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**Results-Oriented Monitoring of EC
External Assistance**

**Study on role and function of the
Response Sheet in ROM**

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TABLE OF CONTENTS

TABLE OF CONTENTS.....	2
ABBREVIATIONS AND ACRONYMS	3
EXECUTIVE SUMMARY	4
PART A: ANALYTICAL REPORT	7
1. BACKGROUND AND OBJECTIVES OF THE RESEARCH	8
2. FINDINGS - QUANTITATIVE ANALYSIS.....	11
3. IN DEPTH ANALYSIS – ROLE AND FUNCTION OF RS IN ROM	13
4. CONCLUSIONS.....	20
5. RECOMMENDATIONS.....	21
6. PROPOSED REVISED TEMPLATE FOR RS: ONGOING PROJECTS	25
7. PROPOSED REVISED TEMPLATE FOR RS: EX POST	26
8. PROPOSED REVISED TEMPLATE FOR RS: SPSP	27
PART B: TECHNICAL REPORT	29
1. METHODOLOGY.....	30
2. FINDINGS - QUANTITATIVE ANALYSIS.....	31
3. IN DEPTH ANALYSIS – ROLE AND FUNCTION OF RS IN ROM	35
PART C: ANNEXES	36

ABBREVIATIONS AND ACRONYMS

ACP	Africa Caribbean Pacific
AR	Annual Reports
AIDCO/EuropeAid	EuropeAid Co-operation Office
BCS	Background Conclusion Sheets
CARDS	Community Assistance for Reconstruction, Development and Stabilisation covering the Western Balkans
CRIS	Common Relex Information System
EC	European Commission
HQ	European Commission Head Quarters
LA	Latin America
MR	Monitoring Report
NAT	National Projects
QA	Quality Assessment
REG	Regional Programmes
ROM	Results-Oriented Monitoring
RS	Response Sheet
TA	Technical Assistance
TAC	Regional Programmes TACIS
TL	Team Leaders
TM	Task Managers
NUC	Nuclear projects (TACIS)
WB	Workbooks

EXECUTIVE SUMMARY

When the ROM system was designed in 2000 it was considered to be important that the exercise was carried out quickly and independently. Monitoring Reports (MR) were to be with the key stakeholders within 2 weeks of the end of a monitoring mission. Through a process of debriefing all the stakeholders were to be aware of the main content of the report before it was written so that any significant errors of fact or misunderstandings could be rectified. However no draft reports were to be issued as the process of circulating drafts could well have delayed the issuing of the reports quite considerably and independence could be compromised. To redress this lack a draft a Response Sheet (RS) was designed to be sent out with the MR so that the relevant Delegation and Headquarters staff could comment, within 2 weeks, on the MR, particularly on the appropriateness of the recommendations. Both the MR and the RS were to be uploaded onto CRIS so that on subsequent monitoring missions the monitors could take the comments of both documents into account. Thus RS were designed to be an integral part of the ROM system and a very useful input into the monitoring cycle as they also indicated where future monitoring efforts may focus.

Over time it has become clear the RS are not fulfilling this role. To date around 8032 MR have been produced but only 2802 RS, i.e. 35%. As it was unclear what factors exactly account for the differences in response rates and contents of the RS, the role and function of the RS in the ROM system have been analysed in light of its conceptual improvement, taking into account critical aspects like deconcentration, re-monitoring and partner country involvement. This executive summary does not go into details but is intended to highlight the key issues and problems facing the current use of the RS, to highlight the “value” that is being lost and to suggest changes for the future.

Firstly, a quantitative analysis has been carried out based on samples of RS taken from the Database. The overall response rate of RS across the ROM regions as well as per *Type of Operation (regional or national)* and *Type of Monitoring (on-going and ex-post)* has been identified. The overall picture shows that the response rate varies greatly between regions, showing two main differing regions (ASIA being the highest and CARDS the lowest). Furthermore, the response rates for both *Type of Operation* as well as *Type of Monitoring* are lower for *Regional Programmes* and *Ex Post* in all regions.

A sample of around 400 RS has been taken across all regions supported with qualitative in-depth interviews with TL and TM in both HQ and DEL in the Asia and CARDS regions in order to identify the possible causes of the difference in response rates and contents of the RS and an adapted RS has been proposed.

The following conclusions can be drawn from the research:

- The key value of the RS which is potentially to ensure that all the stakeholders have a common view on the progress of a project, as reflected in the MR, and more especially are in agreement as to what the key issues are, how they might be addressed and by whom is often completely lost.
- The RS is so far not fully embedded in the project cycle management / monitoring cycle and thus their value is seriously reduced.
- The function of the RS does not appear to be completely clear to all TM thus it is often seen as an administrative burden and if completed only done so in a very minimal way.
- The TM would like to be able to comment on the quality of the ROM mission, both on the appropriateness of the monitor and the logistics involved
- The RS are submitted with varying delays, some are ready for up-loading onto CRIS within the required 2 weeks, other may come six or nine months later.
- The RS process lacks full transparency as RS are not requested from any non EU stakeholders, i.e. the project partners or project managers are not encouraged to submit RS and if they do then they are not uploaded onto CRIS.
- This lack of transparency reflects on an even more serious underlying problem which is that the MR itself is not always disseminated by Delegation staff to other stakeholders which seriously reduces the usefulness of the MR.

This latter point is against one of the key tenants of the 'Paris Declaration on Aid Effectiveness' and 'EU Consensus on development': ownership. The goal of giving the main responsibility of development aid to the Partner Countries is jeopardised if they are not fully involved in the Monitoring process. Similarly if the project implementers are not able to comment on the MR recommendations they are much less likely to act on them. Thus it is timely that the role of the Monitoring and RS should be reviewed.

The results of the analysis are used as a basis for proposed recommendations concerning a slightly different procedure, involving all relevant actors (including partner country and PM) and template.

- The function of the RS should be better defined and disseminated, through more effort paid by TM to filling in RS; ROM Task Managers should promote and encourage the filling and follow up of the RS in their own region (i.e. like in Asia) and take into account recommendations made by Monitors
- The completion of the RS within an acceptable time frame should be compulsory for all parties.

- The appropriate officials should take action when a project has particular difficulties or when there is disagreement amongst the stakeholders over performance or recommendations in order that consensus can be reached through discussion amongst all relevant stakeholders.
- Better use of RS will act as both as a quality control mechanism for the monitoring process and the MR, and give greater motivation to monitors by showing their reports are seriously considered.
- Closer links between ROM and the QSG system and internal monitoring system in DEL (when applicable) can be created by using the MR and RS as a feedback mechanism on the performance of projects.
- Ensure Partner Country involvement: This can be done through a separate RS attached to MR, having its contents checked, based on a timeframe to be agreed upon by all actors, reported to HQ and to be taken into account in future monitoring. Pre-requisite is that the MR is disseminated to the Partner Country.
- Project management/implementer involvement and commitment can be enhanced in a similar way.

The current format of the RS could be improved still in order to further fulfill its purpose by making the RS more user friendly, keeping it short and straightforward and linking it closely to the MR. By making it an online exercise it could save time for EC staff which would be an incentive. It would also be possible to create some reminder system and also identify where further action might be necessary thus strengthening the role and function of the RS.

PART A: ANALYTICAL REPORT

1. BACKGROUND AND OBJECTIVES OF THE RESEARCH

1.1. Introduction

The RS was introduced during the pilot phase of the ROM system in 2000 – 2001 and plays an important role in the process of checks and balances for quality in ROM output. The RS was in lieu to a draft text of an MR as this could put undue pressure on the impartial and independent position of the monitor. Its objective was to give TM the opportunity to comment on the accuracy and completeness of the final MR, the appropriateness of the recommendations and to highlight any elements that should be focused on in subsequent monitorings. Its function thereby also validates in practice the content of the MR.

RS Methodology

TM in DEL and HQ, respectively, are encouraged to complete and use the RS to provide constructive feedback to the independent MR, also providing valuable input for the next monitoring of a given project. Ideally the RS should be submitted within 2 weeks of receipt of the MR which are issued 2 weeks after the mission. Monitors should not expect automatic feedback but encourage TM to fill in the RS. In anticipation of the MR, monitors should advise TM in DEL the Project responsible in HQ during debriefings of potential issues of concern to avoid any unexpected content. In situations of serious disagreement about the MR the liaison person in the respective Directorate could be contacted for mediation, although her/his role being rather informal.

Current status RS

The RS is potentially a strong element of a learning process in the ROM system, involving the TM, DEL and the Monitor, to further the quality of the projects monitored, a response being essential for improving the quality of output in ROM. However TM, do not always responds to the MR, resulting in a varying response rates. Furthermore, the contents of the responses received differ. Finally, in some instances comments on a ROM mission are transmitted to HQ in another form than a RS and or using different time-spans, and the involvement of important stakeholders differs across the regions. Currently the RS is only formally requested of the TM but not of other key stakeholders and this makes the process weaker and less transparent that it could be

In case an RS is not returned, it is often unclear what the reason exactly is. (Total agreement with the MR? or does it mean that the TM / Delegation had no time; or is it something else?)

....

1.2. Overall research questions

In the light of the above, the role and function of the response sheet in the ROM system has been analysed and the following principal research questions have been addressed:

- To identify causes that could account for the difference in degree of response rates and contents;
- To check the main content and messages of the RS;
- To clearly substantiate the reasons for possible conceptual improvement of the RS, if any. Possibly, proposing a revised template.
- To provide for the pros and cons of involvement of RS from Partner Country's and Project Implementers, where applicable.

The analyses presented in this report give a full overview on these research questions. The results of the more specific research questions below contribute to the findings of the overall research questions:

1.3. Specific Questions to be answered by the study

Role and function RS:

1. Is the response sheet currently targeting the right responder?
2. What is the response rate of RS in percentages across the regions?
3. What is the general role and usefulness of the RS for the Delegations? Role and usefulness for HQ?
4. Has the role and function of the response sheet changed? If so, how?
5. Is the RS still fulfilling its role in a de-concentrated situation (TM at Delegations level) and also in the centralised situation (regional programmes, thematic budget lines and nuclear safety projects)?

ROM Methodology:

1. What is the specific role of the response sheets in the process of re-monitoring following a first time monitoring of a project? Same question for the RS on an ex-post MR.
2. What is the value of the qualitative grades for 'clarity', 'relevancy and accuracy of the MR' and the 'appropriateness of the recommendations'?

3. Are the grades always supported by explanatory text and is there in general sufficient consistency between the grades and the text?
4. Is the explanatory text in the RS always referring to the content of the MR, or also to the ROM procedure or methodology?
5. Does the RS always systematically report on the distribution of the monitoring reports and/or follow up on recommendations?
6. Is the box commenting on actions (to be) taken for each of the recommendations, always explaining why no action has been or will be taken (*box introduced in 2005*)?

1.4. Structure of report

After the overview of the response rates in *Chapter 2*, an in-depth analysis, based on a qualitative sample and interviews held with TM's and TL's is presented in *Chapter 3*. Furthermore, in *Chapter 4*, conclusions will be drawn based on the findings presented and finally, in the last *Chapter 5*, recommendations regarding the aspects of the role and function of the RS in the ROM system and its possible conceptual improvement, are proposed.

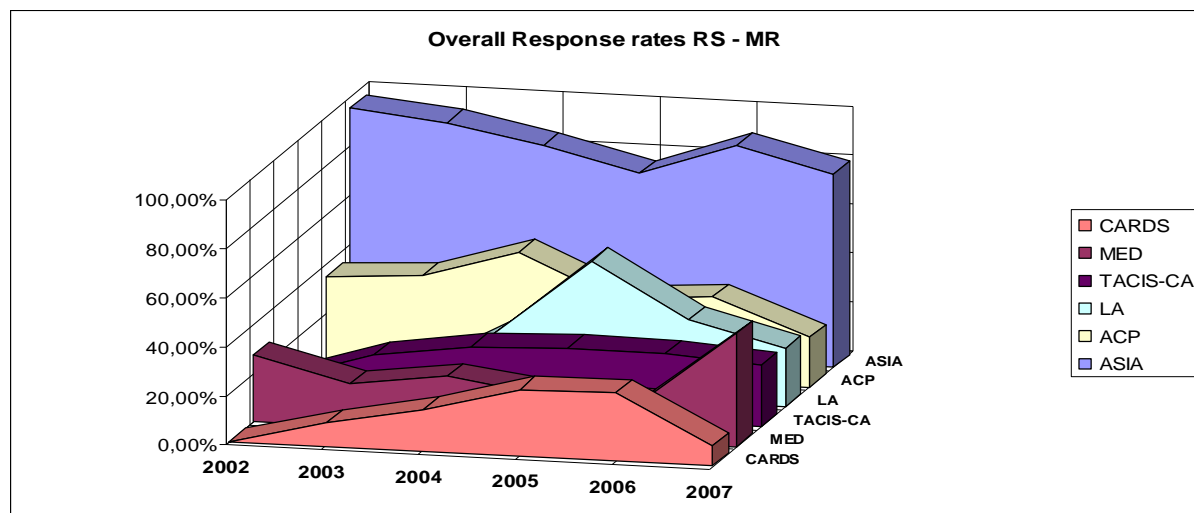
The *Technical Report*, as well as the *Annexes*, is available for consultation at the end of the report.

2. FINDINGS - QUANTITATIVE ANALYSIS

2.1. Response rates across ROM regions

An overview of the overall response rate among ROM regions, covering the period 2002 – 2007 is presented in *Figure 1* below, based on table 1 and 2 in Chapter 2.1 of the TR.

Figure 1: Overview of overall response rates in ROM regions¹



Findings:

- The response rates are varying highly among regions.
- The highest response rate for most regions appears in 2005 and 2006², except for TACIS, being rather constant, for ACP where it is declining and for MED being lowest in that period.
- This trend is more or less similar for all regions, differing slightly for ASIA, ACP and MED.

The possible reasons that account for the degree in difference and contents will be presented in the next *Chapter 3*.

2.2. Response rate RS per 'Type of operation'

For the analysis response rates per 'Type of operation'³ it was decided, based on the Workbooks and TOR, to make a distinction between 'NAT⁴' and 'REG⁵'.

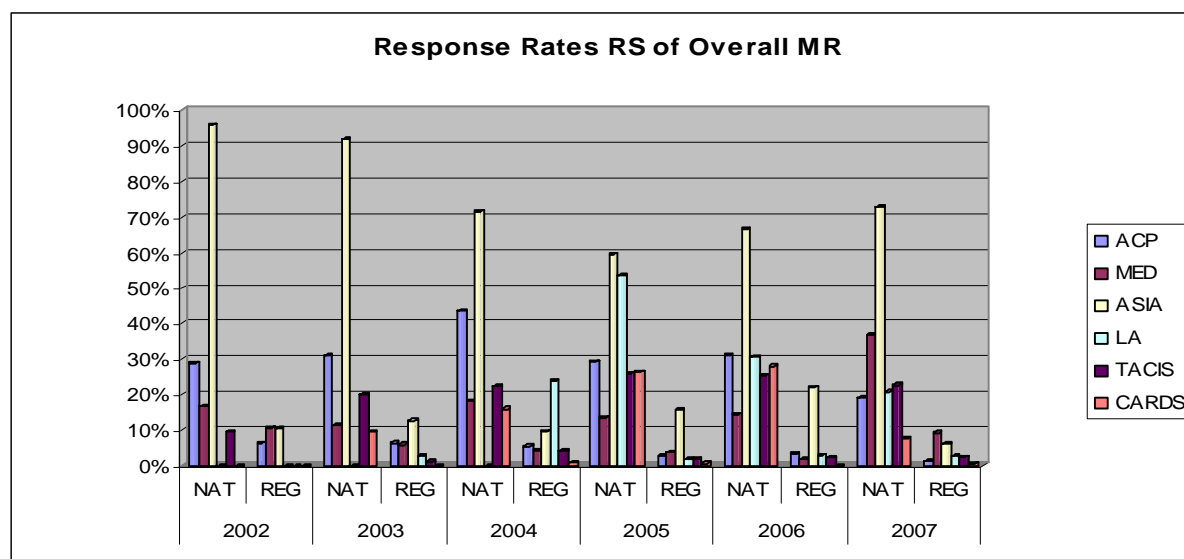
¹ Note: While reading the Graph it should be taken into account that not in all cases all RS are uploaded.

¹ Some ups and downs in the response rate might be caused by changes in ROM contractors or ROM Task Manager.

³ For comparison purposes 'Twinning' is left out for CARDS and 'SPP' for TACIS.

In graph 2 below, based on table 3 and 4 in Chapter 2.2 of the TR, the response rate of the RS for 'NAT' is compared with 'REG', for all regions throughout the whole period analysed.

Figure 2 'Response rate RS per type of operation'⁶



Findings:

- The response rate of overall RS from overall MR per Type of Operation is higher for NAT than for REG and varying mostly between ASIA and CARDS.
- The cause of the difference can possibly be explained by the lack of 'ownership' of REG by TM and Geo-Coordinators – the affair remaining rather distant and therefore – possibly influencing their level of involvement.

2.3. Response rates per Type of Monitoring

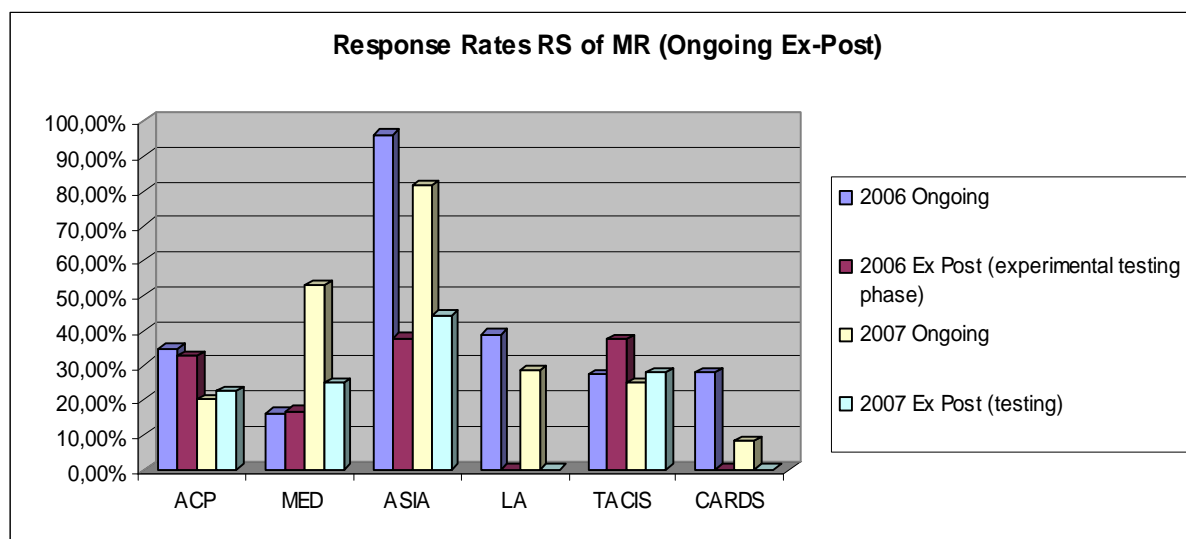
In this paragraph the response rate of the RS will be indicated for 'Type of Monitoring', comparing all regions from 2002 – 2007, based on table 5 and 6 in Chapter 2.3 of TR.

⁴ A project in ROM is also called 'classic project'. A classic project in ROM is always a stand alone national intervention, using the project modality for its finance

⁵ A regional programme in ROM covers by definition more than one country, having components in each of the region countries, and/or in a combination of countries. Like a project it is a classic intervention, using the project modality for its finance.

⁶ Note: while reading the graph, it should be taken into account that samples of 'Type of Operation' in a region are small and heterogenic among regions.

Figure 3: Response rates for 'Type of Monitoring'



Findings 'response rates per Type of Monitoring'

- Except for TACIS, all regions show higher response rates for ongoing projects, which is highest for ASIA and lowest for CARDS.
- The cause of the difference can possibly be explained by the fact that there will be no future monitoring visits to the same operation and / or that the TM for that operation is not anymore present in the same DEL and / or the ex-post methodology is still not clear enough on how to capitalize (i.e. respond...) the lessons learnt into the following programming phase.

3. IN DEPTH ANALYSIS – ROLE AND FUNCTION OF RS IN ROM

The role and usefulness of the RS in the ROM system has been analysed on the basis of a qualitative sample of 400 RS taken from the database. This has been supported by conducting a number of interviews with TL as well as TM in both DEL and HQ, covering mainly ASIA and CARDS. The focus being on the following relevant aspects:

3.1. Procedure RS

The role and function of the RS for HQ and DEL

One main finding is that the interviewees have a differing opinion about the function of the MR including misinterpreting the ROM methodology. However, the main functions for the different stakeholders are:

⁷ While reading the Graph it should be taken into account that the samples of 'Type of Monitoring' in a region are small and heterogenic among regions.

- *For TM in HQ and DEL:* the RS is a tool to get all project stakeholders into a dialogue on the findings and recommendations of the MR; however this is not always applied.
- *For the ROM Contractor:* the RS is a QA-tool to assess work of individual monitors, allowing to assess the quality of the MR, to nuance and sometimes challenge the findings of the MR.

Reasons for varying response and contents⁸

- 1) In some cases, the RS is seen merely as an administrative burden as there is no identifiable incentive for TM in DEL to fill it in, i.e. no feedback from HQ or ROM contractors on their response, or that their comments are read and acted upon when necessary;
- 2) In some cases poor quality of MRs affects credibility of the ROM exercise – in addition, opinions about a good quality and a poor quality MR differ;
- 3) However, in cases recommendations made by Monitors are realistic and of good quality, but are neither followed up nor shared with other stakeholders (*this is maybe caused by the fact, that there is no institutionalized follow-up mechanism*);
- 4) Furthermore, negative MR seems to generate negative RS in a number of cases and the RS are therefore not properly used; *the RS is not primarily to solely judge the contents of the MR but also to improve future projects.*
- 5) It has been mentioned that some alignment is missing between the (sometimes weak) internal monitoring (at EC DEL level) systems and external ROM, which in cases is said by TM to negatively affect credibility of the ROM exercise.
- 6) Last but not least: RS are not compulsory for TM to fill in. The fact that the ratio in the Asia region is higher is mainly due to the efforts made by the ROM TM in promoting and asking TM in DEL to fill in and send back the RS at the end of each year.

Effect of deconcentration on the RS

It is generally agreed that its role and function has not radically changed after decentralization. Before deconcentration the debriefing took place at HQ and at DEL, involving all actors. Due to logistical problems it was not always possible to involve all actors and therefore only PM and TM were debriefed. In addition, it seems that in centrally managed interventions, the debriefing does not always take place.

RS in future and re-monitoring

General agreement can be found concerning the role of RS in re-monitoring, namely that RS should be the catalyst for having a dialogue on findings and recommendations between the

⁸ Some ups and downs in the response rate might be caused by changes in ROM contractors or ROM Task Manager.

relevant actors involved. Once the dialogue is over the RS remains one of the basics for future planning of monitoring.

3.2. Contents RS

The completeness of the RS (based on criteria for QA of the RS the study has defined, see Annex 1)

Table 1 gives an overview of the completeness of the RS returned. It shows that the RS is sufficiently complete or complete in most regions and least complete in CARDS.

Table 1 Overview completeness RS

Region	Complete	Sufficiently Complete	Insufficiently complete
ACP	28,3%	51,1%	20,6%
LA	51,6%	23,4%	25,0%
TACIS	20,8%	49,4%	29,9%
MED	21,2%	62,0%	16,8%
CARDS	5,9%	45,6%	48,5%
ASIA	40,0%	46,7%	13,3%

The ‘*completeness*’ has been categorised on the basis of the different fields of the RS, presented below (see *also Annex 1*). Therefore, for the construction of a complete RS, the following aspects have been identified separately, each of them contributing to its completeness:

A Response sheet is (sufficiently) complete when:

1. Grades are given⁹;
2. Explanatory text is (partly) provided (with the exception of all A's);
3. Follow up on recommendations is provided¹⁰; (box introduced in 2005)
4. ‘Future planning¹¹’ is filled in, used for re-monitoring, consisting of

- ‘follow up suggested’ and
 - ‘special attention to be paid in the next visit to the following aspects’
5. Further comments and suggestions are filled in as required by template

Classification of its contents and the comments made.

In the light of the above, *table 2* shows a detailed overview of the criteria that contribute to the completeness and correctness of the RS, which combined with the response rate (based

⁹ All RS studied were provided with grades.

¹⁰ The field “Rationale for actions (to be) taken” has been replaced by “Follow up on recommendations”.

¹¹ The field “Further comments and suggestions” in the RS has been replaced by “Future planning”. Both of these changes have been made as they make more sense and better fit the purpose of the research.

on Figure 1), are the main indicators for usefulness and contribution to the improvement of the quality of ROM output.

Note: In LA, MED and ASIA, the new template introduced in 2005 in the 'Handbook for Monitors', was not used during the entire period analysed, thus the field called "Follow up on recommendations", could not be analysed.

Table 2: Overview details 'completeness'

	Explanatory Text	Follow up recommendations	Future Planning		Further comments	Classification of comments		
Region			Follow up suggested	Special attention		Content MR	ROM Methodology	Monitor's performance
ASIA	67,0%	0,0%	78,9%	75,6%	38,9%	100,0%	40,0%	12,2%
ACP	72,6%	100,0%	89,4%	78,9%	52,2%	100,0%	46,7%	25,6%
LA	54,2%	0,0%	78,1%	62,5%	48,4%	100,0%	12,5%	6,3%
MED	78,3%	0,0%	90,8%	81,0%	50,0%	100,0%	25,0%	13,0%
TACIS	40,9%	92,1%	75,3%	54,5%	23,4%	100,0%	14,3%	11,7%
CARDS	28,9%	96,2%	61,8%	47,1%	14,7%	100,0%	20,6%	2,9%

Findings (Response RS ranked from high to low):

ASIA

In ASIA response rates are highest. Furthermore, the RS is used in a very complete way. In 2 out of 3 cases "explanatory text" is provided. Furthermore, the RS is mainly used for "future planning". The option to provide "further comments" is used in less than half of the cases. The "comments made" are mainly related to the content of the MR, but in a significant number of cases also to the ROM methodology.

ACP

In ACP response rates are relatively high. Also, the RS is used in a very complete way. In almost 3 out of 4 cases "explanatory text" is provided. Furthermore, the RS is mainly used for "future planning" and the "follow up on recommendations" is used in all cases. Finally, the option to provide "further comments" is used in more than half of the cases, being highest of all regions. The "comments made" are mainly related to the content of the MR, but in a significant number of cases also to the ROM methodology and the monitor's performance.

LA

In LA response rates are 'average'. Furthermore, there is only partial use of the RS. In only half of the cases "explanatory text" is provided. The RS is mainly used for "future planning". The option to provide "further comments" is only used in few cases. The "comments made" are mainly related to the content of the MR.

MED

In MED response rates are relatively low and the RS is only partially used, even though in most cases *“explanatory text”* has been provided. Furthermore, the RS is mainly used for *“future planning”* being highest of all regions. The option to provide *“further comments”* is used in half of the cases. The *“comments made”* are mainly related to the content of the MR, but in fewer cases, also to the ROM methodology and the Monitors’ performance.

TACIS

In TACIS response rates are low. Also there is only partial use of the RS. In a limited number of cases *“explanatory text”* is provided. Furthermore, the RS is mainly used for *“future planning”* and *“follow up on recommendations”*. The option to provide *“further comments”* is used in very few cases. The *“comments made”* are mainly related to the content of the MR, and in few cases, also to the ROM methodology and the Monitors’ performance.

CARDS

The response rates in CARDS are lowest. Also, there is only limited use of the RS, being lowest for all regions. In a very limited number of cases *“explanatory text”* is provided. Furthermore, the RS is mainly used for *“future planning”* and *“follow up on recommendations”*. The option to provide *“further comments”* is used in very few cases. The *“comments made”* are mainly related to the content of the MR, and in very few cases, also to the ROM methodology and the Monitors’ performance.

Conclusions:

- The response rates of **RS vary among regions.**
- The option to provide **“explanatory text” is varying**, mainly following the trend of the response rates, except for LA and MED, being the contrary.
- The RS are in varying degree mainly **used for “future planning” and “follow up on recommendations” in all regions.**(where the use of the latter could be verified.)
- The option to provide **“further comments”** is varying, but **relatively low in all regions.**
- The *“comments made”* are mainly related to the **content of the MR** but in a varying, relatively high, number also to the **ROM methodology** and **Monitors performance.**

3.3. Conceptual improvement of the RS template and procedure

Concerning conceptual improvement of the procedure and the template of the RS, the following findings can be elicited, which are based on the content analysis of the RS and supported by opinions of interviewees.

Concerning the current procedure, the following ideas have been proposed:

- Some proposed to make an online application in CRIS for the RS.

- To make the RS compulsory to be filled in by TM and other key stakeholders.

Concerning revision of the current template, the following options have been proposed by the interviewees:

- All fields are considered relevant, but future planning and follow up on recommendations are used mostly;
- The option to provide text is generally considered to be useful. However, generally the responder only makes use of it when the RS grades are 'c' and 'd'.
- The possibility to comment on methodology and/or other aspects separately is in some cases considered useful. However, for some, a separate document is found more appropriate.
- The possibility to comment directly on grades and findings on relevance, efficiency, effectiveness impact. would be welcomed
- The option to give further comments and suggestions is only considered useful in limited cases, mainly when commenting on aspects other than the contents of the MR, such as the *ROM methodology* and/or the *Monitor's performance*.
- In some cases it is considered unclear what is meant by clarity, relevance and accuracy of MR and therefore some clarification may be needed.
- The structure for commenting separately on '*appropriateness of recommendations*' and the '*rationale on actions to be taken*' is in some cases not considered clear. Furthermore, the new box introduced in 2005, could contain the option to indicate the responsible, period and reasons for implementing recommendations.
- It has been proposed to make a short manual.
- Finally it has been proposed in few cases to use a completely different template in the form of a '*Fiche Contradictoire*', as is done for evaluation.

3.4. Pros and cons of involvement of other stakeholders

The pros and cons of involvement by Partner Country and Project Implementers have been analyzed based on the interviews held. The focus was specifically on the RS but underlying the findings is the highly related fact that not all MR are disseminated to the key stakeholder; the government or the project implementers. This failure would obviously also have to be rectified in order to enforce the completion and submission of RS. Currently the process does not enable for either of these stakeholders to comment on the RS not respecting the

principles of the 'Paris Declaration on Aid Effectiveness'¹², in particular 'ownership'. Neither does this ensure a transparent QA process. In some cases they do but these are not uploaded to CRIS.

Concerning this aspect, opinions appear to vary greatly:

Cons

The main arguments against wider dissemination of the RS are related to the fact that some believe the RS to be an internal tool of the EC and that it should be up to the TM to further distribute or not.

Pros

Main arguments in favor are that, since most of the recommendations have to be followed up by project implementers, it is crucial the project implementers have the opportunity to comment the content of the MR) and therefore also on the recommendation.

Furthermore, it has been stated that in light of the principles of the 'Paris Declaration on Aid Effectiveness', the EC should share the findings of MRs and RSs with Partner Governments.

Format

Concerning the format, opinions vary among the interviewees in favor of wider dissemination of the RS.

In some cases, it is considered that this could be done through an appropriate section in the RS. Others believe that it should be done through a separate document. In any case, most important for them is that the system does allow for these comments to be taken into account. In general there's agreement that the less administrative obligations, the better it is.

¹² The principles of the Paris Declaration comprise 'ownership', 'harmonisation', 'alignment', 'results' and 'mutual responsibility'.

4. CONCLUSIONS

The following overall conclusions have been elicited from the study:

4.1. Role and function RS in ROM

Generally the role and function of the RS is recognized and seen as useful. However, a combination of a certain number of factors, negatively or positively influence the degree of response rates and contents, such as the quality of ROM, the administrative burden, the efforts made by TM and their personal perception. Therefore, we can conclude that:

- The function of the RS is not completely clear to all TM and
- Currently the RS serves several functions, which are neither fully recorded nor described:

The usefulness of the RS varies by user F or Task Managers it is useful mainly for future planning of ROM visits and reaction to recommendations. It is also used for commenting on the quality of the MR and Monitor, but there is no mechanism in place which actually reacts to a QA problem raised in an RS.

For ROM Contractors the RA is a QA tool for individual monitors / quality of reports. It can identify problems which arose during the mission and give useful information for follow up and preparation of the next monitoring visit

Currently, no mechanism is in place which systematically checks, and reacts to QA problems raised in RS, neither by HQ nor by ROM Contractors.

With regard to organisational learning in DG AIDCO and DG ELARG the RS is potentially powerful tool but so far not fully embedded in the project cycle management / monitoring cycle, missing strength; it does not have learning or feedback function as ROM is not linked to the QSG system nor are the lessons of ROM well used.

4.2. Content RS and conceptual improvement to the RS Template

Even though the response rates are varying among regions, and by type of operation and type of monitoring, generally the template and its different fields is seen as useful. However:

- More importance is being given to the *“future planning”* and the *“follow up on recommendations”*.
- It is not always clear what is meant with some fields, especially concerning the *clarity, accuracy and relevance* of the MR / Users are confused how to properly fill in the RS.

Therefore we can conclude that:

- The current form of the RS could be improved still in order to fully fulfill its purpose by making the RS more user friendly, keeping it short and straightforward and *by completing it online in order to save time and link it closely to the MR (already being encoded online in the ROM CRIS database), this would create some incentive to TM.*
- As findings have shown that response rates of RS are lower for 'REG' and Ex Post, a different RS, matching more to the specific needs of these particular 'types of operation' and 'types of monitoring', may be needed in order to better fulfill its purpose.

4.3. Pros and cons of involvement of other stakeholders

Currently, RS do not contain the option for Partner Countries to comment on the contents of MR and thus, the current practice does not follow the principles of the *Paris Declaration on Aid Effectiveness* and the *EU consensus on development*. In addition, Project Managers almost never receive the RS and if they do and they respond then the response does not go onto CRIS. Therefore we can conclude that: if the EC is to follow up on the 'Paris Declaration on Aid Effectiveness' and 'EU Consensus on development', in particular concerning 'ownership', and therefore, the Partner countries and project implementers should have the option to comment on the content of the MR in a timely fashion¹³.

5. RECOMMENDATIONS

Taking into account the above, the following summary of recommendations can be made:

5.1. To better define and disseminate the function of the RS

Improve the dialogue and use of the RS:

Monitors:

- Always debrief TM, to avoid surprises, also when necessary debrief in HQ. Recall and encourage the use of the RS during the debriefing;
- When informing Delegations on the uploading of a new MR in CRIS, submit / recall and encourage the completion of the corresponding RS;
- Follow up and "respond to the response", i.e. if a RS is negative, the ROM contractor / monitor should provide additional comments and clarifications (this could become obligatory when the RS is very negative e.g. 3 Cs or 1 D in the grading of the RS;
- Pay particular attention to the quality of recommendations¹⁴.

¹⁴ The term 'recommendations' in cases possibly is too ambitious, considering the time available by Monitors to propose them.

More institutionalised quality improvement of ROM is needed to ensure the latter, making sure recommendations are 'realistic and appropriate'. Communication between TM and Contractors, on what is considered 'realistic and appropriate', is needed.

- Improvement of quality of MR and recommendations could be realised, based on the development of specific trainings for Monitors, involving all actors in its design, and
- A mechanism in place by ROM Contractors, which structurally reacts to problems raised, and after discussion with all actors, systematically feeds future training needs.

TM at HQ/Delegation:

- Pay more efforts to filling in RS. However, the ROM system should also offer a better incentive, i.e. by providing space for comments or replies on the content of the MR.
- ROM Task Managers: Promote and encourage the filling and follow up of the RS in their own region (i.e. like in Asia).
- Take into account recommendations made by Monitors¹⁵ (if realistic and appropriate) through comments on the RS.

More institutionalised feedback and reporting is necessary to ensure the latter. This function could become one of the main "improvement functions" in a learning organisation. The confidence of DEL in the usefulness of the RS can be increased, when their comments will be taken into account. This would create an incentive for DEL to fill in the RS and would therefore positively influence the responses.

- Institutionalised feedback could be realised, based on structural comments from TM in the geographic coordination units and/or E5, using a certain threshold of the responses of the RS, below which HQ is to react.

5.2. Revise RS Template

Overall, the study could not detect any major changes needed regarding its information requirements. Therefore, we do not propose radical changes, but to make the RS more user-friendly in its design and contents:

- Focus on the mostly used fields/functions of the RS: "*future planning*" of next ROM and "*follow-up of recommendations*". See proposed *template 1*, presented hereafter.
- Developing 'customised' RS for 'REG' and Ex-Post. (Although this was suggested by some interviewees at this stage, for operational simplicity the recommendation is to have just one template and see how it works in practice. Should differing templates be needed the following points should be taken into consideration):

¹⁵ The handbook for ROM clearly indicates the responsibilities for follow up on recommendations pg 52.

- ⇒ For 'REG' the RS should be made after the finalized adaptation of its methodology.
- ⇒ For Ex-Post, the new RS should be done after completion of the Ex Post methodology, in particular the more structured way of taking into account lessons learned.
- ⇒ Furthermore, concerning Ex Post, RS and MR should feed into QSG and lessons learned. RS for Ex Post should include the option to comment on '*lessons learned*', as well as the option to indicate the '*necessity for future evaluation of a project*', to be filled in and commented on by TM and Geo Directorates, they being the ones to decide on it.

5.3. Ensure Partner Country and Project Implementer involvement:

This can be ensured by the TM sending the RS when they send the MR to the other key stakeholders. Completion of the RS and its dissemination should be based on the timeframe already established in the "Handbook for Results-Oriented Monitoring of EC External Assistance"¹⁶ which is 14 days after receiving the MR so that the comments are timely and pertinent. In the case of significant disagreement in the different stakeholders views of the RS, this should to be discussed by all actors shortly after the RS are submitted, reported to HQ and to be taken into account in future monitoring. This could be done:

- Through a video conference between the three relevant actors, where everybody could argue on evidence based facts, or
- With a different instrument such as an internet discussion group moderated by the contractor and the person in charge of ROM in HQs, regional workshops, etc.

5.4. Online encoding

The study could not fully verify whether an online encoding would be a real improvement. However, a number of possible advantages and disadvantages are:

Possible advantages:

- Easy to encode, (selection criteria for encoding)
- Access can be guaranteed through special access by TM
- Saving time and user-friendly: Partly being filled in through transferred data from MR (avoid typing errors in data entry, mistakes in titles etc,)
- Easy to link to MR ,and automatically in CRIS
- Homogeneous use by all regions
- Completeness check could be used, like with online MR, ensuring RS to be filled in, giving a warning which fields are lacking
- Can be used for statistical purposes.

Possible disadvantages:

- TM in DEL might need to verify the RS with Head of Operations or DEL
- Partner country involvement through RS, could not be done online, although a separate pdf file could be uploaded for this.

It is highly encouraged to create the online application for the RS, as it facilitates the use of the revised template of the RS ensuring transparency, no delays in uploading thus the better fulfilment of its role and function.

¹⁶ Pg 51

6. PROPOSED REVISED TEMPLATE FOR RS: ONGOING PROJECTS

Response Sheet to Monitoring Report (Nr: XXXX)

I. Intervention data. (automatically transferable from MR)

CRIS Number		Task Manager	
Project Title		Project Authority	
Country		Monitoring Report Type:	Ongoing
		Monitor	
Date of Report		Monitoring Visit date	

II. Assessment of general quality of Monitoring Report

	Explanatory comments	Grades ¹
In general terms, please comment:		
Is the MR easy to read and understand?		
Are the recommendations useful and realistic?		
In particular, comment the MR following each of the criteria:		
Relevance and Quality of Design:		
Efficiency of implementation to date:		
Effectiveness to date:		
Impact prospects:		
Potential Sustainability:		
<i>1Note: a = very good; b = good; c = problems; d = deficiencies;</i>		Overall summary:

III. Future planning and follow up

Key observations/actions recommended (Copy all recommendations from Monitoring Report in boxes below)	Response by TM (Rationale for action being / to be taken, if any; additional comments)		
	Is the recommendation going to be adopted? Yes/No, explain why	If yes, By whom	If yes, When
1.			
2.			
Etc			
Next visit suggested:	9 months ²	12 months	Longer (or expost)

Special attention to be paid in the next visit to the following aspects:

2: Only applicable in ENPI East and IPA region

IV. Further comments and suggestions, if any:

Mission organisation and logistics:	
ROM methodology:	
Monitor's Performance:	
Other:	

Name: Date:

7. PROPOSED REVISED TEMPLATE FOR RS: EX POST

Response Sheet to Monitoring Report (Nr: XXXX)

I. Intervention data. (automatically transferable from MR)

CRIS Number		Task Manager	
Project Title		Project Authority	
Country		Monitoring Report Type:	Ex Post
		Monitor	
Date of Report		Monitoring Visit date	

II. Assessment of general quality of Monitoring Report

	<i>Explanatory comments</i>	Grades1
In general terms, please comment:		
Is the MR easy to read and understand?		
Are the key observations and lessons learnt useful?		
In particular, comment the MR following each of the criteria (focus on Impact and Sustainability to date: i.e. ex post)		
Design:		
Efficiency:		
Effectiveness:		
Impact to date:		
Sustainability to date:		
<i>InNote: a = very good; b = good; c = problems; d = deficiencies;</i>		Overall summary:

III. Future planning and follow up

Key observations/lessons learned <i>(Copy all observations / lessons learned from Monitoring Report in boxes below)</i>	Response by TM (Rationale for action being / to be taken, if any; additional comments)		
	<i>Please explain if any of the observations / lessons learned is going to be taken into consideration for future planning / programming (e.g. second phase project/s, same sector projects, etc.).</i>	<i>If yes, By whom (e.g. Delegation, HQ, consultants ...)</i>	<i>If yes, When/Where (e.g. CSP/NIP, QSG...)</i>
1.			
2.			
Etc			

IV. Further comments and suggestions, if any:

Mission organisation and logistics:	
ROM ex post methodology:	
Monitor's Performance:	
Other:	

Name:

Date:

8. PROPOSED REVISED TEMPLATE FOR RS: SPSP

Response Sheet to Monitoring Report (Nr: XXXX)

I. Intervention data. (automatically transferable from MR)

CRIS Number		Task Manager	
Programme Title		Programme Authority	
Country		Monitoring Report Type:	SPSP
		Monitor	
Date of Report		Monitoring Visit date	

II. Assessment of general quality of Monitoring Report

	<i>Explanatory comments</i>	Grades1
In general terms, please comment:		
Is the MR easy to read and understand?		
Are the recommendations useful and realistic?		
In particular, comment the MR following each of the criteria:		
Relevance and Quality of SPSP Design:		
Efficiency of implementation of SPSP to date:		
Effectiveness of SPSP to date:		
Impact prospects of SPSP:		
Potential sustainability of SPSP:		
<i>Note: a = very good; b = good; c = problems; d = deficiencies;</i>		Overall summary:

III. Future planning and follow up

Key observations/actions recommended (Copy all recommendations from Monitoring Report in boxes below)	Response by TM (Rationale for action being / to be taken, if any; additional comments)		
	Is the recommendation going to be adopted? Yes/No, explain why	If yes, By whom	If yes, When
1.			
2.			
Etc			
Next visit suggested:	12 months	Longer	
Special attention to be paid in the next visit to the following aspects:			

IV. Further comments and suggestions, if any:

Mission organisation and logistics:	
ROM SPSP methodology:	
--Please comment the organisation and	

implementation of the Desk Phase	
Monitor's Performance:	
Other:	

Name: Date:

PART B: TECHNICAL REPORT

1. METHODOLOGY

In this chapter you can find a description of the methodology used in order to give a full overview on the aforementioned research questions.

Research and Analysis

This assignment has been conducted on the basis of data collected from the ROM database in the Commission Intranet and through consultation of the Workbooks and Annual Reports, covering all regions from 2002 - 2007.

1.1. Quantitative research

Firstly, a selection from all RS has been made, sorting them and linking them to each of the relevant MR and circumstance in the database (region, type, etc). This selection has been used to give an overview / comparison of the total response rates of the RS per:

- Region,
- Type of operation monitored, (National Projects or Regional programmes)
- Type of ROM (Ongoing – Ex Post)

1.2. Qualitative research

Out of the overall selection of RS, a random qualitative sample of 400 RS was made and used to go in depth into each RS on a case by case basis in order to more precisely analyse the following aspects of the RS:

- The completeness of the RS returned, (See annex 1: defined criteria for QA of the RS)

Criteria determining the quality of the RS depend on, whether:

1. Grades are given;
2. Explanatory text is provided;
3. Follow up on recommendations is provided; (box introduced in 2005)
4. 'Future planning', to be used for re-monitoring, is filled in.
5. Further comments and suggestions.

(A combination of) these criteria determine whether the RS is (sufficiently) complete, or incomplete.

- A classification of the comments made according to content (MR, methodology, Monitor)
- An analysis of the box commenting on actions to be taken

Based on the findings, phone interviews with both TL and TM in HQ and DEL have taken place, in order to support the research and establish the reasons for the difference in response rates and contents. (See *annex 2. Questionnaire* and *annex 3, list of interviewees*). This has been done, aiming mainly at the following relevant aspects, taking into account key factors like the process of re-Monitoring and decentralisation:

- Procedure (Role and usefulness of the RS)
- Methodology (the template of the RS)

1.3. Presentation

The data has been processed, analyzed and visualised, using excel, through

- Tables,
- Graphs.

NOTE the legend of the Graphs sometimes changes to make the Graphs more visible.

1.4. Sample's representativeness

The sample of RS taken, covers all regions from 2002 - 2007, the types of operation and the types of Monitoring (Ongoing – Ex Post).

On the whole, representativeness of the samples is good, nevertheless **it should be noted that:**

- The representativeness varies within the regions and more specifically for EP and REG
- The weight of the sample varies across the regions for the different circumstances as well (more MR in one region than in another).

The samples are presented in a table or footnote for each comparison made.

- Each Graph presents the sample of the RS of the 'circumstance' identified.
- Each table presents the RS response for all relevant data as a percentage from the sample of the RS of the total MR of that circumstance and/or the sample of the RS within the total of the RS (of the total of the MR).

NOTE The sample of RS taken for analysis is taken from the Database, which was the main source for the research. Data however has been double checked with the data in the Workbooks and Annual Reports, because limited number of RS and MR were found lacking in database

The relatively small sample size and its heterogeneity from one region to another sometimes make some of the comparisons and typologies statistically less relevant.

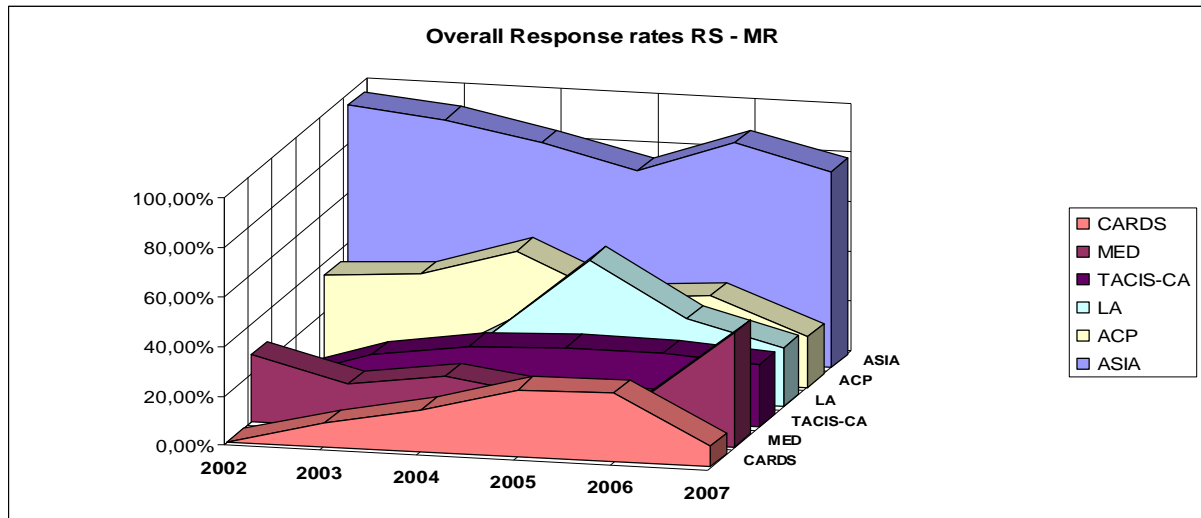
Conclusions and Recommendations in the report account for correct interpretation of the values provided.

2. FINDINGS - QUANTITATIVE ANALYSIS

2.1. Response rates across ROM regions

An overview of the overall response rate among ROM regions, covering the period from 2002 – 2007 is presented in Graph 1 below. The total number of MR was 8203

Graph 1: Overview overall response rates in ROM regions

**Table 1: Overall number of RS**

Overall RS	Years						
REGION (excl notes)	2002	2003	2004	2005	2006	2007	Total
ACP	105	122	159	117	198	110	811
MED	51	26	30	28	37	84	256
ASIA	91	101	130	139	193	178	832
LA	0	4	36	93	78	51	262
TACIS-CA	2	70	127	96	111	113	519
CARDS	0	8	19	37	42	16	122
TOTAL	249	331	501	510	659	552	2802

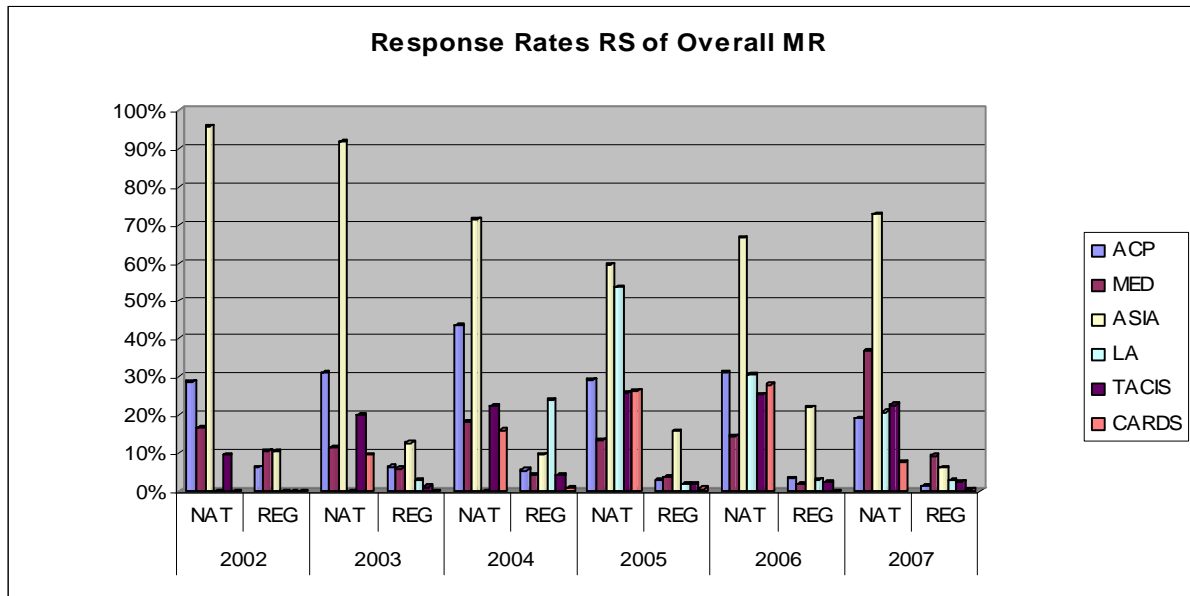
Table 2: Overall response rate RS among ROM regions

Response rate RS (RS of MR)	Years						
REGION (excl notes)	2002	2003	2004	2005	2006	2007	Total
ACP	35,23%	37,54%	49,07%	32,05%	34,62%	20,41%	33,47%
MED	27,27%	17,33%	22,56%	17,18%	16,30%	46,15%	24,57%
ASIA	95,79%	91,82%	84,42%	75,14%	88,53%	78,76%	84,21%
LA	0,00%	2,80%	24,00%	55,36%	33,62%	23,61%	25,86%
TACIS-CA	9,52%	21,28%	26,51%	27,99%	27,61%	25,17%	25,65%
CARDS	0,00%	9,52%	16,96%	27,21%	28,00%	8,21%	17,09%

2.2. Response rates per 'Type of Operation'

In graph 2 below, the response rate of the RS for 'NAT' is compared 'REG', for all regions throughout the whole period.

Graph 2: 'Response rate RS per type of operation'



The graph 3 below, based on the sample in table 5, shows a similar image (apart from LA in 2003 and 2004, which is caused by the missing data for the sample for NAT)

Graph 3: Response rates Type of operation within overall RS

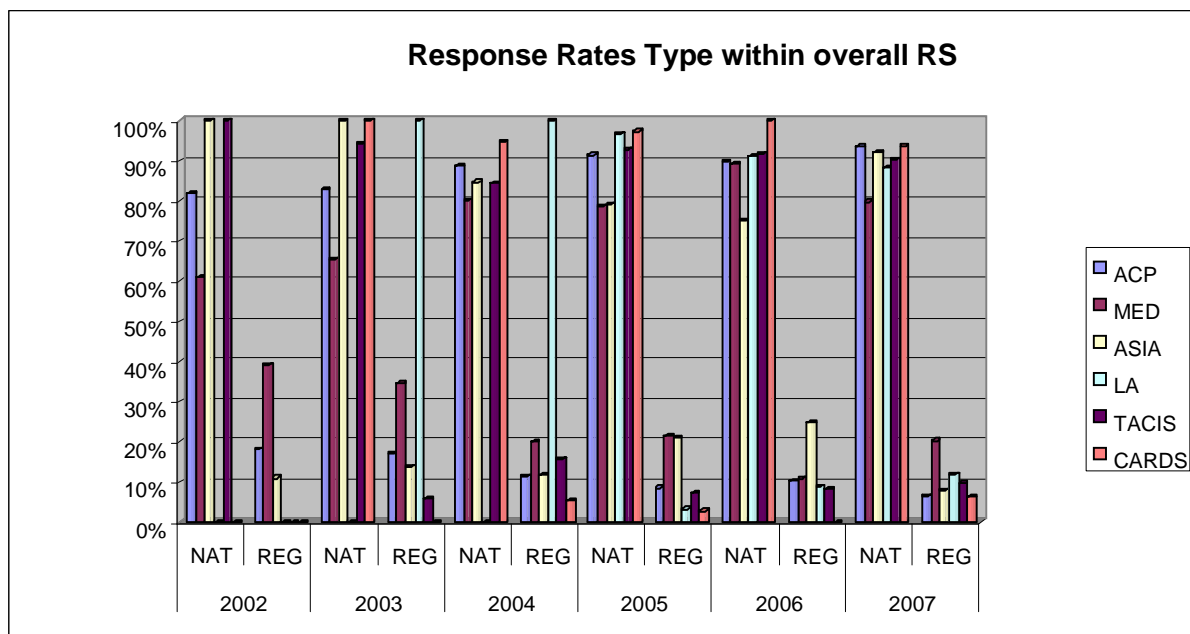


Table 3. Overall RS per Type of Project

Years															
Region	2002		2003		2004		2005		2006		2007			Total	
	NAT	REG	NAT	REG	NAT	REG	NAT	REG	NAT	REG	NAT	REG		Nat	Reg
ACP	86	19	101	21	141	18	107	10	178	20	103	7		716	95
MED	31	20	17	9	24	6	22	6	33	4	67	17		194	62
ASIA	91	10	101	14	110	15	110	29	145	48	164	14		721	130
LA	0	0	0	4	0	36	90	3	71	7	45	6		206	56
TACIS	2	0	66	4	107	20	89	7	102	9	102	11		468	51
CARDS	0	0	8	0	18	1	36	1	42	0	15	1		119	3

Total	210	49	293	52	400	96	454	56	571	88	496	56		2424	397
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Table 4. Response rate RS (RS of overall MR)

Years															
Region	2002		2003		2004		2005		2006		2007			Total	
	NAT	REG	NAT	REG	NAT	REG	NAT	REG	NAT	REG	NAT	REG		Nat	Reg
ACP	29%	6%	31%	6%	44%	6%	29%	3%	31%	3%	19%	1%		34%	33%
MED	17%	11%	11%	6%	18%	5%	13%	4%	15%	2%	37%	9%		30%	15%
ASIA	96%	11%	92%	13%	71%	10%	59%	16%	67%	22%	73%	6%		100%	49%
LA	0%	0%	0%	3%	0%	24%	54%	2%	31%	3%	21%	3%		21%	119%
TACIS	10%	0%	20%	1%	22%	4%	26%	2%	25%	2%	23%	2%		32%	11%
CARDS	0%	0%	10%	0%	16%	1%	26%	1%	28%	0%	8%	1%		22%	2%

2.3. Response rates per 'Type of Monitoring'

Graph 4. Response rates for 'Type of Monitoring'

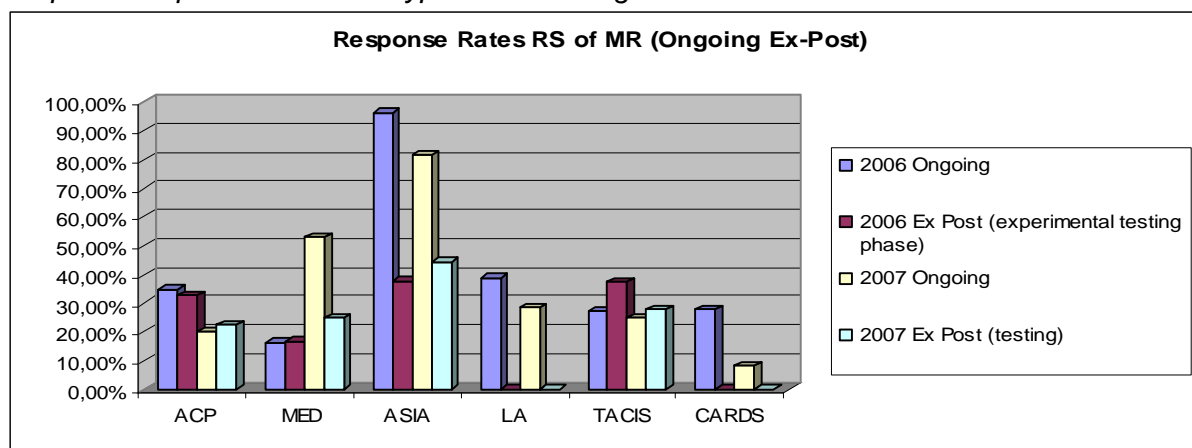


Table 5. Linked RS (to MR) per Type of ROM

	2006		2007			Total	
	Ongoing	EP	Ongoing	EP		2006	2007
ACP	178	20	99	11		198	110
MED	29	8	73	11		37	84
ASIA	182	11	170	8		193	178
LA	78	0	51	0		78	51
TACIS	105	6	99	14		111	113
CARDS	42	0	16	0		42	16
Total per year	614	45	508	44		659	552

Table 6. Response rate RS/MR

	2006		2007			Total	
	Ongoing	EP	Ongoing	EP		2006	2007
ACP	34,83%	32,79%	20,20%	22,45%		34,62%	20,41%
MED	16,11%	17,02%	52,90%	25,00%		16,30%	46,15%
ASIA	96,30%	37,93%	81,73%	44,44%		88,53%	78,76%
LA	39,00%	0,00%	28,49%	0,00%		33,62%	23,61%
TACIS	27,20%	37,50%	24,81%	28,00%		27,61%	25,17%
CARDS	28,00%	0,00%	8,21%	0,00%		28,00%	8,21%
Total per year	38,00%	24,32%	31,57%	22,22%		36,59%	30,55%

3. IN DEPTH ANALYSIS – ROLE AND FUNCTION OF RS IN ROM

Through the qualitative sample of 400 RS taken from the database, the role and usefulness of the RS in the ROM system has been analysed. This has been supported by the conducting of a number of interviews with TL and TM in both DEL and HQ, mainly from ASIA and CARDS

Table 7 and 8 below give an overview of the completeness of the RS returned.

Table 7. Overview completeness RS

<i>Region</i>	Complete	Sufficiently Complete	Insufficiently complete
ACP	28,3%	51,1%	20,6%
LA	51,6%	23,4%	25,0%
TACIS	20,8%	49,4%	29,9%
MED	21,2%	62,0%	16,8%
CARDS	5,9%	45,6%	48,5%
ASIA	40,0%	46,7%	13,3%

Table 8. Overview details ‘completeness’

	Explanatory Text	Follow up recommendations	Future Planning		Further comments	Classification of comments		
<i>Region</i>			Follow up suggested	Special attention		Content MR	Methodology	Monitor's performance
ASIA	67,0%	0,0%	78,9%	75,6%	38,9%	100,0%	40,0%	12,2%
ACP	72,6%	100,0%	89,4%	78,9%	52,2%	100,0%	46,7%	25,6%
LA	54,2%	0,0%	78,1%	62,5%	48,4%	100,0%	12,5%	6,3%
MED	78,3%	0,0%	90,8%	81,0%	50,0%	100,0%	25,0%	13,0%
TACIS	40,9%	92,1%	75,3%	54,5%	23,4%	100,0%	14,3%	11,7%
CARDS	28,9%	96,2%	61,8%	47,1%	14,7%	100,0%	20,6%	2,9%

PART C: ANNEXES

Annex 1. Criteria for QA of RS

Criteria for quality and content assessment, to be taken into account when filling in RS:

A Response sheet is fully complete when:

1. Grades are given;
2. Explanatory text is provided;
3. Full consistency between grades and text is provided;
4. Rationale for follow up on recommendations is provided; (box introduced in 2005)
5. 'Future planning' is filled in, which will be used for re-monitoring;
6. Further comments and suggestions filled in.

A Response sheet is sufficiently complete when:

1. Grades are given;
2. Explanatory text is partly provided (with the exception of all A's);
3. Sufficient (but not full) consistency between grades and text;
4. Rationale for follow up on recommendations is provided; (box introduced in 2005)
5. 'Future planning' is filled in, which will be used for re-monitoring (except for ended Projects!);
6. Further comments and suggestions not filled in.

A Response sheet is not sufficiently complete when:

1. Grades are given;
2. Explanatory text is not provided; (with the exception of all A's);
3. No sufficient consistency between grades and text;
4. Rationale for follow up on recommendations is not provided; (box introduced in 2005)
5. 'Future planning' is not filled in, which will be used for re-monitoring;
6. Further comments and suggestions not filled in.

Annex 2: Questionnaire.

1. In your opinion, how useful is the RS in the ROM process? And what should be the main purpose or benefit of the RS for the Delegations and for HQ?

- Delegations:

- HQ:

2. Is the RS currently targeting the right respondent (DEL or HQ)? Do you think it is useful to also address the RS to other stakeholders as well? If yes, which ones (e.g. Government, project implementers, etc.)

3. Has the role and function of the RS changed? If so, how? And when? (i.e. deconcentration – versus Regional Programmes, Thematic budget lines and Nuclear safety projects)

4. Degrees of response rates, as well as the contents of the RS, appear to vary among regions/countries. What is your motivation to fill in a RS?

The questions below are related to the current template of the Response Sheet, to be found hereafter.

1. Do you consider all fields of the RS to be useful and sufficient for determining the quality of the MR? Do you think that other relevant fields should be added? If so, which ones and why?

2. Do you consider the option to provide a narrative explanation/text useful? For all fields of the RS?

3. Would you consider it useful to have the option to comment on methodology and/or other fields separately? If so, for which fields and why?

4. What do you think the role of the RS should be in the follow up process of the recommendations made by the monitors? Do you think that the current structure (box with "key observations/actions recommended" and "response" is adequate and sufficiently clear in this respect?

5. What do you think the role of the RS should be in the process of re-monitoring the same project and Ex-Post monitoring? Please provide examples.

6. Do you agree that partner Govt. / project implementers should be involved in the process of commenting on the MR? If so, how? (separate RS, different template, fully accessible?)

7. Do you have any further comments/suggestions on how to improve the RS?

Annex 3. Interviewees

Selection Interviewees

It was decided to send out a request for interviews to the following relevant persons below, for TL as well as TM, covering ASIA, CARDS and ACP.

Selection Team Leaders:

Mr. Fernando Cerutti, ex Team Leader ASIA

Mr Dragan Crjanski, Team Leader CARDS

Ms Monika Zabel, Team Leader ACP

Mr Luc Zwaenepoel, ex Team Leader ACP

Mr Pierre Mahy, ex Team Leader ASIA

Mr Alex Frenz, ex Team Leader MED

Response received:

Mr. Fernando Cerutti, ex Team Leader ASIA

Mr Dragan Crnjanski, Team Leader CARDS

Ms Monika Zabel, Team Leader ACP

Mr Luc Zwaenepoel, ex Team Leader ACP

Selection Task Managers:

HQ:

Mr Henrik Van Maele, TM CARDS

MS Maria Loiusa Andrade, TM ASIA

Mr Mariano de la Sen, Task Manager ENPI (former TACIS and MED)

Interviewees TM (response rate 1/3 selected)

HQ:

Mr Henrik Van Maele, TM CARDS

Selection Delegations for questionnaire

It was decided to send out a questionnaire to the following relevant persons below. 9 responses have been received, *see in Italic below*.

Delegations

CECUTTI Roberto (RELEX-PORT MORESBY); roberto.cecutti@ec.europa.eu (Papua New Guinea, ACP)

CLAEYE Etienne (RELEX-NEW DELHI); etienne.claeye@ec.europa.eu (India, ASIA)

COLLET Françoise (RELEX-DHAKA); françoise.collet@ec.europa.eu (Bangladesh, ASIA)

COSTELLO Nicholas (RELEX-BEIJING); nicholas.costello@ec.europa.eu (China, ASIA)

DELCROIX Nicola (RELEX-ADDIS ABABA); nicola.delcroix@ec.europa.eu (Ethiopia, ACP)

GARAGNANI Laura (RELEX-KIEV); laura.garagnani@ec.europa.eu (Ukraine, TACIS)

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