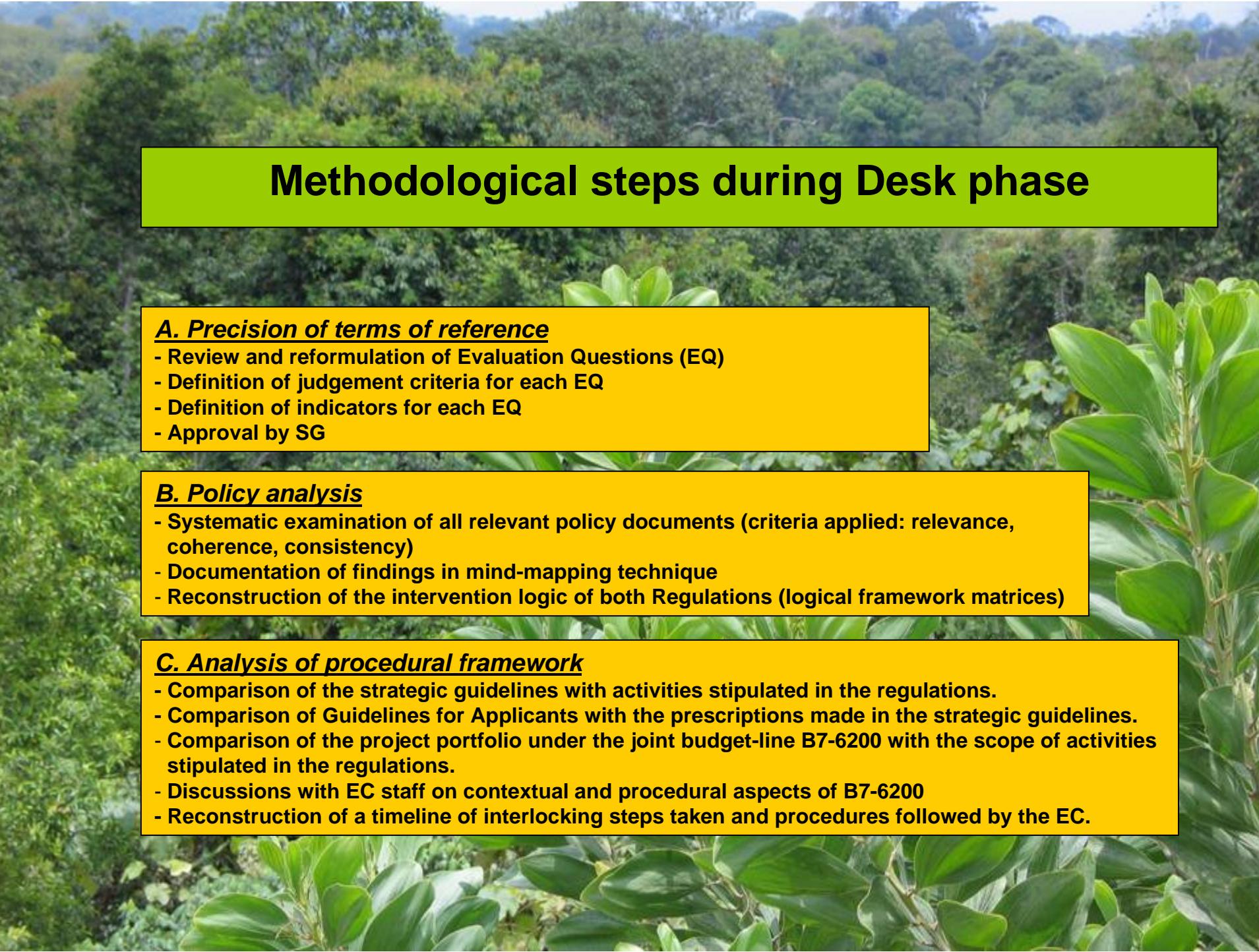




# Evaluation of the Environment and Forests Regulation

Dissemination Seminar  
16-March 2005



## Methodological steps during Desk phase

### A. Precision of terms of reference

- Review and reformulation of Evaluation Questions (EQ)
- Definition of judgement criteria for each EQ
- Definition of indicators for each EQ
- Approval by SG

### B. Policy analysis

- Systematic examination of all relevant policy documents (criteria applied: relevance, coherence, consistency)
- Documentation of findings in mind-mapping technique
- Reconstruction of the intervention logic of both Regulations (logical framework matrices)

### C. Analysis of procedural framework

- Comparison of the strategic guidelines with activities stipulated in the regulations.
- Comparison of Guidelines for Applicants with the prescriptions made in the strategic guidelines.
- Comparison of the project portfolio under the joint budget-line B7-6200 with the scope of activities stipulated in the regulations.
- Discussions with EC staff on contextual and procedural aspects of B7-6200
- Reconstruction of a timeline of interlocking steps taken and procedures followed by the EC.

## Methodological steps during Desk phase

### D. Analysis of project portfolio

- Data search on the basis of DAC Codes (CRIS saisie+CRIS consultation)
- Compilation of a final list comprising 97 projects being confirmed by AIDCO F4 staff
- Establishment of a database with relevant project information (source: contract data)
- Categorization of projects according to the specificities stipulated in the regulations
- Evaluation of the portfolio of the two regulations by a cross-referenced analysis

### E. Preparation of field phase

- Choice of countries/projects sample (Representative regional distribution, representative issues and themes)
  - Asia (Cambodia [2], India [4], Indonesia [4], Vietnam [2],)
  - Africa (Cameroon [4-2R], Senegal [1], Kenya [3-1R], Ethiopia [1R]);
  - Central and Latin America (Brazil [4], Peru [2], Belize [3-1R], Honduras, Costa Rica, Guatemala, Nicaragua [3]);
  - Global projects [2]
- Screening of available CSPs and RSPs, and compiling a matrix for quick reference
- Drafting recording formats so as to assess qualitative and quantitative data of the visited projects (Project assessment sheets)

## Methodological steps during Field phase

### **F. Field visits**

- Organisation of field visits
- Contacts with EC Delegation (briefing & de-briefing)
- Field visits to project sites
- Discussions with relevant stakeholders (sector administrations, scientific community, other donors / NGO outside project structure, target groups / CBO)
- Joint assessment of projects according to DAC criteria (relevance, effectiveness, efficiency, impact and sustainability) with project staff (guideline: PAS)
- Drafting of country reports/debriefing
- Presentation of key findings & conclusions in final field phase report

### **G. Drafting and circulation of written polls**

- Drafting of two sets of questionnaires for Delegations and Projects
- Circulation of questionnaires to all Delegations and Project implementers  
(43% of project implementers and 93% of Delegations responded)



## Methodological steps during Synthesis phase

### **H. Finalisation of data analysis**

- Evaluation of the written polls
- Screening and analysis of environment & forest interventions under other financing instruments (CRIS-database)
- Extended in-depth analysis of certain legal issues

### **I. Compilation and editing**

- Integration of outcome from previous phases through synthesis workshop by the team
- Circulation of draft final report
- Consideration of amendments of EC-HQ staff
- Submission of final report

# Findings



# Findings

## EQ 1a: Achievement of the stated objectives

### Both Regulations

- Commission-supported activities under B7-620 are coherent with both Regulations' respective thematic scopes, but unbalanced.
- The broad thematic intersection between the respective project portfolios under the two Regulations is reinforced by past Strategic Orientation exercises.
- For both Regulations, it can safely be stated that projects generally show a good performance
- Findings show that projects' design and planning has generally improved, although the formulation of OVI's leaves room for improvement.
- Projects mostly build on proven methods, and some can be considered innovative, which is a focal endeavor of both regulations.

## EQ 1a: Achievement of the stated objectives

### Environment Regulation

- Most projects under the Environment Regulation address “conservation of natural resources”.
- Only few projects could be identified in respect of issues regarding trade, energy, industrial and urban environment.

### Forests Regulation

- Conservation and restoration of forests for their ecological value stands out as the most important issue addressed.
- Extended geographical scope and decreased financial allocations reduced global impact of the Forest Regulation in comparison with the previous Tropical Forest Budget Line.

## **EQ 1b: Contribution to national policy formulation and local livelihoods**

### **Both Regulations**

- Policy-oriented project designs tend to focus on either capacity building of national decision makers, or contributions to international initiatives and processes.
- In practice, however, few feed their results back into policy formulation processes and fora.
- Impacts at both levels will only be achieved if a continuation of project activities can be assured beyond the current phase.

## EQ 1b: Contribution to national policy formulation and local livelihoods

### Environment Regulation

- A significant proportion of environment projects (44%) address national policy formulation in their designs, and chose decision makers (national and local) as their most significant target group.
- By contrast, fewer environment projects (29%) contribute directly to the enhancement of local livelihoods, as shown by their selection of local communities as target groups.

### Forests Regulation

- Forest projects tend to address national policy formulation as one component within a wider approach.
- Compared to the previous TFBL, the current Forests Regulation has attained distinctly greater policy orientation.
- Compared to projects under the Environment Regulation, more forest projects focus on local communities as target groups (50%).

## **EQ 2: Taking into account specific needs and interests of partner countries**

### **Both Regulations**

- Projects in general reflect partner countries' policies adequately in their design and follow up on the development of national policy frameworks during implementation.
- However, sector administrations were inadequately involved resulting in a low level of interest, and sense of ownership of B7-620 projects.
- Most projects take into account local needs and interests, but only partially with direct involvement of local stakeholders.

## **EQ 2: Taking into account specific needs and interests of partner countries**

### **Environment Regulation**

- Environmental issues are generally reflected in CSPs. These negotiated frameworks for development cooperation provide a valuable source of information for national environmental policy.

### **Forests Regulation**

- Forest issues in the CSPs are not adequately reflected. This makes it more difficult to use the CSPs as a source of information.

## **EQ 3: Instruments and procedures for implementation of the Regulations**

### **Both Regulations**

- The procedures applicable to the administration of projects have become more detailed, more elaborate, and generally more restrictive (e.g. the use of direct grants for “targeted” interventions).
- Although procedures ensure high quality of project proposals received and selected, they were in practice time-consuming and resulted in a waste of resources.
- Programming exercises were selective: reducing thematic scope, exclusion of eligible applicants, reducing eligible grant sizes
- Lack of systematic documentation of lessons learnt has limited institutional learning on the Commission Services’ part.

## **EQ 3: Instruments and procedures for implementation of the Regulations**

### **Environment Regulation**

- No findings specific to the Environment Regulation are presented.

### **Forests Regulation**

- The requirement for preparatory studies, (e.g. environmental and social impact assessments) is not met in most cases

## **EQ 4: Coordination, Coherence and complementarity to other donors**

### **Both Regulations**

- Institutionalised procedures provide for regular exchange of information and coordination of programming exercises and budgetary allocations under B7-620 (Commission and Member States).
- B7-620 specific donor coordination is not ensured at the level of partner countries.
- Other donors do not benefit from experiences and lessons learnt from EC measures under B7-620.

### **Environment/Forests Regulation**

- No findings specific to the Environment or Forests Regulation are presented.

## EQ 5: Link to international agreements and processes

### Both Regulations

- Both Regulations refer to “sustainable development” as a cross-cutting concept and are in line with forest/environment-related international agreements and processes.
- With respect to implementation, about 10% of the projects under both Regulations support these processes directly, most projects contributing indirectly.

## EQ 5: Link to international agreements and processes

### Environment Regulation

- The Environment Regulation focuses specifically on global environmental issues, including those related to world economic development, energy, industry, hazardous wastes etc.
- Seven out of 35 environment projects directly address international processes and /or MEA.

### Forests Regulation

- The Forests Regulation highlights sectoral aspects, such as forest-biodiversity, the International Forest Regime, and socio-economic contributions of sustainable forest management.
- Three out of 62 forest projects directly address international processes and/or MEA.

## EQ 6: Relationship to other Commission development activities and policies

### Both Regulations

- Even though various EC policies provide a comprehensive framework for environment and forest related development cooperation, environment and forest projects play a negligible role in the full range of programmable aid interventions.
- Rarely do projects interact with other EC development activities.
- So far, little has been done in the way of institutionalised information exchange, facilitation through EC Delegations' activities, or continuation under geographical financing instruments.
- Research projects under B7-620 complement other EC-supported research efforts.

## **EQ 6: Relationship to other Commission development activities and policies**

### **Environment Regulation**

- Environmental mainstreaming is addressed in a variety of sectoral policies.
- A majority of CSPs reflect “environment” in their Situation Analysis (sample 33 CSPs: good (14) shallow (14), missing (5)).
- However in the Response Strategy, only three CSPs mention environment as a focal sector and 10 as an element of a focal sector.

### **Forests Regulation**

- Forest sector development is poorly reflected in the CSP documents in their Situation Analysis (sample 33 CSPs: good (5) shallow (10), missing (18)).
- In the Response Strategy, only one CSP mentions forestry as a focal sector and 6 as an element of a focal sector

## EQ 7: Consideration of cross-cutting issues

### Both Regulations

- In both Regulations' design cross-cutting issues are adequately reflected, down to the level of measures to be implemented.
- Cross-cutting issues are also well reflected in the Commission's Strategic Orientation.
- Prioritisation of cross-cutting issues varies region-wise, according to feedback received from the Delegations.
- Projects address cross-cutting issues more selectively in practice, with capacity strengthening and institutional development being the most important issues.

## EQ 7: Consideration of cross-cutting issues

### Environment Regulation

- No findings specific to the Environment Regulation are presented.

### Forests Regulation

- Projects addressing indigenous and marginalized groups occur under the Forests Regulation, due to the fact that many indigenous peoples are either forest-dwellers, or very dependent on forest resources.

## EQ 8: Added value of the two Regulations

### Both Regulations

- No separate findings for both regulations are presented

### Environment Regulation

- Environment projects are to be found under EDF (36), ALA (13), MEDA and TACIS instruments.
- Among horizontal Budget Lines, the NGO Line provides most opportunities for addressing environment-related issues outside B7-620 (39).
- The added value of activities funded under the Environment Regulation materialises through (i) promotion of EC involvement in global initiatives and processes, (ii) provision of opportunities for mainstreaming urban and industrial environmental issues complementary to other financing instruments.

## EQ 8: Added value of the two Regulations

### Forests Regulation

- Forest projects occur exclusively under EDF (8) and ALA (4) and concentrate on some of the few remaining large rainforest areas (Congo Basin and Indonesia),
- Among horizontal Budget Lines, the NGO Line provides most opportunities for addressing forest-related issues outside B7-620 (6).
- The added value of activities funded under the Forests Regulation materialises through (i) a complement to the limited and geographically concentrated interventions under geographical financing instruments, (ii) focusing on participation of civil society and research organisations, promotion of (iii) innovative approaches and (iv) global initiatives.

## Conclusions

- Relevance: Whether the objectives of the Regulations are in line with EC, international and national priorities
- Effectiveness: The extent to which the objectives of the Regulations have been achieved
- Efficiency: The productivity of the Regulations' implementation process
- Impact: All positive and negative changes and effects directly attributable to the Regulations' measures
- Sustainability: Whether the positive effects will continue after support under the Regulations has been concluded
- The 3Cs: The performance in regard to coordination, coherence and complementarity vis-à-vis other EC financing instruments, the interventions of other donors and those of the partner countries

## Conclusions – Forest Regulation (1)

### *Relevance:*

- I. The Forests Regulation is coherent with the EC Development Policy Framework and reflects the International Forest Regime
- II. There exists a certain tension between the Forests Regulation's intervention logic, and numerous partner countries' policies, interests, and perceived needs

### *Effectiveness:*

- III. Procedural restrictions reduce the Commission's discretion to pursue strategic policy objectives through the Forests Regulation
- IV. The project portfolio does not reflect the Forests Regulation's thematic scope in a balanced manner
- V. The financial allocation is not commensurate with the Forests Regulation's extended thematic and geographical scope

## Conclusions – Forest Regulation (2)

### *Efficiency:*

refer to section “Both Regulations”

### *Impact/Sustainability:*

- VI. The Forests Regulation’s impact materializes mainly at local level, although not necessarily during the implementation period of individual projects
- VII. The Forest Regulation’s sustainable impact depends on whether the framework conditions for project implementation and continuation can be improved (e.g. active involvement of the Delegations)

### *Complementarity with other EC financing instruments*

- VIII. Currently, the Forests Regulation is forced into a complementary role, even though it lacks the required capacity
- IX. Problems arising from the Budget-Line’s administration in practice reduce the Forests Regulation’s added value vis-à-vis other financing instruments

## Conclusions – Environment Regulation (1)

### *Relevance*

- X. The Environment Regulation is coherent with the relevant EC policy framework and authoritative international regimes

### *Effectiveness*

- XI. Procedural restrictions reduce the Commission's discretion to pursue mainstreaming activities at the global level
- XII. The thematic composition of the project portfolio blunts the Environment Regulation's comprehensive mainstreaming strategy
- XIII. The financial allocation for environment, and the definition of thresholds for the minimum and maximum size of grants, restrict effective mainstreaming

## Conclusions – Environment Regulation (2)

### *Efficiency*

refer to section “Both Regulations”

### *Impact/Sustainability*

XIV. The Environment Regulation’s impact materialises more at the policy level than in respect of local livelihoods

XV. Mainstreaming by definition builds on multiplier effects, and therefore is a finite task

## Conclusions – Both Regulations (1)

### *Relevance*

XVI. Mainstreaming of cross-cutting issues has not yet been consistently achieved and justifies renewed efforts

### *Effectiveness*

XVII. Given their good performance, projects under B7-620 have a high probability of contributing to the Regulations' stated objectives

XVIII. Remaining weaknesses with regard to project performance (OVIs, short implementation periods)

XIX. Co-funding warrants critical reflection in regard to its contribution to the Budget Line's effectiveness

XX. Interpretation and practical enforcement of eligibility criteria, and structural preferences for certain applicants, result in lost opportunities

## Conclusions – Both Regulations (2)

### *Efficiency*

- XXI. The first Call for Proposal resulted in delays, and waste of resources
- XXII. Lack of standardised M&E and reporting instruments impedes efficient control

### *Impact/Sustainability*

- XXIII. Lack of mechanisms and arrangements for feeding B7-620 projects into geographical programming hinders achievement of impact and sustainability of pilot measures
- XXIV. The Commission Services do not capitalize on lessons learnt and experiences, and hence fail to pass on opportunities for institutionalised learning

## Conclusions – Both Regulations (3)

### *Coordination, Coherence and Complementarity*

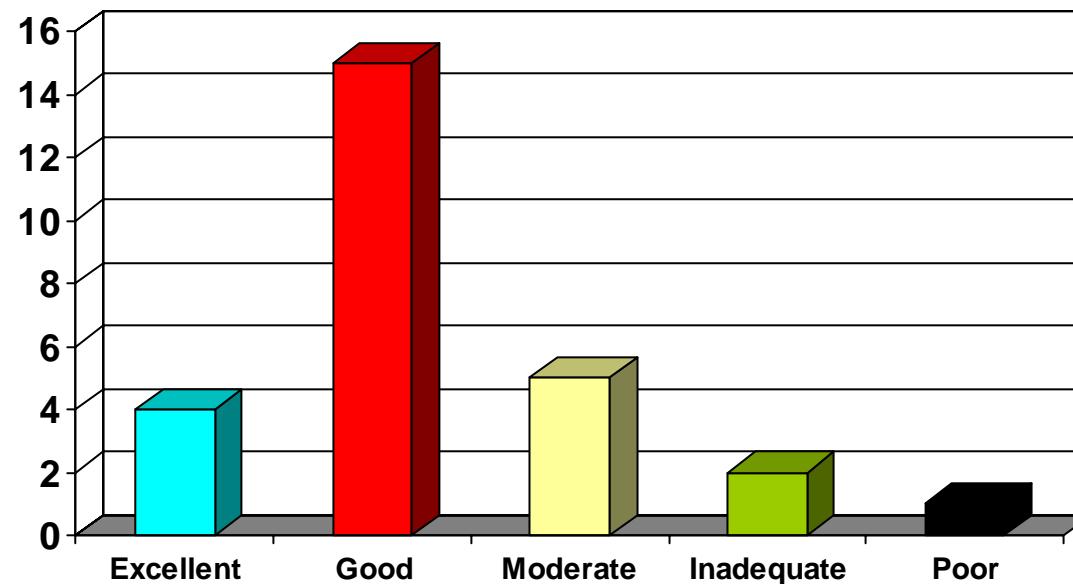
XXV.EC services at HQ-level coordinate their activities internally, as well as vis-à-vis EC Member States and other donors

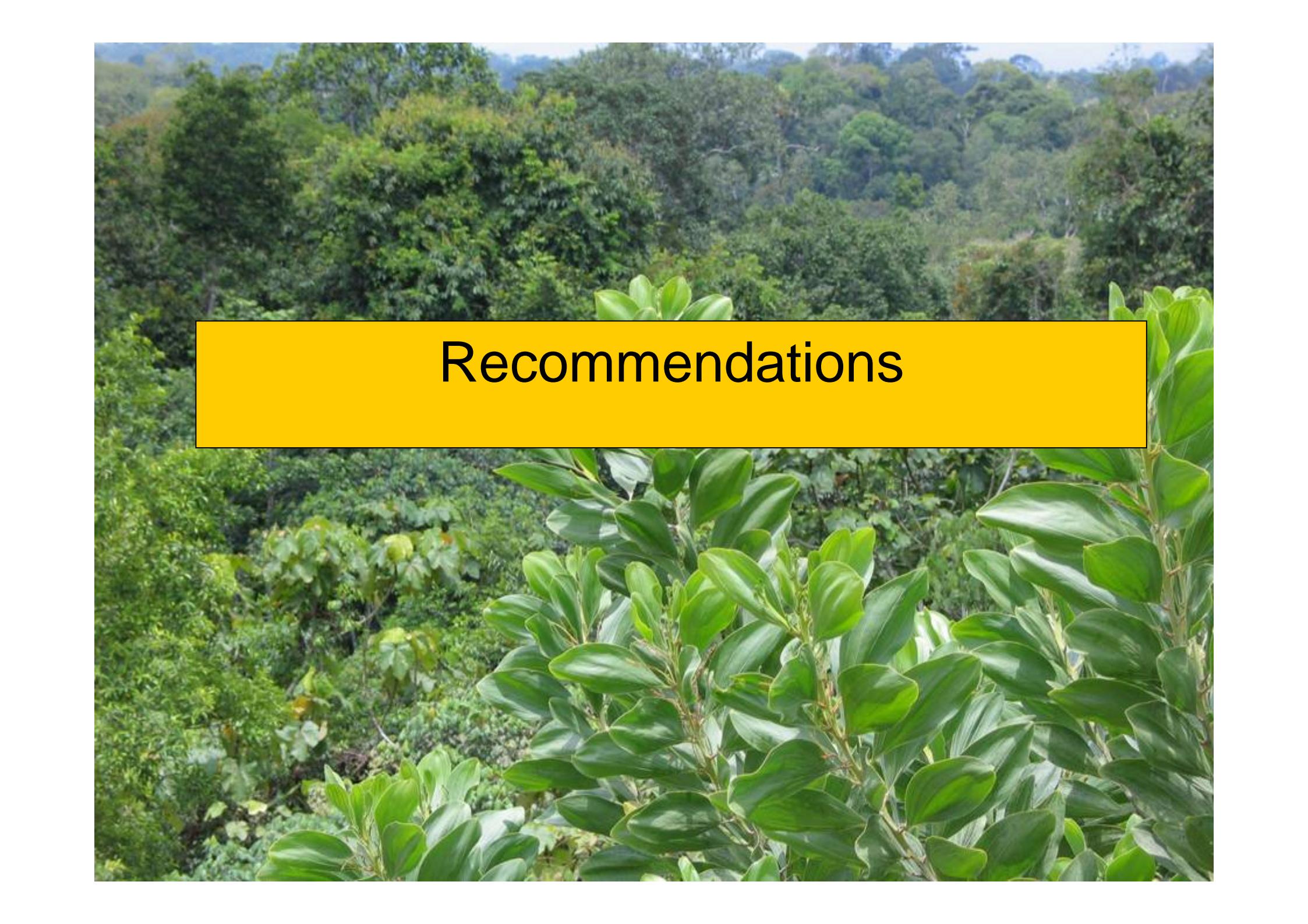
XXVI.In practice, other donors do not benefit from experience and lessons learnt from B7-620 projects

XXVII.So far, coordination (and, consequently, also coherence and complementarity) are not ensured at partner-country level

## Overall Rating of the Visited Projects' Performance

- *overall performance* rating of the visited projects using the DAC criteria of relevance, effectiveness, efficiency, impact and sustainability (project assessment sheets)





# Recommendations

## Environment regulation

### Recommendation at regulation and wider EC framework level

- Ensure that the Environment Regulation continues beyond 2006, with a clearer focus on mainstreaming and increase budgetary commitments

#### Rationale:

- Mainstreaming especially on partner country level is not yet accomplished;
- Good performance of the ongoing projects,
- Geographical scope is large



- Either initiate (Commission Services, HQ-level) drafting of a successor Environment Regulation or
- in case the Commission's proposal for the merger of all current instruments for external action is adopted – ensure adequate consideration of environmental mainstreaming within the current Environment Regulation's thematic scope in the future DCECI.
- Commission Services (HQ level) to lobby for an increased financial allocation based on the outcome of the monitoring of progress and impact.

## Environment regulation

### Recommendation at regulation and wider EC framework level

- Address broad thematic scope, but drop the requirement of a balanced coverage, and emphasize the need for measures regarding urban and industrial environment.

#### Rationale:

- Balanced coverage is difficult to achieve and can hardly respond to regional differences
- Urban problems become more and more important



- Remove or tone down the requirement for balanced coverage of thematic aspects,
- Emphasize mainstreaming through a broad range of thematic options,
- Highlight further urban and industrial environment.

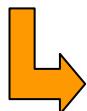
## Environment regulation

### Recommendation at regulation and wider EC framework level

- Limit overlaps with forest related issues

#### Rationale:

- Overlap exists e.g. in SNRM and Conservation



- Define clear-cut criteria for the selection of SNRM and conservation projects under the Environment Regulation.
- Reflect criteria in the Guidelines for Applicants

## Environment regulation

### Recommendations at Budget-Line administration level

- Closely follow up on mainstreaming progress.

#### Rationale:

- Level of achievement of the mainstreaming objective is difficult to assess
- Decisive for the future of the Regulation



- Define, monitor, and document respective criteria & indicators to gauge the progress of environmental mainstreaming at different levels.
- Define tools for IKM and disseminate (at project/partner country level) mainstreaming issues.

## Environment regulation

### Recommendations at Budget-Line administration level

- Focus the CfP procedure on global and regional mainstreaming needs

#### **Rationale:**

- Regional, because mainstreaming needs differ from region to region
- Global, because strategic interventions and participation in international processes are needed



- Regionalize the CfP
  - define regions
  - identify regional priorities
- Facilitate global/strategic interventions,
  - (i) allowing for targeted activities aside from the CfP,
  - (ii) supplementing the CfP procedures so as to facilitate ad hoc CfP in addition to the annual programming.

## Environment regulation

### Recommendations at Budget-Line administration level

- Allow for small-scale mainstreaming interventions

#### Rationale:

- Mainstreaming activities can have a considerable impact even if they are small ( e.g. IKM)
- Guidelines for applicants narrow down the scope of thresholds



- Drop the minimum threshold in the next guidelines for applicants.

## Forests regulation

### Recommendation at regulation and wider EC framework

- Ensure the existence of a Forests Regulation beyond 2006 and commit more funds .

#### Rationale:

- Forests play an important role in poverty alleviation and sustainable development
- Commitment of EC to international forest related processes
- To date other financing instruments address forest issues only in a limited number of countries and with decreasing budgetary allocation
- Relevance of the instrument (e.g. forest interventions outside CSP)
- The projects have generally shown a good performance
- The budgetary allocation has decreased compared to the TFBL
- Either initiate (Commission Services, HQ-level) drafting of a successor Forests Regulation; or ensure adequate consideration and visibility of sustainable forest sector development in the future DCECI
- Commission Services (HQ level) to lobby for financial allocation, drawing on
  - (i) detailed documentation of experiences & lessons learnt in terms of results and impacts achieved under B7-620,
  - (ii) and, on this basis, a report for dissemination among the Commission Services and the Member States, with particular emphasis on the linkage between forest sector development and poverty alleviation.



## Forests regulation

### Recommendation at regulation and wider EC framework

- Strengthen the socio-economic significance of forests and assure a more balanced coverage of all thematic issues

#### Rationale:

- Forests are crucial for poverty alleviation, particularly in rural areas. To date, too much emphasis is put on ecological benefits .



- Take these issues up when drafting the new Forests Regulation,

## Forests regulation

### Recommendation at regulation and wider EC framework

- Restore the Forests Regulation's focus on tropical forests

#### Rationale:

- Financial allocation for forestry has decreased under this BL
- Hot spots are located in tropical areas
- Problems are more pressing
- Few proposals came from outside the tropics
- Concentration has more impact



- Specify in a new Forests Regulation a clear focus on tropical forests, including natural as well as secondary and plantation forests

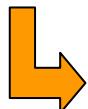
## Forests regulation

### Recommendation at regulation and wider EC framework

- Enhance synergy between measures under the Forests Regulation and those under other financing instruments

#### Rationale:

- The comparative advantages of the different financing instruments are neither defined nor realised



Highlight, the intended comparative advantages of B7-620 activities:

- (i) relatively fast speed of appraisal process,
- (ii) initiation of innovative pilot approaches,
- (iii) direct support to a wide range of applicants
- (iv) swift implementation of priorities defined by EC policies and strategies,
- (v) support to global projects,
- (vi) support to forest and environment activities even if they do not rank among the official priorities of the governments of the recipient countries.

and adapt: the administrative and procedural frameworks gradually adapted in

## Forests regulation

### Recommendation at regulation and wider EC framework

- Integrate sustainable forest sector development in CSP negotiations, where appropriate.

#### Rationale:

- The widespread omission of forest-related issues in current CSPs forces the Forests Regulation into a compensatory role vis-à-vis geographical financing instruments – a role the Forests Regulation cannot realistically fulfil.



- Address where appropriate Forest sector development in all CSP negotiation processes,
- Consider forests not only as a (global) public good but also as an element of local, socio-economic development.

## Forests regulation

### Recommendations at Budget-Line administration level

- Better reflect strategic goals and regional needs for forests

**Rationale:** Economic and ecological frameworks vary greatly and require adapted responses



- A) Regionalize the CfP (define regions according to their common, sector-specific ecological, social and economic properties)
- B) Facilitate proactive, strategic interventions, by
  - (i) allowing for targeted activities aside from CfP by repealing the Regulation's exclusive focus on grants, or
  - (ii) supplementing the Practical Guide on the CfP procedures so as to facilitate ad hoc CfP in addition to the annual programming

## Forests regulation

- Ensure continuity and impact of promising projects

### **Rationale:**

- B7-620 projects are relatively short (no second phase) although forest projects by nature require longer implementation periods



- (i) project selection and design: check for realistic approach and corresponding OVI;
- (ii) monitoring and evaluation: assure flexible adaptation of approach, and focus on exit strategies;
- (iii) EC Delegations should facilitate take-over by other financing instruments, donors, or the partner country itself;
- (iv) work towards an amendment of the Financial Regulation, so as to allow additional funding for second phase for exceptionally innovative and promising grant projects, without a Call for Proposals procedure (but based upon the outcome of the projects' evaluation).

## Both regulations

### Recommendations pertaining to Budget-Line administration

- Improve efficiency of CfP procedures and provide applicants with timely information

#### Rationale:

- Overwhelming response to the CfP required high input from applicants as well as EC Services
- Information in regard to the project selection was felt unsatisfactory by the applicants



- (i) define more clear-cut, regional priorities, so as to limit the number of proposals and be more regional specific
- (ii) investigate the possibility of adopting a two-step “concept paper” approach
- (iii) adopt and monitor clear-cut deadlines and milestones of CfP procedure in a more proactive manner

## Both regulations

### Recommendations pertaining to Budget-Line administration

- Drop the practise of excluding certain potential applicants and Improve the role of southern partners

#### **Rationale:**

- Roles and responsibilities of southern partners often unclear
- Some important applicants were excluded in the Guidelines for applicants



- Define criteria for more equitable partnerships between northern and southern partners in the Guidelines for Applicants;
- Ensure that all categories of partners listed as eligible under the Regulations are able to apply for funding

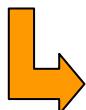
## Both regulations

### Recommendations pertaining to Budget-Line administration

- Provide EC Delegations with adequate resources and technical capacities for the budget line's administration

#### Rationale:

- Following deconcentration, the Delegations' mandate for the administration of B7-620 comprises: (a) involvement in project selection, (b) supervision and management of M&E, (c) representation of B7-620 projects vis-à-vis other financing instruments and in donor fora, (d) involvement during field visits and (e) liaison with national sector administrations.



- Increase human resources for the budget line's administration in view of their increased responsibilities following deconcentration
- Establish regional focal points, with adequate sectoral expertise, to provide support services to several EC Delegations such as to:
  - document, capitalise on, and disseminate lessons learnt through regional workshops, publications, and field visits.
  - integrate all Commission-supported forest or environment projects into thematic networks

## Both regulations

### Recommendations pertaining to project implementation

- Improve the quality of OVI<sub>s</sub> so as to be able to assess project effectiveness, efficiency and impact more reliably

#### Rationale:

- OVI<sub>s</sub> are often inadequately identified
- OVI<sub>s</sub> lack adapting and updating during project implementation



- Consider the drafting of a sector specific manual giving guidance on the formulation of forest- or environment-related OVI<sub>s</sub>
- Make further disbursement conditional on revision and approval of OVI<sub>s</sub>. To improve the quality of the OVI<sub>s</sub>, the Commission should

## Both regulations

### Recommendations pertaining to project implementation

- Make EC contributions more transparent and visible

#### Rationale:

- Transparency of co-funding support from other donors and sources, especially in those cases, where additional funding exceeds the relative share stipulated in a given project's contract



- Add a clause to the standard contract form to disclose any additional funding received from third parties in excess of the fixed co-funding ratio.

## Both regulations

- Harmonise and improve existing M&E instruments

### **Rationale:**

- Monitoring done on the contractors' initiative should be standardised and based upon OVI.
- Regulations require evaluations initiated by the Commission Services, an obligation which so far has not been sufficiently met (institutional learning, information to all stakeholders)



- Add to the contracts a specific clause to link monitoring to OVI, and prescribe standardised formats.
- Adhere to evaluation requirements more uniformly in Budget-Line administration

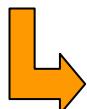
## Both regulations

### Recommendations pertaining to project implementation

- Capitalize on experiences and lessons learnt

#### Rationale:

- Reporting formats need to reflect the logical framework in their structure, and build on systematic assessment of OVI. Reports should be exhaustive in that they provide task managers with all the information required for a comparison of planned *versus* achieved outcomes at the levels of purpose, results and activities,



- Introduce standardised reporting formats, drawing on impact-oriented OVI.
- Introduce an encoding system (e.g. in respect of cross-cutting issues, reflecting the key objectives mentioned in the Regulations).