timing; regarding results, establish a few simple outcome (quantified) indicators broken down by phases of the process (learning process, dissemination, uptake) and ensure their follow-up. Reporting should include references to both activity milestones and quantified indicators, their achievement, deviations, consequences and actions to be taken. 2) Ensure a clear understanding of all stakeholders and team members on the target beneficiaries, especially vis-à-vis the upcoming consultation and piloting processes. UNICEF and EC: 1) One-off workshops are to be avoided, as they do not ensure a learning process. A learning package proposal should be prepared by UNICEF and discussed in the shortest possible delay, with particular emphasis on follow-up solutions after the first learning phase. 2) Collaboration between UNICEF and the EC is needed, to determine the right level of beneficiaries (Heads of Delegation? Task Managers?) and to facilitate the consultation process so as to ensure that the right content is addressed in the toolkit and learning package. 3) Key locations should be determined for rolling out the toolkit with justified arguments based on the best potential impact and sustainability for the initiative. 4) Even if the EC and bilateral donors are targeted primarily, it would be important to devise the best way of incorporating partner governments in the consultation process, to ensure that the same language and concepts are shared by donors and governments. EC: 1) Request for reporting based on planned milestones, indicators and explaining deviations, consequences and key responses.

N	CRIS	Project Title	Project End Date	Project Authority	Monitoring Report Ref.	Design	Efficiency	Effectiveness	Impact	Sustainability	Action Points
6	C_164791	Assessing and addressing the effects of trade on employment	01/02/2013	International Labour Organisation (ILO)	MR-135603.01	C	B	C	C	C	This project is undertaking high quality analytical and training work, which has potential to deepen understanding and enable development of coherent policies in a manner that has not been attempted before. Through weak design, the focus is on outputs. It is recommended that the Management Team: 1) Review the LFM to make it into a useful tool that provides clarity and ambition. The indicators should express the desired outcomes (positive expected consequences of successfully achieving the result), expressed in a tangible, measurable format that provides targets and hence gives stakeholders a sense of something to aim for. If necessary add activities to ensure the indicators are achievable. Develop individual LFMs focussing on ER2 for each pilot country, as per companion recommendations for BD and ID; 2) Develop statements of commitment (in place of exit strategies), including basic budgets and sources of financial support, for continuing use of the knowledge and training tools by ILO and ITC-ILO. Sustainability strategies (e.g. PWGs) for the pilot countries are also urgently needed; 3) When PWG costs can be predicted, propose a no-cost budget amendment (based on savings in staff costs) to take care of all the identified financial anomalies; 4) Review the pilot country workplans and incorporate them in an updated overall project workplan; 5) Determine and report the extent to which the piloting approach has led to an improved global training tool; 6) Offer debriefing meetings to the EU Delegation responsible at the end of all significant visits or events.
7	C_164787	Monitoring and assessing progress on Decent Work in Developing Countries	01/02/2013	International Labour Organisation (ILO)	MR-135822.01	C	C	C	D	B	MAP is a very necessary project which suffers from poor design and significant resource constraints. A promising start has been made in several countries, which should be nurtured. It seems unlikely that the 'piloting' will be effective in terms of refining the methodology and therefore there is no real need to replace countries which drop out. However it will be necessary to specify that the global tool suitability is limited to countries with sufficient resources and political will to undertake regular data collection. For countries lacking these characteristics, a simpler methodology may be required. The following recommendations are offered that they might facilitate the management and improve the outcomes of the project. Steering Committee, Task Manager: 1) A practical and pragmatic solution is needed to the data collection constraint. Consider allowing dropouts without replacement to reduce the number of countries, and revising the budget to allow more discretionary use of funds; 2) Consider whether it is necessary to specify Brussels as the location of the global workshop. It would seem more appropriate to hold it in a country, which could be used as a case study; and, 3) Discuss and confirm the name change (removal of 'in Developing Countries') which will require minor modification to the OO and SO. Finance Administrator, CTA, Task Manager: After the decision about dropout countries is known, investigate the extent to which the budget can be consolidated, and propose a revision accordingly. CTA: 1) Work with Regional and National Focal Points to develop outcome indicators for the LFM and to develop individual LFMs with specific outcomes for each country. Synchronise activity numbering systems between the narrative proposal and LFM, to avoid confusion and omission, and report against the latter; 2) Ensure that workshop reports get circulated promptly, even if electronically; 3) Expedite the Quick Reference Guide – statistics agencies are waiting for it; 4) Specify a clear and pro-active dissemination strategy for the global methodology; and, 5) Determine and maintain clear objectives for Activity 1.3.2 (narrative activity 10).

N	CRIS	Project Title	Project End Date	Project Authority	Monitoring Report Ref.	Design	Efficiency	Effectiveness	Impact	Sustainability	Action Points
8	C_153655	Supporting Gender Equality in the context of HIV/AIDS	31/12/2011	United Nations Development Fund for Women (UNIFEM)	MR-137621.01	B	B	B	B	B	Although having initial delays, the project implementation is well underway in most countries and there is considerable anticipation for the training and skills building that will equip women's groups to actively advocate for the integration of gendered strategies in HIV/AIDS programming. The central role of the Gender Advisors needs to be recognised and strategies to maintain their activities after the funding period need to be addressed. Making the necessary linkages with existing mechanisms and ensuring complementarity with other initiatives is critical to maximising the use of resources and facilitating additional support to the current project. The following recommendations should be considered by the project stakeholders. UNIFEM: 1) Ensure sensitisation of members of the CCMs regarding the need to integrate gender equality dimensions into HIV/AIDS programmes. Country programmes should work toward ensuring that HIV positive women's groups have seats on the CCM; 2) Ensure that Gender Advisors in the NACAs address and make the links between gender equality and HIV/AIDS, with other high profile but related gender issues such as sexual and reproductive health, and violence against women; and, 3) More clearly differentiate between outputs and results and ensure that reporting is less activity focused and more results based especially in the overall progress reports. EC HQ: 1) Encourage sensitisation of EU Delegation staff to increase understanding of the gender dimension in combating HIV/AIDS. UNIFEM/ EC: 1) Pursue the political advocacy necessary through high level dialogues among key decision makers, and build capacity to ensure understanding of the need to integrate the gender dimension in combating HIV/AIDS.
9	C_76612	Projets ICT Components (components 1-3)	30/06/2009	infoDev (the World Bank Group)	MR-110200.01	B	C	C	C	C	This is a very relevant project, but vague description of the operation, slow implementation, lack of phase-out strategy and weak internal monitoring resulted in relatively abstract results and financial arrangements. infoDev: 1) Ensure that deviations from the AA are agreed with the contracting authority. 2) Present the intervention logic, as well as the adjustments during the implementation of the AA along the timeline 2003-2008, by elaborating a concrete time-schedule of activities and milestones thus allowing for proper internal monitoring. 3) Illustrate the percentage of the AA contribution to other infoDev activities. 4) Map operations financed by all donors (not only WB) to ensure complete ICT mapping. 5) Map in a comparative way roles and activity domains of the big ICT actors (DG INFSO, the World Bank's ICT Department, UNICTF, ITU-D etc.) and of the relevant sectoral actors (e.g. UNESCO, GeSCI etc.); this will enhance the ICT coordinating role of infoDev. 6) Orient the annual WP more towards achieving the Paris Declaration indicators, to convince donors and secure future funding. 7) The M&E Handbook should present more operational details, to ensure easy application by the developing countries. 8) To increase project impact, produce a Handbook for the identification phase of the PCM. 9) Proceed with remedial action concerning EC visibility, by amending the cover pages of all related pdf files on the web site. 10) Develop an effective communication strategy proving infoDev's coordinating role in the ICT domain and establish a mechanism to distribute the deliverables using the foreseen budget of 12,500 EUR. 11) Limit outsourcing trust funds to grantees and produce more ICT knowledge internally. 12) To avoid budget discrepancies, proceed with EUR/USD conversions based on the dates of the funds availability. EC: 1) Consider updating the Trust Funds Framework Agreement including mapping of terminology used between EC and WB to facilitate monitoring among donors; this mapping could be generalised aiming at a common terminology adopted by the DAC committee. 2) The necessity of contributing to Trust Funds should be considered after exhausting the EC capacity to produce similar results (e.g. DG INFSO, FWC).

N	CRIS	Project Title	Project End Date	Project Authority	Monitoring Report Ref.	Design	Efficiency	Effectiveness	Impact	Sustainability	Action Points
10	C_127834	Building Capacity and Improving Accountability for Gender Equality in Development, Peace and Security	31/03/2010	United Nations Development Fund for Women	MR-112740.01	B	C	C	B	C	The project works in a difficult environment both geographically and in securing full cooperation of many beneficiaries. The activities are generally delayed and a time-only extension request will be forthcoming. In parallel, more analytical project reporting is required in related to the SO. The Project Manager: request UNIFEM to: 1) Ensure that an updated LF matrix incorporates SO consistent with the narrative proposal; updated results subsequently revised during the implementation; and adjust/update the assumptions in view of experiences gained to date. 2) Improve the annual report content through: the addition of an abbreviations page; a key section on overall progress towards the SO; and a similar brief section by country. 3) Formulate appropriate OVI by country given the variations in the field, the project environments, and the presence of the UNIFEM sub-regional offices. 4) Increase communications and encourage more commitment/cooperation from the ECDs. 5) Consider more Training of Trainers sessions on a regional basis to build up local capacities. 6) Speed up the establishment of stakeholder committees; work on the indicators to ensure appropriate measuring of results. The Project Manager: Consider an expansion of services to other countries under future support, ensure suitable ECD consultations aiming at appropriate support and information exchange.
11	C_160163	Support for research and development into poverty-related, tropical and neglected diseases	30/06/2011	World Health Organisation (WHO)	MR-135773.01	B	B	B	B	B	The implementation of this action falls under TDR's Stewardship function, and is primarily dedicated to providing comprehensive information and recommendations for improving needs-driven IDP research, with an ultimate impact on health in poor and least developed countries. The action is very relevant, given that it addresses key needs of the developing countries with regard to the IDPs through the prism of Research and Development. It is recommended: EC: 1) Consider looking into further collaboration with and support to TDR beyond this action, aiming at further contributing to the OO; 2) For future actions which are similar to the R&D landscape components of this action, consider funding through DG RTD; 3) Promote the participation of the EU Delegations in the action's target countries/regions, for all related activities, in order to ensure better collaboration and experience sharing with the various relevant stakeholders; 4) Consider approving the upcoming no cost extension for 6 months in order to allow WHO to finalise the Reference Group Reports and the Global Report on Research in IDP; 5) Document the lessons learnt and recommendations based upon implementation of this EU/WHO preparatory action, because it is vital for replication of such partnerships or entering into new partnerships. WHO: 1) Take into account the development character of the project (as all actions financed by DG EuropeAid) and consider involving the developing countries more, with regard to their inputs on their R&D needs; 2) The Global Report will be launched together with the TDR co-sponsors at as many WHO regional committee meetings as possible. It is therefore critical that the deadline for report publication be met to ensure the timeliness and relevance of the priorities set out in the report. 3) Disease burden estimates must be closely monitored so as to see the impact of IDP research on the action's overall objective. 4) Support is needed in establishing new TropIKA.net partnerships for its sustainability. The open access innovation platform needs to be promoted and test piloted to observe the added benefit of such an initiative. 5) For the R&D landscape to be effective and used as leverage, information has to be updated regularly to incorporate any changes in this arena.

N	CRIS	Project Title	Project End Date	Project Authority	Monitoring Report Ref.	Design	Efficiency	Effectiveness	Impact	Sustainability	Action Points
12	C_172129	Improving access to medicines in developing countries through pharmaceutical-related technology transfer and local production	31/07/2011	World Health Organisation (WHO)	MR-135781.01	B	B	B	B	B	This action is dedicated to providing comprehensive information on the obstacles and challenges to successful local production and related technology transfer of medicines, vaccines and diagnostics, in developing countries. It will also provide evidence-based recommendations to the EU, its member states and other key stakeholders, on the feasibility and sustainability for promoting local production and effective channels for technology transfer. Key recommendations are: EU: 1) The involvement of DG RTD is important as this action involves research activities that will result in achievement of the PP. 2) The participation of the EU Delegations in the action's target countries/regions, in all the related PAs, must be ensured for better collaboration and experience sharing with the various relevant stakeholders in the action. WHO: 1) WHO and its partners are recommended to update the logframe so as to improve its quality and intervention logic for Phase II of the action. 2) TDR is recommended to participate more efficiently and ensure its attendance at all the relevant action meetings. 3) PHI and the partners UNCTAD and ICTSD, should take advantage of the availability of TDR's very resourceful web-based knowledge hub TropIKA.net, and make more use of it. 4) WHO, UNCTAD, and ICTSD must ensure that the action's outputs are made available as per agreed timelines in the action plan, as these outputs are vital for informing the final closing seminars and the eventual development of methodology and final report. 5) WHO/PHI must ensure regular and appropriate dissemination of information resulting from this action, in terms of outputs, to communicate the positive results of and lessons learnt from the action. EU/WHO: 1) WHO and the EU must closely monitor and keep track of any changes in national policies, legislations, new initiatives and assistance programmes in the targeted countries, which result from the outcomes of this action, beyond the current timeline of the action. 2) WHO and the EU must continue to closely monitor and report on the long-term impact of local production of medicines, vaccines and diagnostics and related technology transfer contributing to an increase in access to these products by developing and least developed countries.
13	C_126239	The World AIDS Campaign in Sub-Saharan Africa "Stop AIDS. Keep the Promise"	31/12/2007	Stichting World Aids Campaign	MR-117001.01	C	B	B	B	C	The pilot project was rather successful and achieved important impact as it managed to attract follow up funding. However, it is recommended that EC/TM: in any future project of this kind more structured design is required (LF, indicators) and eventual follow up of the pilot phase needs to be envisaged from the start. Project coordinator: (1) Involving local partners already at the project design phase will help better targeting the actual needs. (2) Providing easy access to training/information on EC procedures for project coordinators would be helpful. It is clear that WAC needs further support in terms of insuring sustainability of sub-regional and regional links among CSOs in Sub-Saharan Africa. Also, further funding is needed for spreading the efforts towards remote areas, as until now the project managed to focus mainly on urban areas. Finally, supporting different constituencies, especially targeting those groups most at risk, remains high priority and in need of further funds.
14	C_127366	Access to Sexual and Reproductive Health Care for Uprooted People and Romani Women and Youth in Southern Serbia	05/12/2010	CARE Deutschland	MR-108520.01	B	B	B	B	C	For the time being the intervention seems to have limited prospects to provide significant long term impact and sustainability of results. However, the SRH situation among the target population is so appalling, that short term impact is very welcome, in the hope to trigger future structural responses from the institutional system. CARE: 1) Speed up activities in order to make up for the delays in terms of training and community activities. 2) Report on delays in the next Report and analyse eventual consequences and corrective action. 3) Adapt the logframe, providing measurable indicators. 4) Report on the achievements concerning the component involving the health care providers. 5) Elaborate modalities to involve the Public Health Institute(s) in the project activities. 6) Consider the usefulness of establishing common sessions and establishing contacts between the health educators and health care providers. 7) Study modalities for the health mediators to continue their community activities beyond the project and define a phase-out strategy. 8) Establish communication with the ECD in Serbia to examine the possibility of synergy/complementarities with other programmes.

N	CRIS	Project Title	Project End Date	Project Authority	Monitoring Report Ref.	Design	Efficiency	Effectiveness	Impact	Sustainability	Action Points
15	C_127366	Access to Sexual and Reproductive Health Care for Uprooted People and Romani Women and Youth in Southern Serbia	05/12/2010	CARE Deutschland	MR-108520.02	B	A	B	A	B	The need for similar actions is evident, and also increasingly recognised by health workers who do realise the gaps in health care provision to marginalised groups. EC: 1) Support the project's request for no-cost extension aiming at sustainability of project activities. CARE NWB / Project Partners: 1) Increase visibility of project activities and results, and EU support to the project (websites); 2) Elaborate modality of (self) sustainable cooperation between HM, health centres and IPHs in the post-project phase; 3) Keep motivating HM to continue their community activities beyond the project life in concrete forms of cooperation with health providers; 4) In cooperation with health institutions, explore a possibility of introduction of a scheme for medical school and university students in the region in getting practical experience in the field of SRH through the project Partners; 5) Keep the EU Delegation in Serbia informed about the project final phase and the already developed ideas of HM to continue with project activities and further examine sustainable actions.
16	C_74014	Initiative for Maternal Mortality Programme Assessment (IMPACT)	31/01/2012	University of Aberdeen - United Kingdom	MR-131581.01	B	B	B	C	B	The project developed several evaluation tools that could be used by other maternal mortality reduction projects financed by the EC. Many of these tools are available for free in the website <a href="http://www.immpact-international.org">http://www.immpact-international.org</a> . The coordination of funders and their active participation in the development of IMPACT helped the project to develop a successful sustainability strategy (creation of the consultancy arm Ipact. Since its creation, Ipact has been active in more than 20 countries.

## ANNEX II

### Average score per criterion per report across the years

Project	MR Reference	Year	Relevance/Quality of design	Efficiency	Effectiveness	Impact	Sustainability	AVERAGE
<b>DCI-EDUC</b>								
Support to Education in Emergencies and Post-crisis - Transition Programme	MR-127861.01	2009	2,10	2,00	2,50	3,00	3,00	2,52
<b>DCI-GENRE</b>								
Integrating Gender Responsive Budgeting into the Aid Effectiveness Agenda	MR-137484.01	2010	3,40	2,45	3,00	3,00	3,50	3,07
CM Component	MR-137484.02	2010	3,70	2,75	2,50	3,00	3,00	2,99
PE Component	MR-137484.03	2010	3,40	3,25	3,00	2,40	2,00	2,81
RW Component	MR-137484.04	2010	3,40	2,00	3,00	3,00	3,20	2,92
Contributing to the Abandonment of Social Norms Harmful to Girls and Women	MR-138361.01	2010	3,10	3,00	3,00	3,00	2,70	2,96
EG Component	MR-138361.02	2010	3,40	3,00	3,50	3,00	3,50	3,28
ER Component	MR-138361.03	2010	3,40	2,55	3,00	3,00	3,00	2,99
ET Component	MR-138361.04	2010	3,10	3,00	2,50	3,00	3,50	3,02
IN Component	MR-138361.05	2010	2,40	2,55	2,50	2,00	2,80	2,45
<b>DCI-HUM</b>								
Prevention and rehabilitation measures addressing children associated with armed forces and groups or involved in worst forms of child labour in conflict or post-conflict situations	MR-123901.01	2009	2,40	1,45	1,50	2,00	2,50	1,97
Comprehensive toolkit to address child rights in European development cooperation & external relations	MR-127860.01	2009	2,50	2,55	2,50	3,00	2,80	2,67
Assessing and addressing the effects of trade on employment	MR-135603.01	2010	2,40	2,80	2,00	1,80	2,30	2,26
BD Component	MR-135603.02	2010	2,40	3,00	3,00	2,40	2,50	2,66
ID Component	MR-135603.03	2010	2,40	2,75	3,00	2,40	2,20	2,55
Monitoring and assessing progress on Decent Work in Developing Countries	MR-135822.01	2010	2,10	2,45	2,00	1,40	3,00	2,19
BD Component	MR-135822.02	2010	3,30	2,45	3,00	3,00	2,50	2,85
BR Component	MR-135822.03	2010	3,60	3,80	3,50	3,00	3,50	3,48
ID Component	MR-135822.04	2010	3,30	3,15	3,00	3,00	3,00	3,09
PE Component	MR-135822.05	2010	2,70	2,55	2,50	2,40	2,50	2,53
ZM Component	MR-135822.06	2010	3,40	3,00	3,00	3,00	3,00	3,08

Project	MR Reference	Year	Relevance/Quality of design	Efficiency	Effectiveness	Impact	Sustainability	AVERAGE
<b>DCI-SANTE</b>								
Supporting Gender Equality in the context of HIV/AIDS	MR-137621.01	2010	3,40	2,80	3,00	3,00	3,00	3,04
KH Component	MR-137621.02	2010	3,40	2,45	3,00	3,00	3,20	3,01
RW Component	MR-137621.03	2010	3,40	2,25	3,00	3,00	3,00	2,93
<b>EDUCATION</b>								
Projets ICT Components (components 1-3)	MR-110200.01	2008	3,00	2,00	2,00	2,00	2,00	2,20
<b>GENRE</b>								
Building Capacity and Improving Accountability for Gender Equality in Development, Peace and Security	MR-112740.01	2008	3,00	2,20	2,22	3,00	2,44	2,57
<b>PP-AP</b>								
Support for research and development into poverty-related, tropical and neglected diseases	MR-135773.01	2010	3,30	3,35	3,50	3,00	3,00	3,23
Improving access to medicines in developing countries through pharmaceutical-related technology transfer and local production	MR-135781.01	2010	3,00	3,00	3,00	3,00	2,70	2,94
<b>SANTE</b>								
The World AIDS Campaign in Sub-Saharan Africa "Stop AIDS. Keep the Promise"	MR-117001.01	2009	2,30	2,60	3,00	3,45	1,78	2,63
KE Component	MR-117001.02	2009	2,30	2,60	3,00	3,45	2,44	2,76
Access to Sexual and Reproductive Health Care for Uprooted People and Romani Women and Youth in Southern Serbia	MR-108520.01	2008	3,00	2,80	3,00	3,00	2,50	2,86
Access to Sexual and Reproductive Health Care for Uprooted People and Romani Women and Youth in Southern Serbia	MR-108520.02	2010	3,00	3,55	3,50	4,00	3,00	3,41
Initiative for Maternal Mortality Programme Assessment (IMMPACT)	MR-131581.01	2010	2,60	2,80	3,00	2,40	3,00	2,76
GH Component	MR-131581.02	2010	2,80	3,00	3,00	2,00	2,30	2,62