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Joint Monitoring:
Survey of actual experiences
at EU Delegations in Ethiopia and Mali

DRAFT REPORT

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List of Acronyms

ACP	Africa, Caribbean and the Pacific
BCS	Background Conclusions Sheets
BS	Budget Support
CPS	Commission de Planification et Statistiques
CRIS	Common Relex Information System
DIMS	Draft Internal Monitoring Strategy
EAMR	External Assistance Management Review
EC	European Commission
EDF	European Development Fund
EU	European Union
FA	Financing Agreement
FTP	Financial Technical Partners (Donors)
GBS	Global Budget Support
GoE	Government of Ethiopia
GoM	Government of MALI
IA	Implementing Agencies
IP	Implementing Partners
IROME	Internal Results Oriented Monitoring – Ethiopia
JROME	Joint Results Oriented Monitoring – Ethiopia
LA	Local Authorities
LFM	Logical Framework Matrix
M&E	Monitoring and Evaluation
MENOR	Monitoring Externe National Oriente vers les Resultats
MOFED	Ministry of Finance and Economic Development
MIS	Management Information System
MM&E	Monitoring & Evaluation Manager
NAO	National Authorising Officer
NEMOR	National External Monitoring Oriented to Results
NGO	Non-Governmental Organisation
PCM	Project Cycle Management
PG	Partner Goverment
PM	Project Manager
PO	Programme Officer
PP	Project Purpose
P&P	Projects and Programmes
RDFS	Rural Development & Food Security
ROM	Results Oriented Monitoring
SPSP	Sector Policy Support Programme
TA	Technical Assistance
TM	Task Manager
TMRM	Tri-partite Monthly Review Meeting

EXECUTIVE SUMMARY

- Following the principles established in the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action, EuropeAid decided to set up a number of tools and systems aiming at strengthening the follow-up and assessment of projects and programmes. The ongoing EuropeAid Technical Cooperation (TC) Reform in its Backbone Strategy, presented in 2007, affords significant importance to Joint Monitoring as it stresses that country partners should exercise hands-on leadership and participate actively throughout the project management cycle. In order to contribute to the path set by the TC Reform, EuropeAid has been developing since 2008 a specific analysis of the conditions and procedures that can support the implementation of joint monitoring process. The first workshop / seminar on Joint Monitoring with the participation of representatives of 16 EU Delegations and 14 partners Governments was held in Brussels in October 2010. The workshop has been a seminal experience in joint monitoring and the amount of demands to participate from EUDs and PGs has been a clear indicator both of the interest in the topic. The production of a toolkit on Joint Monitoring was agreed with Unit E5 as a consequence of the workshop: as preliminary step for the preparation one expert should visit Ethiopia and Mali as in these two countries more advanced experiences have been recently developed. The Objective of the two field missions is then to analyze the realistic conditions for "JMON called" activities and outputs through the survey of actual experiences implemented in the two selected countries. The expert visited the EC Delegation in Addis Ababa in November and the EC Delegation in Mali in December 2010. The documentation collected (manual formats and reports) allowed to understand the modalities of the exercise (see annex A and B). Moreover in both countries the expert met the EC Delegation officers and the officers of NAO involved in the monitoring activities (see annex C).

- The survey of the local monitoring activities in the two selected countries found both exercises as innovative experiences worth the efforts the EU Delegations and the Partner Governements invested in them. Starting from the solid and established methodology of ROM, the IROME-JROME in Ethiopia and the NEMOR in Mali, thank to a simplified approach adapted to local contexts, have been able to build a concrete and successful experience in the path toward the increased attention to "management for results" starting from the operations level as suggested by the EC Technical Cooperation Reform. The EC Delegation in Ethiopia must be commended for the capacity to start and consolidate a new notable experience. The experience of NEMOR in Mali is an exceptional achievement as it has been able to set the Local Government as leading party in an effective and solid performance assessment methodology for international donors funded

projects. Both the donors who granted the resources for this effort and the experts who developed and worked on it should be commended for the vision and the concrete results. In both cases however the experience lacks at least one basic condition to be considered as "*joint monitoring*": in Ethiopia it is the donor (EU Delegation) that leads and performs the exercise for its own scope and the PG does not participate, except marginally; in Mali the PG is the leader but the donors do not intervene. Nevertheless it is true that the Mali experience is a very remarkable step toward alignment and can offer the opportunity in the future to develop a more advanced joint monitoring approach.

- In the two visited countries the local experiences of monitoring are well established (both started in 2007) with qualified personnel and consistent methodology. It is remarkable that in both cases the basic methodology is the one coming from classic DevCO ROM exercise: again a clear indicator of the success and diffusion of this approach. Both experiences have as main output the typical MR, where basic data on the monitored intervention are collected and the short paragraphs summarizing the assessement according to the 5 classical criteria are the premises for final recommendations. The BCS are however different from the standard ones. While the basic structure (5 assessment criteria to be developed through a set of specific questions) is kept, the questions have been adapted / simplified and the weigh given to each one re-adjusted. Moreover, while in the Ethiopia experience, the scoring follows the traditional DevCo pattern ("a" to "d"), in Mali the scoring is based on 0 as acceptable and goes from +2 (very good) down to -2 (very poor).

- The modalities of implementation however are substantially diverse, indicating a different vision of the scopes and use of the instrument. In Ethiopia the EU Delegation has been the promoter and is still the leading actor of the exercise. The PG (at least the NAO), while claiming that supported the experience since the start and that is interested in some sort of enlargement, in reality participated in limited way / almost never in the field missions. In Mali, on the contrary, the Local Government via the CPS of Ministry of Agriculture is fully in charge of the exercise, being the leading actor and demands the participation of other technical and regional authorities, of the IAs and the beneficiaries. However in this case the participation of the donors has never been required. Differences appear also in the projects selection process. In Ethiopia IROME-JROME the selection process is made according to the risk embedded in each project within a specific portfolio (the RDFS). However in reality out of 59 reports produced, 56 refer to NGO projects. On the contrary in Mali the selection addressed as priority the largest interventions co-funded with international donors, with coverage of 65% of the portfolio for rural development. However in both countries the experience suffers from a basic limitation that they share with the ROM: the methodology is built on and suits only the "project" aid modality. This is especially troubling in Ethiopia, where the largest part of the EU portfolio is addressed to sector / budget support and

multi-donors pool funded projects, for which the approach do not appear adequate.

- For the moment it appears that the use of the outputs coming from the exercise is confined mostly to the support to the management of monitored projects. In effect the IAs in both countries acknowledge the value added of the monitoring: they see it as an important learning tool pushing them to follow the results management approach as well as a credible guide toward performance improvement. In effect the monitoring reports in Ethiopia are distributed only to the IAs (who eventually can forward them to the Local Authorities to collect their feeback for the compilation of the Response Sheet), while in Mali, besides the IAs, there is only an internal circulation within the technical units. In both cases until now there is no trace of any type of "consolidation" toward a meta-analysis to build lessons learnt and knowledge. In Addis the difficulties with the IT managing the MR database join the doubts linked to current several reporting obligations: IROME-JROME report, mission report and CRIS implementation window. In Mali the excellent annual publication on the state of all ongoing projects in rural development sector does not mention the MENOR reports and does not use any of their outcomes for the performance analysis. Moreover in Ethiopia the interaction between IROME-JROME and the official ROM raises doubts on the risk of duplication, still not clearified. In the 13 cases where ROM followed an IROME-JROME mission, the scoring and the comments are quite similar; however for the moment, given the differences in the methodology (besides the ones mentioned already regarding the BCS, it is difficult to consider the actual monitors, EU Delegation officers, as real "external and independent"), the outputs from IROME-JROME cannot be consolidated in the overall ROM performance analysis.

- The costs of monitoring missions in the two countries are relatively low. In Ethiopia the direct cost of an IROME-JROME mission is estimated between 500 and 1000 euros. However, when the cost of the involved officers is taken into account, the real cost could rise to 4000 – 6000 euros per report (being then not so far from the real cost for DevCo of an external ROM report). The average cost of a report in Mali is estimated in 2 million CFA that is around 3,000 euros (including transport / accommodation / fee-primes for the CPS experts). In both cases however the availability of financial resources is one of the reasons claimed for the difficulty in extending the experience. While in Mali external donors have provided the needed financial resources since the start of the exercise and are still the main source for funding the continuation of the experience (as the national budget is not yet able to fund it), in Ethiopia the major problem is the availability of the EU Delegation dedicated officers, as they need to carve the time needed for the monitoring out of their standard duties: the outputs of the monitoring exercise are perceived as an "extra" effort that does not easily fit with their current reporting / managing obligations.

- Moreover it should be noted that on the EU side the EU Delegation officers participated in 65 monitoring missions (once the two countries are taken together): in 62 cases the missions have been directed to NGO projects of small / medium size (the 3 other cases were 2 UN and 1 EDF projects in Ethiopia all during the first year of the experience). This specific attention to NGO projects has been explained partially by the monitoring approach limitations (valid only for stand alone projects) and by the perceived higher risk of this type of projects. It is evident however that the value added to invest the methodology only for this type of projects is arguable, moreover when it is not joined by an effective increased participation in the exercise of civil society representatives, that has not been the case in neither country.

- Considering the two main scopes for any monitoring exercise, that are on one hand to support project management toward result oriented performance and on the other hand to contribute to build the accountability and transparency toward funders and beneficiaries, we can say that the two surveyed experiences have been able to provide an important support to the monitored projects management, while the outcome for accountability has been less relevant and not completely exploited. In both cases in effect the monitoring developed appears to be close to some form of advanced internal monitoring that to what one can expect as "joint external monitoring". This judgement raises the issue of the scope and contents for "joint monitoring" as opposed to "internal monitoring". This last one should be a basic constituent of any project management, with the implicit objective not only to be an early warning signal for problems but - more important – an essential component of the results oriented management. "Joint monitoring" should then be addressed to a superior level of assessement where achieved results are judged against the objectives and effectiveness of the use of resources, contributing to an overall assessement of accountability and transparency. This vision could be developed in a further step where "joint monitoring" value added stays in its capacity to join the partner government leadership in the assessment of aid and development interventions at a higher level, which is sectoral / regional and finally national level. In effect, in addition to the "politically correct" adhesion to the aid effectiveness agenda, "Joint Monitoring", in order to be fully shared and implemented, should be able show some real "value added" in its capacity to help rationalize other current reporting tools or systems toward a better transparency and mutual accountability.

- To climb the pyramid of mutual accountability then, "joint monitoring" can be a useful tool and the experiences of the two visited countries confirm that there are concrete opportunities to establish new working methodologies. However the study and the identification of the areas where "joint monitoring" can really offer an added value should be now the priority to avoid any premature and ineffective practice. While it is well acknowledged that any type of joint monitoring should be guided by its

capacity to adapt to local environment and context, the need for flexibility and adaptative capacity should be compounded with a shared focus on "what and when" monitor. In effect the implementation of a "joint monitoring" along the assessed experiences - even with the needed improvements in terms of methodology and participation – where only "project modality" is concerned, does not appear to offer the expected value added and in the same time avoid duplications and waste of resources face to what a solid "internal monitoring", along the lines foreseen in the EU existing literature, can achieve or waht the classical external ROM can produce. Moving up one step toward sectoral / regional approach or two steps toward national approach could be the most interesting area for "joint monitoring", transcending then the limitations of each single intervention to create an overall view where the joint assessment of the results achieved can produce not only knowledge and mutual accountability but also confidence and ownership. The analysis of the many experiences implemented already at this level, although with different methods and success, should be then the next step preliminary to the production of a "guidance". Moreover a "Joint Monitoring" applied to sectoral / global budget support intervention could fill an almost empty area in the assessment / evaluation chain of DevCo. "Joint Monitoring" at higher level should also be more appropriate to build the confidence with other donors and more effecetive toward the objectives of the ai effectiveness agenda.

- We think then that the guidance document needs then to be addressed to the above specific targets, that is the possibility to develop "joint monitoring" for aid modality different from project approach, while keeping the experience cumulated along this one as a learning tool for both the EU officers and the PGs. Joint monitoring should always be intended as consultative process where PGs and EUDs are involved together since the initial design process and where no one has a predefined complete knowledge. Beside the general agreement on the usefulness, the main feature of the process should be its flexibility. The local environment in all its aspects is seen as the most relevant condition for any joint monitoring to be successful. The advantages of setting a path but not a definite procedure are that the "guidelines" should have the capacity to be adapted to different situations and thus ensure that the joint monitoring is implemented. The guidance / tool kit, in order to avoid being seen as a set of instructions on how to achieve the goals intended, needs to provide ideas on different topics, , which are essential for carrying out different types of monitoring and not simply define strict behaviours. By providing the initial steps and serving only as a roadmap its appeal can be broadened and its likelihood to be used amplified.

1. BACKGROUND

Following the principles established in the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action, EuropeAid decided to set up a number of tools and systems aiming at strengthening the follow-up and assessment of projects and programmes. While a number of quality assessment and monitoring tools/mechanisms have already been established, nonetheless a main deficiency within the existing tools/systems was identified, that is: weak internal monitoring (as opposed to external ROM) as well as weak joint monitoring tools and methodologies, i.e. for monitoring to be conducted by EC (mainly Delegations) jointly with partner governments (PG) and/or other donors.

It should be stressed that the ongoing EuropeAid Technical Cooperation (TC) Reform in its Backbone Strategy, presented in 2007, affords **significant importance to Joint Monitoring** as it stresses that country partners should exercise hands-on leadership and participate actively throughout the project management cycle. Adopting a common performance management framework that specifies the outcomes and outputs (results) of the combined activities of all contributors to the intervention will reinforce mutual accountability.

In order to contribute to the path set by the TC Reform, **EuropeAid has been developing since 2008 a specific analysis of the conditions and procedures that can support the implementation of joint monitoring process.** The main activities carried out so far are:
- **Phase I**, conducted between May and July 2008, produced a draft proposal for an internal result oriented monitoring system and a draft proposal on the best option to coordinate and integrate the existing tools (mainly Quality Support Group (oQSG), ROM, evaluations and the future Joint Monitoring), from methodological and IT view points, with the final objective to allow for better feedback, flow of data and information and forward planning.
- **Phase II,** conducted between November 2008 and April 2010 produced two outputs: preparation of a preliminary "J-ROM Operational Guidance" and the start of discussions with other donors on "joint monitoring approaches".
- **Phase III,** according to the decision taken already by EuropeAid management, to develop a **pilot field phase with joint monitoring experiences in 10 countries**. The preparation for this phase was based on a specific workshop/training course and the definition of a standardized process to be disseminated through a procedure manual and the identification of the reporting usages both at local and toward HQ, together with the specific formats.

The first workshop / seminar on Joint Monitoring, with the participation of representatives of 16 EU Delegations and 14 partners Governments, was held in Brussels in October 2010. The workshop has been a seminal experience in

joint monitoring and the amount of demands to participate from EUDs and PGs has been a clear indicator both of the interest in the topic and of the need of more precise formulations and guidelines on the procedures and outcomes of the exercise.

One of the key common denominators for most, if not for all participants during the seminar, has been the need for more information on how to carry out joint / internal monitoring for all aid modalities (project, SPSP monitoring, Budget Support, etc.). It was recognized that there was a knowledge gap between what people need to do and what they know about this topic. Therefore, if in the near future EuropeAid would like to adopt more joint / internal monitoring as standard procedure, the production of a "guidance" (that is a "toolkit" in the form of written document to be disseminated) was identified as the most feasible tool to start tackling this shortcoming.

2. SCOPE OF THE MISSIONS AND METHODOLOGY

Together with the final expected result of the approved ToRs for the next step of the Joint Monitoring process (that is, the production of a toolkit on Joint Monitoring procedures), it was agreed with Unit E5 that one expert should visit Ethiopia and Mali as in these two countries more advanced experiences on joint monitoring have been developed, with the purpose of finding out firsthand the breadth and scope of the current practices used in both places and interview the users, counterparts, monitors, etc. in order to extract the qualities and limitations of each.

The **Objective** of the two field missions is **then** to analyze the realistic conditions for "JMON called" activities and outputs through the survey of actual experiences implemented in the two selected countries (Mali and Ethiopia).

The main **Expected results** are**:**
-      definition of the typical process with identification of procedure / responsibilities / tasks / interaction – participation of different stakeholders / outputs
-      procedure to select the interventions to be monitored
-      definition of the needs of human resources and time allocation
-      definition of the average cost of the exercise and the source of the needed financial resources
-      assess the existence of quality control procedures
-      assess the utilization of the outputs
-      check the interaction with other monitoring / management tools

Three main areas of analysis to be developed are:

a)   **(what and how?)** procedures / modalities of implementation / participation / reporting formats / costs

b)   **(when and where)** selection process / timing of JMON / consolidation of reporting

c)   **(why and for whose advantage / benefit?)** use of reports / distribution of reports / inter-relation with other reporting formats (compulsory and additional ones)

The expert visited the EC Delegation in Addis Ababa in November and the EC Delegation in Mali in December 2010. The documentation collected (manual formats and reports) allowed to understand the modalities of the exercise (see annex A and B). Moreover in both countries the expert met the EC Delegation officers and the officers of NAO involved in the monitoring activities (see annex C).

3. MAIN FINDINGS

3.1 ETHIOPIA

3.1.1 ORIGIN

For many years Ethiopia has been a major beneficiary of European Union's development assistance through EDF (European Development Fund) and EC Budget Lines. According to recent estimates, the EC Delegation to Ethiopia is managing around 160 projects/programmes with a budget of about €1.3 billion within which a substantial amount of interventions is implemented by NGOs. Such large cooperation portfolio requires application of efficient and effective monitoring and the EU Delegation to Ethiopia, the Government of Ethiopia and the implementing partners have been developing various mechanisms of internal monitoring and coordination.

Although different mechanisms are in place, it has been acknowledged that they are generally based on qualitative assessments and overburdened by large amounts of narrative descriptions which make higher level aggregation difficult or outright impossible. Simultaneously, and as a consequence of this approach, no higher level aggregation takes place depriving EU managers and National Authorising Office (NAO) officers of easy access to information on how particular portfolios perform and what trends/tendencies develop. To overcome the recognized difficulties, the EU Delegation assigned a TA (Technical Assistant) mission in late 2007 to review the monitoring and coordination of the implementation of its assistance to Ethiopia. The TA closely worked with the Delegation officers, the NAO and other Implementing Partners (IPs). As part of the mission the consultant designed a new approach based on best practices of monitoring as implemented through the external ROM methodology of the EC.

The proposed system has been given the name of IROME (Internal Result Oriented Monitoring Ethiopia). Later, on a specific suggestion from the NAO, who saw in it possible developments toward a joint methodology, was renamed JROME (Joint Result Oriented Monitoring Ethiopia). It was expected in effect that the IROME – JROME system will provide a convenient platform to efficiently share information between the EU Delegation, NAO and other implementing partners once made available online to all stakeholders. In addition to this, another outcome should have been the development of higher level portfolio performance instruments at the NAO and EU Delegation management level with required feedback mechanisms as a tool for improving project performance as the methodology is based on a joint system addressing not only traditional issues such as inputs and activities but also results, wider objectives, impact and sustainability using the five evaluation criteria (relevance, efficiency, effectiveness, impact and sustainability).

3.1.2 METHODOLOGY

The IROME - JROME approach follows closely the classic ROM methodology, as it includes a summarised monitoring report and a background conclusion sheet (BCS) document which help the monitors to objectively assess and rate the project based on the five criteria through a set of standard questions (adapted / simplified from the ROM BCS). The BCS are based on a set of questions (very close to the external ROM but simplified mainly for Impact and Sustainability, there are no questions regarding Horizontal Issues): it should be noted however that the focus of some questions and in general the relative weigths have been changed. A database is also part of the system which helps in the creation of knowledge base regarding the portfolio and performance of the projects. This system has been modelled into a database and application software in 2008/9 which is currently being used by operational sections of the Delegation. The tool should allow TMs to **assess project progress towards achievement of results** and help them to take actions accordingly**; it must involve IAs** in data gathering and providing response/ feedback. It should be noted that contrary to the BCS in ROM, the BCS in IROME-JROME do not provide the option to write comments for each issue or sub issues but only a scoring that is weighted according to predefined criteria. (IROME-JROME monitors provide grading and comment under each criteria of the BCS). The implementation of the system is designed to be in phases. The first phase involves selection of projects to be monitored through the system, actual implementation of the monitoring process jointly by ECD and NAO and get lessons to scale up the implementation with more projects.

In terms of resources, the IROME-JROME system is managed by the M&E expert in the ECD (full time basis). Each IROME-JROME mission takes approximately five to seven days in the field of at least one officer from the Delegation (plus driver) and if possible one representative from the NAO, depending on the project (size, complexity and remoteness), plus one day for report writing. The main outputs are the background conclusion sheets, the monitoring report (MR), which is generated automatically from the BCS and the response sheet (RS).

The EDF projects to be monitored under IROME-JROME are supposed to be selected jointly with the NAO under the following criteria: 1) problematic projects, 2) being focal sector in the current CSP/strategic projects, 3) budget amount of > 10 m Euro. For Budget Lines projects, a risk assessment is conducted for each of the projects and those with high and medium risk levels are selected to be monitored with IROME.

The past experience shows that the selection process is the first step of the annual IROME-JROME: it is done in general at the beginning of the year and attempts to join the portfolio, the risks, the available resources in an annual global plan (See in annex the planning for years 2008, 2009, 2010).

The selection process is made according to the risk embedded in each project: the TM based on his knowledge of the context, the implementing agency, the information from other sources (phone calls, messages, reports, disbursements, et.) defines the risk associated to each project according to standard EU format. The selection criteria most common are:
-   Sensitivity of the project in terms of contents / targets

- Complexity of the activities, especially if joint actions are foreseen with other parties
- Problems appearing from the reports of the use of resources
- When the local context could be a constraint
- When there is a request for amendment

In general it is advisable to organize the IROME-JROME mission in time for the annual payment to the Implementing Agency (IA) in order to have some sound technical support for the official report. It was foreseen to monitor the same project using IROME-JROME twice a year, but this has proven to be unfeasible / unrealistic due to time and resource constraints.

The standard procedure for the organization of the missions is:
- The TM informs the IA central office, in general in Addis, three weeks in advance of the planned mission so they can assign one or two officers to participate.
- Each participant pays for his/her own cost (travel and per diem): however when only one transport mean is available, they travel together (in general for the local rounds, where the IA has its own equipment)
- The mission starts with a briefing to the project team: Local Authorities are normally invited although their participation is not always assured; it depends on the relations the project has been able to build. If possible also representatives of final beneficiaries shall participate.
- The TM plus the IA officers visit a sample of the activities and meet final beneficiaries
- A final de-briefing shall then sum up the outcomes, with a preliminary discussion of recommendations, changes, etc.
- Normally 3 - 4 days on the spot are sufficient (plus transport). Combining few projects in the same area could increase the efficiency.
- The TM presents then the MR to the IA central office following the JROME format; the IA produces the its Response Sheet (format distributed)
- The reports plus RS are then entered into the database accessible to all EU Delegation officers.

The basic process for the IROME-JROME can be summarized as
  - definition of the portfolio, including the risk assessment at the beginning of the year
  - selection of the projects to be visited
  - preparation of the monitoring plan (possibly with info on official ROM targets)
  - allocation of the resources
  - organization / implementation of field visits
  - production of reporting
  - distribution of reports to IAs
  - feedback through RS
  - introduction into database
  - follow up

According to the EC Delegation officers, the cost of JROME is on average around 500-1000 euros per report (only direct costs for transport and accommodation for EU Delegation officers), apart from the working time of the officers.

3.1.3 ACHIEVEMENTS

Until the date of the present mission, the IROME-JROME system produced (from 2008 to 2010) 59 reports collected in a dedicated database, addressing 46 different NGO projects, 2 UN (one UNICEF and one UNDP) and one EDF (these last ones being missions performed only in the first year). In 13 cases the IROME-JROME report has been joined by a ROM report: in terms of comments, according to the IROME-JROME task manager, there is a substantial equivalence, while, except for one case, the ROM scoring (see table in annex) appears slightly more critical than the IROME-JROME one[1]. All monitored projects, except the EDF one, are part of the RDFS (Rural Development Food Support) portfolio.

In general, the quality of the IROME-JROME reports has been rated as positive by the M&E expert in the Delegation. Some reported inconsistencies between the grading and the qualitative comment in the BCS that appeared in the first missions have been less frequent as of late, as some training and further field experiences have allowed the EC Delegation officers to cumulate the adequate expertise. In effect training / information sessions have been provided to TMs, NAO and NGO officers, although training has been considered by most parties as insufficient. Recommendations are considered by the TMs as the most relevant and useful part of the reports (and the application of recommendations is a basic step for the re-monitoring exercise, although up to now implemented only few times).

Within these missions, the participation of NAO officers has been marginal (only twice during the first year they joined the missions); this, according to EU Delegation officers, is due mostly to the fact that JROME has been applied almost only to NGO projects that by definition do not enter into the NAO responsibility (as they are funded through Budget lines, not EFD). Moreover it has been noted that NAO has scarce resources (20 persons), whose quality is uneven: larger and more frequent training sessions coupled with more distributed information are needed to increase the participation.

However, the Local Authorities are normally invited to participate to the field sessions, but seldom show up. They can also offer comments to the reports (but this is responsibility of the Implementing Agencies, not of the EU Delegation officers, as the Reports are distributed to Implementing Agency only): so, if comments are forwarded, these would appear as part of the RS.

It seems that it is difficult to have IROME-JROME with UN operations, according to the recent experience of a TM. It has been tried twice, but, although informed in advance, no officers from the central UN organization Office in Addis participated in

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[1] It should be remarked that the expert has not been able to peruse the full content of all reports, as requested many times (the database is accessible only to EC Delegation officers). Unfortunately the copy of the database delivered by the TM was not accessible because of software constraints.

the field mission. Moreover they did not inform regional officers of the mission and reportedly creating a potentially counterproductive situation. In both cases NAO officers were invited but did not attend.

It should be noted that NGO projects conform 90% of the IROME-JROME portfolio (100% in the last two years): in effect, at least for the RDFS sector, they are 65% of projects units with 35% of committed resources. The presence of NGO projects in the other sectors is limited in terms of budget, but a local Call for Proposals has already been launched (Human Rights) for NGO proposals. This almost exclusive attention to NGO projects is consequence of the approach; being a follow up of the original ROM, it suffers from the same limitation, that is: the methodology is built to monitor "stand alone projects". In effect, in the Ethiopian Delegation portfolio, a large majority of investments (in terms of financial amounts) are concentrated on budget / sectoral support interventions and on pool funding with other international donors: in these cases the recent experience of using the present ROM methodology has been considered not fully adequate. Consequently even at local level the selection of projects to be "monitored" must adapt to a reduced portfolio, composed mostly by NGO projects. Even in the EDF interventions it is rare to have a stand-alone project that is the basic condition to have the IROME-JROME applicable[2].

The most appreciate value added points of the exercise on the base of past experiences according to the officers of RDFS (the ones who participated to the IROME-JROME missions) are:
-   The joint work between the EU Delegation and IAs officers allowing for easy sharing of analysis and recommendations
-   A structured report that allows for an easy understanding of the methodology and consequent more appropriate recommendations
-   The focus on results that could be applied to the day by day management
-   The dissemination of the methodology
-   The potential consolidation of data as consequence of standardized procedure
-   It can facilitate the tasks of the TM thanks to the direct knowledge and the assured feedback from the RS
-   Better way to communicate with the projects and the stakeholders
-   Although it is well understood that is a time-consuming process, it is worth the effort because there are direct consequences on the quality of the outputs (for example, the reports can be more appropriate and focused avoiding the simple narrative of the activities creating better knowledge); this will allow an easier processing for any further administrative steps.

NGOs are in general satisfied with exercise. They confirm that the well structured methodology / tool, which "*makes them think in results oriented terms*" and the joint work during missions and reporting helps both the internal monitoring and their reporting obligations. The recommendations from NGOs are: to arrange the mission dates well in advance (possibly at the beginning of the year), to provide more

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[2] In an internal memo dated April 2008, close to the start the JROME experience, a list of EDF Projects selected for monitoring is presented: Railway project, CIP IV, CSF (2 Projects to be selected by TAU/ECD and NAO), Addis Ababa Water Supply Project, 15 Towns Water Supply and Sanitation Project. However from the list of missions performed, only the first one has been monitored.

training to NGO officers on the methodology, make efforts to have the JROME outputs/reports not only as simple as possible but also compatible with the reporting requirements for the EU.

The NAO has an internal monitoring system in place, but it is rather activity / disbursements oriented. The NAO, which participated actively during the design of the IROME-JROME system, is in favour of developing joint exercises if possible covering larger shares of the overall portfolio. Main issue for the NAO in relation with IROME- JROME is the lack of (human and technical) resources to conduct joint missions with EUD Task Managers. Nevertheless, NAO understands that IROME-JROME, as the present methodology, is not applicable for some aid approaches (SBS / SPSP) and probably also for very large interventions its usefulness is questionable. ROM format adapted to IROME-JROME is a correct hypothesis, however NAO suggests even more simplifications to offer more focus on management as this should be the main scope of the exercise. It is better to keep the exercise as simple as possible, so it will be easier to perform (and less time consuming) with attention on the most relevant information and comments at each stage of project implementation.

Most of the officers interviewed raised a well known fact: that there are already a number of ongoing examples of "joint donor monitoring missions" in Ethiopia (example under the PBS and PBS II programme - a pool funded project financed by 10 donors - and under PASDEP). Joint Monitoring is embedded in the BS / SPSP management, mostly when multi donor pooling is present. In general, according to EU Delegation officers, there are two Joint Annual Reviews (JAR) per year carried out by specialized experts. They last normally a couple of weeks and include joint field visits, meeting with IAs, LAs, Central Authorities. At the end there is normally a document (aide memoire / memorandum) prepared by the Lead Donor, distributed preliminarily for comments and then formally distributed to PG and other donors. This is normally the base for the report to HQ used to sustain the decision on further payments. In these cases, in effect, ROM or even IROME-JROME is not needed, as sometimes creates more confusion with other donors and PG in terms of harmonization. What could be important is more support from HQ in terms of backstopping with quality expertise (internal or external) in order to be able to face the critical issues at a macro level (tax reform, public administration reform, public finance management, et.) as these are the most relevant issues in case of large budget support programmes.

3.1.4 FUTURE TRENDS

According to the EU Delegation officers, there are four major areas for improvement:

- Increase the amount of annual missions on the field
- Enlarge the focus to other sectors
- Improve the IT support and database
- Increase participation of NAO officers

It should be remarked that the actual trend in IROME-JROME missions shows a certain reduction: from 19 in 2008 it went up to 26 in 2009 but down to 14 in 2010. The optimal solution should be to have IROME-JROME on all projects but the lack of resources will oblige to continue a selection according to risk assessment and on the information the TM is able to collect. Considering that for the RDFS section 10 officers dispose of a annual total of 200 field days (including any type of mission), out of which 60% can be set aside for IROME-JROME, it results in total around 20 missions per year. The recently launched "Civil Society support programme" (10 million Euros distributed through a Call for Proposal for 25 projects) is ready to use an adapted JROME format for monitoring, but only because it disposes of a TA support unit already in place with its own budget and with monitoring as a specific task.

It was discussed an increase in the IROME-JROME reporting via the use of IAs reports as IAs are expected to send reports on quarterly basis using the proposed reporting format. However it appears that a) IAs, at least the NGOs, do not comply with this obligation b) to avoid the risk to re-cycle known information this is one of the reasons JROME was set up in the first place. Desk review of implementing partners' reports to prepare IROME-JROME reports appears redundant as it sends back same information available through RS.

To increase the use of IROME-JROME in other sectors and other sections of the Delegations, a Task force for Monitoring has been proposed as a space where all operation sections of the Delegation and NAO can contribute, with the objective to standardize, harmonize and coordinate the implementation of the system jointly with NAO. Moreover this Task Force will support the quality control of implementation of the system. However, the constitution of the Task Force is still ongoing.

As it is well acknowledged that the IT system and the actual database do not perform adequately, the improvement of both, the IT structure and the database, are considered essential. Some specific demands on the future capacities of the system have been defined. The IROME-JROME database should include improved software to automatically prepare monthly management reports giving a complete overview over all past IROME-JROME reports since the beginning of the system. The system should also be capable to generate on demand reports designed by the person making the inquiry – for example, projects within one section, administrative region of the country, a particular implementing partner, etc… It is true that the EU Delegation has already developed a Draft Internal Monitoring Strategy (DIMS) which is structured around Results and Processes Monitoring. However the system most serious gap identified is the lack of a double-tier project and portfolio performance measurement and monitoring system, which would be focused on results and objectives allowing for aggregating project monitoring data, following progress of projects and programmes and flagging/identifying situations that need management attention. A system based on the approach to address these problems will constitute a viable addition to the solutions currently applied in Ethiopia. It will simultaneously harmonise and provide the system with a common denominator, with the same understanding of priorities and language by all actors. Such a system, if fully implemented, would provide a convenient platform to efficiently share information

between the EU Delegation and NAO and allow for development of higher level portfolio performance instruments. The improvement of the IF system is still a work in progress.

The increased participation of NAO officers to the IROME-JROME missions is without a doubt the major step to really proceed toward a convincing Joint Monitoring. The consultations with the NAO emphasised the need for monitoring and coordination capacity in Ethiopia's environment dedicated to the implementation of EU external assistance, culminating in the development of a concept for a comprehensive and consistent monitoring and coordination system to be adopted jointly by all implementing partners. Besides the obvious need of increased financial resources, two major obstacles are evident: the need for adequate qualified human resources (and the need for investment in training and TA) and the construction of a convincing instrument to be adopted by the PG, that up to now has not been completed.

3.1.5 OVERALL ASSESSMENT

- The experience of IROME-JROME in Ethiopia is an innovative exercise. Starting from the solid and established methodology of ROM, the IROME-JROME, thanks to a simplified approach, has been able to build a concrete and successful experience in the path toward the increased attention to "management for results" starting from the operations level as required by the EC Technical Cooperation Reform. The EU Delegation in Ethiopia must be commended for the capacity to start and consolidate a new notable experience.

- The use of a standardized format (very close to the ROM one) facilitates the diffusion of the system, the information sharing, the collection of information and its consolidation. All involved Task Managers confirm the usefulness of the instrument as it clearly and quickly indicates a level of achievement, drawbacks and whether a program is on track or in need for changes (the major outputs expected from any monitoring exercise).

- The approach during the field missions, when the participation of the IAs and eventually of other stakeholders have always been in demand and welcome, makes this type of monitoring a participatory collaboration among partners; the presence of an adequate RS offers, moreover, the space for the IAs to offer their feedback. In this respect the IROME-JROME experience has been an important learning tool for IAs: the TMs confirm that they see an improved quality on reporting for the projects monitored. The direct link between monitoring & management together with the attention to the Logframe pushes the IAs to seek a mechanism of efficiency, effectiveness and sustainability from the beginning. However, even if IROME-JROME is surely a good teaching approach for the IAs, the extension of it with the same methodology to all projects will be too burdensome and expensive for the achievable results considering also the reduced dimension of most of the interventions.

- The use of a format close to the official external ROM increases the coherence and the harmonization of the local monitoring with other DEVCO's monitoring tools. In this respect the comparison of the comments and the scoring coming from IROME-JROME with the ones form the external ROM confirms the adequate quality of the reporting (there have been 13 cases of double reporting with local scoring only slightly higher than the external ones). However, the differences in the formats do not allow for the moment for a full consolidation of the assessments from IROME-JROME with the outputs of the external ROM. Although there have been comments from Local Officers on the risks of duplications[3], it is nevertheless clear that for the moment the results from local monitoring cannot be used for the overall DEVCO consolidation. This opens the option for different scopes and outputs of different monitoring systems. Different levels of monitoring / assessment should have different formats: the first level (internal monitoring) is done by the management, being a necessary condition for any other as it must produce the basic data. The second level could be the IROME-JROME format where the participative context gives importance to common decisions. The third level is the external ROM. A recurrent issue during the interviews was the concern expressed by the TMs about the need to comply with several reporting obligations: IROME-JROME report, mission report and CRIS implementation window, and the need to rationalise this aspect to avoid IROME-JROME as parallel monitoring tool. In any case it is decisive that IROME-JROME should not be a duplication, either with the ROM – that in terms of support to project management should not be required when an intervention has been subjected already to the IROME-JROME – or with the standard internal procedure: the need then is to integrate IROME-JROME into EU management procedures[4]; this is the only important incentive to develop / increase / improve / exploit the experience. In absence of this, the risk that IROME-JROME will remain a valid yet marginal exercise continues. The still unsolved duplication for internal reporting / CRIS entry with IROME-JROME reduces the usefulness of the methodology

- The costs of an IROME-JROME mission appear to be quite limited (500-1,000 euros for direct costs). However, when the cost of the involved officers is taken into account, the real cost could rise to 4,000 – 6,000 euros per report (not so far from the real cost for DEVCO of an external ROM report). This is important as one of reasons for the reduced amount of missions in the last year has been the lack of resources in terms of the available time of the dedicated officers.

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[3] One TM said:*" If a project went through a JROME mission, ROM is not needed anymore; but it is not always possible as Brussels decides on the projects to be ROMed".*

[4] According to the TMs, Annual reporting template for budget lines projects is not corresponding with IROME-JROME reporting format. This creates inconsistency of information. This could make the IROME-JROME reports redundant if not replacing CRIS implementation monitoring window.

- It is true that the IROME-JROME DataBase offers a notable help to monitor & manage the portfolio; however it should be noted that the IROME-JROME portfolio is quite limited (almost only NGO projects in the RDFS section) and its extension to other type of interventions and sections is not automatic. In effect the IROME-JROME approach suffers from the same limitation as the external ROM (It is thought to be applied to stand alone projects). This is an actual constraint for its use in the large portfolio of Ethiopian Delegation, where the largest share of resources is addressed to sectoral / budget support interventions or multi-donor pool funded projects.

- For the moment the IT structure of the system is not very user-friendly and some TMs have complained on the accessibility / functionality of the system and its interface with the other IT systems existing at Delegation. Moreover not all contracts of the Delegation are encoded in CRIS, data already available are also not quickly updated. Definition of contracts and projects is not clear in IROME-JROME, especially for EDF projects. Both contracts and decisions are encoded sometimes together creating confusion. Therefore, it is important to identify what to encode in the IROME-JROME system. Therefore, each section needs to update its profile in the system and also update project related information as some are not correct. In addition to this, data validation is also required by an administrator before encoding into the IROME-JROME system to ensure data quality. All this together reduces the usability of the information collected. In effect, after three years' experiences, there is still no consolidated analysis of the IROME-JROME results and effectiveness in order to extract some lessons learnt, apart the comments collected from the different TMs (who say that the use is low except for payments). Problems with the IT structure combined with the dimension and types of the projects (only NGO) do not push for more effort in this direction. The reduced distribution list of the reports does not help creating the inter-relation of the experience with other instruments existing at GoE level: the link with other aid management systems managed by GoE (Aid Management Platform) still missing.

- The most doubtful issue coming from IROME-JROME is that it does not appear to be a "*joint monitoring system*" but an advanced form for the so called *"internal monitoring".* In effect the participation of the GoE officers in the missions has been not only marginal but almost nonexistent (it is true that one of the reasons could be the objects of the missions, almost all small/medium NGO projects for which the PG could not have a strong interest in pushing for a larger participation), reducing then the scope of the system to the "joint" assessment between Task Manager and Implementing Partner, something that is typical of any internal monitoring. It is however peculiar that the document on which the system has been built (see the "Manual" in annex) has been produced AFTER the distribution of what is deemed a very good EU tool "Strengthening project internal monitoring" (that by the way offers suggestions, formats etc. to

develop an harmonized internal monitoring system, not mentioned at all in the above said "Manual"). The difficulties moreover to extend the IROME-JROME approach as it is now to other sectors and type of interventions does not help the vision of a future where the PG participation will increase. The need to rethink the system after the first three years' experience should allow it to be more adequate on one side as internal monitoring system available to all TMs while at the same time study the option to link it to the GoE system to start some more effective "joint monitoring".

3.2 MALI

3.2.1 ORIGIN

In Mali the Aid Modalities for the Rural Sector are still dominated by the « Project Approach » with more than 200 projects and 35 different donors and development agencies. This entails that various M&E methodologies are used, leading to different reporting formats and with very variable qualities. Consequently it is quite difficult for the GoM to build some consolidated performance assessment. Moreover the low national budget allocation for the scope coupled with the scarce institutional capacities and lack of supervisory Ministries does not appear to be able to ensure appropriate autonomous M&E of all projects to have a global idea of the performances of such a big and varied portfolio.

A coherent and solid assessment of the performance level of donor funded P& will not only reinforce position of the government of Mali towards the Financial and Technical Partners (FTP) but also on one hand set up some concrete basis of a joint analysis framework Mali–FTP and on the other hand open new perspectives for M&E applied to SWAP/SPSP and Budget Support.

In order to face some of these difficulties, the GoM set up some years ago 11 CPS (Commission de Planification et Statistique), each one specialized in a specific sector, from Education to Infrastructure, from Transport to Health. The main mission of the CPS of the Ministry of Agriculture is to organize the M&E of the projects and programmes of the Sector.

To take up the challenge of the Paris Declaration, the Planning and Statistics Unit (PSU) of the Ministry of Agriculture designed in 2006 the National External Result Oriented Monitoring (NEROM) based on:
➢   Set up an independent national methodology to assess P&P performances no matter the donor in order to ensure the the M&E system is Government lead
➢   Construction of a standardized methodology implemented by national civil servants with quality comparable to international standards

➢ Clarifying the position of the Ministry as contractor of independent external monitoring of P&P (as separate from internal monitoring and supervision).

This has been achieved at the beginning of 2007 thanks to the support of the Belgian Cooperation first and then with the Nederland Cooperation that offered the financial resources and to the efforts and commitment of an expert with previous experience with the official external ROM. The result has been the set up of a new locally adapted methodology for monitoring, which although based on ROM, shows some innovative features. It is important to note that this developed methodology is based, as the ROM, on the concept of an *external mission,* not to be confused with the internal monitoring, implemented by the projects themselves and by the TFP neither with the supervision which is ensured by the supervision services of the Technical Ministries.

3.2.2 METHODOLOGY

The system is based on 3 complementary steps:
1) *Systematic survey* of all projects to collect basic information: it is implemented at the beginning of each year by means of field visit and annual P&P review
2) *Result Oriented Evaluation* of a limited number of P&P: it is implemented all year round, through the *NEROM*
3) *Other specific evaluations* (ex post evaluations, joint evaluations with TFP) in the course of the year, on demand by the management.

Each one of these steps has its own specific tools leading to separate outputs:

First quarter (after the survey): the annual implementation *REPORT* (P&P review) and the DIRECTORY (répertoire)

Throughout the year: the *NEROM reports*, compiled at the end of the year in an *ANNUAL EVALUATION COMPENDIUM* (recueil MENOR)

All these reports as well as the projects' basic documents (loan agreements, financial agreements, evaluation reports, activity reports etc.) are systematically digitalised and stored in the Projects/Programs Database.

The MENOR / NEROM specific tools are the BCS and the MR. The BCS (background conclusion sheet) follow the ROM approach; designed in « Excel » format, they allow, through a proper set of adapted questions, capitalizing all the conclusions of field visits conducted among projects beneficiaries. The origin of the Questions is undoubtedly the AidCo ROM BCS, however the actual ones have been written by CPS officers through several participatory workshops, later validated at a national meeting and then experienced in the field. The questions appear to be more focused on the actual process/steps of management, especially for the relevance, efficiency and effectiveness, confirming that the instrument NEROM is focused more on the assessment of the implementation of an intervention. The basic performance criteria remain the standard ones

(*relevance – efficiency – effectiveness – impact - sustainability*): however there are some important differences with the ROM BCS in the weighting of each issue (as a larger number of questions are present) and in the scoring that is completely different; it goes from 0 (that is acceptable) to +1 and + 2 (good and outstanding) to -1 and -2 (problematic and poor). The BCS remain an internal checking tool not intended for publication whereas the Monitoring Report (which is an abstract of the BCS) is for publication.

The Standardized M&E Report (Rapport MENOR) is supposed to be deliberately very concise, limited to four pages only and includes two parts:

• A two descriptive page presenting all the financial and material data available on the project the day of the mission (monitoring = suivi)

• The second part is more analytical. It describes the performance table of the project and summarizes in a dozen of lines the monitor conclusions for each criterion. Mains remarks and recommendations are set at the end of the report (final assessment).

The Organization of NEROM missions foresees different steps:

• Updating of the Directory (répertoire) by systematically collecting the project's documents prior to launching the mission

• Selection of the projects to be monitored based on the portfolio; the selection tries to cover as much possible all types of ongoing projects, but the priority is given to the more relevant in term of budget, to the ones with large international donors, to the innovative ones.

• Set up of the mission team, composed by at least one expert from the Ministry of Agriculture CPS (acting as Team Leader), by eventually other CPS and central organizations interested in the intervention

• On the field, the central team is joined by a representative of the regional direction of the same Ministry and eventually by representative of Local Authorities

• The representatives of the donors are not invited and not participate to the mission

• The team on the field proceeds with the standard monitoring approach through visits, meeting with the Implementing Partners and the Beneficiaries

• Under the supervision of the CPS coordinator the field visit should last for a maximum of 7 days per project

• While at the end some sort of collective de-briefing is normally implemented, only one person (the CPS Team leader) is in charge to write the report (it will receive a fee corresponding to minimum 5 working days per report)

• Once validated by the CPS director, the report is delivered to the Project Authority, who then can decide on a further diffusion

• The mission's expenses are paid by the Ministry, not by the project or the TFP.

3.2.3 ACHIEVEMENTS

The main Results after 3 years of experience can be summarized in:

o Evaluation of more than 40 projects funded by 15 different TFP: 21 projects in 2007, 13 projects in 2008, 9 projects in 2009.

o The NEMOR has been able to cumulate coverage of 65% of the sector (rural development) budget and of 25% on sector interventions, giving priority to the largest interventions co-funded by international donors.

o Full alignment of internal monitoring on National monitoring for NGO's Project (Food security)

o Real impact on the projects' life in 2/3 of the cases according to following surveys and the reports coming from the IAs

o Increased credibility of the national structure vis à vis Projects/Programs and TFP

o Inclusion of the P&P M&E system into a global sector wide Result Oriented M&E system

o The average cost of a report / mission is estimated in 2million CFA, that is around 3,000 euros (including transport / accommodation / fee-primes for the CPS experts)

o The validity of the system has been acknowledged by the Ministry of Finance that requested in a number of cases the NEMOR report (or a special report) before deciding on the allocation of national resources as counterpart to different projects. This increased the visibility and the relevance of the experience in the national environment.

o The projects monitored in 2010 used a slightly different approach and a separate budget as they were supported by EC funds. In effect the quality of the approach and of the outputs moved the EC Delegation to study the format and to test its use on a sample of projects. Thanks to the effort of the TM of Rural Sector and of the commitment of a number of officers of NAO office and a full methodology prepared through an external technical assistance mission, the format of NEMOR has been adapted to the specificities of the EC funded projects. 6 missions have been fielded in 2010: it should be noted that the selection of the projects addressed only NGO ones (because in Mali the project authority for these NGO projects is the NAO – not the EC Delegation), that the resources to fund the missions had to be found within the same projects budgets, that the mission teams were composed by CPS MA and regional directorates and in some cases by NAO officers.

3.2.4 FUTURE TRENDS

The future trends of the experience see the financial sustainability, the extension to sectorial assessment in agriculture, the diffusion of the system to other countries as main opportunities.

- ➢ While there is a notable interest in the experience and its results are considered positive and effective (in term of project management), none the less the system faces some difficulties in term of availability of the needed financial resources. However for 2011, thanks to the renewed support from the Donors, it is foreseen to start again with at least 20 missions in the rural development sector.
- ➢ For this year it is foreseen that the mission teams should include representative of sector professional institutions (Agriculture Chamber of Commerce) and possibly of members of the elected regional parliaments.
- ➢ The CPS of Ministry of Agriculture is studying the development of the methodology from project approach to sector wide approach: this could create a very innovative modality for monitoring and performance assessment, as it should be able not only to confirm the leadership of the GoM in the procedure contributing in a decisive way to the alignment and harmonisation process, but can also offer the opportunity to find ways for joint multi donor assessments.
- ➢ The neighbour CAMEROUN is interested in developing the methodology starting from the rural development sector.
- ➢ The EC Delegation and the NAO are interested in continuing / enlarging the experience, provided that dedicated resources can be found.

3.2.5 OVERALL ASSESSMENT

- ▪ The experience of NEMOR in Mali is an exceptional achievement as it has been able to set the Local Government as leading party in an effective and solid performance assessment methodology for international donors funded projects. Both the donors who granted this effort and the experts who developed and worked on it should be commended for the vision and the concrete results. It is true however that the **financial sustainability** of the exercise is still doubtful as it depends on the availability of resources from an external donor: even if the system does not appear so expensive (the total amount of resources needed to implement the activities on the agriculture sector for three years with a substantial coverage of portfolio has been estimated in 460,000 euros), the capacities of the GoM national budget do not grant for the moment this amount. In addition it should be noted that besides the mentioned direct costs, there is still a substantial need for external technical assistance and moreover the development of an adequate training offer for the local human resources, as their quality and availability still is a

- decisive constraint for any further development (besides the common very rapid turnover of the officers once they got a better qualification, due to the demand from the donors project management units).

- In effect while it is acknowledged that the availability of qualified personnel is essential to **enforce a permanent quality control to avoid falling into self indulgency,** it must be noted that in the same time the presence and increase of qualified personnel will be a further opportunity to contribute to the capacity building in an essential activity (M&E) strengthening the process toward alignment and harmonization. ROM adapted to the Malian context through the MENOR/SEGOR could be an important tool to affirm the Government's leadership vs Donors leadership and then a powerful mean for consolidating the national M&E system.

- Some doubts of the real "externality" and "independence" of the monitors cab be raised, as they appear to be civil servants, not real external experts.

- Even though the reports produced appear to have a satisfactory average quality (the project managers have confirmed that the recommendations in general are coherent and applicable), nevertheless there is a reduced use of them. In effect the reports – besides the Ministry and the IAs - have a very **weak circulation within civil society and among beneficiaries.** The increased participation of different stakeholders in the future missions could offer some new options: but in any case a larger distribution should be one of the priorities for the CPS management. While the data coming from the scoring system should be handled with the needed caution (i.e not possible to rank the P&P but only study the correlation between criteria), it is nevertheless quite odd that the Annual reports from Ministry of Agriculture on the ongoing projects do not mention the MENOR reports and do not use any of their outcomes for the performance analysis (there is only the standard "disbursements" analysis). It is true that CPS is not able to monitor all projects so the results cannot be considered sufficiently representative for an overall performance analysis, but the reports should be "mined" to search for lessons learnt, useful for the next round of planning and project design.

- While the system has all the capacities to accommodate for the participation of the donors in the missions, for the moment this option has never been used. This can be another direction for the future developments, provided that the GoM keeps the full leadership.

- The hypothesis to enlarge the experience to other sectors is an option on the table, as the success of the methodology in rural development is an example for the other sectors. There are however some problems as: i) the other CPS, although established since few years, are not fully operational, except for some basic activities for lack of qualified personnel and resources, ii) the division of the tasks between them

(sectoral) should conflict with the CPS at Foreign Affairs that should be in charge of the "supervisions and surveillance" of all international funded activities (but it is clear that it does not have the needed resources), iii) some of the multi-donors interventions already have some "joint review"

- With reference to the EU funded projects, the 6 missions accomplished in 2010 have been all directed to NGO projects. In these cases we have at least some sort of embryonic approach to a "joint monitoring" as representatives of the GoM (from CPS) participated jointly in a mission with NAO officers (but not with donor –that is EU Delegation officers): however it should be remarked that in these cases the NAO was the project authority, so again it appears more as a form of advanced "internal monitoring" than a correct joint monitoring.

4 CONCLUSIONS

- Mutual accountability lies at the heart of the Paris and Accra Declarations commitment to reform the aid relationship. It is a practical response to recent experiences addressed to build greater transparency and accountability at the country level and to the lessons learned about the role of country ownership in delivering development results. But despite the Paris Declaration strong focus on mutually accountability, it remains little explored in conceptual and practical terms. It is important then that the best practice examples are identified and conditions for their application in other situations further discussed. The present mission was organized following this line of reflections.

- The survey of the local monitoring activities in the two selected countries found both exercises as innovative experiences worth the efforts the EU Delegations and the Partner Governements invested in them. Starting from the solid and established methodology of ROM, the IROME-JROME in Ethiopia and the NEMOR in Mali, thank to a simplified approach adapted to local contexts, have been able to build a concrete and successful experience in the path toward the increased attention to "management for results" starting from the operations level as suggested by the EC Technical Cooperation Reform. The EC Delegation in Ethiopia must be commended for the capacity to start and consolidate a new notable experience. The experience of NEMOR in Mali is an exceptional achievement as it has been able to set the Local Government as leading party in an effective and solid performance assessment methodology for international donors funded projects. Both the donors who granted the resources for this effort and the experts who developed and worked on it should be commended for the vision and the concrete results. In both cases however the experience lacks at least one basic condition to be considered as "*joint monitoring*": in Ethiopia it is the donor (EU Delegation) that leads and performs the exercise for its own scope and the PG does not participate, except marginally; in Mali the PG is the leader but the donors do not intervene. Nevertheless it is true that the Mali experience is a very remarkable step toward alignment and can offer the opportunity in the future to develop a more advanced joint monitoring approach.

- In the two visited countries the local experiences of monitoring are well established (both started in 2007) with qualified personnel and consistent methodology. It is remarkable that in both cases the basic methodology is the one coming from DevCO ROM exercise: this is again a clear indicator of the success and diffusion of this approach, and also of the significant new potentialities still unexplored that remain within it. In both cases in effect the participation of an external expert with solid

knowledge of the methodology can be traced as the main initial source of the methodology. Both experiences have as main output the typical MR, where basic data on the monitored intervention are collected and the short paragraphs summarizing the assessement according to the 5 classical criteria are the premises for final recommendations. The BCS used are however different from the standard ones. While the basic structure (5 assessment criteria to be developed through a set of specific questions) is kept, the questions have been adapted / simplified and the weigth given to each one re-adjusted. Moreover, while in the Ethiopia experience, the scoring follows the traditional DevCo pattern ("a" to "d"), in Mali the scoring is based on 0 as acceptable and goes from +2 (very good) down to -2 (very poor). Another difference is the compilation of the BCS: in Ethiopia the monitor fills only a scoring cell for each question without explanation adding a short text at the end of the page (that then goes to fill the MR). In Mali the questions are well developed (for some criterion there are more questions than in standard BCS) and the monitor, besides the scoring, is invited to write an explanation for each question. Both systems have been studied and developed with the participation of local stakeholders. In Mali a validation national workshop was the final step before the test on the field. Both experiences are then implemented through field visits to project areas and environment, where meetings with the Implementing Partners and final beneficiaries are organized.

- The modalities of implementation however are substantially diverse, indicating a different vision of the scopes and use of the instrument. In Ethiopia the EU Delegation has been the promoter and is still the leading actor of the exercise. The PG (at least the NAO), while claiming that supported the experience since the start and that is interested in some sort of enlargement, in reality participated in limited way / almost never in the field missions. In general the TM in charge of the project leads the field mission with seldom participation of a representative of the local main office of the project IA. The same TM produces the MR that then is delivered to the IA for comments. In Mali, on the contrary, the Local Government via the CPS of Ministry of Agriculture is fully in charge of the exercise, being the leading actor and demands the participation of other technical and regional authorities, of the IAs and the beneficiaries. However in this case the participation of the donors has never been demanded (although informally – according to the European experts met - it appears that they showed some interest in the experience).

- Differences appear also in the projects selection process. In Ethiopia IROME-JROME selection process is made according to the risk embedded in each project within a specific portfolio (the RDFS). However in reality out of 59 reports produced, 56 refer to NGO projects, whose dimension in on average small to medium. On the contrary in Mali the selection addressed as priority the largest interventions co-funded with international donors, with coverage of 65% of the portfolio for rural

development. In both countries the experience suffers from a basic limitation that they share with the clasiical ROM: the methodology is built on and suits only the "project" aid modality. This is especially troubling in Ethiopia, where the largest part of the EU portfolio is addressed to sector / budget support and multi-donors pool funded projects. The Mali approach suffers from the same problem: this limitation pushed the CPS Ministry of Agriculture to start studying the possibility to develop the approach toward a sectoral integrated monitoring that can accommodate at different levels both the standalone projects and the larger sectoral interventions. For the moment it is a preliminary proposal that needs further consideration before real test, but is surely the most interesting and potentially enriching development, fully in line with the aid effectiveness agenda.

- For the moment it appears that the use of the outputs coming from the exercise is confined mostly to the support to the management of monitored projects. In effect the IAs in both countries acknowledge the value added of the monitoring: they see it as an important learning tool pushing them to follow the results management approach as well as a credible guide toward performance improvement. In effect the monitoring reports in Ethiopia are distributed only to the IAs (which eventually can forward them to the Local Authorities to collect their feeback for the compilation of the Response Sheet), while in Mali, besides the IAs, there is only an internal circulation within the technical units. For the moment the hypothesis to enlarge the distribution to the reports to other stakeholders has not been tested. Given the role that in the M&E at national level is supposed to be reserved to the civil society organizations, some hypothesis to enlarge the distribution of the reports to these stakeholders could offer some interesting spaces for extended discussion and transparency. Even within the institutions leading the exercise (EU Delegation and CPS Ministry of Agriculture) the explotation of the outputs is limited: in both cases until now there is no trace of any type of "consolidation" toward a meta-analysis to build lessons learnt and knowledge. In Addis the difficulties with the IT managing the MR database join the doubts linked to current several reporting obligations: IROME-JROME report, mission report and CRIS implementation window. In Mali the excellent annual publication on the state of all ongoing projects in rural development sector does not mention the MENOR reports and does not use any of their outcomes for the performance analysis (there is only the standard "disbursements" analysis). While in Mali the extension of the exercise can probably achieve the needed representativity to allow its use as performance assessment, in Ethiopia the problem stays with the internal reporting / administrative procedures that do not appear always compatible with the outputs from IROME-JROME. Moreover in Ethiopia the interaction between IROME-JROME and the official ROM raises doubts on the risk of duplication, still not clearified. In the 13 cases where ROM followed a IROME-JROME mission,

the scoring and the comments are quite similar; however for the moment, given the differences in the methodology (besides the ones mentioned already regarding the BCS, it is difficult to consider the actual monitors, EU Delegation officers, as real "external and independent"), the outputs from IROME-JROME cannot be consolidated in the overall ROM performance analysis.

- The costs of monitoring missions in the two countries are relatively low. In Ethiopia the direct cost of an IROME-JROME mission is estimated between 500 and 1000 euros. However, when the cost of the involved officers is taken into account, the real cost could rise to 4000 – 6000 euros per report (being then not so far from the real cost for DevCo of an external ROM report). The average cost of a report in Mali is estimated in 2 million CFA that is around 3,000 euros (including transport / accommodation / fee-primes for the CPS experts). In both cases however the availability of financial resources is one of the reasons claimed for the difficulty in extending the experience. While in Mali external donors have provided the needed financial resources since the start of the exercise and are still the main source for funding the continuation of the experience (as the national budget is not yet able to fund it), in Ethiopia the major problem is the availability of the EU Delegation dedicated officers, as they need to carve the time needed for the monitoring out of their standard duties: the outputs of the monitoring exercise are perceived as an "extra" effort that does not easily fit with their current reporting / managing obligations. This is important, as one of reasons explaining for the reduced amount of missions in the last year, has been the lack of resources in terms of the available time of the dedicated officers. In both cases another major issues is the quality of the local personnel. Effective monitoring needs qualified and experienced personnel: together with the direct costs, the implementation of any local monitoring needs substantial investment in training of local personnel together with the support (as the Mali case shows) of continuous external technical assistance for some prolonged time. The total cost then of the practice could be quite high and needs then to be weighted agaist the real added value with extreme care.

- Moreover it should be noted that on the EU side there has been the participation of EU Delegation officers in 65 monitoring missions (once the two countries are taken together): in 62 cases the missions have been directed to NGO projects of small / medium size (the 3 other cases were 2 UN and 1 EDF projects in Ethiopia implemented in the first year). This specific attention to NGO projects have been explained partially by the above mentioned monitoring approach limitations (as it is deemed valid only for stand alone projects) and by the perceived higher risk of this type of projects. It is evident however that the value added to invest the methodology only for this type of projects is arguable, moreover when it is not joined by an effective increased participation of civil society representatives, that has not been the case in neither country.
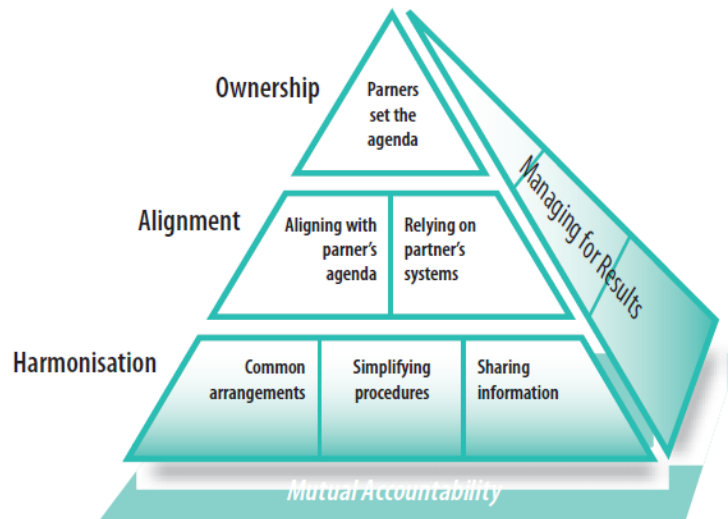
- Considering the two main scopes for any monitoring exercise, that are on one hand to support project management toward result oriented performance and on the other hand to contribute to build the accountability and transparency toward funders and beneficiaries, we can say that the two surveyed experiences have been able to provide an important support to the monitored projects management, while the outcome for accountability has been less relevant and not completely exploited. In both cases in effect the monitoring developed appears to be close to some form of advanced internal monitoring that to what one can expect as "joint external monitoring". This judgement raises the issue of the scope and contents for "joint monitoring" as opposed to "internal monitoring". This last one should be a basic constituent of any project management, with the implicit objective not only to be an early warning signal for problems but - more important – an essential component of the results oriented management. "Joint monitoring" should then be addressed to a superior level of assessement where achieved results are judged against the objectives and effectiveness of the use of resources, contributing to an overall assessement of accountability and transparency. This vision could be developed in a further step where "joint monitoring" value added stays in its capacity to join the partner government leadership in the assessment of aid and development interventions at a higher level, which is sectoral / regional and finally national level. In effect, in addition to the "politically correct" adhesion to the aid effectiveness agenda, "Joint Monitoring", in order to be fully shared and implemented, should be able show some real "value added" in its capacity to help rationalize other current reporting tools or systems toward a better transparency and mutual accountability. For this to happen an enhanced collaboration between partner governments and donors is needed as well as shifting the focus from activity based monitoring to results based monitoring, categorizations and planning processes, instil the usage of structured and consistent monitoring and reporting processes at all stages of interventions management. The focus is to have better and not more information.

- Accountability is commonly understood as a process through which people entrusted with responsibilities are kept under check when carrying out functions or tasks assigned to them. In the past, we know that aid relations have been characterized by a principle-agent model of accountability, where donors (principles) have sought to improve policies and spending behaviour of recipient governments (agents) by attaching conditions at either the project, programme or policy levels to the delivery of aid. This form of accountability, reflecting a power imbalance in the aid relationship, involved a fairly unilateral approach to monitoring recipient countries "contractual obligations" as a precondition for the delivery of aid. Mutual accountability concept has been the response to unsatisfactory results with this model of accountability. It is a modality that aims to create a more balanced partnership between donors and

recipient governments by binding members together through shared values and reciprocal commitments in a voluntary process. It is a collaborative framework that involves partnerships between peers pursuing shared aid effectiveness and developmental objectives. The primary focus is on accountability between donors and recipient governments. However, recipient governments and donors are in the first place accountable to their domestic constituents. Donor-recipient lines of accountability are closely connected to domestic lines of accountability in recipient as well as donor countries. While International and domestic accountabilities can be mutually enhancing, there is the risk that they become also potentially conflicting and prone to creating tension. This is the space where "joint monitoring" can play a major role.

- To have "joint monitoring" as decisive component of mutual accountability process there some critical elements to be considered. These include, first, generating a **shared agenda** through clearly specified goals and reciprocal commitments; and second, **monitoring and reviewing** these commitments and actions. Both of these elements interrelate with a third - **debate, dialogue and negotiation**. This element involves different spaces and processes that help to define the agenda within which mutual commitments are set and that provide incentives to carry out those commitments and, ultimately, to change behaviour (mostly by means of reputational and relational risks). Genuine mutual accountability in terms of a mature partnership in the aid relationship is only likely if all three elements are linked in an iterative process. Joint Monitoring is a process more than an established procedure. A successful "joint monitoring" system should first of all focus on dialogue between the partners. "Joint Monitoring" can in effect offer a preliminary space for consensus / alignment / harmonisation by aggregating results from different sources and shared definitions of indicators and methodologies. The absence of a global joint vision on what Joint Monitoring is does not imply that such a vision cannot be established on a national or on a sectoral level. Open dialogue to engage people around a theme of common interest to search for common ground is the key word. Introducing joint monitoring systems is a change process and involves people and institutions in need for changing attitudes. Change management is essential to succeed in the transformation towards openness, transparency and institutional learning that should be the ultimate outputs of the exercise.

- Even if the integration of domestic stakeholders in monitoring efforts is still in its infancy, the two assessed experience show that progress is being made. There however the need to extend the effort to consolidate the findings from monitoring efforts into the decision making process by both donors and domestic stakeholders (e.g. consolidated briefs of achieved results from monitoring can be distributed to civil society and parliament). Second, civil society must be invited to play a more active role in monitoring development and aid effectiveness results, either as

participants in official review processes, or as partners in independent monitoring efforts. Spaces and mechanisms for dialogue, debate and negotiation are central to the mutual accountability process: the "joint monitoring" process could then be considered a relevant step in this path. It serves not only to define the agenda and review progress, but also to establish trust and provide incentives to carry out commitments.

- Critical success factors that in the same time are challenges can be identified in the path toward a common and shared M&E where "joint Monitoring " can play a decisive role: **A) Building confidence (and reciprocal trust).** Relationships between donors and governments must be built on confidence and reciprocal trust. This can be achieved by high quality dialogue and clear and congruent development of shared aid effectiveness agendas. **B) Coherence (through ownership and leadership).** For mutual accountability mechanisms to work it is crucial that divisions or differences between and within agencies – on the side of donor, as well as partner countries - are resolved and that all parties work towards the same agenda to improve development results and the delivery of aid. Strong government leadership and ownership of the development and aid effectiveness agenda are important in addressing this. **C) Strenthening capacity building (and information).** Capacity building is needed to generate shared agendas, monitor progress and engage in dialogue and negotiation as equals. **D) Define and implement credible incentives.** The success of mutual accountability is critically dependent on the existence of credible incentives or sanctions for both donors and governments to fulfil obligations. So far mutual accountability relationships have mainly relied on relational and reputational mechanisms. The inability of governments to provide sufficiently strong incentives for donors is further exacerbated by conflicting internal incentives and domestic lines of accountability on the donor side (e.g. lack of decentralization and pressure to disburse). **E) Develop Complementarity.** Domestic and mutual accountability mechanisms have the potential to compliment and reinforce one another. However, in many countries domestic accountability mechanisms are weak and parallel agendas and monitoring systems are often created, leaving two potentially conflicting lines of accountability. This separation of lines of accountability, with limited capacity within government departments, can further undermine domestic accountability. As such, careful attention is needed to ensure that mutual accountability complements and builds upon domestic accountability structures.

- To climb the pyramid of mutual accountability then, "joint monitoring" can be a useful tool and the experiences of the two visited countries confirm that there are concrete opportunities to establish new working methodologies. However the study and the identification of the areas where "joint monitoring" can really offer an added value should be now the priority to avoid any premature and ineffective practice. While it is well acknowledged that any type of joint monitoring should be guided by its capacity to adapt to local environment and context, the need for flexibility and adaptative capacity should be compounded with a shared focus on "what and when" monitor. In effect the implementation of a "joint monitoring" along the assessed experiences - even with the needed improvements in terms of methodology and participation – where only "project modality" is concerned, does not appear to offer the expected value added and in the same time avoid duplications and waste of resources face to what a solid "internal monitoring", along the lines foreseen in the EU existing literature, can achieve or waht the classical external ROM can produce. Moving up one step toward sectoral / regional approach or two steps toward national approach could be the most interesting area for "joint monitoring", transcending then the limitations of each single intervention to create an overall view where the joint assessment of the results achieved can produce not only knowledge and mutual accountability but also confidence and ownership. The analysis of the many experiences implemented already at this level, although with different methods and success, should be then the next step preliminary to the production of a "guidance". Moreover a "Joint Monitoring" applied to sectoral / global budget support intervention could fill an almost empty area in the assessment / evaluation chain of DevCo. "Joint Monitoring" at higher level should also be more appropriate to build the confidence with other donors and more effecetive toward the objectives of the ai effectiveness agenda.

- We think then that the guidance document needs then to be addressed to the above specific targets, that is the possibility to develop "joint monitoring" for aid modality different from project approach, while keeping the experience cumulated along this one as a learning tool for both the EU officers and the PGs. Joint monitoring should always be intended as consultative process where PGs and EUDs are involved together since the initial design process and where no one has a predefined complete knowledge. Beside the general agreement on the usefulness, the main feature of the process should be its flexibility. The local environment in all its aspects is seen as the most relevant condition for any joint monitoring to be successful. The advantages of setting a path but not a definite procedure are that the "guidelines" should have the capacity to be adapted to different situations and thus ensure that the joint monitoring is implemented. The guidance / tool kit, in order to avoid being seen as a set of instructions on how to achieve the goals intended, needs to provide ideas on different topics, , which are essential for carrying out different types of monitoring and not simply define strict behaviours. By providing the initial steps and serving only as a roadmap its appeal can be broadened and its likelihood to be used amplified. Specific attention should be give to some issues that mark the experiences in the two countries as:
  - Practical and day-to-day limitations at EUDs, such as workloads, reporting mechanisms requirements, ROM knowledge, administrative work at the end of monitoring missions, format of missions (length and other logistical preparations) taking into consideration resources and workload, etc.
  - How to adapt present EC procedures to JM missions
  - How to appropriate the needed financial resources as they could be an important obstacle for PG to participate in them
  - How to increase the low capacity of PG available resources and at which cost
  - EU staff-fatigue in terms of report requirements, balancing useful/amount of information with "doable" reports.

ANNEXES

A. ETHIOPIA

Internal Results-Oriented Monitoring – Ethiopia (IROME) System Manual

ECORYS Nederland B.V Rotterdam, 24 July 2007

List of Acronyms

ACP	Africa, Caribbean and the Pacific
CRIS	Common Relex Information System
DIMS	Draft Internal Monitoring Strategy
DNAO	Deputy National Authorising Officer
EAMR	External Assistance Management Review
EC	European Commission
ECD	European Communities - Delegation
EDF	European Development Fund
EU	European Union
FA	Financing Agreement
GoE	Government of Ethiopia
IROME	Internal Results Oriented Monitoring - Ethiopia
LFM	Logical Framework Matrix
M&E	Monitoring and Evaluation
MOFED	Ministry of Finance and Economic Development
MIS	Management Information System
MM&E	Monitoring & Evaluation Manager
NAO	National Authorising Officer
NGO	Non-Governmental Organisation
NAO	National Authorising Office
OO	Overall Objectives
OVI	Objectively Verified Indicators
PCM	Project Cycle Management
PM	Project Manager
PO	Programme Officer
PP	Project Purpose
ROM	Results Oriented Monitoring
TA	Technical Assistance
TM	Task Manager
TMRM	Tri-partite Monthly Review Meeting

Introduction

This system manual presents main features of a harmonised monitoring system proposed within the frame of the Technical Assistance (TA) to Assess and Provide Trainings on Monitoring and Coordination for the EC Delegation, National Authorising Office (NAO) and Other Implementing Partners in Ethiopia. It is being submitted as an Annex to the Final Mission & Assessment Report containing the results of the TA Mission for comments and approval to the Operations Section of the Delegation of the European Commission (EC) to Ethiopia and Ethiopia's National Authorising Office at the Ministry of Finance and Economic Development.

For many years Ethiopia has been a major beneficiary of European Union's development assistance from EDF (European Development Fund) and EC Budget Lines. The most significant of these have been the food aid and food security budget lines. The current support also includes regional programmes of €324 million to African Union (AU) and IGAD. In total, the EC Delegation to Ethiopia is currently managing around 130 projects/programmes with the budget of about €1.3 billion of which 77 are implemented with Non-Governmental Organisations (NGOs).

Such a substantial cooperation portfolio requires application of efficient and effective monitoring and the EC Delegation to Ethiopia, the Government of Ethiopia and other implementing partners have devised various mechanisms of internal monitoring and coordination. The major monitoring is being done by implementers of projects under the supervision by Project Managers of Implementing Partners with a close follow up by the Delegation's Task Managers and Project Officers of the National Authorizing Office (NAO) of the Ministry of Finance and Economic Development (MOFED). This monitoring is supplemented by services of the external EU Monitoring System for the ACP (Africa, Caribbean and Pacific) countries covering on annual basis a selected sample of projects implemented in Ethiopia.

Project level monitoring based on reports and field visits dominates with follow-up fora formed for joint review on either ad hoc or systematic basis such as for example the Tri-partite Monthly Review Meeting (TMRM).

Although appropriate mechanisms are in place serving the monitoring needs and contributing to solving the problems projects face, they are generally based on qualitative assessments and overburdened by large amounts of narrative descriptions which make higher level aggregation difficult or outright impossible. As one of the recent EC reference manuals related to monitoring rightly emphasises – "Collecting data is one thing – analysing it effectively and turning it into useful management information is another. A large amount of information collected through monitoring activities can be wasted if it is not appropriately analyzed and presented". While it can be said that Task Managers (ECD) and Project Officers (NAO) do their best in analysing and using the data at their level, the presentation this effort is traditionally focused on mostly activities and inputs and much less on project results and objectives.

Simultaneously, and as a consequence of this approach, no higher level aggregation takes place depriving EC managers (Section Heads, the Head of Cooperation and Head of

Delegation) and NAO (Deputy NAO and NAO) of easy access to information on how particular portfolios perform and what trends/tendencies develop. Of course, there are dedicated to that purpose reviews and evaluations but while their feedback/input into programming is beyond doubt, related operational benefits are often questionable. They take long time and there is hardly a day in ACP countries without several teams of evaluators, reviewers or consultants who are at work on issues that end up drowned in huge volumes of reports later crowding hard disks and shelves in EC offices.

The EC Delegation has already developed a Draft Internal Monitoring Strategy (DIMS) which is structured around Results and Processes Monitoring. However the system most serious gap identified in the was the lack of a double-tier project and portfolio performance measurement and monitoring system, which would be focused on results and objectives allowing for aggregating project monitoring data, following progress of projects and programmes and flagging/identifying situations that need management attention. A system based on the approach to address these problems will constitute a viable addition to the currently applied solutions in Ethiopia. It will simultaneously harmonise and bring the whole system to a common denominator with the same understanding of priorities and language by all actors. Such a system, if fully implemented, will provide a convenient platform to efficiently share information between the EC Delegation and NAO and as necessary also the other implementing partners, and allow for development of higher level portfolio performance instruments with required feedback mechanisms as a tool for improving project performance. This is the high time to follow the principles of results-oriented monitoring and results-based management subscribed to (directly or indirectly) by the EC and other donors. This is the time to include in the focus of internal monitoring not only traditional issues such as inputs and activities but also results, wider objectives, risks and sustainability. This was the general direction of the conducted TA mission.

The proposed approach follows up on problem issues and adjustments identified jointly during consultations between the EC Delegation in Addis Ababa and Ethiopia's National Authorising Office for the European Development Fund (EDF) of the Multilateral Cooperation Department of the Ministry of Finance and Economic Development (MOFED). The consultations emphasised the need for assessment of the monitoring and coordination capacity in Ethiopia's environment for implementation of EC external assistance, development of recommendations for required improvements, and subsequent development of a concept for a comprehensive and consistent monitoring and coordination system to be adopted jointly by all implementing partners. As the current monitoring approach is in general input-, and activity-oriented, it was expected that the modifications will add a results-based and performance-oriented component to already existing, and functioning monitoring mechanisms.

It is to be stressed that any proposed improvements while subscribing to the need for change also remain firmly anchored to, and fully compatible with relevant EC operational principles and guidelines including Project Cycle Management and the current EC monitoring and project management best practice.

Monitoring System in Ethiopia

In general terms the broader monitoring system for all EC-funded projects in Ethiopia comprises activities conducted by the three following stakeholders:

1) EC Delegation / European Commission (internal – external),

2) National Authorising Officer (NAO) / Ministry of Finance and Economic Development (MOFED) – European Development Fund (EDF) projects,

3) Implementing Partners.

An increasing emphasis on results is bringing about some major changes in the focus, approach and application of monitoring and evaluation, and coordination of such activities by various donors. Central to these changes is results-based management and continuing attention to project objectives. Although at present the Commission Services do not yet fully subscribe to such an approach, it appears the stage is being set for related move in the foreseeable future. Results-Oriented Monitoring (ROM) was introduced at the beginning of this decade and the EuropeAid operations have been de-concentrated. Following de-concentration and devolution there are numerous initiatives undertaken by the European Commission to ensure the quality of, and aid in functions of Task Managers in their new role. Recognising the fact that under the new setup monitoring of projects is the responsibility of the implementing partners, the EC internal monitoring needs to function as to fulfil its objectives but also support solutions applied by them. This strategy assumes that the role of the EC Task Manager of projects is to be as an 'informed dialogue partner'.

Establishment of an effective, efficient and harmonised Monitoring and Evaluation System will provide contribution to the proper support of projects, better functioning of the project/programme wider environment resulting in greater development assistance ownership by the GoE and improved success of implemented interventions. A harmonized, effective and efficient monitoring and coordination system in Ethiopia structured as described in this manual will:

- o Enable all parties to track aggregate outcomes to the extent possible;
- o Monitor project implementation and address project bottlenecks in timely manner;
- o Strengthen reporting and feedback on project implementation
- o Improve coordination and communication among all parties
- o Ensure accountability of resource use.

Compatibility with Requirements of Monitoring Conducted by NAO/MOFED, EU and Implementing Partners

2.1.1 Monitoring and Evaluation (M&E) are both concerned with the collection, analysis and use of information to support informed decision-making. The European Commission has successfully developed and operates a comprehensive and effective system of Monitoring and Evaluation (M&E) based on the Results-orientation and Project Cycle Management principles. While Monitoring (usually applied during the implementation phase although Ex-post

monitoring is also already a part of that system) focuses on Efficiency, Effectiveness and Sustainability of projects, Evaluation plays a crucial role in improving the Relevance, Effectiveness and Impact of the Commission's programmes.

2.1.2 The Commission Services have two instruments of the EC Monitoring System allowing for regular collection of information on operations - the Results-Oriented Monitoring (external) and the Implementation Report window (internal). Both windows can be consulted to retrieve summarized information on the status of an EC financed programmes or projects in standard formats at any place and point in time.

2.1.3 The Results-Oriented Monitoring (ROM) system, systematically conducts monitoring missions in over 120 partner countries of the Commission, using the same consistent methodology to rapidly assess selected projects. It looks at the entire logframe with an emphasis on the results, project purpose and overall objectives. Sustainability is taken into account throughout the lifecycle of a project and not just towards its end. The missions are executed by external monitors and therefore the system is known as External Monitoring.

2.1.4 The Implementation Report window is in the Commission's Database CRIS (Common Relex Information System) for internal monitoring of project implementation. It reports the day-to-day problems and examines whether the activities will achieve the planned results. It contains detailed information on project management. For the majority of projects the information has to be updated regularly (usually every 4 – months) by the Delegations according to guidelines provided by EuropeAid.

2.1.5 External Monitoring does not substitute day-to-day monitoring by the Implementing Agency/PMU as it is conducted only once per year and on a. sample of projects selected jointly by the external contractor, EC headquarters and in-country EC Delegation. ROM provides added value to other information already available and is complementary to internal monitoring information. The EuropeAid's Evaluation Unit is charged with oversight and coordination of all Results Oriented Monitoring activities.

2.1.6 It is very obvious that any actions related to changes and potential improvements in the monitoring conducted on EC funded projects must remain firmly within the system that is already working and any local initiatives, while addressing local needs must be fully compatible and building on the existing systems than changing and/or replacing them.

Internal Monitoring

2.2.1 The standard "classic" approach to internal monitoring is usually based on assessing the project progress by following a monitoring matrix that is composed of 3 steps (data collection, analysis and drawing conclusions and 4 project elements (activities and means, results, assumptions and impact), however in most cases monitoring stops prematurely at the level of activities and means. As "classic" monitoring is an important primary activity ensuring accountability and transparency of resources use before application of IROME with its focus on Results and Objectives. For reference, the basic scope and issues of "classic" monitoring covering all four project elements is for reference briefly outlined below:

Monitoring of Activities and Means / Resources

2.2.2 Monitoring of activities compares time planned for and actually required to carry out an individual activity. Thus, it can be assessed whether the Overall Work Plan can be adhered to. The major tool is the Annual Work Plan that should be sufficiently detailed to

allow for such assessment. In this framework deadlines are defined as the point time until which a specific activity has to be completed; while "milestones" are key events in the implementation of activities that provide a measure of progress and a target for the project team to aim at. The simplest possible milestones are deadlines.

2.2.3   Resources need to be available at the time required in sufficient quantities and quality. The time required for making them available is often underestimated. This concerns both human resources and physical resources. To ensure the project's liquidity, availability of funds for the future must always be monitored, including situation of the public budget, exchange rates, etc. If target groups contribute to financing project activities, it must be assured that they can meet the requirements. Purchase of equipment, contracting for works and supplies must follow the applicable EC rules. Project management has to ensure that planning of activities reflects the time required to mobilise the resources.

2.2.4   The utilisation of the required resources is monitored on the basis of the activity and resource schedules. Monitoring the use of resources mainly concerns analysing the resources used as to the results they achieved. This will allow for assessment of project efficiency. Properly managing the use of resources means identifying deviations from the initial scheduling (volume and time), and taking corrective actions if required. The control of funds requires regular budget reviews and possibly subsequent updates of the budget. Major modifications in the budget will require amendments to grant contracts or financing agreements.

Monitoring of Results

2.2.5   Monitoring of results is based on the LF indicators for the results. The indicators represent the desired situation at a specific time or at the end of the planning period. However, this may not be sufficient for managing the project, since very often decisions have to be taken at shorter intervals to control implementation. Therefore, results may have to be broken down in interim results and described by additional indicators that cover the relevant planning period (e.g. indicators should be set for Annual Work Plans).

2.2.6   Progress is assessed by comparing an initial situation with the current situation. When establishing the initial situation (which should have been done during project preparation, and updated during the inception period), it should be kept in mind that a wide range of data collection methods exists. It is very often not the so-called exhaustive baseline survey that provides the most appropriate data required for project management decisions, but rather less time- and cost-consuming rapid appraisal methods that will provide sufficient details about the initial situation.

Monitoring of Assumptions

2.2.7   While activities and results are very often regularly monitored, adequate monitoring of assumptions and risks is unfortunately rarely appreciated and done. As for results, assumptions can also tagged with indicators and sources of verification. It is of the utmost importance that project management reacts as quickly as possible if assumptions do not hold true as they jeopardise project success. A variety of possible actions to be taken include adjustments in planning, convening meetings with concerned parties and partners and

identifying necessary countermeasures. Monitoring of impacts constitutes an important step towards risk monitoring which is conducted very rarely in normal monitoring activities.

Monitoring of Impacts

2.2.8   Impact monitoring specifically analyses the following elements:

- Project effectiveness and beyond, i.e. the positive and intended impacts,

- Side effects not included in the log frame,

- Negative impacts.

These effects and impacts may become evident during the course of a project or only later but Impact monitoring should be set up during the course of a project and should at least give a good indication of whether the project is on the right track. Usually the assessment will involve direct feedback from and assessment by the target but in many cases analysis of assumptions and risks must suffice.

2.2.9   Apart from the project level, the analysis becomes most important for evaluation, strategic steering and policy formulation for future undertakings.

External Monitoring

2.3.1   External monitoring is a monitoring system organized by the services of the European Commission through which external monitors are contracted in order to provide independent follow-up on project progress. They analyze the implementation of projects, make field visits to the project sites and interview most relevant stakeholders and prepare monitoring reports with an assessment of the progress made to date and possible recommendations for improvement. In principle similar questions are asked as for the internal monitoring but instead of operational, activity and implementation issues they are focused on generation of results/achievement of project purpose. Therefore, also additional questions on relevance, impact and sustainability are raised.

2.3.2   The external monitoring has a project advisory role and is aimed at improving the implementation of projects in order to achieve the project purpose timely, effectively and efficiently. A project is a process of change: to move from a non-desired situation (problem) to a desired situation (purpose). The external monitor will assess this process at regular intervals taking into consideration the (inter)action of the different agents involved and the influence of the project environment. Monitoring is not an inspection but a careful analysis of the whole project process resulting in conclusions and recommendations relevant at the time of the monitoring mission.

Internal Results Oriented Monitoring Ethiopia (IROME) - System Set-up

This section sets out the main concepts that come out of the Mission presenting the Internal Results Oriented Monitoring System – Ethiopia (IROME). After the introduction, subsections will deal with the compatibility with the EU monitoring requirements, principles of IROME and main modalities describing actions leading to harmonisation, coordination and implementation of results-oriented monitoring activities.

Internal monitoring, by its nature and responsibilities is and must remain as ongoing activity conducted according to established general methodologies and rules but also in a diverse ways defined by the level of management needs of individual projects and Task Managers, Project Officers and Project Managers. Any arbitrary decisions on what should be done and when carry substantial risk of negative effects by upsetting the system. However, because of exactly the same reasons the current internal monitoring system is very diverse and misses the opportunity of having built-in project performance measurement instrument.

The proposed concept of Internal Results Oriented Monitoring – Ethiopia (IROME) allows for harmonisation through improvement and gradual change without upsetting elements that work. It allows for the existing and ongoing "classic" internal monitoring to continue and deliver results fulfilling the current accountability and transparency requirements, adding a soft, self-monitoring results-oriented modality and introducing a periodic performance assessment fully coordinated with what is being done already under ROM. The additional investment of time and effort will be minimal and limited mostly to more extensive analysis, drawing of conclusions and formulating management decisions/recommendations for actions. There are no doubts, that it is expected that as the system sets in, it will align itself and take over some of the current monitoring functions but how much and of what, will depend on individual management styles and level of managerial comfort of individual TM/PO. The benefit will lay in a harmonised internal monitoring system that is speaking the same language, can measure performance with focus on results, making decisions on the basis of more objective and quantitative criteria and building knowledge base that may also (hopefully) reduce the volume of narratives.

IROME is based on a concept that is fully aligned with the current solutions used for monitoring by the Commission Services, National Authorising Office and Implementing Partners but simultaneously providing an option for the development of an interactive, joint local project/programme implementation knowledge management system. It will feed into and be closely coordinated with CRIS but also allow the NAO and Deputy NAO, the Delegation's Heads of Sections, Head of Operations, Head of the Delegation and their teams to contribute to the database and ensure they have at their disposal all necessary management reporting information. Of course the level of access and type of information extracted from it will directly correspond to the role and the level of responsibility of the user. At this time such an opportunity is missed completely.

Structure of the System

3.1.1 The overall responsibility for monitoring rests with the Head of Cooperation within the structure of EC Delegation and Deputy NAO within the

National Authorising Office. They are also responsible for coordination of all monitoring within their respective organisations. For everyday operations of the monitoring system this responsibility is delegated to the Monitoring and Evaluation Managers at the EC Delegation and it is understood that NAO is considering a similar solution by assigning such responsibility to one of the NAO experts.

3.1.2 Task Managers and Project Officers in charge of particular project are responsible for on-time inclusion of their project in the Project Portfolio and Monitoring Work Plan, followed by IROME proper planning of monitoring activities, execution of actual monitoring, preparation of Monitoring Reports and implementation of follow-up actions. As per the recent EC reference draft document (Strengthening Project Internal Monitoring Systems of May 2007) monitoring by EC Task Managers and NAO Project Officers refers to their role with respect to collecting, analysing and using information about project progress and performance, whether it is sourced from "internal" or "external", formal or informal sources.

3.1.3 Project Managers (Implementing Partners with direct management responsibilities for projects) conduct internal monitoring under their responsibility using their own local systems and procedures, to meet their own ongoing management information needs. Participating in the IROME activities Implementing Partners (both Implementing Government Agencies/Line Ministries and NGOs) confirmed the availability and presence within their institutions and projects of sufficient monitoring mechanisms, simultaneously stressing lacking results orientation in their monitoring systems and focus of their work. The absence of clear links with the LFM, results and objectives have been quoted as impediments at the project management level but even more so gaps at lower levels where projects are being implemented.

3.1.4 The overall critical path analysis, identifying the key stages of the monitoring process involves the following stages and key actions:

1. Portfolio management and work planning process

2. Update of the project data file - ongoing

3. "Classic" internal monitoring by Task Managers (ECD), Programme Officers (NAO) and Programme Managers (Implementing Partners) - ongoing

4. Self-monitoring by Implementing Partners

5. IROME desk research and field trip preparation

    a. Review of logframe and activity/time schedules

    b. Review of most recent project materials

    c. Identification of key issues

    d. Logistical arrangements for the field visit

6. IROME project field visit

    a. Project site visit

    b. Stakeholder interviews

c. Field visit notes

7. Drafting of IROME report

   a. Conformity to templates

   b. Consistency of ratings and text

   c. Actions fully justified and relevant

8. Quality control

   a. Checks to ensure quality of language, syntax and presentation

   b. Checks to ensure conformity with templates

   c. Check the internal coherence of the report (consistency of ratings with the text, justification for actions)

9. Circulation of reports to stakeholders for comments

   a. Circulation list observed

   b. Collection and consolidation of responses

   c. Review and reconciliation of the report

10. Reports entered into CRIS/IROME database

11. Spot ex-post quality assurance by M&E Managers

3.1.5 Similarly to any other system, a proper mechanism ensuring proper management and coordination of monitoring activities is key if expected results are to be generated and achieved. This is not to say that the current monitoring is not fulfilling minimum requirements of both the EC and the GoE, however there are numerous problems and gaps that require improvement.

3.1.6 The EC Delegation established a dedicated professional as the Monitoring and Evaluation Manager (M&EM) and it is expected that NAO will assign a qualified professional as counterpart and coordinator of all monitoring matters on the Government of Ethiopia side

3.1.7 The responsibilities of the M&EMs will include overseeing all phases of the monitoring process from preparation of work plans, through execution of monitoring, quality assurance, and preparation of aggregate management reports for NAO and EC Delegation leadership. In particular the general management and coordination functions executed by the M&EMs will include, but will not be limited to:

a) Assembly of accurate and complete inventory of all EC funded projects implemented in Ethiopia

b) Oversight of inputs from TM/PO resulting in preparation and regular monthly update of IROME monitoring work plans with particular attention attached to promotion of joint monitoring by ECD and NAO, whenever feasible

c) Oversight of on-time implementation of the monitoring work plan and on-time preparation/uploading of IROME reports.

d) Review and quality assurance of IROME reports

e) De-briefing by TM /PO before IROME upload and responsibility for oversight of upload into IROME database

f) Oversight of the monthly schedule of Tri-Partite Review Meetings – substituting for Deputy NAO or Head of Cooperation in cases of their unavailability

g) Joint preparation of regular aggregate management reports (quarterly, annually) for Deputy NAO and Head of Cooperation/Head of Delegation on portfolio performance and on ad-hoc basis, as required.

h) Coordination of training and mentoring activities to ensure good understanding and harmonization of monitoring approaches by the ECD, NAO and Implementing Partners

i) Oversight and coordination of External ROM missions starting from selection of project sample (with aim at either complementing and/or reconfirming IROME findings) to consolidation of ROM findings with the regular IROME results.

Main Principles of IROME Monitoring

3.2.1 The evidence gathered during the last six years of consistent use of ROM in EC external assistance worldwide demonstrates that projects and programmes benefit from such monitoring, especially when regular re-monitoring is applied. However, the overall impact of such approach is limited due to the fact that ROM covers only a selected sample of usually about 10 % of projects and in the ACP countries is conducted on annual basis. It becomes, therefore very obvious that if ROM is not in a position to fulfil the very needed role in the improvement of project monitoring and measurement of performance of projects, perhaps at least selected elements of such approach could be incorporated in the practice of both internal monitoring and monitoring by EC Task Managers and NAO Project Officers.

3.2.2   IROME monitoring is based on consistent application of regular and systematic assessment of projects focusing on results, purpose and impact levels of the logframe, with sustainability being assessed throughout the project cycle whether during internal monitoring by EC Task Managers/NAO Project Officers or self-monitoring as described in Chapter 3.3 IROME Main Modalities of the System. Regardless of the complexity or structure of the project the same key criteria are used to monitor all projects covered. The five standard monitoring and evaluation criteria used - Relevance and Quality of Design, Efficiency to date, Effectiveness to date, Potential Impact and Potential Sustainability - ensure full transparency, objectivity and clarity of each assessment. IROME methodology is aligned and based on ROM and involves separate Background Conclusion Sheets for each criterion and a summary Monitoring Report format and complements in a consistent and comprehensive manner (but does not substitute for) any and all internal monitoring approaches and practice.

3.2.3 The Relevance and Quality of Design Criterion is defined as "The appropriateness of project objectives to the real problems, needs and priorities of the intended target groups and beneficiaries that the project is supposed to address, and to the physical and policy environment within which it operates".

3.2.4 The Efficiency of Implementation to Date Criterion is "The fact that the results were obtained at reasonable cost, i.e. how well means and activities were converted into Results, and the Quality of the Results achieved".

3.2.5 The Effectiveness to Date Criterion refers to "The contribution made by the project's Results to the achievement of the Project Purpose".

3.2.6 The Potential Impact Criterion defines "The effect of the project on its wider environment, and its contribution to the wider sector objectives summarised in the project's Overall Objective".

3.2.7 The Potential Sustainability Criterion establishes "The likelihood of a continuation in the stream of benefits produced by the project after the period of external support has ended". Particular attention and reference is given to factors of ownership by beneficiaries, policy support, economic and financial factors, socio-cultural aspects, gender equality, appropriate technology, environmental aspects, and institutional and management capacity.

3.2.8 In other words the objectives of the IROME monitoring are:

➢ To determine project progress towards results and achievement of objectives;

➢ To determine the degree to which the remedial actions recommended during the previous monitoring have been acted upon by the concerned parties;

➢ To revisit the relevancy and design issues to examine their impact upon the implementation and to assess the degree to which further remedial actions may be required to refocus activities. The project should adapt if required to the changing project environment;

➢ To determine the Efficiency of the implementation phase;

   o The analysis of the degree to which inputs have produced the desired results;

   o The timeliness of the delivery of the activities and results;

   o The cost efficiency of the delivery of the activities and results;

   o The effect of Implementing Partner performance upon project implementation

➢ To determine the Effectiveness of the implementation phase;

   o An assessment of the degree to which the project is progressing towards the achievement of project purpose;

   o An examination of the risks and assumptions identified in the programming and project design documentation in order to assess the degree to which the assumptions have been maintained and the risks have manifested themselves and been managed by the parties concerned.

➢ To provide an indication of the Potential Impact of the external assistance implemented as well as conduct analysis of assumptions and risks;

➢ To assess the degree to which the Results and Overall Objectives are Sustainable from the point of view of financial/economic viability, project ownership by beneficiaries, and the contribution of the project to institutional and management capacity building.

3.2.9 IROME Monitoring used the above Criteria to track project progress during implementation of project activities to identify weaknesses that can be corrected increasing chances for achievement of planned results and objectives. It provides an

'early warning system', which allows for timely and appropriate intervention if a project is not functioning well. Thus necessary adjustments can be made with a minimum of disruption and the project can be put back on course to achieve its Project Purpose.

3.2.10 Good monitoring should provide information on project progress based upon the project description in the Financing Agreement, the Log Frame Matrix (LFM), current work plan, reporting documentation and most importantly, by visiting the project in the field. Only then, following interviews with as many parties involved in a project as possible, including the beneficiaries, can documents and claims be verified. It is difficult to properly monitor project progress without field visits.

3.2.11 IROME monitoring follows the same general principles with varying (depending on where the project is in its implementation cycle) focus upon issues related to Relevancy and Quality of Design, Efficiency, Effectiveness, Impact and Sustainability. During ongoing implementation relevancy and design issues should not be over-monitored as their thorough analysis is needed in most cases during the inception period. However, the latter should not be forgotten. It is possible that the full impact of relevancy and design weaknesses will not be felt until the project is being implemented.

3.2.12 All monitoring should build upon previous monitoring missions. In this respect, the first task should be always to determine the degree to which previous recommendations have been acted upon and the degree to which they are having the desired effect. If the recommendations have been ignored or rejected, the underlying reasons need to be defined and understood. This approach stresses the continuity of the monitoring process and provides important feedback mechanism.

Main Modalities of the System

3.3.1 The IROME system involves several modalities which are described in detail in the following pages. The most important ones are as follows:

- Structuring of project portfolios
- Monitoring work planning
- IROME monitoring,
- Return monitoring
- IROME self-monitoring by Implementing Partners,
- Review meetings,
- Quality assurance,
- Annual "Partners in Implementation" Conference
- IROME Database.

Structuring of Project Portfolios

3.3.2 The overall portfolio of projects implemented by the EC Delegation to Ethiopia is to be defined by project portfolios of individual Task Managers/Projects Officers and their input regarding monitoring activities is to be sought. Inputs on individual projects will be combined into the Delegation's and NAO Rolling Monitoring Work plans. Considering the current structure of the overall portfolio of all EC-funded projects in Ethiopia the following main Project Portfolios will be created as the first step for forming respective Work Plans:

- The EDF Component Portfolio (joint with NAO) with joint responsibility for accuracy and completeness shared between the M&EM for both

OANO and ECD and based on input from TM/PO covering all projects financed through Ethiopia's National Indicative Programme. ;

- The BL1 (Budget Line Component) implemented jointly with NAO – same as above;

- The BL2 (Budget Line Component) managed by EC Delegation – coordination by the EDC M&EM and input from TM/PO of the ECD only

- Regional Programmes – same as above.

3.3.3 The project portfolios will be regularly updated by TMs/POs under the supervision of M&EM as projects move from the pipeline through the active portfolio before reaching their final location in inactive/assessed portfolio. Periodic reviews are to be conducted by the M&EM in consultation with Heads of Sections.

3.3.4 Both the EC Delegation and NAO have their mandatory obligation to monitor projects and this approach will have to be used in applying IROME by its TMs/POs, the limited resources of the NAO may warrant prioritising of the portfolio to focus on most critical interventions. The external monitoring has a cut-off point on project budget set at EUR 1 million. Considering the commitment of resources involved for external monitoring and the fact that the internal monitoring needs to be applied on quarterly or maximum six-monthly basis this would suggest cut-off for NAO monitoring set at the budget size of EUR 5 million. At this time there are roughly 20 projects with budget above EUR 5 million in the NAO portfolio which appears to be a manageable load as the number of projects is set to decrease in the coming years. This selection should not become purely automatic and be a subject to review allowing for rational adjustments to ensure the projects with the highest frequency of monitoring are the ones that deserve increased attention. However, simultaneously projects of strategic importance for Ethiopia should be included in the portfolio and workplan disregarding the size of their budget.

Monitoring Work Planning

3.3.5 While it is believed that a regular IROME monitoring conducted on pre-determined quarterly basis will produce the highest level of end-product quality and accuracy, a flexible approach to the frequency issue will allow for greater attention and better response to the needs of strategic or problematic/underperforming projects for monitoring. While no project is to be left outside of the frame of monitoring, the most efficient use of resources can be secured by introducing "dynamic work planning" as a tool for determining the frequency and timing of monitoring missions.

3.3.6 A "dynamic work planning" approach will allow for the best possible match between the needs of the NAO and Commission Services and the resources available. More frequent attention to projects which are strategic and/or problematic should be considered and IROME monitoring conducted every 3 months. It is based on the principle that should any departures from the six-monthly schedule be required and/or warranted, TMs/POs will discuss and establish the timing of the next monitoring intervention jointly with M&EM during

the after-mission de-briefing and inclusion of the monitoring report to IROME and CRIS databases. Any changes in the monitoring frequency will need to be cleared and approved by the Deputy NAO and Head of Cooperation during the standard work planning routine

3.3.7 The average frequency of monitoring is expected to remain firmly within every 3 - 6 months, conditional on operational and resource limitations.

3.3.8 The dynamic work planning needs to be applied in strict observance of the rule of having the resulting monitoring work plans carefully followed and regularly reviewed by Monitoring and Evaluation Managers (NAO and ECD). In case of any disputes and disagreements consultation with Heads of Sections/Head of Cooperation and DNAO will be sought.

3.3.9 The Monitoring Work Plan will be based on already mentioned Project Portfolios and divided into the following parts:

- The EDF Component (joint with NAO): The Work Plan for the National Programmes will be coordinated and updated monthly by the M&EM (for both OANO and ECD) based on input from TM/PO and will cover all projects financed through Ethiopia's National Indicative Programme. ;

- The BL1 (Budget Line Component) with monitoring also implemented jointly with NAO – same as above;

- The BL2 (Budget Line Component) managed by EC Delegation – coordination by the EDC M&EM and input from TM/PO of the ECD only

- Regional Programmes – same as above.

Each part of the Monitoring Work plan will be structured according to three basic categories: (i) Projects under implementation, and therefore also actively monitored, (ii) Projects where implementation and monitoring have been already completed and the Final Monitoring Report issued, (iii) Projects that are planned for contracting (Pipeline).

3.3.10 Responsibility for maintaining and updating information on the pipeline rests with the ECD M&EM. Respective parts of the Monitoring Work Plan will be submitted quarterly for joint review and approval by the Deputy NAO and Head of Cooperation (ECD) or exclusively by the latter, as applicable.

3.3.11 The Rolling Work Plan will follow the template set out in Annex I covering 13 months. It includes the last past month, the following six months starting with the current month where planning is already binding and any changes have to be indicated and cleared, and the following six month of tentative planning that may still be adjusted.

3.3.12 On the first working day of each month, M&EM will review and upload the Rolling Work Plan for the current month into the IROME database. This action will include the following details:

- All projects monitored in the previous month;

- Revised planning for the following months where appropriate – for example, Return Monitoring should be indicated; where pipeline projects come on stream it may be necessary to include First Monitoring missions;

- Where slippage has occurred (i.e. a project due to be monitored in the previous month has not been monitored), the planning entry should not be changed – it is important that the slippage is tracked and monitored;

- A new month to the six month planning will be added;

- Planning of the Tri-Partite Review Meeting and selection of projects for review

3.3.13 There are several additional considerations that should be followed during Work Planning:

- If a project proves persistently problematic more frequent monitoring scheme should be applied;

- Conversely, many projects have been over-monitored. Good projects should be left alone and resources devoted to ensuring that bad projects improve. Indeed, the TMs/POs in consultation with the M&EMs will have to balance the demand for more frequent monitoring of special attention projects (strategic or problematic) with less frequent monitoring of well performing projects;

- The timing of the periodic monitoring should as far as possible reflect the rhythm of the project (i.e. monitoring visits should be timed to coincide with planned milestones).

- The first IROME Report should be planned and issued at the end of the inception phase of a project.

- The final IROME report should be issued in the final month of the active implementation phase.

- An IROME Return Monitoring follow up for particularly problematic projects should be scheduled 6 – 8 weeks after the initial regular monitoring took place.

IROME monitoring

3.3.14 The starting point of monitoring always requires the complete and up to date project documentation including the Financing Agreement and Progress Report(s). While these documents remain essential elements of the monitoring process, the LFM and Work Plan/Activity Schedule are other two documents that need to be consulted and used in conducting assessment:

3.3.15 Effective results-oriented monitoring must be conducted against the Logical Framework of the Project. If the LFM has been constructed correctly it should include Objectively Verifiable Indicators (OVIs) of results, PP and OO and a column describing Sources of Verification. These indicators are to be used to assess the degree to which the results and Objectives are being achieved. The LF needs to be periodically reviewed and updated when necessary. Activities and corresponding results might undergo minor changes in course of the project implementation and can be amended. To make any formal changes to the overall objectives and project purpose a rider to the Financing Agreement or similar agreements is necessary. It is important to consider the logframe's relevance to the actual situation (in contrast to the planned situation) and comment under the criterion Quality of project design.

3.3.16 In addition to the Logical Framework, each project must have a work plan/activity and resource schedule. The activities set out in the logframe should be reflected in the schedule covering the entire project life. The exact format of the activity schedule may vary but it should allow for comparing the actual progress against the planned one. The objective is to determine the degree to which the project implementation has deviated from the plans, to identify the reasons for deviations, and to determine the impact of such deviations upon the delivery of the results. The work should therefore begin by determining which point should have been reached in the implementation of the project by the time of monitoring. This should be translated into a detailed description of results that were to have been delivered by the date of the monitoring, together with an indication of the % of inputs that would have been used to produce the results. This is the principal measure against which the progress of the project can be judged.

3.3.17 The Project Progress Reports should be structured in such a way that they describe progress against the Overall Work Plan/Activity schedule and if they are not attention to this fact should be drawn and appropriate recommendations for alignment issued. The description of results included in the Progress Report should then be set against the Plan. It should not be assumed that this description is accurate or complete. However, it provides a basis for assessment and interviews during the field visit and cross-referencing the data with the Beneficiaries and other Stakeholders. This analysis should allow for answering questions relating to the timeliness and cost efficiency. Specifically, the project progress against the benchmarks or milestones should be assessed. Any deviations from the activity schedule should be highlighted in the report and corrective actions recommended.

3.3.18 The initial measures of the efficiency of a project are empirical and are to be found in the Overall Work Plan as described above. The first stage is to determine the % of inputs used to produce the results. These initial measures will allow for determination of the degree of deviation from the original Plan. Deviation may take the form of delays in achieving results or in some cases in the lack of tangible results.

3.3.19 The Background Conclusion Sheets on Efficiency and Effectiveness should constitute the principal focus of a regular periodic monitoring report. In general terms, the emphasis of the First Monitoring Report is upon Relevancy, Design and Planning: in the Periodic Monitoring Report it is upon Efficiency and Effectiveness; in the Project Assessment Report in the final month of the implementation it is rather more upon Effectiveness, Sustainability and Impact. This is not to say that other issues are ignored, on the contrary ALL MUST be considered. It is merely a matter of balance. The project story is built over time as all Background Conclusion Sheets are used but the emphasis clearly shifts throughout the process from sheets 1 & 2 (First Monitoring at the end of Inception period) to 2 & 3 (Periodic during the main bulk of implementation) to 3, 4 & 5 (Final Project Assessment in the last month of implementation). The templates for IROME Background Conclusion Sheets are enclosed in Annex II and for Monitoring Report in Annex III.

3.3.20 The issue of Effectiveness can be summarised as the degree to which the project is likely to achieve the stated project purpose. In the first and often subsequent periodic monitoring reports, it is unlikely that the achievement of the project purpose can be fully assessed since it is a consequence of the delivery of the contracted results. Therefore its proper assessment should be reserved for the Project Final Monitoring Report. However, during implementation it is necessary to refer to the conditions that would need to be met during the remainder of the project (assumptions at the level of Results) in order for the Project Purpose to be achieved, and assess/describe the degree of progress being made. References to the OVIs included in a project's LFM are always to be made to measure the achievement of the Project Purpose.

3.3.21 While early impact may be detectable in the majority of cases commenting upon Potential Impact it is necessary to refer to the conditions (assumptions at the PP level) that would need to be met during the remainder of the project in order for the Overall Objectives to be achieved. References to the OVIs included in the project LFM to measure progress towards the achievement of Overall Objectives.

3.3.22 In the early periodic monitoring reports it will still be difficult to assess Sustainability in anything other than a Potential Sustainability way. The analysis needs to include such issues as - If the results were to be sustained what would be required in terms of budget, human resources, institutional capacity etc ? Are these in place or likely to be in place at project end ? In any case attention needs to be paid to facts not conjecture and if they are not in place (or likely to be in place) explanations are to be developed answering to such questions as to why not, what should be done, by whom, by when to improve the prospects for sustainability.

Return monitoring

3.3.23 The IROME approach provides for the possibility for addressing the needs of the underperforming projects by using the concept of Return Monitoring focused only on the most critical/problematic areas identified during the fully fledged mission. It addresses follow up on only those issues identified as problematic in the report and it should assess the degree to which corrective actions have been or are being taken as per issued recommendations.

3.3.24 A brief follow-up Return Monitoring Page is to be prepared as the outcome. The template is enclosed in Annex IV. No Return Monitoring should be undertaken without the approval of the M&E Manager and inclusion in the relevant Monitoring Work Plan. A simple Return Monitoring Page (RMP) format is directly linked to the IROME Report. As such the RMP is just a follow up document and does not involve any scoring or BCS. As a result it will not bias aggregate analytical results.

IROME Self-monitoring by Implementing Partners

3.3.25 The task of IROME monitoring is firmly anchored with the Task Managers at ECD and Programme Officers at NAO. However, participation of Implementing Partners needs to be encouraged as it will enhance their focus on results and objectives through IROME self-monitoring. It will allow for common understanding with the monitors of what the projects should be achieving and what actual progress is being made. This approach will bring attention to project logical framework as defined by LFM and provide early warning in cases when attention in implementation is overly limited to inputs and activities losing sight of what the project supposed to generate and by when. The IROME self-monitoring formats are consistent with, structured according to and fully aligned with the IROME monitoring criteria and formats.

3.3.26 It is expected that IROME self-monitoring will become a useful structuring element in project implementation refocusing attention of implementing Partners on LFM, Results and Objectives. Its monitoring approach, although applied in self-monitoring manner is fully consistent with criteria applied by PCM / LFA during project design/preparation and final evaluation / assessment of what project achieved. This will eradicate the gap that has developed when

monitoring of projects under implementation was substantially limiting its attention to inputs and activities based on the premise that if there is enough inputs and they are applied to implement activities the objectives will appear by themselves. In order to assist with comparing performance and analyzing tendencies the self-monitoring pack has a reference scoring system for each criterion and clear substantiation for overall conclusions;

3.3.27 Self-monitoring follows the five standard Monitoring and Evaluation Criteria and main principles of the IROME approach as described earlier in Chapter 3.2 – Main Principles of IROME Monitoring. It is a methodical collection of data to determine whether the project design is adequate, material and financial resources are sufficient, whether the people in charge have the necessary technical and personal qualifications, whether activities conform to work plans, and whether the work plan has been achieved and has produced the originally intended objectives. The scores do not include any weighing and the templates of the Self-monitoring pack are included in Annex V

3.3.28 The EC, similarly to other donors defines the extent, the measures, processes, directives, and organisational procedures of the project and it is up to the Project Manager (Implementing Partner) to assess how well the project conforms to norms and criteria set out in advance. While IROME criteria provide a comprehensive cover the following checklist can help in identifying additional elements of self-monitoring:

- Are the activities relevant and is the project consistency being met ?

- Is the management efficient and expertise transferred ?

- Are the results being delivered and objectives being met ?

- What is the short, medium and long term Impact ?

- Does the project enhance quality and produce added value ?

- Does the project promote change and development ?

- Are monitoring and evaluation activities performed as planned and expected ?

- Is the dissemination of results taking place and what is the multiplier effect ?

Review meetings

3.3.29 Effective review meetings constitute a cornerstone of good monitoring and communications and a litmus test of the quality of working relationship between the project key stakeholders. The best conducted monitoring is of lesser value if includes and delivers only reports, findings and the best recommendations but does not include the joint review and discussion element which is an important learning, consensus, communication and action building tool.

3.3.30 Regular schedule of IROME Review Meetings will constitute an excellent forum for a structured discussion of projects' progress and other significant issues related to the implementation process. The Tri-partite Monthly Review Meetings (TMRM) represent a suitable and proven vehicle for discussion

between the Implementing Partners, NAO and EC Delegation of all issues for projects implemented under the EDF.

3.3.31 M&E Managers will select, in consultation with Task Managers, Project Officers and as necessary also the Heads of Sections/Head of Cooperation projects for TMRM. The priority will be given to projects that require attention due to their strategic importance and/or problematic performance. With the monthly frequency of TMRM and the inclusion of 3 to 4 projects per meeting, the capacity of the TMRM system should be sufficient for allowing to cover the whole EDF portfolio of projects with at least one discussion per year but in practice the final decisions are to be made by the M&E Managers.

3.3.32 Already existing and used TMRM documents such as the Tri-partite Review Meeting Agenda and action-oriented Minutes of the Meeting are adequate to prepare a structured discussion and document collective decisions and parties responsible for execution of particular actions.

3.3.33 Similar approaches to TMRM should be used for other programmes involving NGOs. While the particularities and frequencies can vary, the review meetings must always be regular (pre-planned and ad-hoc only in emergencies) with a clear agenda, structure and recorded output (decisions, recommendations and responsible parties). Nevertheless the quarterly nature of IROME suggests also quarterly frequency of such review activities.

Quality Assurance

3.3.34 Quality is the cornerstone of any monitoring system. Objectivity and accuracy of judgement is to be ensured by a system of checks and balances including: (i) standard sub-criteria and built-in weighted scores, (ii) need to justify assigned score in a concise manner in not more than 10 lines; (iii) team monitoring work and joint assessment (where applicable) of "Responsibles" at the EC Delegation and NAO; (iv) Internal quality assurance conducted by M&EM (or jointly by M&E Managers, where applicable); (v) feedback from other project stakeholders including implementing partners and target groups/beneficiaries provided on Response sheets, and finally (vi) feedback from TM/PO to projects on submitted progress reports.

3.3.35 Within the context of the overall Quality Standards environment, a tailored Quality Assurance Plan was developed which operates at three levels:

- **Monitoring Management**: Quality Assurance and controls to ensure that the Monitoring System is managed and administered efficiently and effectively, the activities and reporting meet the needs and there is maximum coordination and cooperation between the NAO and EC Delegation;

- **Monitoring process**: Quality controls of the monitoring process and in particular of the management of the monitoring timeline

- **Monitoring reports**: Quality control of the output, monitoring reports and background conclusion sheets:
  - ex ante quality assurance (before the dissemination of the reports and the background conclusion sheets) and
  - ex post quality assurance of these documents.

3.3.36 The process of developing IROME revealed a clear need for establishment of a regular forum for EC Delegation, National Authorising Office and Implementing Partners to discuss current implementation issues. While there are individual and close contacts between the stakeholders within the frame of individual projects/sectors, this still does not compensate for a meeting that will allow for discussion of cross-cutting issues and problems related to effective implementation of projects, management issues and monitoring.

3.3.37 The importance of well defined and functioning partnership with, and support to Implementing Partners and Line Ministries is growing with introduction of new development aid modalities and transfer of project implementation executive authority. An annual format of a conference will allow for presenting and sharing solutions applied by more advanced agencies that work well, discussion of needs and problems bringing the whole system to the same common denominator and focus. It will become a channel for direct communications between the EC Delegation, NAO and Implementing Partners creating a one cause – On language - one team spirit.

IROME Formats

3.4.1 The IROME formats were prepared by combining early designs of monitoring formats developed internally by the EC Delegation to Ethiopia and official EC monitoring instruments used routinely by the External ROM in ACP countries.

3.4.2 The set of formats includes a set of five IROME Background Conclusion Sheets (BCS), separate for each of the M&E criteria (Annex VI) and a summary IROME Monitoring Report (MR) enclosed in Annex VII. There are also additional formats such as the Return Monitoring Page (Annex VIII) and Response Sheet (IX) for feedback/comments on MR by stakeholders/beneficiaries, aggregate management report formats (Annex X) and a form providing Comments on Submitted Progress Report (Annex XI).

3.4.3 The **Background Conclusion Sheets** are concise and have been adjusted to the needs of both internal monitoring and EC monitoring using CRIS window. The comments entered into IROME will be also applicable in CRIS. The advantage is that in BCS the TM/PO will have an opportunity to score specific questions critical for particular M&E criteria, assessing therefore project performance. As BCSs are to be worked on first, scores for individual criteria will be automatically calculated and re-entered into the Monitoring Report format. Each BCS will have three narrative windows strictly limited to 10 lines of pre-determined font size - Times New Roman 10 (the same as used in CRIS) dedicated to: 1) Key observations and conclusions supporting scores; 2) Comments on implemented follow up on actions resulting from previous monitoring /evaluations (by whom and when); 3) Key action(s) to be taken and by whom - in order of priority. As the EC Headquarters have already developed guidelines for ROM of Sector Wide Approach Programmes (SWAps) and the same for budgetary support programmes is in the final stages of being prepared,

M&EMs will ensure that such EC guidelines are available to support work with BCS for programmes using such modalities.

3.4.4 The **Monitoring Report** format is a shortened version of the ROM Report. To avoid systemic confusion and repetitions its headings have been reconciled with the wording and terms used in the CRIS monitoring window. It includes the most critical financial data allowing for comparison of progress in achieving results with the degree of utilisation of resources. Conclusions on individual M&E criteria are automatically sourced from BCS and included in the MR. There are provisions planned for the text entered in the BCS (see above) to be repeated in the correct segments of the Monitoring Report to substantiate assigned scores and list recommended actions.

Feedback Mechanisms

3.5.1 Proper feedback mechanisms need to be applied to ensure maximum effectiveness of monitoring and increase value-added of related processes. It was already mentioned earlier that the best monitoring report is useless if it is not used in a process that involves proper review and discussion systems. While reviews represent important tool for building consensus and momentum for action, additional IROME instruments/formats are to be used to provide proper channels for exchange of opinions between project management and TMs/POs on findings of monitoring and reporting activities.

3.5.2 Feedback on monitoring reports is gathered by circulating the IROME Reports prepared by Task Managers/Project Officers to Implementing Partners and using the Response Sheet format included in Annex VI. The Sheet is intended for feedback and comments on MR by Implementing Partners but in the future may be also used to reach and obtain feedback from other stakeholders and beneficiaries. To close the loop of system communications, the Sheet should be copied to the attention of Heads of Sections/Head of Cooperation to provide more senior levels of the Commission Services with general awareness of major issues related to implementation of projects under their responsibility.

3.5.3 Feedback on project progress reports represents important element of project management as Implementing Partners frequently include current issues expecting comment and/or endorsement of either proposed or applied solutions. While it is common that errors and/or violations of rules/procedures are usually very effective in prompting reactions from Task Managers/Project Officers, in the absence of such there is usually no feedback at all. Enclosed in Annex VII format of Comments on Submitted Progress Report should help in addressing this problem.

3.5.4 The timeframe for TMs/POs to respond with Comments on Submitted Progress Report to the project was set at 30 days from the submission of the report. The list of recommended generic subjects to be commented on includes, but is not limited to as many specific issues will need to be raised as well: (i) Clarity, (ii) Relevance and accuracy, (iii) Areas of special attention, (iv) Comments and recommendations, (v) Compliance with the report format.

3.5.5 It is anticipated that the feedback mechanism on progress reports and related dialogue will led in due course to more focused reports and decrease in

the amount of narratives that equally the writers and the readers of the reports tend to complain about.

Analytical Capacity - Common Monitoring Platform

3.6.1 A common monitoring system unavoidably requires also a common monitoring database and IROME is not an exception to that rule. However, uncontrolled proliferation of such databases needs to be avoided, especially considering related efforts already underway at the EC (CRIS - Common Relex Information System) and on the Government of Ethiopia side (Aid Management Platform – AMP).

3.6.2 While the role and functionalities of CRIS have been already described elsewhere in this report, the AMP represents an interesting initiative as it is a first attempt to establish a harmonised source of information on all development assistance delivered by donors to Ethiopia. It is sign of the Government of Ethiopia assuming its proper role in aid coordination and good, complete and reliable data about the aid, its various modalities and progress made by interventions will definitely assist in increasing effectiveness and efficiency of projects and programmes.

3.6.3 The AMP remains under the administration of the Ministry of Finance and Economic Development and its work, accuracy and functionality will directly depend on the objectives and plans of the Government of Ethiopia. While MOFED, because of its mandate, will directly run the AIP, all major donors will have a big role in ensuring timely and full update and downloading of all relevant and available information.

3.6.4 The EC Delegation embarked on a programme to develop and operate a database dubbed the Blue Book which will produce a full and complete inventory of all EC-funded interventions in Ethiopia. The Blue Book is designed primarily to feed IMP with all data coming from the EU side but this action comes at a very fortunate moment for the establishment of a harmonised monitoring system. A complete list of projects will help in planning and executing monitoring both in its internal and external modes. However, the Blue Book represents even a more important opportunity that the EC Delegation and NAO may choose to use for establishing, for the first time ever in the history of the ACP/EU partnership, a common database of monitoring information between the EC and the Partner Government, which will be equipped with an analytical performance measurement capacity.

3.6.5 Early discussions revealed that there are only limited actions needed to add such a performance measurement module to the current Blue Book concept. As due to its very design and linkage with the IMP it will always have an updated and current inventory of all EC projects, an addition of a depository of all monitoring information coupled with a search engine and associated analytical and presentation capacity. Such a Project Monitoring and Performance Module (PMPM) will need to be able to select necessary information and present a graphic record of project history/performance attaching relevant implementation information/lessons learned at most critical points in project performance and calculating average scores for a selected group of projects.

3.6.6 The functionalities of PMPM should be wide-ranging starting with monitoring planning and resource allocation, for quality assurance, for operational analysis and of course as a depository for all monitoring reports and related information. But the system should also provide higher level information, allowing analysis of monitoring scores, key observations and recommendations over a wide range of dimensions (such as DAC codes, area of cooperation, priority area, region of the country, etc, or any combination of these). And last but not least, PMPM could be designed to also interface with the CRIS system.

3.6.7 The design and operations of the PMPM must be based on user-friendly principle becoming the analytical reporting tool allowing the EC Delegation, and NAO to perform queries by themselves. At a push of the button they should get necessary information governed only by the level of access and the system of individual passwords.

3.6.8 The PMPM will serve as a statistical tool, for the analysis of scores, key observations and recommendations, lessons learned and recurring problems – information that can help project managers and implementing partners improve the overall quality, efficiency and effectiveness of ongoing and upcoming projects.

The list of operational features of the PMPM includes, but is not limited to, the following capacities:

a) Full search and reporting access to the comments in the Background Conclusion Sheet. Information of this type will be of value for NAO and EC Delegation officials when analysing particular aspects of project performance and avoidance of defective solutions applied in the past in similar projects.

b) Development of new analytical products

Depending on the database management software possibilities (Lotus Domino has already been tested in other geographical areas as a very powerful monitoring database system), a variety of new analytical products could be developed such as fact sheets, interactive bulletins and monitoring/management solutions help desk.

c) Statistical reporting tool

As soon as the PMPM is established and operational its statistical management reporting should be enhanced by development of various new types of management reports, such as:

- Analysis of scoring/observations/recommendations in relation to financing instrument/EDF Number

- Analysis of tendencies in scoring over the duration of a project

- Analysis of the link between the quality of logframe and quality of project results

- Analysis of the link between the quality of work planning and project results.

3.7.1 While the role of the Monitoring & Evaluation Managers and timelines related to portfolio updates and monitoring frequency have been already dealt with in Chapters 3.3 and 3.4 there are a few other issues that require attention.

3.7.2 IROME Reports for the EDF and BL1 Components of the Portfolio of Projects are to be prepared jointly by Task Managers/Project Officers from both from the NAO and EC Delegation while IROME Reports for the BL2 Component and Regional Programmes will be prepared by the TM/PO of the EC Delegation only/

3.7.3 The key to a successful monitoring system lies in the management of the monitoring timeline (see Table 1 below) as the findings are time sensitive, and furthermore, corrective actions need to be undertaken at proper time. Monitoring Reports must be issued not later than 30 working days after the site visit, or otherwise (in exceptional cases of no such visit) completion of the monitoring cycle that will result in the issuance of IROME report.

Table 1.   Management of the Monitoring Timeline - EC Delegation (ECD)

Monitoring activity	Responsible	Timeline
1. Portfolio management and work planning process in cooperation with NAO	M&EM	Monthly
2. Update of the project data file	TM	Ongoing
3. "Classic" internal monitoring	TM	Ongoing
4. IROME desk research and field trip preparation in coordination with PO/NAO	TM	T – 35
5. IROME project field visit in coordination with PO/NAO and PM/Implementing Partner	TM	T – 30
6. Preparation of IROME Report in consultation with respective PO/NAO	TM	T – 25
7. Quality control	M&EM	T – 20
8. Circulation of reports to stakeholders for comments / Reconciliation of Reports	TM	T – 15
9. Reports entered into CRIS/IROME database	TM	T
10. Tri-partite Project Review Meeting	TM/M&EM	T + 30

Monitoring activity	Responsible	Timeline
11. Spot ex-post quality assurance by M&E Managers	**M&ME**	**Ongoing**
12. Reconciliation of IROME and ROM Reports into External Assistance Management Report (EAMR)	**M&EM**	**6-monthly**
13. Reconciliation of IROME and ROM Reports into Joint Management Report (JAR) - jointly with NAO	**M&EM**	**Annually**
14. Review and feedback/return delivery of Comments on Submitted Progress Report	**TM**	**Within 30 days from submission**

Where in the Tables 1, 2 and 3:

- T is the end of the quarter (for the fixed date systems) or a date at which the MR is completed and uploaded into IROME database (rolling approach);
- The days counted are working days

3.7.4 Effective operations of IROME will require also input and involvement of the National Authorising Office resulting in a separate management of the monitoring timeline by NAO (see Table 2 in the next Page).

Table 2.   Management of the Monitoring Timeline - National Authorising Office (NAO)

Monitoring activity	Responsible	Timeline
1. Portfolio management and work planning process	**M&EM**	**Monthly**
2. Update of the project data file	**PO**	**Ongoing**
3. "Classic" internal monitoring	**PO**	**Ongoing**
7. IROME desk research and field trip preparation in coordination with TM/ECD	**PO**	**T – 35**
8. IROME project field visit in coordination with TM/ECD and PM/Implementing Partner	**PO**	**T – 30**

6. Preparation of IROME Report in consultation with respective TM/ ECD	**PO/TM**	**T – 25**
7. Quality control	**M&EM**	**T – 20**
8. Circulation of reports to stakeholders for comments / Reconciliation of Reports	**PO/TM**	**T – 15**
9. Tri-partite Project Review Meeting	**PO/M&EM**	**T + 30**
10. Spot ex-post quality assurance by M&E Managers	**M&ME**	**Ongoing**
11. Reconciliation of IROME and ROM Reports into Joint Annual Review (JAR)	**M&EM**	**Annually**
12. Review and feedback/return delivery of Comments on Submitted Progress Report	**PO**	**Within 30 days from submission**

3.7.5 Implementing Partners represent the third party, and the operationally crucial one with executive powers in the implementation of projects. Table 3 in the next Page lists related input and involvement of the Implementing Partners in the management of the monitoring timeline.

Table 3.   Management of the Monitoring Timeline - Implementing Partners

Monitoring activity	Responsible	Timeline
1. Liaison with NAO and ECD regarding IROME monitoring work planning process	PM	Ongoing
2. Update of the project data files	PM	Ongoing
3. "Classic" internal monitoring	PM	Ongoing
4. IROME self-monitoring planning and data update	PM	T – 50
5. IROME self-monitoring	PM	T – 40
6. IROME project field visit in coordination with PO/ NAO and TM/ECD	PM	T – 30
7. Review of IROME Report and preparation of Response Sheet	PM	T – 5
8. Tri-partite Project Review Meeting	PM	T + 30

9.	Submission of Project Progress Reports to NAO and ECD	PM	Strictly on due date

Training Activities

4.1   All monitoring systems require implementation of periodic training and exchange of opinions to ensure uniformity of approach and accuracy of results. While the initial IROME training has been conducted in July 2007, future regular training activities will consolidate the early gains and follow up on the interest of the project implementation partners in monitoring with focus on results and objectives.

4.2   The M&E Managers will define, in consultation with Implementing Partners and Task Managers/Project Officers, the training needs and subjects and organise training as required. It is critical to allow for sufficient amount of hands-on practical training exercise during workshops.

4.3   At later stages the annual "Partners in Implementation Conference" will represent an excellent opportunity to define and discuss needed training activities and opportunities for further improvement of IROME approach. EC Delegation – Introduction of the Internal Results Oriented Monitoring Ethiopia (IROME).

4.4   The focus on and investment in IROME system related training will allow for faster transfer of the driving role and overall responsibility for monitoring and management of the IROME database from the EC Delegation to the National Authorising Office.

A2 . Missions plan 2008 / 2009 / 2010

						Mission - 2008					

Section/Function	Name	Planned in..	Mission Title	Place	Duration of mission	Daily allow.	Hôtel	travel costs	Total costs
					mission details				
RDFS	PC								
	AA	March	Monitoring Mission to WF project, Project ref. 9 ACP RPR 39/77, CVM project	Oromia	6 days			Del Vehicle	
		April	Monitoring Mission to WF projects, ref. 9 ACP RPR 39/70, 39/76, 39/77, 39/78	SNNPR & Oromia	10 days			Del Vehicle	
		May	Mid-Term evaluation ref. 9 ACP RPR 39/70, CAID project	SNNPR & Oromia	7 days			Del Vehicle	
		June/July	Monitoring Mission to WF project, Project ref. 9 ACP RPR 39/67, GAA project	Amhara	7 days			Del Vehicle	
		June/July	Monitoring Mission to new WF projects, Project ref. 9 ACP RPR 50/42,50/43, 50/45	SNNPR & Oromia	6 days			Del Vehicle	
		Sept/Oct	Monitoring Mission to WF projects, ref. 9 ACP RPR 39/70, 39/76, 39/77, 39/78	SNNPR & Oromia	10 days			Del Vehicle	
	AS								
	AY	April	PSNP JRIS Mission	Amhara	7 days			Del Vehicle	
		October	PSNP JRIS Mission	Tigray	7 days			Air - EAL	
		June/July	Monitoring start up of Flood Rehabilitation Project	SNNPR/Dire Dawa/Amhara	10 days			Del Vehicle	
	BT	Jan/Feb	Monitoing mission to CAFOD project ref;122-201 and COOPI project in pastoral areas of Borena, Moyali and Negelle, and CA/SOS project ref:084-104 in the SNNPR	Borena, Moyali, Negelle pastoral areas and Woliata and Kembata in the SNNPR	10 days			Del Vehicle	
		June	Monitoing mission to Inter Aid project ref;084-610 and Farm Africa Project ref: 064-438.	Woliata and Arbaminch - SNNPR	6 days			Del Vehicle	

	July	Final monitoring mission to SC UK REF:184-073 and GAA/ORDA - 084-607 in the Amahar region	North and South wello of Amhara Region	6 days			Del Vehicle	
	July	Facilitating and participation of the Regional Advocay and Diallogue Forum to be organized jointly by RDFS and SCUK , COOPI and GAA	Bahir Dar - Amhara NRS	4 days			Del Vehicle	
	July	Facilitating and participation of the 2nd Regional Advocay and Diallogue Forum to be organized jointly by RDFS and CA/SOS Sahel, Action Aid, Farm Africa	Awassa - SNNPR	3 days			Del Vehicle	
	August	Monitoing mission to CISP project ref;084-610	East Hararghe - Oromia	4 days			Air - EAL	
	August	Final Monitorin Mission to LVIA project ref: 084-214 and CA/SOS ref 084-104projects	Hadiya and Kembata - SNNPR	5 days			Del Vehicle	
	October	Monitoing mission/MTE workshhop to CAFOD project ref;122-201 and COOPI project in pastoral areas of Borena, Moyali and Negelle	Borena, Moyali, Negelle pastoral areas	7 days				
CDC		Seminar on thematic Instruments and Programmes	Bruxelles	5 days				
EM	Jan-08	Grain Market Assessment for bulletin production	Oromia & SNNPR	10 days				
	May-08	Grain Market Assessment for bulletin production	Oromia & SNNPR	12 days				
	Jul-08	Grain Market Assessment for bulletin production	Oromia & SNNPR	12 days				
	Oct-08	Grain Market Assessment for bulletin production	Oromia & SNNPR	12 days				
HDS	28/1/2008	Monitoring mission to NGO FS projects in the SNNPR/South Eastern Pastoral Areas	Negelle, Awassa	10 days				
	MARCH	Support mission for implementation of Livestock sector based approach : Afar Area (BATI market)	Afar Area (BATI market)	8 days				
	MAY	Support mission to PNSP pilot phase pastoral areas (?)	to be determined	8 days				
	SEPT	Identification mission Livestock initiative	TBD	8 days				
	NOV	Identification mission Livestock initiative	TBD	8 days				
JMK	February	NTFP II + MfM mission Forestry	SNNPR, Oromyia	6days				
	April	UNICEF mission Water	TBD	8 days				
	May	10th EDF identification mission NRM	Oromyia, SNNPR, Benis., Am	10 days				

Section/Function	Name	Planned in..	Mission Title	Place	Duration of mission	Daily allow.	Hôtel	travel costs	Total costs
		June	ACF mission pastoralist	Somali region	6 days				
		June	GAA mid term evaluation	Somali region	5 days				
		July	UNICEF mission Water	TBD	8 days				
		Oct	Mission Plan UK Energy	Amhara, Oromyia	6 days				
		Oct	Mission LVIA Energy	Oromyia	5 days				
		Nov	NTFP II mission Forestry	SNNPR	6 days				
		Nov	UNICEF mission Water	TBD	8 days				
	PW								
	TJ/BT	July	Networking workshop in Amhara	Amhara	3days				
		June	Monitoring mission to Trocaire/Amaro	SNNPRS	3days				
		June	Final Montoring Mission to GAA (2 projects)	Amhara	5days				
		June	Final Montoring Mission to SCUK (Amhara) and REST Tigray	Amhara and Tigray	7days				
		September	Monitoring mission to COOPI Somali	Somali	7days				
		October	Monitoring mission to CCM Somali	Somali	5days				

Mission - 2009

Section/ Function	Name	Planned in..	Mission Title	Place	Duration of mission	Daily allow.	Hôtel	travel costs	Total costs
								mission details	
RDFS	*PC*								
	AA		Monitoring mission of water facility projects (NGOs: Christian Aid and Intermon) : February	SNNP and Oromia Regions	6 days				
			Monitoring mission of water facility projects (NGOs: LVIA and GAA) - April	Oromia Region	7 days				
			Monitoring mission of water facility projects (NGOs : CVM and InterAide) - June	SNNP and Oromia Regions	8 days				
			Monitoring mission of water facility project (NGO : HorizonT3000) - October	SNNPR	6 days				
			Monitoring mission of water facility project (NGOs: GAA): November	Amhara region	8 days				
	AS		Monitoring mission to the FSIS -FAO project	SNNPR, Oromiya, Tigray and Amahara	15 days			Del vehicle	

		Final monitoring visit to the Nutrition Support Project	SNNPR, Oromiya, Tigray and Amahara	10 days			Del vehicle	
		Participation in PSNP JRIS mission April	SNNPR	6 days			Del vehicle	
AY		Participation in PSNP JRIS mission April	Amhara	6 days				
		Participation in PSNP JRIS mission -October	SNNPR	6 days				
		Monitoring of Flood Rehabilitation Project - September	Amhara/SNNPR/Dire Dawa	15 days				
BT	Jan	LVIA project ref: 084-214 - Exit Workshop	SNNPR	3 days			Del vehicle	
	Feb	Farm Africa project 064-438 Mionuitoring visit	SNPPR five woredas	5 days			Del vehicle	
	March	COOPI project ref 084-617 Final monitoing/veriffication visit	Amhara Wag Hamra Zone				EAL Mekele	
	March	COOPI pastoral consortium project ref- 124-363 monitoing visit - projectscovering 11woredas	Somali - Filtu and Liben Zones	6 days			Del vehicle	
	April	CAFOD/ASE project ref: 119-316 and CAFOD pastoral consortium ref: 122-201Mionuitoring visit	SNNPR and Borena Oromai	7 days			Del Vehicle	
	August	Final evaluation workshop - Farm Africa project 064-438	SNNPR	3 days			Del vehicle	
	October	SCAIF/REST Project ref: 170-262	Tigray	4 days			EAL Mekele	
CDC								
EM	Jan	Grain Price Trend Assessment	Oromiya, SNNPR, Harari,	13 days			Del	

			DD, SNPR				Vehicle	
	April	Grain Price Trend Assessment	Oromiya, SNNPR, Harari, DD, SNPR	12 days			Del Vehicle	
	July	Grain Price Trend Assessment	Oromiya, SNNPR, Harari, DD, SNPR	12 days			Del Vehicle	
	September	Grain Price Trend Assessment	Oromiya, SNNPR, Harari, DD, SNPR	12 days			Del Vehicle	
HDS	Jan, 2009	Food/2006/124-366 (Action Contre la Faim): ME mission	Kebri Dehar (Somali R.S)	5 days				
	Feb, 2009	NSAPVD/2008/170-550 (AMREF):	Awash (Afar R.S)	5 days				
	June, 2009	Omo Valley Project (AMREF)	SNNPR	5 days				
JMK	Jan-09	UNICEF water	SNNPR	6 days				
	Feb-09	FZS planning workshop	Oromyia	5days				
	Mar-09	LVIA Energy + Plan UK Energy	Oromyia, SNNPR	10 days				
	Apr-09	GAA planning workshhop + Plan UK Energy Bugna	Amhara	7 days				
	May-09	NTFP phase II	SNNPR	7 days				
PW								

Mission Plan form January - December 2010

(Local)

Section	Name	Title of the Mission	Place of Mission	Duration	No. of days	Total No. of days/TM	Estimated cost per Euro (90 Euro/Day)	Actual expense in Birr	Actucal Expense in Euro	Status
RDFS	Abu Yadetta	Accompanying court of Auditors (Sere Wereda)	Sere Wereda	Februay	1	23	2070	443.00	25.00	Done
		Planning workshop for the new FF project	Alaba	March	2			2,564.00	142.00	Done
		PSNP JRIS Mission	Amhara	June	5			6,098.26	363.14	Done
		CARE Project No. 214-170 JROME Mission	Oromia	November	4					
		Accompanying court of Auditors (PSNP)	SNNPR	October	6					
		PSNP JRIS Mission	SNNPR	November	5					
				Sub Total				9,105.26	530.14	
	Asnake Abera	WF JROME Mission	SNNPR (one WF projects and one FF project at the same time)	August	10	22	1980	11464	546.00	Done
		WF JROME Mission	Oromia (1 project in 5 woredas)	October	5					
		WF JROME Mission	Amhara (1 project in 5 woredas)	November	7					
				Sub Total				11464	546	
	Berhanu Taye	Planning workshops for the new two Food Facility projects - IDE UK and SHA.UK	SNNPR	Jan	3.5	30	2700	3788	213.60	Done
		Planning workshops for the new CISP Food Facility projects	Oromia	Feb	2.5			2542	139.05	Done
		Planning workshops for the new LVIA Food Facility projects	SNNPR	Feb	1.5			1680	95.37	Done
		To accompany Bogdan to visit FF projects	SNNPR	March	1.5			1688	91.91	Done
		JROM to project ref: Trocaire/ASE - 119-316	SNNPR - Amaro	April						
		JROM to project ref: COOPI consortium - 124-363	Somali and Oromia/11 woredas	April	5.5			7243	318.00	Done
		JROM to project ref: SCAIF/REST and REST FF project ref:213-566	Tigray - Eastern and Southern zones - 4 woredas	July	3.5			6215	306.36	Done

	JROM - (CISP) - Food Facility - East Harerghe	Oromia - 3 woredas	December	4					
	Regional Forums for EU NGOs/CSOs under the on-going Food Facility projects	TBC	Oct. and Dec	3					
	Accompanying court of Auditors (NGO)	SNNPR	October	5					
Sub Total								**23156**	**1,164.29**	
Alemayehu Semunigus	Planning workshops for the new CARITAS and Deutsches Rotes Kreuz Ev. Food Facility projects	SNNPR -Hossaina and Bale	Feb	6	32	2880	3598	275.87	Done
	WF JROME Mission	Oromiya, Amahara, SNNP and Tigray(1 project in 78 woredas, all regions)	June/July	7			5576	316.54	Done
	FF JROME Mission (CA)	SNNPR	August	9			10684	507.00	Done
	Energy Projects- JROME return visit	Amahra, Oromiya, SNNPR	September	10					
Sub Total							**19858**	**1,099.41**	
Eshetu Mulatu	Planning Workshop for new Oxfam_GB FF project	Amhara	Jan	4	33	2970	3812	214.95	Done
	JROM to Project GAA/152682	Amhara	May	7					
	Grain Price Assessment	Oromiya, SNNPR, Dire Dawa, Harar, Somali	Sept/Oct	10					
	Stabex 99	Dire Dawa/SNNPR	November	5					
	FF Oxfam GB	Amhara/Oromiya	October	7					
Sub Total							**3812**	**214.95**	
Friedrich Mahler	PFM-WG/ Opening Project 020-962	Nazareth	February	1	22	1980	1629	92.00	Done
	JROM Project INBAR	TBC	September	4					
	JROM Project Huddersfield/114229	SNNPR	October	5					
	JROM Project Huddersfield/151385	TBC	October	4					
	JROM Project Farm Africa/152400	SNNPR	November	5					
	JROM Livestock Project	not yet determined	December	3					
Sub Total							**1629**	**92.00**	

		JROM mission to South Omo	Jinka	February	6			7215	347.58	Done
	Herve Delsol	JROm mission Food Facility project (Trocaire)	Yabello	November	7	21	1890	3538	219.66	Done
		Field mission in pastoral areas	Afar region	October	3					
		JROM mission to any location of the FZS project	Bale, Simiens or Awassa	July	5					
	Sub Total							**10753**	**567.24**	
		PSNP RRT Mission	SNNPR	March	6			5765.17	323.38	Done
	Carlo Di Chiara	PSNP mission	PWReview mission to Oromia	May	3	24	2160	2630	151.00	Done
		PSNP JRIS Mission	SNNPR	June/November	8			8297.49	476.00	Done
		FF JROME Mission	Amhara (1 project in 3 woredas)	July	7			5226	391.62	Done
	Sub Total							**21918.66**	**1,342.00**	
		FF JROME Mission (IDE/SOS Sahel & CARITAS)	Oromiya and SNNPR and SNNPR (Gurage and Hadiya)	August	7			6,785.72	389.74	Done
	Habtamu Adane	FF JROME Mission (GRC)	Oromiya region (Bale)	October	6	26	2340			
		JROM - FF - LVIA and SHA UK -SNNPR/Oromia	SNNPR - 5 woredas	November	3					
		SLM review field mission	Amhara, Tigray and Benishangul	October	10					
	Sub Total							**6785.72**	**389.74**	
		Field mission on RDFS portfolio	TBC	September/October	5					
	Arnaud Demoor	Environment biodiversity field mission	TBC	November	5	15	1350			
		Accompanying the ECA or mission on RED & FS portfolio	TBC	October	5					
	Total					248	22,320.00	181473.18	9,770.06	

(Regional)

Section	Name	Title of the Mission	Place of Mission	Duration	No. of days	Total No. of days/TM	Estimated cost per Euro	Estimated air thicket cost in Euro	Total Actual expense/TM in Euro	Status

	CDC	REFORM	Uganda	June	5	5	760	455	1,007.00	Done
							Sub Total		**1,007.00**	
	HDS	Follow up and monitoring IGAD Projects	Djibouti	October	4	4	664	380		
		Follow up IGAD LPI steering committee	Kenya	December	3	3	510	400		
							Sub Total		**-**	
	JVC	Follow up and monitoring IGAD Projects	Djibouti	Jan		3	450	390	397.00	Done
				Total	9	2,709.00	835	1,404.00		
				Grand Total	257	25,864.00		11,174.06		
			Grand Total (excluding Herve's budget)			23,974.00		10,606.82		

A3. List of IROME-JROME missions in Ethiopia (with scoring and comparison with ROM)

IDENTIFICATION (DECISION / CONTRACT No)	TITLE	IMPLEM agency	JROME MISSION DATE	JROME SCORING Rel	Ef.y	Ef.s	Imp	Sus	EXT ROM DATE	ROM SCORING Rel	Ef.y	Ef.s	Imp	Sus
9 ACP RPR 139/6	Community managed renewable energy program for rural Ethiopia	NGO	11/10/09	B	B	C	B	B						
9 ACP RPR 139/7	Hydrobiopower: livelihood improvement in rural area through collaborative development of renewable energy sources in Oromyia and SNNPR	NGO	16/10/2009	C	C	C	B	B						
2009/DCI/FOOD/ 214-156	Building Resilient Pastoralist Communities	NGO	30/07/2010	B	B	B	B	B						
2009 / 214-170	Food Security through increased Income, Assets and Protection from grain price rises (FS-IAP)	NGO	30/04/2010	A	B	C	B	B						
2009 / 214-170	Food Security through increased Income, Assets and Protection from grain price rises (FS-IAP)	NGO	30/04/2010	A	B	C	B	B						
2009 / 214-170	Food Security through increased Income, Assets and Protection from grain price rises (FS-IAP)	NGO	30/04/2010	A	B	C	B	B						
212823	Improved food production for home and market in Arba Minch Zuria woreda and Chencha woreda in SNNP region of Ethiopia	NGO	16/08/2010	A	B	B	B	B						
212799	Enhancing agricultural productive capacities of resource poor farmers in two zones of the Southern Nations, Nationalities and People s Regional State, Ethiopia.	NGO	09/08/10	B	B	B	C	B						
9 ACP ET 005/1	Djibouti-Ethiopian Railway Line Minimum safety works - Supply of spare parts for locomotives - Wartsila France	EDF	31/10/2008	C	D	D	D	C						
9 ACP ET 010/13	Civil Society Fund - Support to Non State Actors - Constituency Building in 40 Dioceses - EOC-DICAC	NGO	30/06/2008	B	D	D	D	B	2008	B	B	B	B	C
9 ACP ET 10/22	Capacity Building of NSAs to Interact in the Framework of the Cotonou Agreement	NGO	03/07/2009	B	C	C	C	C						
9 ACP RPR 044/1	Mine Action in the Tigray and Afar Regions in Support of Peace Building Initiatives - Contribution Agreement with UNDP	NGO	09/02/2009	B	A	A	B	B						
9 ACP RSA 9 9 ACP ET 5	Djibouti-Ethiopian Railway Line	EDF	31/10/2008	C	C	C	C	C						
DDH/2006/131-181	The Child rights awareness raising and sensitization project in Wogera and Dabat Woredas	NGO	18/05/2009	B	B	B	A	B						
DDH/2006/131-181	The Child rights awareness raising and sensitization project in Wogera and Dabat Woredas	NGO	18/05/2009	B	B	A	B	B						
DDH/2006/132-058	Advancing the rights of OVC, women, and vulnerable groups through education and empowerment negotiation, advocacy and training (ENAT) forums and rights groups	NGO	16/07/2008	B	B	B	A	B						
ENV/2006/114-229	Forest landscape sustainability and improved livelihoods through non-timber product development and payment for environmental	NGO	28/02/2008	B	B	B	B	B						

Reference	Title	Type	Date						Year					
	services													
ET/FOOD/2006/18376	Support to the Safety Nets Programme	NGO	29/10/2009	A	B	B	B	B	2008	A	B	B	B	B
-	Support to the Safety Nets Programme								2009	B	C	B	B	C
FOOD/2004/084-160	Reinforcing Rural Livelihood through Integrated Food Security Approach in Fedis and Gorogutu Woredas-East Hararge Zone of Oromia Regional State	NGO	20/12/2007	B	B	D	B	B						
FOOD/2006/120-350	Support to the nutrition programme EOS UNICEF/MoH/DPPA/WFP	UN	21/01/2008	B	B	B	B	B						
FOOD/2006/120-352	Support to Food Security Information Systems in Ethiopia	UN	04/06/2009	B	C	C	C	B						
ONG-PVD/2003/064-438	Woreda Capacity Building Programme, SNNPR - Ethiopia	NGO	03/02/2009	B	B	B	B	B						
ONG-PVD/2003/064-497	Green stoves - Ecological cooking in south-West Ethiopia	NGO	25/02/2008	B	B	B	B	D						
ONG-PVD/2006/119-040	Comprehensive HIV/AIDS prevention, care and support project in Benishangul Gumuz Regional State, Ethiopia	NGO	11/02/2009	B	B	B	B	B	2009	B	C	C	C	C
ONG-PVD/2007/135-480	Improving the Sexual and Reproductive Health of Pastoralist Communities in Bale Lowlands	NGO	30/10/2009	B	B	B	B	B	2009	B	A	B	B	B
ONG-PVD/2007/135-554	An effective response to HIV through community and faith based engagement in Ethiopia	NGO	26/08/2009	B	B	B	A	B	2009	C	C	C	C	B
SANTE/2005/100-654	Promoting sexual health and rights among youth in Ethiopia - A mass media project	NGO	00/00/0000	C	C	B	B	A						
9 ACP RPR 039/57	ACP EU Water Facility Program - Accelerating Progress towards the MDGs on Water and Sanitation in Ethiopia - UNICEF	UN	17/04/2008	B	B	B	B	B						
9 ACP RPR 039/67	ACP/EU Water Facility - MDGs Water and Sanitation Program in Rural Amhara Ethiopia - Deutsche Welthungerhilfe / German Agro Action	NGO	26/01/2008	A	B	B	C	B	2008	A	C	B	B	B
9 ACP RPR 039/67	ACP/EU Water Facility - MDGs Water and Sanitation Program in Rural Amhara Ethiopia - Deutsche Welthungerhilfe / German Agro Action	NGO	22/10/2008	A	B	B	B	A						
9 ACP RPR 039/70	ACP/EU Water Facility - Integrated Community Development Program - Water Extension Project - HorizonT3000	NGO	16/11/2008	A	B	B	B	A	2009	C	C	B	C	B
9 ACP RPR 039/70	ACP/EU Water Facility - Integrated Community Development Program - Water Extension Project - HorizonT3000	NGO	20/08/2010	A	B	B	B	B						
9 ACP RPR 039/76	ACP/EU Water Facility - Kedida Gamela water development, sanitation, hygiene promotion and environment Project - Christian Aid	NGO	17/04/2009	A	B	B	B	B						
9 ACP RPR 039/77	ACP/EU Water Facility - Joining effort in increasing access to safe, affordable and sustainable water and sanitation services in 5 woredas of East Shewa, Arsi and Bale zone Ethiopia - Lay Volunteers International Association	NGO	04/07/2008	B	B	C	B	B						
9 ACP RPR 039/77	ACP/EU Water Facility - Joining effort in increasing access to safe, affordable and sustainable water and sanitation services in 5 woredas of East Shewa, Arsi and Bale zone Ethiopia - Lay Volunteers International Association	NGO	04/08/2008	A	B	B	B	B						
9 ACP RPR 039/78	ACP/EU Water Facility - Rural Water Supply and Sanitation Project in	NGO	19/06/2008	B	B	B	B	B						

Reference	Title	Type	Date						Year					
	Oromia and Southern Regions - Communita Volontari per il Mondo (CVM)													
ONG/PVD 144-887	Phase II Worka Gara Large Gravity Water Supply, Sanitation and Hygiene Promotion Project	NGO	15/06/2009	A	B	B	B	B						
9 ACP RPR 050/42	Sustainable access to safe water and basic sanitation services through improved capacities of the community based and local institutional actors	NGO	07/02/2008	B	B	C	B	B						
9 ACP RPR 050/42	Sustainable access to safe water and basic sanitation services through improved capacities of the community based and local institutional actors	NGO	26/11/2009	B	B	B	B	B						
9 ACP RPR 050/43	Wulbareg and Sankura woredas water supply, health, and environmental development project	NGO	18/06/2009	A	B	B	B	B						
9 ACP RPR 050/45	Arsi Negelle WASH programme	NGO	28/11/2009	A	C	B	B	B	2010	B	B	B	B	B
FOOD/2006/124-407	Enhanced Food, Forage and Water Security for Pastoralist in Aware Wereda of Degehabour Zone of Somali National Regional State	NGO	03/12/2008	B	C	C	C	C						
FOOD/2006/124-407	Enhanced Food, Forage and Water Security for Pastoralist in Aware Wereda of Degehabour Zone of Somali National Regional State	NGO	15/10/2009	B	C	C	B	C						
ONG-PVD/2007/134-889	Strengthening Pastoralist Health Care Systems in South Omo, Ethiopia	NGO	10/01/2009	B	B	B	B	B	2009	A	A	B	B	B
ONG-PVD/2007/134-889	Strengthening Pastoralist Health Care Systems in South Omo, Ethiopia	NGO	23/02/2010	B	B	B	B	B						
NSAPVD/2008/170-550	Putting the communities first: Better health for Pastoralists in Afar	NGO	09/08/2009	B	B	B	B	B						
NSAPVD/2008/170-550	Putting the communities first: Better health for Pastoralists in Afar	NGO	10/08/2009	B	B	B	B	B						
DCI-ENV/2008/151-332	Implementing effective and sustainable biodiversity conservation in Ethiopia's afro-montane ecosystems	NGO	27/10/2009	B	B	B	C	B						
2009 / 212-881	Community Productive Capacity Enhancement Project, Ethiopia	NGO	31/08/2010	B	C	C	C	B						
213568	Rural Agricultural Productivity Improvement and Development (RAPID)	NGO	08/11/2010	A	B	B	C	B	2010	B	B	B	B	B
DCI-ENV/2008/152-682	Biodiversity program in Amhara, Ethiopia	NGO	30/09/2009	B	B	C	B	B						
DCI-ENV/2008/152-682	Biodiversity program in Amhara, Ethiopia	NGO	02/12/2010	A	B	B	B	A						
DCI/FOOD/2008/213-566	Food Facility (Facility for rapid response to soaring food prices)Tigray Food Access Program (FAP)	NGO	28/07/2010	B	B	B	B	B	2010	B	C	C	B	C
214172	Capacity Enhancement Programme to Promote Food Security in Amhara Region, Ethiopia	NGO	16/07/2010	B	B	B	B	A	2010	A	B	B	B	B
FOOD/2006/122-201	Pastoralist Food Security Partnership Project in Oromia National Regional State	NGO	30/01/2008	B	B	B	B	B						
FOOD/2006/122-201	Pastoralist Food Security Partnership Project in Oromia National Regional State	NGO	23/05/2009	A	B	B	B	B	2009	B	B	B	B	B
NSAPVD/2008/170-262	Promotion of Innovative Livelihood in Intalo and Adua woredas of Tigray - Ethiopia	NGO	19/05/2009	A	B	B	B	B						
NSAPVD/2008/170-262	Promotion of Innovative Livelihood in Intalo and Adua woredas of Tigray - Ethiopia	NGO	29/07/2010	A	B	B	B	B						
ONG-PVD/2006/119-316	Consolidation of the integrated Food Security Programme in Amaro Special Woreda	NGO	03/06/2009	B	C	B	B	B						

A4 : FORMATS BCS / MR / RS

1. QUALITY OF PROJECT DESIGN
IROME BACKGROUND CONCLUSION SHEET

Reference Number		Monitoring Date	
Project Name		Monitored by	

The likelihood of a continuation in the stream of benefits produced by the project after the period of external support has ended.

Prime issues	PERFORMANCE CONCLUSION				Remarks	
	a=4	b=3	c=2	d=1	Brief substantiating comments always to be added in boxes below	
1.1 What is the present level of relevance of the project?					Weighting 30%	23%
a) Do the planned target groups / beneficiaries correspond to the ones that are actually benefiting ?	○	◉	○	○	Weighting 15%	3
b) Are the project objectives appropriate to the real Problems, needs and priorities of the intended target groups and beneficiaries and the physical and policy environment ?	○	◉	○	○	Weighting 15%	3
1.2 As presently designed, how feasible and flexible is the project? (This is still a judgement on the planning, not on the implementation)					Weighting 70%	35%
a) What is the present quality of the logframe ?	○	○	○	◉	Weighting 10%	1
b) Are the OO, PP and Results / Outputs clear and logical and do they address clearly identified needs ?	◉	○	○	○	Weighting 10%	4
c) Are the OO, and PP clearly understood by the Project Partners ?	○	◉	○	○	Weighting 10%	3
d) Is the Project Purpose achievable in the project framework / Are the Results appropriate to achieve the PP ?	○	○	○	◉	Weighting 20%	1
f) Are coordination, management and financing arrangements clear and do they support institutional strengthening and local ownership ?	○	○	◉	○	Weighting 20%	2

Note: a = very good; b = good; c = problems; d = serious deficiencies. Overall conclusion: | 2 | c |

Key observations and conclusions supporting scores above
[maximum 10 lines]

Implemented follow up on actions resulting from previous monitoring /evaluations (by whom and when)
[maximum 10 lines]

Key action(s) to be taken and by whom - in order of priority
[maximum 10 lines]

EFFICIENCY OF IMPLEMENTATION TO DATE
IROME BACKGROUND CONCLUSION SHEET

Reference Number		Monitoring Date	
Project Name		Monitored by	

The likelihood of a continuation in the stream of benefits produced by the project after the period of external support has ended.

Prime issues	PERFORMANCE CONCLUSION				Remarks	
	a=4	b=3	c=2	d=1	Brief substantiating comments always to be added in boxes below	
2.1.Availability of means / inputs					Weighting 30%	30%
a) To what degree are inputs /resources provided or available on time and at planned cost to implement activities from all parties identified (with reference to forecast tables and budget forecasts)	◉	○	○	○	Weighting 15%	4
b) Are the inputs monitored regularly to allow cost-effective implementation of activities ?	◉	○	○	○	Weighting 15%	4
2.2 Implementation of Activities and Monitoring					Weighting 40%	18%
a) Is an activity schedule or work plan available and is it also used in project management ?	○	◉	○	○	Weighting 10%	3
b) To what extent are activities implemented as scheduled ?	○	○	◉	○	Weighting 10%	2
c) To what extent are activities implemented at planned or below planned cost ?	○	○	○	◉	Weighting 10%	1
d) How regularly and well are activities monitored by the project and corrective measures applied as necessary ? (e.g. new activities, cancellation of activities) Is there a monitoring system to follow up on the implementation of activities ?	○	○	○	◉	Weighting 10%	1
2.3 Institutional capacity of Implementing Partner ?					Weighting 30%	15%
a) Are the inter-institutional structures adequate to allow efficient project monitoring and implementation ?	○	○	◉	○	Weighting 15%	2
b) Have all partners been able to provide their contributions to the project ?	○	○	◉	○	Weighting 15%	2

Note: a = very good; b = good; c = problems; d = serious deficiencies.

Overall conclusion:	3	b

Key observations and conclusions supporting scores above

There is a huge delay in submission of interim report by BBC/WST. The first interim report (technical and financial including audit report) is expected since the first quarter 2007. The second interim report is due end of February 2008. So far the Delegation received only draft of interim report inofficially. Project staff informed by the Delegation several times.

Implemented follow up on actions resulting from previous monitoring /evaluations (by whom and when)

Following the recommendations of the previous monitoring mission the project submitted a revised budget which was reviewed by the Delegation and approved for implementation. A no cost extension of the implementation period was requested bythe project office to be able to cover the activities planned for this project. As the implementation in the first year was delayed due to registration and other problems it was found necessary by the Delegation to accepted the extension period.OVI in relation to a collection of data from the Ministry of Health still not possible to materialise.Mechanisms is created by the project to analyse feedback and disseminate results.

Key action(s) to be taken and by whom - in order of priority

[maximum 10 lines]

3. EFFECTIVENESS TO DATE
IROME BACKGROUND CONCLUSION SHEET

Reference Number		Monitoring Date	
Project Name		Monitored by	

The contribution made by the project's Results to the achievement of the Project Purpose

Prime issues	PERFORMANCE CONCLUSION				Remarks
	a=4	b=3	c=2	d=1	Brief substantiating comments always to be added in boxes below
3.1 Progress of the project towards attaining Project Purpose ?					Weighting 50% 38%
a) Has the project produced the anticipated results ?	○	◉	○	○	Weighting 20% 3
b) Have the OVI's (i.e. targets according to the logframe) been achieved as planned to date?	○	◉	○	○	Weighting 15% 3
c) What is the quality of results ?	○	◉	○	○	Weighting 15% 3
3.2 As presently implemented what is the likelihood of the PP to be achieved as envisaged and measured in the OVI's?	○	◉	○	○	Weighting 50% 38% 3

Note: a = very good; b = good; c = problems; d = serious deficiencies.

Overall conclusion:	3	b

Key observations and conclusions supporting scores above
Primery beneficiaries are the youth, journalists and the community. They have well received the radio programme. As observed in the discussions of the listeners groups there is a big interest and active participation of the youth. The huge number of feedback letters (over 200 per week) received by the project are assiting the radio programme producers for following programmes.

Implemented follow up on actions resulting from previous monitoring /evaluations (by whom and when)
Budget revision as described above. Staff recruitment for monitoring work.

Key action(s) to be taken and by whom - in order of priority
During the monitoring mission it is observed that the radio transmission in some areas has difficulties in clarity. In addition, it is found that most of the listeners appreciate more the regional media when available. Therefore, it is suggested to intensify work in relation to support to establishement of regional radio stations and strenghening of mini-medias.

4. IMPACT PROSPECTS
IROME BACKGROUND CONCLUSION SHEET

Reference Number		Monitoring Date	
Project Name		Monitored by	

The effect of the project on its wider environment, and its contribution to the wider sector objectives summarised in the project's Overall Objective.

Prime issues	PERFORMANCE CONCLUSION				Remarks	
	a=4	b=3	c=2	d=1	Brief substantiating comments always to be added in boxes below	
4.1 What is the likelihood of the assumptions at PP level to be realised, so that project impact is not jeopardised by external factors? i.e. sector and donor co-ordination to be considered	○	○	○	◉	Weighting 50%	13%
						1
4.2 If any unplanned negative effects on the target groups /beneficiaries occurred or are likely to occur to what extent did the project management take appropriate countermeasures?	○	○	○	◉	Weighting 50%	13%
						1

Note: a = very good; b = good; c = problems; d = serious deficiencies.

Overall conclusion: | 1 | d |

Key observations and conclusions supporting scores above
Positive impact of the project: Radio Ethiopia capacitated for future production - trainang. Programme has great potential to bring behavioral change among the youth and bring change in cultural believes. There is no unexpected negative effect. Potentially, negative impact would be that needs for sexual reproductive health services would rise.

Implemented follow up on actions resulting from previous monitoring /evaluations (by whom and when)
[maximum 10 lines]

Key action(s) to be taken and by whom - in order of priority
[maximum 10 lines]

5. POTENTIAL SUSTAINABILITY
IROME BACKGROUND CONCLUSION SHEET

Reference Number		Monitoring Date	
Project Name		Monitored by	

The likelihood of a continuation in the stream of benefits produced by the project after the period of external support has ended.

Prime issues	PERFORMANCE CONCLUSION				Remarks	
	a=4	b=3	c=2	d=1	Brief substantiating comments always to be added in boxes below	
5.1 Financial /economic viability?					Weighting 40%	35%
a) If the services (results) are to be supported institutionally, are funds likely to be made available ?	◉	○	○	○	Weighting 20%	4
b) Are the services affordable for the final beneficiaries at the completion of the project ?	○	◉	○	○	Weighting 10%	3
c) Are the responsible persons / institutions assuming their financial / economic responsibilities including maintenance and replacement of the technologies introduced and/or used by the project ?	○	◉	○	○	Weighting 10%	3
5.2 What is the level of ownership of the project by beneficiaries and how it will likely be after the end of external support ?					Weighting 30%	25%
a) How far is the project embedded in the local (community) structures ?	◉	○	○	○	Weighting 15%	4
b) To what extent have beneficiaries (and other interest groups/stakeholders) been involved in planning, design processes, decision making, project implementation ?	○	◉	○	○	Weighting 10%	3
c) What is the likelihood that target groups /beneficiaries will continue to use relevant services after external support has ended ?	○	○	◉	○	Weighting 5%	2
5.3 How well is the project contributing to institutional and management capacity ?					Weighting 30%	30%
a) How far is the project embedded in the institutional structures that are likely to survive beyond the end of the project ?	◉	○	○	○	Weighting 10%	4
b) Are project partners being properly trained to accept handover of the project - technically, financially and managerially ?	◉	○	○	○	Weighting 5%	4
c) Are there good relations with new or existing institutions and are they capable of continuing the flow of project benefirts ?	◉	○	○	○	Weighting 5%	4
d) Is there a phase-out strategy defined and are there plans for its implementation ?	◉	○	○	○	Weighting 10%	4

Note: a = very good; b = good; c = problems; d = serious deficiencies.

Overall conclusion:	4	a

Key observations and conclusions supporting scores above
Still training need for beneficiaries in the listeners groups. It seems that structural and financial sustainability ensures since radio Ethiopia is a governmental institution.

Implemented follow up on actions resulting from previous monitoring /evaluations (by whom and when)

Key action(s) to be taken and by whom - in order of priority
[maximum 10 lines]

DELEGATION OF THE EUROPEAN COMMUNITIES TO ETHIOPIA
INTERNAL RESULTS ORIENTED MONITORING ETHIOPIA (IROME)
REPORT
PROJECT TITLE:
REFERENCE (PROJ NUMBER):

I. PROJECT DATA

Project Authority: Delegation Responsible: Starting Date: Ending Date: Monitoring Dates (from – to)	
Report Date	
Author of the Report	

II. FINANCIAL DATA*

Primary commitment (project budget):	€
Secondary Commitment (funds contracted):	€
Funds Disbursed by the Commission:	€
Expenditure Incurred by Project:	€

* As at: **dd/mm/yy**

III. SUMMARY OF CONCLUSIONS

1. Relevance and quality of design 2. Efficiency of implementation to date 3. Effectiveness to date 4. Impact to date 5. Potential sustainability	

Note: a = very good (4); b = good (3); c = problems (2); d = serious deficiencies (1)

IV. EXPLANATORY COMMENTS
(commenting for individual criteria is obligatory if scores above are different than b – good)

1. Relevance and quality of design.

2. Efficiency of implementation to date.

3. Effectiveness to date.

4. Impact to date.

5. Potential sustainability.

V. KEY OBSERVATIONS, CONCLUSIONS AND ACTIONS TO BE TAKEN (INDICATING BY WHOM AND IN ORDER OF PRIORITY)

INTERNAL RESULTS ORIENTED MONITORING ETHIOPIA (IROME) REPORT

IMPLEMENTING PARTNER RESPONSE SHEET

VI. Project data

Project Reference		**Date of IROME Report**	
Project Name		**NAO Project Officer**	
Date IROME Report received		**Task Manager**	
Date of Response submission		**Author of Response**	

VII. Assessment of Report

ISSUE		a	b	c	d
Clarity?					
Explanatory comments:					
Relevance and accuracy of findings?					
Explanatory comments:					
Response to key observations and recommendations					

IROME Report: Key observations/actions recommended	Implementing Partner Response:
TM: **Please copy here key observations/actions recommended sections of the report**	**Implementing Partner:** **Please comment on actions recommended in IROME Report and add any other comments/feedback**

Note: a = very good; b = good; c = problems; d = deficiencies		

VIII Further comments and suggestions:

1. Suggested next IROME self-monitoring:	3 months	6 months	Shorter/Longer?
2. Special attention and problem areas:			
3. Further comments and suggestions on assessments of individual IROME criteria:			

Name: on behalf of Implementing Partner   Date:

République du Mali
Un Peuple-Un But-Une Foi

Ministère des Affaires Etrangères   *Ministère de l'Agriculture*
Et de la Coopération Internationale

     -------------------------   *-------------------------*
Direction de la Coopération Internationale   *Secrétariat Général*
     -------------------------   *-------------------------*
   Cellule d'Appui à l'Ordonnateur   *Cellule de Planification et de*
     National du FED   *Statistique*

Rapport de
Monitoring Indépendant National Orienté vers les Résultats :
MINOR : ……...

Photos Réalisations

Intitulé du projet/programme

Bailleurs:
Commission Européenne, autres bailleurs

Nom du Coordinateur CONFED……………………………….……
Nom de l'évaluateur CPS/Dev Rural…………………………………….

Période de la mission: ………………………………

I. IDENTIFICATION/DESCRIPTION DU PROJET/PROGRAMME:

1.1. /Intitulé du projet/programme :

1.2. ONG responsable de l'exécution :

1.3. Objectif du projet/programme :

1.4. Localisation:

1.5. Secteur et Sous-secteur :

1.6. Durée du Projet/Programme :

1.7. Coût total du Projet :
- En devise (euros) :
- En millions de FCFA :

1.8. Contexte spécifique de l'intervention :

1.9. Logique d'intervention du projet :

1.10. Contribution directe du Projet/Programme à la sécurité alimentaire et nutritionnelle :

II. ETAT D'AVANCEMENT DU PROJET :

2.1. Dates :

Date de signature du contrat de subvention :……………………
Date de début de mise en œuvre du projet : ……………………..
Date du premier paiement/préfinancement : …………………………

2.2. Situation d'exécution financière à la date du ………………….. : *(source ………..)*

Rubriques budgétaires	Budget	Dépenses réalisées	Taux de consommation des crédits (en %)
1 – Ressources humaines			
2 – Voyages			
3 – Equipement, matériel et fournitures			
4 – Fonctionnement bureau local			
5 –Autres coûts			
6 – Autres (Investissements)			
7 – Coûts directs éligibles			
8 – Provision pour imprévus			
9 – Coûts administratifs			
10 – Total des coûts éligibles			
TOTAL DES FINANCEMENTS			

Commentaires et observations:

2.3. Situation d'exécution des réalisations

III. APPRECIATION D'ENSEMBLE SUR LE PROJET/PROGRAMME :

Critère d'évaluation	Performance	Signification
Pertinence		
Efficience		
Efficacité		
Impact		
Viabilité		

NB: -2 = sérieux problèmes ; -1 = problèmes ; 0 = passable ; +1 = satisfaisant ; +2 = très satisfaisant.

3.1. Pertinence et qualité de la conception :

3.2. Efficience de mise en œuvre à ce jour:

3.3. Efficacité :

3.4. Effets et perspectives d'impact :

3.5. Viabilité potentielle :

IV. OBSERVATIONS ET RECOMMANDATIONS :

Code RNP/Intitulé du P/P	2371/ Programme d'Appui au Secteur Agricole au Mali
Tutelle du Projet	Ministère de l'Agriculture
Nom du ou des bailleurs	Coopération danoise et Gouvernement de la République du Mali (GRM)
Nom du coordinateur CPS	Oumar Coulibaly
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Nom de l'évaluateur stagiaire CPS	Issa Soumaoro
Nom de l'évaluateur régional DRGR	Bouréma Yalcouyé

PERTINENCE et QUALITE DE LA CONCEPTION

L'adéquation entre les objectifs du projet et les problèmes réels, les besoins et les priorités des bénéficiaires auxquels le projet s'adresse en tenant compte de l'environnement dans lequel il est situé. Il s'agit d'apprécier la qualité de conception du projet ou programme.

Questions principales	APPRECIATION FINALE
	Sérieux problèmes = -2 ; Problèmes = -1 ; Passable = 0 ; Satisfaisant = +1 ; Très satisfaisant = + 2

1.1. Quel est le niveau actuel de pertinence du projet ?	Note globale1.1.:	1.8	Pondération 1.1.:	50%	Note	%
a) Quels sont les principaux problèmes qui ont conduit à la conception du projet ? Les groupes cibles / bénéficiaires visés par le projet sont-ils les bénéficiaires réels du projet ?	La déliquescence des missions régaliennes de développement des services techniques de l'Etat à la suite de l'application perverse du principe de désengagement de l'Etat des fonctions productives et commerciales couplée à l'avènement de la décentralisation et de l'émergence de la Profession agricole s'est traduite par une désarticulation des interventions des services de l'Etat dans l'accompagnement des réformes enclenchées et des processus de développement en général et du développement rural et agricole en particulier. Cet état de fait a engendré le développement de l'approche projet avec des unités de gestion parallèle aux modalités de gestion diverses. De plus, le monde rural est caractérisé par un phénomène de paupérisation imputable à la faible productivité du secteur Agricole qui, par ailleurs est soumis à une forte dégradation des ressources naturelles. Pour relever le défi de cette désintégration du tissu économique, le nouveau CSCRP (2007-2011) s'est proposé de mettre l'accent sur la croissance économique et le développement des infrastructures et des secteurs productifs en tenant compte des réformes institutionnelles enclenchées et en cours. Actuellement, il y a une volonté affichée du gouvernement du Mali de faire de l'Agriculture, le moteur du développement et une source primaire de croissance accélérée et une mise en oeuvre des réformes institutionnelles avec une orientation vers l'approche sectorielle du développement rural. Donc, au-delà de l'appui au renforcement des capacités des différentes institutions du secteur agricole à mettre en oeuvre les objectifs du CSCRP et de la LOA, le PASAM appuie quatre (4) cercles de la Région de Mopti à travers les composante B et C portant respectivement sur le développement des infrastructures rurales et le développement local. Le choix de Mopti se justifie, non seulement par le niveau de pauvreté de la région, mais aussi par la diversité et complication de sa géographie et de son économie. En plus des cultures irriguées et sèches, la région de Mopti héberge 40 % du cheptel du Mali et produit 80 % de la récolte de poisson avec la riche biodiversité du delta intérieur du Niger et sa problématique de gestion des ressources naturelles. Les groupes cibles et particulièrement les plus pauvres, à travers les collectivités territoriales et les Organisations professionnelles Agricoles, sont les vrais bénéficiaires du programme. Toutefois, cette option délibérée du choix des groupes cibles les plus pauvres et vulnérables, qui ne sont pas forcément parmi les véritables forces primaires de la croissance, pourrait entacher les vraies perspectives de				2	40%

	développement.		
b) Quel est le niveau d'adéquation du projet avec les orientations stratégiques du Schéma Directeur Développement Rural (SDDR) ? En quoi la Loi d'Orientation Agricole (LOA) renforce-t-elle la pertinence du projet ?	Le programme est en adéquation avec les huit orientations stratégiques du SDDR. Le PASAM est le premier programme, avec l'appui de quelques PTF, qui s'est attelé à la mise en œuvre opérationnelle des dispositions de la LOA et dont les missions s'inscrivent à l'application des dispositions de la LOA notamment les rôles et l'implication des collectivités et des OPA dans le processus de planification locale et le financement de l'Agriculture.	2	15%
c) Dans quelle mesure les responsables de la gestion du projet ont-ils ajusté la conception de façon à la rendre plus pertinente (si cela a été nécessaire) ?	Face à certaines réalités du terrain relatives à la planification des activités et à leurs éligibilités au fonds régional d'appui au secteur agricole (FRASA) finançant les projets des OPA à travers la Chambre régionale de l'Agriculture (CRA) et au fonds régional d'infrastructures rurales (FRIR) qui finance les projets des collectivités à travers la Direction régionale du génie rural, il est apparu des difficultés de remontées de certains thèmes techniques liés aux rigueurs et conditionnalités avec des guichets prédéfinis des manuels de procédures de ces fonds régionauxfinancés par la PASAM. Les gestionnaires du PASAM viennent de procéder à la relecture de ces manuels pour les adapter aux spécificités des contextes.	1.75	15%
d) Les éléments mentionnés dans le cadre logique sont-ils appropriés et pertinents ? (Ressources, activités, résultats, objectifs spécifiques, objectif global et hypothèses?)	Les éléments du cadre logique sont appropriés et pertinents. Toutefois, certaines activités des composantes B et C semblent trop ambitieux et non pas fait l'objet d'analyses exhaustives de faisabilité et des situations du terrain avec les bénéficiaires. Il ya des besoins d'adaptation de certains indicateurs pour être en conformité avec les réalités du terrain.	1	15%
e) Quel est le degré de concordance avec le CSLP 2 ? CSCRP	Le programme est en parfaite concordance avec les objectifs du CSCRP dans la mesure où il s'attèle à sa mise œuvre en vue de l'atteinte des objectifs et de jeter les bases d'une croissance redistributive en vue de lutter durablement contre la pauvreté et l'amélioration des conditions de vie des populations. Le programme assure l'accompagnement nécessaire pour la mise en oeuvre du volet agricole du CSCRP.	2	15%

1.2 Dans sa conception actuelle, le projet est-il faisable et suffisamment souple dans sa programmation ?	Note globale 1.2.: 1.05 Pondération: 50%		Note	%
a) Existe-t-il un cadre logique ? Si tel est le cas, quel est son niveau de qualité ?	Il existe un cadre logique du programme avec des déclinaisons précises entre les différentes composantes. Le cadre logique est cohérent et très consistant et est en harmonie avec l'objectif global de développement du programme. Le cadre logique est complété par le tableau de circuit des indicateurs et le tableau de bord de suivi des cibles des indicateurs.		2	30%
b) Les objectifs et les résultats sont-ils clairs et logiques et répondent-ils à des besoins identifiés ?	Les objectifs et résultats sont clairement définis et logiques pour l'atteinte de l'objectif de la mise des objectifs du CSCRP et de la LOA à l'échelle de la zone d'intervention du programme et de l'induction des réformes institutionnelles au niveau national. Dans le processus de planification des activités concourant à la réalisation des objectifs de développement des composantes avec leur déclinaison en objectifs immédiats et en résultats, l'orientation vers la viabilité est de règle.		2	15%
c) Les objectifs ont-ils été bien compris par les acteurs du projet ?	L'ensemble des acteurs ont une bonne compréhension des objectifs du programme. Toutefois, il n'est pas exclu d'apercevoir des insuffisances dans la compréhension des rôles et fonctions au regard de l'implication et de la responsabilisation des nouveaux acteurs (Collectivités, Organisations Professionnelles Paysannes, Chambre régionale de l'Agriculture) en vue de leur future appropriation et gestion. Ce dernier élément est capital pour l'appréciation de la viabilité des effets.		1	15%
d) Les objectifs spécifiques peuvent-ils être atteints dans les délais fixés au projet ?	Les activités ayant connu un retard depuis le début du programme, il n'est pas évident que tous objectifs spécifiques puissent être atteints dans les délais fixés. Pour l'illustration, la composante C avec la CRA et les OPA est à deux appels à projets au lieu de quatre en 2010. A part quelques parcs de vaccination et les silos de compost, beaucoup de réalisations , notamment les		0	20%

	pistes d'accès ou rurales, sont en cours. certains thèmes de production et industries animales, de pêche et d'environnement n'ont pas encore démarré, puisque n'étant pas exprimé par les bénéficiaires. Les objectifs de la composante A sont entrain de se réaliser à tous les niveaux tandis que ceux de la composante B sont en partie réalisés ou en cours pour les projets retenus.		
e) Les résultats sont-ils suffisants pour atteindre les objectifs spécifiques du Projet?	Compte tenu du retard enregistré et étant donné que 2010 constitue l'année de croisière dans la mise en œuvre du programme, les résultats ne sont suffisants pour atteindre les objectifs spécifiques et produire les effets souhaités et mesurables.	*0*	*20%*
1.3 Dans quelle mesure les éventuelles observations et recommandations émises lors du monitoring précédent ont-elles été prises en compte en vue de renforcer la pertinence du projet ?	NON APPLICABLE - PREMIER MENOR SUR CE PROJET		

Conclusion Générale:	**1.43**		**Satisfaisant**

Observations et recommandations.
Le programme dans son ensemble est pertinent et traduit réellement une volonté du Danemark d'appuyer le Gouvernement de la République du Mali de mettre en œuvre les réformes institutionnelles visant à faire du Mali une puissance agricole à travers la réalisation des objectifs du CSCRP et l'opérationnalisation de la LOA et sur la base d'une approche sectorielle du développement rural. La mission recommande à la **Coordination national du PASAM:** 1) Relire le manuel de suivi-évaluation et adapter certains indicateurs notamment ceux relatifs à la pêche et au plans d'eau dans certains cercles.

CPS/SDR Unité Programmation Suivi Evaluation   *Date: 26/11/2010*

Code RNP/Intitulé du P/P	2371/ Programme d'Appui au Secteur Agricole au Mali
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<table>
<tr><td colspan="5" align="center">**EFFICIENCE**

Les résultats ont-ils été obtenus à un coût raisonnable ? Il s'agit d'apprécier dans quelle mesure les activités et les moyens mis en place ont abouti à des résultats et quelle est la qualité des résultats obtenus.</td></tr>
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Questions principales	**APPRECIATION FINALE**			
	Sérieux problèmes = -2 ; Problèmes = -1 ; Passable = 0 ; Satisfaisant = +1 ; Très satisfaisant = +2			

2.1 Mise à disposition des ressources par les bailleurs de fonds (Partenaires Techniques et Financiers et Gouvernement).	*Note globale 2.1.:* 0.25	*Pondération:* 25%	*Note*	*%*
a) L'ensemble des bailleurs ont-ils pu apporter leur contribution au projet pour permettre sa mise en œuvre efficiente ?	Le PASAM présente cette particularité singulière de verser sa contribution dans le compte général du Trésor de l'Etat malien avec des lignes budgétaires spécifiques ouvertes dans les budgets des structures bénéficiaires en attendant la mise en place effective des modalités de l'appui budgétaire sectoriel. Le GRM contribue à la prise en charge des salaires et indemnités diverses du personnel et d'une partie des frais de fonctionnement. La contribution des bénéficiaires (collectivités, OPA), étant une condition indispensable pour une meilleure appropriation, comporte une contre partie en espèces avec des possibilités de valorisation des apports en nature et en efforts humains. On dénote souvent une certaine lenteur dans la mobilisation des fonds en général et de la contre partie malienne en particulier due à la longueur du circuit financier et à la lourdeur administrative. Cet état de fait est en général imputable à la faible maîtrise des procédures par les acteurs et souvent la non mobilisation des quotes-parts des bénéficiaires.		*-1*	*30%*
b) S'il y a plusieurs bailleurs, existe-t-il un cadre de concertation ?	Les procédures nationales de gestion des fonds publics étant de règle, il n'existe pas de cadre de concertation particulier entre le GRM et la Coopération danoise. Les appels de fonds auprès de la coopération danoise suivent les règles de la Direction Générale du Budget et du Trésor. Le Comité de pilotage approuve le budget annuel (contribution danoise et contre partie nationale) et la Coordination nationale du programme en collaboration avec la DAF-MA le notifie à la DGB pour inscription dans la Loi de finance de l'année qui suit. Les règles sont claires en la matière.		*1.5*	*10%*
c) Quel est le niveau de compréhension et de maîtrise des acteurs du projet par rapport aux procédures administratives et financières du ou des bailleurs ?	Il existe trois manuels pour la mise en œuvre du PASAM : un manuel de procédures et de gestion global et deux manuels de procédures relatives à la gestion des fonds régionaux (FRIR et FRASA). Les acteurs et gestionnaires ont une bonne compréhension et bonne maîtrise de ces documents et les appliquent à toutes fins utiles.		*1.5*	*20%*
d) Les ressources (y compris les fonds de contrepartie malienne) sont-elles mises à disposition dans les délais souhaités ?	Les ressources financières accusent un certain retard dans la mise à disposition par rapport aux délais souhaités. Les fonds de coopération danoise, quoique disponible à temps dans des comptes spécifiques, souffrent de la lenteur du circuit financier et de certaines lourdeurs administratives. Par contre, les fonds de contrepartie accusent des retards qui handicapent la réalisation à temps de certaines activités des services techniques nationaux et déconcentrés de l'Etat.		*-1.25*	*20%*
e) Quel est le niveau d'harmonisation des interventions du ou des bailleurs de fonds dans la mise en œuvre du projet ?	L'harmonisation des interventions des bailleurs de fonds dans la mise en œuvre du programme (Coopération danoise et GRM) et la coordination entre les différentes composantes du PASAM sont exécutées par le Comité de pilotage au niveau national.		*1.75*	*20%*

2.2 Gestion des ressources.	*Note globale 2.2.:* 1.85	*Pondération:* 25%	*Note*	*%*
a) Existe-il un manuel de gestion des procédures administratives et comptables ?	Il existe trois manuels pour le PASAM : le manuel de procédures administratives et financières du programme, le manuel de procédures du fonds régional d'Infrastructures rurales pour la composante B et le manuel de procédures du fonds régional d'appui au secteur agricole pour la composante C. Toutefois, dans la pratique, il est apparu la nécessité d'adapter certains principes de ces manuels au contexte et réalités du terrain.		*1.75*	*60%*

b) La coordination et la gestion des dispositions financières sont-elles définies de manière claire ?	La coordination et la gestion des dispositions financières sont définies de manière claires dans la mesure où le budget pour la mise œuvre des activités du PASAM est éclaté par composantes, sous-composante et résultats et pour toute la durée du programme et les réajustements ou rééquilibrages nécessaires sont apportés annuellement au besoin lors du Comité de pilotage.	2	40%

2.3 Réalisation des activités.	Note globale 2.3.: 0.25	Pondération: 25%	Note	%
a) Un calendrier des activités (plan de travail) et un calendrier des ressources disponibles existent-ils ? Sont-ils utilisés par les gestionnaires du projet ?	Un calendrier des activités confiné dans de plans de travail et assorti de budgets annuels adopté par le Comité de pilotage existe et est suivi par les gestionnaires du programme. Le plan de décaissement et de provision des comptes national et régionaux est semestriel pour le fonds du financement extérieur danois et après décision de mandatement des crédits inscrits au titre la contre partie malienne. En dépit de ces dispositions, la mobilisation des fonds enregistre des retards.		1	25%
b) Les activités sont-elles réalisées comme prévu ?	La réalisation des activités a accusé un retard par rapport aux prévisions. Les activités de terrain ont timidement repris en 2009 et 2010 constitue l'année de croisière quant à la mise en œuvre des certaines activités. Ce retard était en grande partie imputable aux temps nécessaires pour que les gestionnaires et acteurs s'approprient de l'application des différents manuels par des séries de formations et le renforcement des capacités des bénéficiaires quant à la mise en oeuvre des activités du PASAM qui s'appuie totalement sur les procédures nationales de gestion et de passation de marché et la délégation de maîtrise d'ouvrage aux collectivités et OPA.		-1	25%
c) Les activités sont-elles réalisées au coût prévu, à un moindre coût ou à un coût supérieur ?	En général, les activités entamées et relatives aux infrastructures et équipements ont fait l'objet de l'application des principes de passation de marché en vigueur et au moins offrant. Toutefois, on dénote des erreurs de conception dans la réalisation de certaines infrastructures. De plus, les entreprises adjudicatrices ne sont pas toujours performantes et accusent de grand retard dans la réalisation des travaux.		1	25%
d) Existe-t-il une structure de suivi évaluation interne assurant un monitoring régulier et satisfaisant des activités du projet ?	Il n'existe pas de structure autonome de suivi-évaluation interne assurant un monitoring régulier des activités du projet. Les responsables des différentes composantes les assument dans le cadre de l'exercice de leurs fonctions. Les informations sont remontées lors des réunions mensuelles et dans les rapports d'activités qui sont souvent compilées au niveau national par la Coordination nationale.		0	25%

2.4 Quelle est l'obtention des résultats ?	Note globale 2.4.: -0.45	Pondération: 25%	Note	%
a) Il y a-t-il eu un établissement de la situation de référence au démarrage du projet ? La méthodologie de mesure des IOV a-t-elle été clairement définie ? La CPS a-t-elle été impliquée dans cette démarche ?	L'avènement du PASAM a fait à beaucoup de mission d'identification et de faisabilité au niveau national et du choix des quatre cercles de Mopti selon les critères d'extrême pauvreté et vulnérabilités des groupes-cibles. La région de Mopti étant caractérisée par une multitude d'interventions et d'intervenants, les impacts de ces interventions passées et en cours devraient alimentés la situation de référence dans les localités choisis. La monographie de la région peut aussi servir à mesurer le progrès. Les IOV pour mesurer les effets et impacts sont clairement définis. La CPS a été impliquée dans l'élaboration du cadre logique, la définition et mesure des indicateurs et le suivi-évaluation externe.		1	10%
b) Les IOV du cadre logique ont-ils jusqu'à présent été atteints comme prévu ?	Les IOV du cadre logique, étant en général des indicateurs d'impact, d'effet et de résultats et compte tenu du retard accusé dans la réalisations de beaucoup d'activités ou leur non opérationnalité et fonctionnalité par endroits au moment de cette évaluation, ils ne sont encore atteints et mesurables.		-0.5	30%
c) Tous les résultats planifiés ont-ils pu être réalisés ? Si non, pourquoi ?	Compte tenu du retard enregistré dans le démarrage du programme, tous les résultats planifiés (à part en partie les formations et renforcement des capacités) n'ont pas pû être réalisés.		-0.5	20%
d) Quelle est la qualité des résultats obtenus ?	En général, beaucoup d'infrastructures sont en cours et parmi celles ayant pris fin, on dénote des erreurs de conception devant faire l'objet de projet de réparation. Les principes d'intervention reposant sur l'approche HIMO n'ont pas pu fonctionner suite aux modes de gestion du personnel des chantiers et non moins la participation des femmes.		-1	30%
e) Au niveau du suivi évaluation	Les résultats font l'objet d'un suivi régulier par les points focaux nationaux et		0	10%

interne au projet, l'obtention de résultats fait-elle l'objet d'un suivi régulier ?	régionaux en lieu et place d'une équipe de suivi-évaluation interne.		

2.5 Dans quelle mesure les éventuelles observations et recommandations émises lors de l'évaluation précédente ont-elles été prises en compte pour améliorer l'efficience du projet ?	
a) Au niveau de la mobilisation des ressources b) Au niveau de la gestion des ressources c) Au niveau de la réalisation des activités d) Au niveau de l'obtention de résultats ?	NON APPLICABLE - PREMIER MENOR SUR CE PROJET

Conclusion Générale:	*0.48*	*Passable*

Observations et Recommandations
Comité de pilotage: 1) Commanditer une analyse du circuit financier quant aux délais de mobilisation de fonds ; 2) Adapter les quotes-parts des bénéficiaires selon leurs capacités ; 3) Valider et mettre en œuvre les recommandations des ateliers de relecture des manuels des fonds régionaux ; 4) Responsabiliser les structures de suivi-évaluation interne de l a DNA et de la DRA-Mopti dans le suivi systématique des activités des composantes.

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EFFICACITE

La contribution des résultats du projet à l'atteinte des Objectifs Spécifiques

Questions principales	**APPRECIATION FINALE**
	Sérieux problèmes = -2 ; Problèmes = -1 ; Passable = 0 ; Satisfaisant = +1 ; Très satisfaisant = +2

3.1. Dans sa mise en œuvre actuelle, les objectifs spécifiques ont-t-ils des chances d'être atteints comme les IOV l'avaient prévu ?	*Note globale 3.1.:* 0.8	*Pondération:* 65%	*Note*	*%*
a) Les IOV correspondant à l' (ou aux) objectif(s) spécifique(s) sont-ils en train d'être atteints ?	Même si les IOV correspondant aux objectifs spécifiques ou de développement des composantes et qui sont déclinés en objectifs immédiats et résultats ne sont pas atteints en cette deuxième année de mise en œuvre effective du PASAM, ils sont en voie de l'être à l'échéance 2012 pour la composante A. Par contre les IOV pour les composantes B et C sont trop ambitieux et complexes pour produire des effets mesurables à l'échéance 2012. De plus, la taille des réalisations ne saurait donner des effets tangibles sur les groupes cibles. Il y a lieu de revoir certains indicateurs en vue de l'établissement d'un ordre séquentiel de priorité comme conditions préalables à l'amorce du développement.		*1*	*70%*
b) Dans quelle mesure les hypothèses formulées ont-elles influencé l'atteinte de ces IOV ?	Toutes les hypothèses formulées militent en faveur de l'atteinte des IOV retenus dans la mesure où la volonté politique de mener à bien ces réformes institutionnelles répondent aux préoccupations de l'heure en matière de décentralisation et de renforcement des capacités des bénéficiaires pour un auto-développement.		*1*	*10%*
c) Les bénéficiaires risquent-ils de subir des effets néfastes imprévus ?	Les bénéficiaires risquent effectivement de subir des effets néfastes imprévus du fait de la non prise en charge des aspects relatifs à la durabilité et au plan de gestion environnemental et social des infrastructures. Cet état de fait est imputable à la capacité des bénéficiaires de planifier les actions collectives portant sur le moyen et long termes et à l'insuffisance d'assistance des services techniques.		*0*	*10%*
d) Des effets positifs non prévus ont-ils influencé la qualité des résultats ?	Les activités de toutes les composantes étant en cours de réalisation et n'ayant pas produit des résultats tangibles, on ne peut encore apprécier la qualité encore moins l'influence d'un effet positif non prévu.		*0*	*10%*

3.2. Quel est l'apport du projet aux bénéficiaires visés ?	*Note globale 3.2.:* 1.5	*Pondération:* 35%	*Note*	*%*
a) Les bénéficiaires visés ont-ils tous	Dans la mesure où les activités émanent du processus de la planification		*1.5*	*60%*

accès aux résultats et aux services produits par le projet ? *(justifier par résultats et par services)*	locale des bénéficiaires et que par ailleurs ils assument les fonctions de maîtrise d'ouvrage et contribuent au financement, il importe qu'ils aient accès aux fruits des résultats et de services produits et ils sont préparés pour en assurer la pérennité de ces acquis à leur profit. Le montage et les arrangements institutionnels du PASAM visent ces aspects.		
b) Les bénéficiaires visés profitent-ils des services produits par le projet ? *(la différence entre "avoir accès" et "profiter" est assez mince)*	Les bénéficiaires profitent des services produits par le programme, puisque dans la démarche du programme, les services produits sont les propriétés exclusives des bénéficiaires.	*1.5*	*40%*

3.3 Dans quelle mesure les éventuelles observations et recommandations émises lors du monitoring précédent ont-elles été prises en compte pour améliorer la réalisation de l'objectif spécifique ?	NON APPLICABLE - PREMIER MENOR SUR CE PROJET

Conclusion Générale:	*1.05*	*Satisfaisant*

Observations et recommandations.
Globalement les objectifs planifiés et exécutés en matière de réformes et de renforcement des capacités des acteurs sont entrain de se réaliser à satisfaction. Toutefois, il y a lieu de relire certains indicateurs pour les rendre plus pertinents au regard des réalisations du terrain. **Coordination nationale DNA:** Intensifier et améliorer la qualité des missions de supervision et d'appui-conseil des services techniques nationaux et régionaux. **DNP et DRP**: 1) Promouvoir la collaboration et la synergie d'actions entre la DRP et PADEPÊCHE ; 2) Renforcer les capacités techniques et humaines de la DRP.

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Nom du coordinateur CPS	Oumar Coulibaly
Nom de l'évaluateur et facilitateur CPS	Amadou Dembélé
Nom de l'évaluateur stagiaire CPS	Issa Soumaoro
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EFFETS ET/OU IMPACTS

L'effet provoqué par le projet sur son environnement au sens large du terme et la contribution qu'il apporte à l'atteinte de l'Objectif global du projet.   Il s'agit d'apprécier quelle est la probabilité selon laquelle le projet, dans sa mise en œuvre actuelle, aura un impact positif à grande échelle.

Questions principales	APPRECIATION FINALE
	Sérieux problèmes = -2 ; Problèmes = -1 ; Passable = 0 ; Satisfaisant = +1 ; Très satisfaisant = +2

4.1 Quel est l'effet/impact économique du projet ?	Note globale 4.1.:	0.375	Pondération:	60%	Note	%
a) Les IOV correspondant à l'objectif global pourront-ils être atteints par le P/P dans les délais prévus ?	Les IOV correspondant à l'objectif global du PASAM pourraient être partiellement atteints dans les délais impartis par rapport à la diffusion et début mise en œuvre des décrets d'application de la LOA et le plan de passage à l'approche sectorielle du développement rural et du PNISA. Au niveau des composantes B et C, les processus de décentralisation avec l'appui à la maîtrise d'ouvrage des bénéficiaires et de déconcentration avec l'avènement Cellule d'Appui à la Décentralisation et la Déconcentration au niveau des départements du secteur du développement rural constituent les signes précurseurs de l'amorce des réformes. Toutefois, l'espoir n'est pas permis que les réalisations du terrain produisent les effets souhaités dans les délais prévus.				1	50%
b) Les effets micro et macro-économiques enregistrés par le projet à l'heure actuelle sont-ils mesurables ? Si oui, quels sont-ils ? Si non, pourquoi ?	Compte tenu du retard déjà enregistré à tous les niveaux et des besoins encore pressants de renforcement des capacités des acteurs et bénéficiaires, ces effets ne sont pas à l'heure actuelle mesurables.				-0.5	25%
c) Quelle est la perception de ces effets par les populations cibles bénéficiaires (quel est leur niveau de satisfaction) ?	En dépit de l'enthousiasme des bénéficiaires de la prise en charge de leur problème de développement (planification, mise en œuvre et gestion), le niveau actuel des réalisations et leur qualité ne permet pas encore d'apprécier leur niveau de satisfaction et des bénéfices encourus.				0	25%

4.2 Quel est l'effet/impact socio-culturel du projet ?	Note globale 4.2.:	1	Pondération:	20%	Note	%
Le projet est-il en adéquation avec les coutumes locales et les éventuels changements apportés ont-ils été accepté?	Les activités étant une émanation des préoccupations des bénéficiaires pour améliorer les conditions d'existence avec l'accompagnement nécessaire des services et partenaires de la Profession Agricole réformés à cet effet, le programme ne saurait être en porte-à-faux avec les coutumes locales et les éventuels changements de comportement ne peuvent être que leurs souhaits et aspirations.				1	50%
b) Les intérêts respectifs des hommes et des femmes se reflètent-ils dans la mise en	Les intérêts respectifs des hommes et des femmes se reflètent bien dans la mise en œuvre du projet au niveau du groupe cible et des institutions dans la mesure où ils sont ensemble dans les organes des collectivités et que le programme aussi à des				1	25%

œuvre du projet au niveau du groupe cible et des institutions ?	OPA mixtes ou féminines.				
c) Dans quelle mesure la démarche sensible à la notion d'égalité hommes / femmes mènera-t-elle à un plus grand impact du projet ?	Le programme, dans la mise en œuvre des activités et réalisations, donnait de façon volontariste une bonne place aux femmes dans les travaux à HIMO. Toutefois, il y a lieu de réfléchir sur la sensibilité au genre des projets d'activités ou de réalisations et d'appliquer la règle de la spécificité du genre destiné aux femmes.			*1*	*25%*

4.3 Quel est l'effet/impact environnemental du projet ?	**Note globale 4.3.:**	**-0.375**	**Pondération:**	**2 0 %**	**Note**	**%**
a) Les acteurs du projet ont-ils une connaissance des mesures environnementales et font-ils face à leur responsabilité en la matière ?	Les acteurs du programme sont conscients des mesures environnementales auxquelles ils doivent faire face. Mais, comme tenu de la nature collective et ses perspectives de moyen et long termes, les thèmes techniques environnementaux ne sont pas pris en charge surtout par OPA.				*-1*	*25%*
b) Le projet est-il en adéquation avec les mesures environnementales ?	Le programme est en adéquation avec les mesures environnementales dans la mesure où il est prévu d'assortir chaque projet d'infrastructures et d'aménagements d'un plan de gestion environnementale et sociale. Les premiers projets en ont souffert par suite de non prise en charge financière des aspects relatifs aux mesures environnementales dans la formulation desdits projets. La priorisation des activités par filière et par commune prescrit dans le manuel FRASA milite contre les thèmes environnementaux.				*-0.5*	*25%*
c) Le projet parvient-il à gérer les problèmes environnementaux posés dans le cadre de la réalisation des activités ?	Le programme peut gérer les problèmes environnementaux posés dans le cadre de la réalisation des activités. Le problème était que leur financement n'avait pas été prévu dans les études.				*0*	*25%*
d) Des dégâts environnementaux ont-ils été occasionnés ou sont-ils susceptibles de l'être par le projet ? Quelles mesures de protection ont-elles été prises ?	Le programme, dans sa mise en œuvre, ne saurait causer des dégâts environnementaux ou être susceptibles de le causer. Cet aspect sera systématiquement pris en compte dans toutes les réalisations planifiées lors des études de faisabilité.				*0*	*25%*

4.4 Dans quelle mesure les éventuelles observations et recommandations émises lors du monitoring précédent ont-elles été prises en compte pour améliorer les effets et/ou impacts ?	NON APPLICABLE - PREMIER MENOR SUR CE PROJET
a) Au niveau de la mobilisation des ressources *b) Au niveau de la gestion des ressources* *c) Au niveau de la réalisation des activités* *d) Au niveau de l'obtention de résultats ?*	

Conclusion Générale:		*0.35*	*Passable*

Observations et recommandations.
Coordinations nationale et régionale: 1) Tenir compte de la sensibilité et de spécificité genre dans l'analyse et la mise en oeuvre de tous les projets de réalisations ; 2) Relire les manuels pour sortir les thèmes environnementaux des guichets des OPA éligibles au FRASA pour les loger dans les projets éligibles au FRIR de la composante B. **DNEF et DREF:** 1) Sensibiliser et susciter les collectivités et OPA sur les enjeux environnementaux du développement lors des processus de planification; 2) Appuyer et encourager les communautés à d'adopter l'approche PD CARPPE pour la planification des actions de développement. **DRGR et DRACNP:** 1) Prendre systématiquement en compte le financement du volet plan de gestion environnementale et social dans le montage des projets d'infrastructures et d'aménagement.

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VIABILITE
Il s'agit d'apprécier la probabilité selon laquelle les bénéfices produits se poursuivront après le projet .

Questions principales	**APPRECIATION FINALE**
	Sérieux problèmes = -2 ; Problèmes = -1 ; Passable = 0 ; Satisfaisant = +1 ; Très satisfaisant = +2

	Note globale 5.1:	*1.5*	***Pondération :***	***20%***	***Note***	***%***
5.1.Une stratégie de « sortie de projet » a-t-elle été définie et appliquée ?	Une stratégie de sortie de programme est bien définie et bien applicable dans le mesure où la démarche du programme repose le recentration des services techniques autour de leurs missions régaliennes à travers l'adoption de l'approche sectorielle de développement rural, le renforcement des capacités et la responsabilisation des bénéficiaires avec délégation de maîtrise d'ouvrage à travers la décentralisation. Le programme s'inscrit parfaitement dans le cadre des réformes institutionnelles et contribue largement à l'opérationnalisation de la LOA et aide à l'atteinte des objectifs du CSCRP dans une dynamique de développement local.			*1.5*	*100%*

5.2 Viabilité financière et/ou économique ?	***Note globale 5.2:***	*1.275*	***Pondération :***	***20%***	***Note***	***%***
a) Si les acquis nécessitent un soutien institutionnel, est-ce que les moyens nécessaires seront mis à disposition ?	Le programme a mis en place des fonds régionaux pour soutenir et accompagner la réalisation des projets de développement des collectivités et des OPA des communes retenues. La gestion des infrastructures et équipements peuvent générer des ressources pour l'entretien et la pérennisation des actions. Les collectivités peuvent continuer de contribuer au développement de leurs localités en profitant d'autres mécanismes de financement du développement comme le fonds d'investissement des			*1.5*	*40%*

	Collectivités territoriales de l'ANICT et d'autres partenaires.			
b) Les services proposés à la fin du projet sont-ils supportables par les bénéficiaires ?	Les services proposés à la fin du programme, étant une émanation des bénéficicaires, sont bien supportables par eux dans la mesure où l'approche du programme contribue à rendre les bénéfiiciaires artisans et acteurs de leur développement.	1	30%	
c) Les groupes cibles (et les autorités / institutions compétentes) sont-ils à même de subvenir aux coûts qu'impliquent l'entretien et la réparation des technologies introduites par le projet ?	Les groupes cibles (et les autorités / institutions compétentes) sont à même de subvenir aux coûts qu'impliquent l'entretien et la réparation des technologies introduites par le projet. Le programme, dans sa démarche, prépare les bénéficiaires à faire siens ces acquis et de veiller à leur pérennité.	1.25	30%	

5.3 Quel est le degré d'appropriation par les bénéficiaires à l'issue du projet ?	Note globale 5.3: 1.5	Pondération: 20%	Note	%
a) Il y a-t-il eu délégation de maîtrise d'ouvrage ou de maîtrise d'œuvre aux bénéficiaires pour les activités devant leur être transférées ?	En fait, les Collectivités et OPA sont les initiatrices et détentrices des activités auxquelles elles contribuent au financement et à leurs réalisations. Elles asument de facto les fonctions de maîtrise d'ouvrage des infrastructures et aménagements avec l'appui et l'assistance des services techniques (DRGR) qui en assument les fonctions de maîtres d'oeuvre.	1.5	50%	
b) Quelles activités du projet sont intégrées dans le plan de développement social économique et culturel (PDSEC) des mairies de la zone d'intervention?	Toutes les activités et réalisations du programme sont exprimées et priorisées par les bénéficiaires et par conséquent, sont intégrées dans le plan de développement social économique et culturel (PDSEC) des mairies de la zone d'intervention du programme. De plus, ces projets font l'objet d'examen par des commissions techniques et comités paritaires et de validation par le CLOCSAD et CROCSAD.	1.5	50%	

5.4 Dans quelle mesure le projet contribue-t-il au renforcement des capacités institutionnelles et administratives ?	Note globale 5.4: 1.3	Pondération: 20%	Note	%
a) Le projet est-il intégré dans des structures institutionnelles qui se maintiendront après la fin du projet ?	Le programme s'intègre dans une logique de dynamisation et révitalisation des structures pérennes de l'Etat qui doivent assumer des missions d'assistance et d'appuis-conseils auprès des collectivités et OPA devant prendre en charge tous les aspects liés à leur développement et auto-promotion.	1.5	60%	
b) Les partenaires du projet sont-ils formés de manière adéquate pour assurer la relève du projet (relève technique, financière et administrative) ?	Le programme a initié beaucoup de formations à l'intention des acteurs et partenaires pour qu'ils puissent assurer de manière adéquate la relève technique, financière et administrative du programme. Toutefois, des efforts doivent être poursuivis à l'intention des cadres des services techniques déconcentrés, les acteurs des collectivités territoriales et des OPA.	1	40%	

5.5 Les technologies introduites et utilisées dans le cadre du projet sont-elles appropriées ?	Note globale 5.5: 1.25	Pondération: 20%	Note	%
a) Sont-elles souples et compréhensibles et s'inspirent-elles des pratiques et des connaissances actuelles ?	Les technologies introduites et utilisées répondent à la demande et aux préoccupations de développement des bénéficiaires; Au besoin, ces introductions sont accompagnées des formations, démonstrations et adaptation nécessaires pour que les bénéficiaires puissent se les approprier et en tirer un maximum de profit.	1.5	50%	
b) Contribuent-elles au développement	Les technologies introduites et utilisées contribuent au développement des	1	50%	

des capacités au niveau local et contribuent-elles à la génération d'emploi local ?	capacités au niveau local et à la génération d'emploi local. Elles pourraient également servir de sources de revenus pour les bénéficiaires si elles sont adoptées à une échelle encore plus grande pour les technologies prometteuses.		

5.6 Dans quelle mesure les éventuelles observations et recommandations émises lors du monitoring précédent ont-elles été prises en compte pour améliorer la viabilité potentielle du projet ?	NON APPLICABLE - PREMIER MENOR SUR CE PROJET

Conclusion Générale:	*1.37*	*Satisfaisant*

Observations et recommandations.
Coordination nationale: 1) Mettre davantage de l'accent sur la formation et le renforcement des capacités des élus des collectivités en matière de maîtrise d'ouvrage et de l'appropriation et gestion communautaires des infrastructures et équipements ; 2) Renforcement des capacités par la formation et recyclage des agents des services techniques déconcentrés pour leur mission de supervision et d'appui-conseil auprès des bénéficiaires.

C. LIST OF MEETINGS

ETHIOPIA

Fasika Kelemework, M&E Manager, EU Del

Friedrich Mahler, RDFS, Programme Manager, EU Del

Claudio Bacigalupi, Head Infrastruture Section, EU Del

Arnaud Demoor, Head RDFS Section, EU Del

Christoph Wagner, Head Economic Section, EU Del

Herve Delsol, RDFS, Programme Manager, EU Del

Eshetu Mulatu, RDFS, Expert, EU Del

Alemayo Selemangiyus – Officer at RDFS, EU Del

Berhanu Taye – Officer RDFS, EU Del

Doerthe Wagner – Head Support Civil Society, EU Del

Belachew Beyene – Head, National Authorizing Office

Hendrik van der Heijden, Economic Consultant at NAO

MALI

Issaka Seydou, AT Securite Alimentaire, CONFED

Seydou Coulibaly, Conseiller Technique, Ministere Elevage

Fousseyni Mariko, Directeur General, Ministere Agriculture

Souleymane Outtara, CPS Ministere Agriculture

Amadou Ongoiba, Charge Programmes, CONFED

Andre Lacahapelle, CPS Ministere Agriculture

Xavier Barat, Assistant Technique, ABD, CPS Ministere Agriculture

Alain Houyoux, Charge Programme Developpement Rural, EU Del

David Mogollon Huerta, Chef Developpement Rural et Decentralisation, EU Del

Emile Jeannee, Chef Operations, EU Del