

Support to Quality Monitoring Systems and Methodologies
of Projects and Programmes of External Assistance

Financed by the European Community

EuropeAid/127731/C/SER/Multi

EVA/219719



SUPPORT TO QUALITY
MONITORING METHODOLOGIES



EUROPEAID
CO-OPERATION OFFICE

Technical Cooperation Reform and Capacity Development Information from ROM Reports 2011

Final report



A project implemented by GFA Consulting Group GmbH / IDOM

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Project Title:	Support to Quality Monitoring Systems and Methodologies of Projects and Programmes of External Assistance financed by the European Community (SQ2M Project)		
Project Number:	EuropeAid/127731/C/SER/Multi; EVA/129719		
Country:	Multi-country		
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Date of report: 23 January 2012

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ABBREVIATIONS

ACP	African Caribbean and Pacific
AFD	Agence Française pour le Développement
BCS	Background Conclusion Sheet
CD	Capacity Development
CMTP	Centrally Managed Thematic Programmes
COM	Communication
CRIS	Common Relex Information System
CS	Civil Society
CSOs	Civil Society Organizations
CTB	Belgian Development Agency
EAMR	External Assistance Management Report
EC	European Commission
ENPI	European Neighbourhood Policy Instrument
EU	European Union
EUDs	European Union Delegations
EUO	European Organisations
IO	International Organisations
ITC	Information and Communication Technologies
JM	Joint management
MRs	Monitoring Reports
N/A	Non Available
NGO I	International Non Governmental Organisations
NGO L	Local Non Governmental Organisations
NGOs	Non Governmental Organisations
ODA	Official Development Assistance
PIA	Project Implementation Arrangements
ROM	Result-oriented Monitoring
SM	Shared Management
TA	Technical Assistance
TC	Technical Cooperation
ToR	Term of Reference
TW	Twinning
UN	United Nation
WB	World Bank

INTRODUCTION

Since July 2008, the Backbone Strategy provides the overall approach for a change process that will evolve over time through the implementation of a set of actions and internal learning. It tackles the issues of Technical Cooperation (TC), Technical Assistance (TA) patterns and Project Implementations Arrangements (PIA). TC is often associated with actions aimed at strengthening individual and organisational capacity by providing expertise (short and long term TA personnel, institutional twinning arrangements, mobilisation of Diaspora, etc.), training and related learning opportunities (peer exchange, tertiary education, etc.), and equipment. When TA refers to the personnel involved in the implementation and the management of technical cooperation services.

The issues related to TC, TA and PIA have been introduced in Sheet 6 of the most recent format of BCS for On-going ROM (and starting in 2010 also for Ex-Post ROM).

Sheet 6 has been modified (mid 2009), from its previous version (11 questions with comments) to a format with 16 answers allowing only YES/NO/NA options divided in three areas (Role of Quality Support Group and ROM in Project Quality, Review of TC Quality Criteria and EC Visibility). Each section provides an area for text input (optional) for overall qualitative data.

Since 2010, a “workbook” has been created allowing the compilation of all MRs. Over 1500 are available for the year 2011.

Development Researchers Network (DRN) on the other hand is providing an analysis on Technical Cooperation Support through a preliminary assessment grid of the “Capacity Development Enabling factors”, taking into account that one is specifically focusing on Delivery modality and learning process (the way TA is appropriated and the extent it is based on a peer to peer relationship).

The **general objective** is to contribute to make support to Capacity Development (CD) more effective, its **purpose (specific objective)** is to draw lessons from the implementation of the TC reform. The present assignment is expected to drive to the following results:

- a) Distribute monitored projects into TC/CD relevant categories
- b) Analysis of the answers on BCS sheets 6 in ongoing ROM reports, split by sub-criteria, geographical area, DAC code, etc
- c) Identification and analysis of the projects marked as Innovative forms of TC (which may indeed cover programmes classified as CD)
- d) Further analysis, like correlation with impact / sustainability of projects.

1 METHODOLOGY FOR THE SAMPLING EXERCISE

1.1 Presentation of the Universe

1.1.1 Set of questions analysed

The analysis particularly focuses on section 6.2 of the **sheet 6 of the** Background Conclusion Sheet (BCS) related to Horizontal issues containing specific analysis for TC, TA and PIA.

This section named **“Review of TC Quality Criteria”** includes 11 questions allowing only YES/NO/Not Applicable (N/A) options divided in five areas (Demand driven TC/TA and ownership, Adaptation to the context and existing capacity, harmonization of TC, Result oriented TC/TA and PIA). The end of the section provides an area for text input (optional) for overall qualitative data. Table 1 presents the list of questions related to this section.

Table 1. Section 6.2 of BCS

6.2) Review of TC Quality Criteria	
Demand driven TC/TA and ownership	
1	<i>Do local partners effectively lead in the planning and management of TC support (i.e. beyond formal endorsement)?</i>
2	<i>Do local partners provide the required inputs enabling TC to perform (e.g. human and/or physical inputs)?</i>
Adaptation to the context and existing capacity	
3	<i>Is the TC support likely to achieve its objectives without critical constraints?</i>
4	<i>Is the TC support adequate vis-à-vis the capacity of the local partner?</i>
Harmonisation of TC	
5	<i>Is the TC support taking into account TC from other donors in the same sector?</i>
6	<i>Is the present TC support from the European Commission (EC) delivered jointly with other donors? (If no other donors are active in the sector then mark N/A)</i>
X	<i>If the TC support from the EC is not harmonised with other donors, are relevant steps being taken for a more harmonized TC in the future?</i>
Result oriented TC/TA	
7	<i>Are the TC deliverables (outputs and outcomes) clearly specified (e.g. in the TA ToR) and regularly assessed (e.g. through a joint performance dialogue/assessment)?</i>
8	<i>Are there innovative forms of TC support being used (e.g. peer review, South/South and/or Public/Public cooperation, twinning, networking, etc.)?</i>
PIA	
9	<i>Are partner country staffs effectively managing the programme (and not TA)?</i>
10	<i>Do the experts take instructions from and report to the partner (and not the EC)?</i>

Out of these 11 questions, the question *“If the TC support from the EC is not harmonized with other donors, are relevant steps being taken for a more harmonized TC in the future?”* has not been taken into account as it is related to the hypothesis that the TC support is not harmonized with other donor, element which is already questioned in question 5.

As a result, the analysis is focusing on a **set of 10 questions**.

1.1.2 Consolidated ROM workbook

The universe is based on the 2011 ongoing Result-oriented Monitoring (ROM) workbook.

The ROM workbook is a Microsoft's Excel-based document for standardised processing of ROM information, which works independently from the ROM module in the Common Relex Information System (CRIS) and contains more data and information allowing then a better analysis of achieved results for consolidated reporting purposes.

The 2011 draft workbook for ongoing ROM contains 1488 Monitoring Reports (MRs) displayed as follow:

- ✖ 1066 MRs on National Projects including,
- ✖ 182 Consolidated reports on regional programmes,
- ✖ 240 Component reports on regional programmes.

In order to avoid duplication of grades and data for regional programmes, the 240 Component reports have been excluded from the database to only focus on consolidated reports.

The result is a **first universe of 1248 MRs**.

1.2 Sampling

1.2.1 N/A bias

The aim of the exercise is to give an overall grade to each monitored project based on the YES-NO-N/A notation for the 10 questions.

In order to mainly focus on the Yes/No answers and to get rid of the bias created by too many N/A answers, all MRs having more than 3 N/A have not been taken into account in the sample. A column "Number of N/A" counting the number of N/A answers for the 10 questions has been created.

Table 2. N/A analysis

Name Implementing Partner	Number of N/A			
	0 to 3	4 to 10	Total	% excluded
European countries public administration (ministries, municipalities, etc.)	25	6	31	19,35%
European governmental organizations/EU agencies	20	8	28	28,57%
Hybrids (mix of different partners)	19	9	28	32,14%
International governmental organizations (non UN)	18	3	21	14,29%
International NGO/CSOs/Universities (at EU and international level)	206	229	435	52,64%
Local NGOs/CSOs/Universities (at Partner country level)	82	113	195	57,95%
not known/NA	2	0	2	0,00%
Partner countries public administration (ministries, municipalities, etc)	223	68	291	23,37%
Profit oriented organisations (companies, think-tanks, institutes)	58	19	77	24,68%
Regional bodies (MERCOSUR, SADEC, ASEAN, etc)	13	8	21	38,10%
UN family organizations (incl. WB)	84	35	119	29,41%
Total	750	498	1248	39,90%

498 projects have more than 3 N/A and have been excluded from the database.

It represents around 40% of the database. This is 10% more than last year (30% of exclusion in 2010) An analysis by implementing partner shows that the main categories concerned by this exclusion are:

- ✖ international and local NGOs, where respectively 53% and 58% of projects have been excluded out of 630 projects, (for respectively 38% and 46% in 2010),
- ✖ UN family organizations (incl. WB), where 29% of projects have been excluded out of 119 projects and

The high level of N/A for NGOs and UN projects can be explained by the fact that question 6.2 of the BCS explicitly refers to the review of TC Quality Criteria, when monitors may consider that the term of TC does not apply to this kind of implementing partner.

The result of this step is a **new sample of 750 MRs**.

1.2.2 Allocation of overall grade

For the 750 MRs, a new column “Number of yes” has been created in the excel sheet counting the number of YES answers for the 10 questions.

To obtain the final overall grade by project, in a first step, only YES and NO answers have been counted and the N/A answers have been excluded.

The obtained note has in a second step been put on 10.

1.2.3 Allocation of sub-grades

Another classification has been made by sub-criteria in order to specify the types of innovative TC. 5 categories have been created:

- ✖ Demand driven TC/TA and ownership,
- ✖ Adaptation to the context and existing capacity,
- ✖ Harmonisation of TC,
- ✖ Result oriented TC/TA and
- ✖ PIA

Each of these new categories is related to two questions of the section 6.2 of the BCS.

Table 3 presents the links between the 5 different categories and the questions related.

The grade has been calculated by counting the number of YES for the two questions giving therefore the following possibilities:

- ✖ grade 2 = 2 Yes,
- ✖ grade 1 = 1 Yes and 1 No or 1 Yes and 1 N/A,
- ✖ grade 0 = 2 No, 2 N/A or 1 No and 1 N/A.

Table 3. Sub-categories of quality criteria

Sub-categories Quality Criteria	Nb	Question related from BCS 6.2
1. Demand driven TC/TA and ownership	1	Do local partners effectively lead in the planning and management of TC support (i.e. beyond formal endorsement)?
	2	Do local partners provide the required inputs enabling TC to perform (e.g. human and/or physical inputs)?
2. Adaptation to the context and existing capacity	3	Is the TC support likely to achieve its objectives without critical constraints?
	4	Is the TC support adequate vis-à-vis the capacity of the local partner?
3. Harmonisation of TC	5	Is the TC support taking into account TC from other donors in the same sector?
	6	Is the present TC support from the EC delivered jointly with other donors? (If no other donors are active in the sector then mark N/A)
4. Result oriented TC/TA	7	Are the TC deliverables (outputs and outcomes) clearly specified (e.g. in the TA Term of Reference (ToR)) and regularly assessed (e.g. through a joint performance dialogue/assessment)?
	8	Are there innovative forms of TC support being used (e.g. peer review, South/South and/or Public/Public cooperation, twinning, networking, etc.)?
5. PIA	9	Are partner country staffs effectively managing the programme (and not TA)?
	10	Do the experts take instructions from and report to the partner (and not the EC)?

1.3 Classification of TC and CD projects

1.3.1 TC classification

According to the EC Guidelines on Technical Cooperation and Project Implementation Arrangements¹,

“Technical Cooperation is often associated with actions aimed at strengthening individual and organisational capacity by providing expertise (short and long term TA personnel, institutional twinning arrangements, mobilisation of Diaspora, etc.), training and related learning opportunities (peer exchange, tertiary education, etc.), and equipment.”

The workbook already contains a classification by implementing partner automatically extracted from CRIS.

However, this classification is not enough precise to categorise TC and not TC projects and can sometimes contain errors.

A **“new type” of implementing partners** has been created to categorise each project. Depending on this new type of implementing partners, each project has been classified between projects that include TC and projects, which don't.

¹ European Commission. Reforming Technical Cooperation and Project Implementation Units for External Aid provided by the European Commission – a 2008 Backbone Strategy. 2008.

Table 4 presents the different types of implementing partners, they are briefly defined. Table 4 also mentions if they refer to TC or not.

Table 4. Type of TC/not TC

TC categories	Abbreviation	Definition
Includes TC	TA	Technical Assistance: classical technical assistance usually done by a private consulting company.
	TW	Twinning in the conventional sense and institutional partners from member states outside conventional twinning.
Does not include TC	NGO L	Local NGOs
	NGO I	International NGOs
	IO	International organisations and UN agencies
	EUO	European Organisations like EUROSTAT and National European Donors (Belgian Development Agency (CTB), Agence Française pour le Développement (AFD)...).

1.3.2 Capacity Development (CD) classification

The “EC Guidelines on Technical Cooperation and Project Implementation Arrangements” defines CD as:

“The processes whereby people, organisations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time.”

As a first step, each project has been classified between the ones containing CD and the ones that do not. In a second step, some sub-categories have been created to specify the type of CD and the type of projects that do not contain CD.

Table 5 presents the different types of CD, they are briefly defined. Table 5 also mentions if they refer to CD or not.

Table 5. Classification of CD/not CD

TC categories	Abbreviation	Definition
Contains CD	TRAINING	Technical support, training, advice, exchange of practices, study visits, study tours
	ITC	Information Systems, databases, models
	COM	Action of visibility, radio, show, television, conferences
Does not contain CD	STUDY	Study, feasibility study
	Work/equipment	Work / Equipment, surveillance

2 TC AND CD IN-DEPTH ANALYSIS

2.1 Distribution of projects TC/Non-TC

Table 6 presents the overall repartition of projects between the ones including TC, those which do not include TC. Table 6 also presents if they contribute to CD or not.

Table 6. *Distribution of projects by TC/non-TC and CD/non-CD categories.*

			269 Include TC		481 Do not include TC			
			TA	TW	NGO I	NGO L	IO	EUO
Total			235	34	225	91	134	31
728 Contribute to CD	Training	716	213	33	220	90	130	30
	ITC	9	5	1	1	1	1	0
	COM	3	2	0	1	0	0	0
22 Does not contribute to CD	Work / equipment	17	12	0	2	0	2	1
	Study	5	3	0	1	0	1	0

- ✖ **Findings :** There are less projects that fall under the category technical cooperation than projects that fall under the category “non technical cooperation” with respectively 269 (36%) projects under TC and 481 (64%) under Non-TC category.
- ✖ Out of 269 TC projects, the majority are related to Technical Assistance, meaning they are usually implemented by a private consulting company. For projects without TC, the main implementing partners are international NGOs and International Organisations.
- ✖ In terms of CD, the vast majority contributes to Capacity Development (CD). This contribution is mainly done through trainings (including training, technical support, advice, exchange of practices, study visits and study tours). Only a few projects (22) do not contribute to CD. These are projects that include the provision of works, equipment or (feasibility) studies.

2.2 Analysis of overall and sub grades

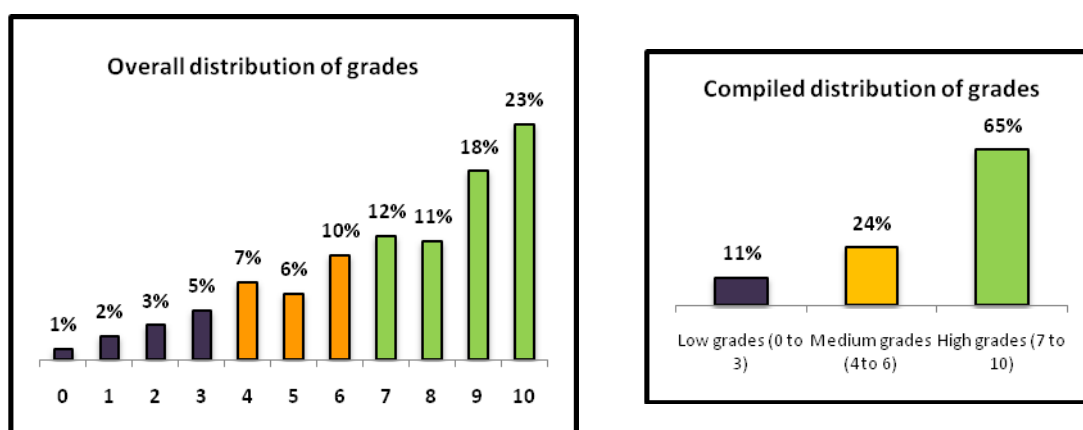
2.2.1 Overall Distribution of grade

Table 7 and Figure 1 show the distribution of grades.

Table 7. Overall Distribution of grades

NOTE	Occurrences 2011	Percentage 2011	Percentage 2010
0	8	1%	1%
1	17	2%	2%
2	25	3%	1%
3	36	5%	4%
4	56	7%	7%
5	48	6%	5%
6	76	10%	12%
7	90	12%	10%
8	86	11%	15%
9	137	18%	19%
10	171	23%	23%
Total	750	100%	

Figure 1. Overall distribution of grades



- ✖ **Findings:** Most of the projects (65% of projects were rated with a grade of 10) are considered to have a good quality of TC in place. This means they are considered to be driven by local demand, they are adapted to the context, are harmonised with the cooperation of other donors, are results- oriented and effectively managed by the partner country. Only 11% of reports have a grade inferior or equal to 3.

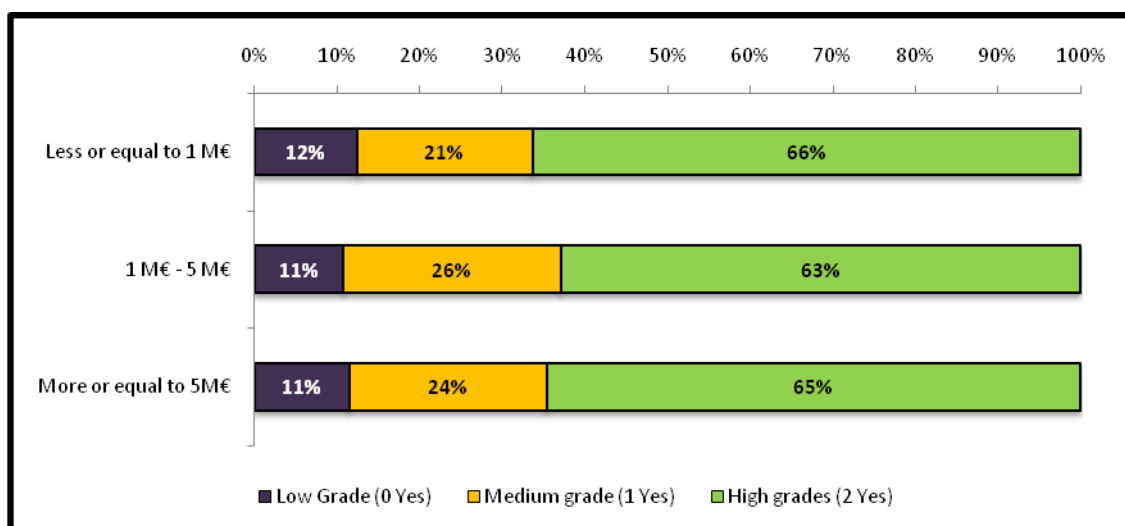
2.2.2 Distribution by budget

The budget analysis presents the grades allocated to MRs in terms of CD split by three main categories of budgets: less or equal to 1M€, 1M€ to 5M€ and more or equal to 5M€. Table 8 and Figure 2 present the main results.

Table 8. *Distribution of compiled grades by budget category*

	Low Grade (0 Yes)	Medium grade (1 Yes)	High grades (2 Yes)	Total
Less or equal to 1 M€	12% (31)	21% (53)	66% (166)	100% (250)
1 M€ - 5 M€	11% (34)	26% (83)	63% (199)	100% (316)
More or equal to 5M€	11% (21)	24% (44)	65% (119)	100% (184)

Figure 2. *Distribution of compiled grades by budget category*



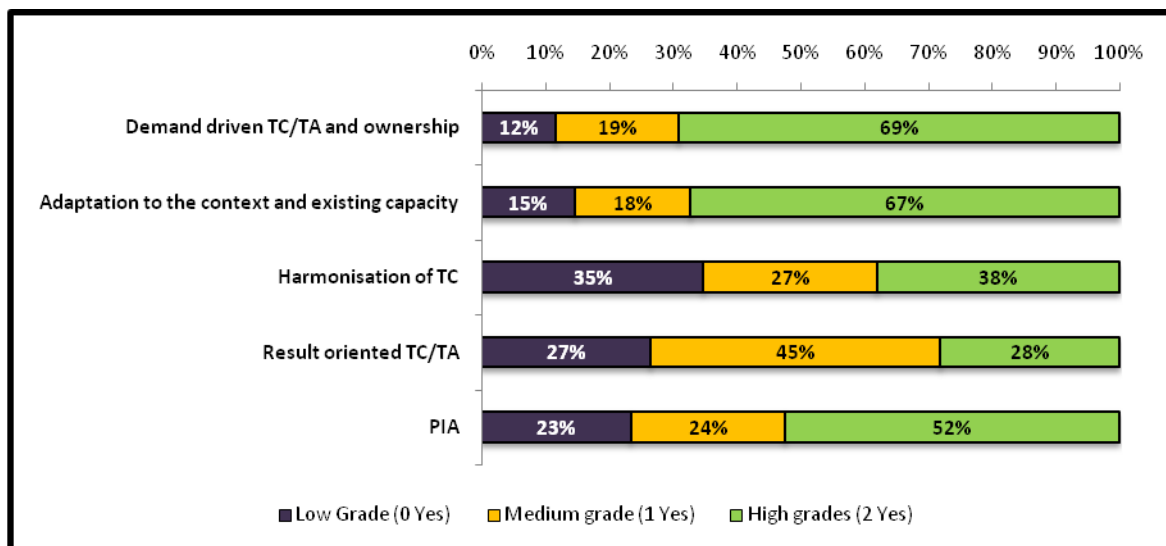
Findings: Small projects (less or equal to 1M€) have the best contribution to CD with 66% of high grades. Projects with a budget of €5 million are however graded also in 65% of the cases very highly. All of the projects are almost in the same way graded low (11/12%).

2.2.3 Analysis of sub-categories of quality criteria

Table 9. *Distribution of sub-categories of quality criteria*

	Low Grade (0 Yes)	Medium grade (1 Yes)	High grades (2 Yes)	Total
Demand driven TC/TA and ownership	12% (87)	19% (145)	69% (518)	100% (750)
Adaptation to the context and existing capacity	15% (110)	18% (136)	67% (504)	100,00% (750)
Harmonization of TC	35% (261)	27% (204)	38% (285)	100,00% (750)
Result oriented TC/TA	27% (199)	45% (341)	28% (210)	100,00% (750)
PIA	23% (176)	24% (181)	52% (393)	100,00% (750)

Figure 3. *Distribution of sub-categories of quality analysis*



- ✖ **Findings:** 69% of the projects responded with yes to the questions on demand driven/ownership. 67% of the projects were considered to be well adapted to the context and to existing capacities.
- ✖ The analysis by sub-grades points out two weak criteria. Harmonisation of TC counts 35% of low grades and only 38% of high grades. The qualitative analysis developed below highlights the reasons which could explain this low level: the length of the start-up phase and the lack of flexibility.
- ✖ “Results orientation” has 27% of low grades, almost half of the projects were attributed a medium grade related to “results orientation”.

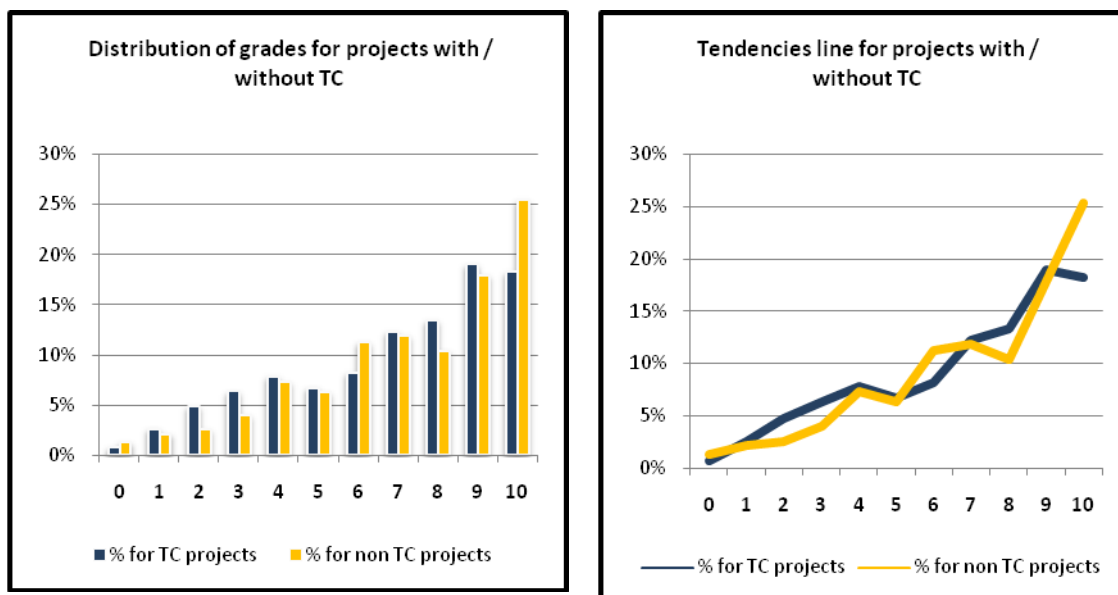
2.3 Distribution of grade for TC/non-TC projects

2.3.1 Comparison of grades between TC and non-TC projects

Table 10. *Distribution of grades between TC and non TC projects*

NOTE	TC Projects		Non TC Projects	
	Occurrences for TC projects	% for TC projects	Occurrences for non TC projects	% for non TC projects
0	2	1%	6	1%
1	7	3%	10	2%
2	13	5%	12	2%
3	17	6%	19	4%
4	21	8%	35	7%
5	18	7%	30	6%
6	22	8%	54	11%
7	33	12%	57	12%
8	36	13%	50	10%
9	51	19%	86	18%
10	49	18%	122	25%

Figure 4. *Distribution of grades and tendencies for projects with / without TC*



- ✖ **Findings:** In terms of distribution of grades, TC and non-TC projects follow more or less the same distribution. Non TC projects were more frequently graded at the level of 10 and they received less frequently low grades.

2.3.2 Distribution of grades by implementing partner

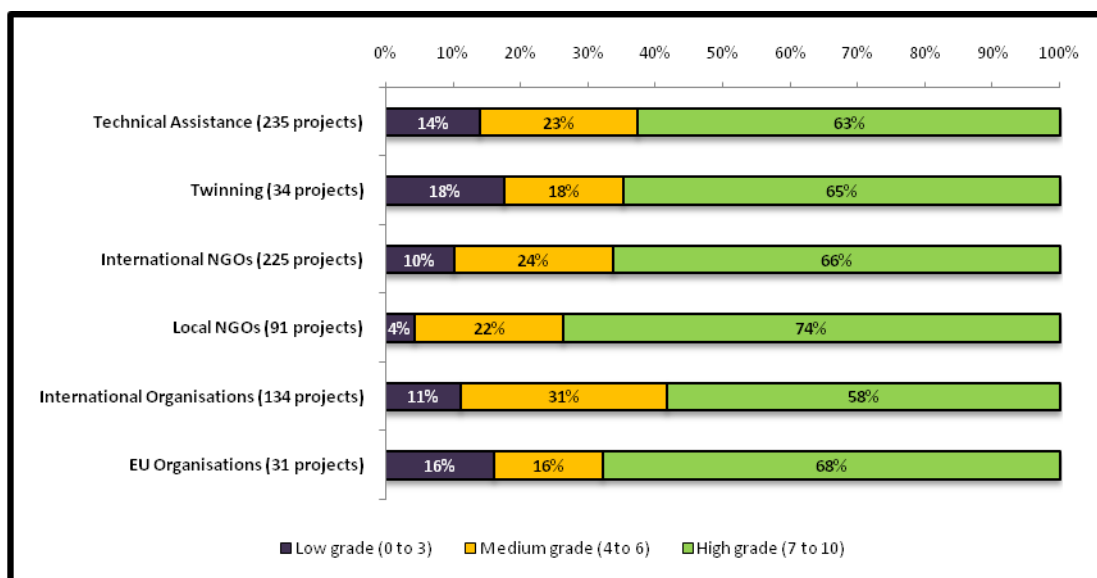
Table 11. *Distribution of grades by implementing partner*

NOTE	421 Include TC		588 Do not include TC			
	TA	TW	NGO I	NGO L	IO	EUO
0	2	0	5	1	0	0
1	5	2	5	2	3	0
2	11	2	3	1	5	3
3	15	2	10	0	7	2
4	17	4	20	3	12	
5	17	1	12	3	13	2
6	21	1	21	14	16	3
7	29	4	30	10	14	3
8	32	4	21	10	16	3
9	43	8	42	22	17	5
10	43	6	56	25	31	10
Total	235	34	225	91	134	31

Table 12. *Distribution of compiled grades for implementing partners*

NOTE	Low grade (0 to 3)	Medium grade (4 to 6)	High grade (7 to 10)
Technical Assistance (235 projects)	14% (33)	23% (55)	63% (147)
Twinning (34 projects)	18% (6)	18% (6)	65% (22)
International NGOs (225 projects)	10% (23)	24% (53)	66% (149)
Local NGOs (91 projects)	4% (4)	22% (20)	74% (67)
International Organisations (134 projects)	11% (15)	31% (41)	58% (78)
EU Organisations (31 projects)	16% (5)	16% (5)	68% (21)

Figure 5. Distribution of compiled grades for main implementing partners



- ✖ **Findings:** The distribution by category of implementing partner shows that local NGOs received high grades (74%), followed by EU Organisations (68%). Local NGOs are at the same time the ones that are ranked to only about 4% at a low level, while 11% of the projects implemented by international organisations are ranked low.
- ✖ A qualitative analysis of abnormal scores (very high and very low) for these different categories is developed in Annex 2 of this report in order to identify the reasons for very high or very low ranking.

2.4 Distribution of projects by 4 new main categories

One main finding of this quantitative analysis is that the contribution of TC and non-TC projects to Capacity Development appears to be very similar. In order to have a more detailed analysis, it has been decided to regroup the TC and non TC projects under 4 main categories. Table 13 presents the different categories created:

Table 13. New classification of projects

Name	Definition	Type of implementing partner included	Occurrences
TA : Technical Assistance / Private sector	Classical Technical Assistance usually done by a private consulting company	TA	235
SM: Shared management	Where the European Commission implements the budget by shared management, implementation tasks shall be delegated to Member States in accordance with article 53b of the Financial Regulation.	TW/EUO	65
CS: Civil Society	International and local NGOs	NGO I / NGO L	316
JM: Joint management	In this management mode certain implementation tasks are delegated by the European Commission to an international organisation such as the United Nations and the World Bank, which thus becomes Contracting Authority. In most cases, the rules and procedures of the international organisation are used and therefore the present Practical Guide would not be	IO	134

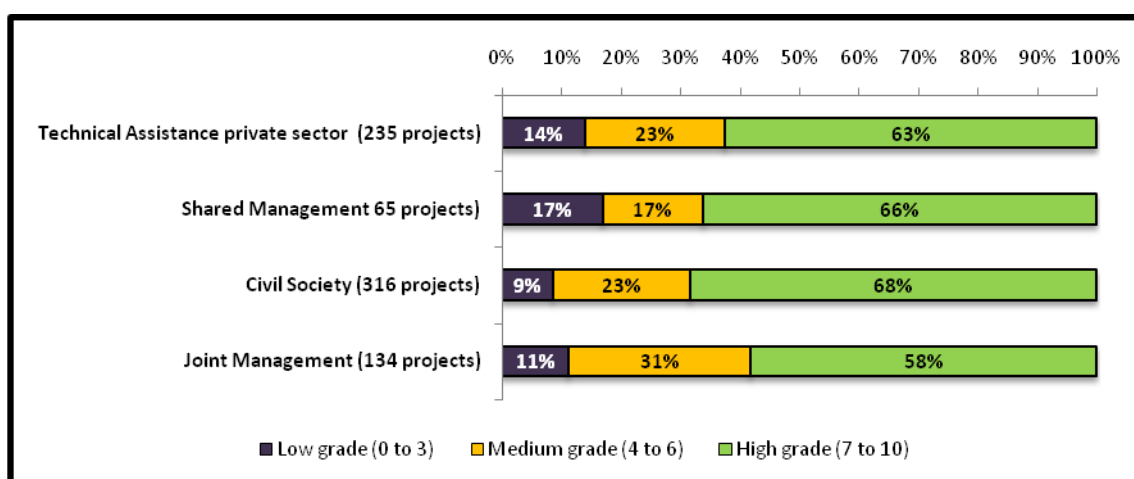
applicable		
	Total	750

Table 13 presents the compiled grades following these 4 categories.

Table 14. *Distribution of compiled grades under new classification*

	Low grade (0 to 3)	Medium grade (4 to 6)	High grade (7 to 10)
Technical Assistance private sector (235 projects)	14% (33)	23% (55)	63% (147)
Shared Management 65 projects)	17% (11)	17% (11)	66% (43)
Civil Society (316 projects)	9% (27)	23% (73)	68% (216)
Joint Management (134 projects)	11% (15)	31% (41)	58% (78)

Figure 6. *Distribution of compiled grades under new classification*



- ✖ **Findings:** The distribution of grades under this new classification allows a better view on the difference of contribution to capacity development of the main categories of implementing partners. Indeed, civil society appears to have the highest contribution with 68% of high grades when joint management has lower contribution with only 58% of high grades.
- ✖ Compared to 2010 data, Sharer management's projects have an increased percentage of high grades with 66% compared to 57% in 2010. As an opposite, Civil society and Joint management projects have lower grades with a respective percentage of 68% and 58 % of high grades for 74% and 64% in 2010.

2.5 Analysis of fragile states

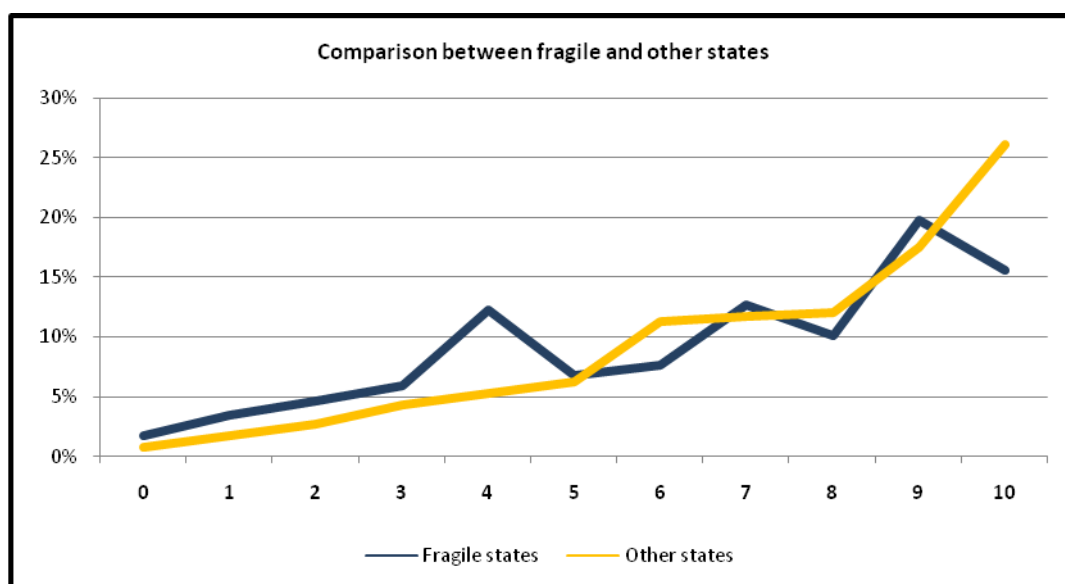
The following analysis present the comparison between grades allocated to fragile states and the other. The list of the 45 countries falling under "fragile states" category is available in

Annex 1. In total, 238 MRs out of 750 are linked to a “fragile states” Table 15 presents the comparison of grades between “fragile states” and “other states”

Table 15. Distribution of grades between “fragile” and “other” states

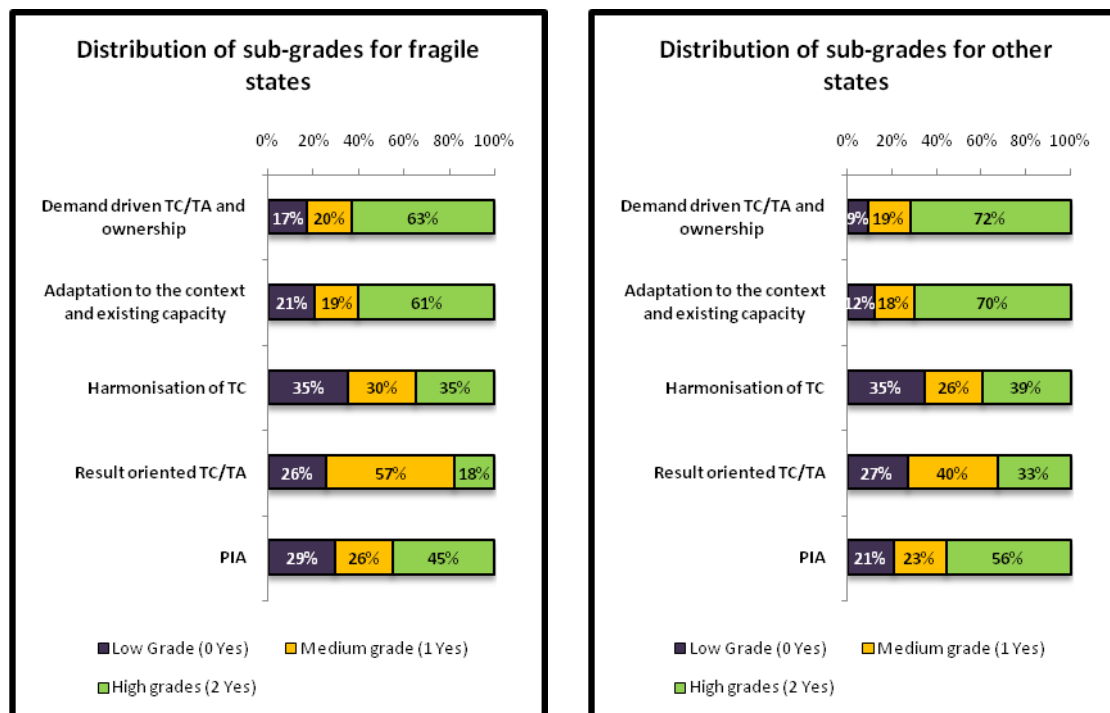
NOTE	All MRs		Fragile states		Other states	
	All MRs	% for all MRs	Fragile states	Fragile states	Other states	Other states
0	8	1%	4	2%	4	1%
1	17	2%	8	3%	9	2%
2	25	3%	11	5%	14	3%
3	36	5%	14	6%	22	4%
4	56	7%	29	12%	27	5%
5	48	6%	16	7%	32	6%
6	76	10%	18	8%	58	11%
7	90	12%	30	13%	60	12%
8	86	11%	24	10%	62	12%
9	137	18%	47	20%	90	18%
10	171	23%	37	16%	134	26%
Total	750	100%	238	100%	512	100%

Figure 7. Distribution of grades between “fragile” and “other” states



- ✖ **Findings:** In terms of distribution, Figure 7 shows that the percentage of low grades is much high for “fragile” states when the percentage of high grades is lower.
- ✖ The distribution by sub category (Figures 08) reinforces these differences: if in term of harmonisation of TC or result oriented TC, the distribution of grades appears to be more or less the same, the grades allocated to demand driven and ownership and to the adaptation to the context and existing capacity are much lower for fragile states.

Figure 8. Distribution of sub-grades between “fragile” and “other” states



3 GENERAL COMMENTS

✖ Remarks on classifications.

Technical Cooperation (TC), Technical Assistance (TA) and Capacity Development (CD) are not sufficiently shared through the Development Community (EU, Consultants, ...), therefore too many interpretations can be done. As an example: in EAMR and BCS, the definition of TC is even different.

For this very specific mission in order to better use the results extracted from ROM, we have based our work on intuitive classifications.

- ✓ The following table presents the different types of implementing partners, how to classify them and if they refer to TC or not.

Table 16. *Type of TC/not TC*

TC categories	Abbreviation	Definition
Includes TC	TA	Technical Assistance: classical technical assistance usually done by a private consulting company.
	TW	Twinning in the conventional sense and institutional partners from member states outside conventional twinning.
Does not include TC	NGO L	Local NGOs
	NGO I	International NGOs
	IO	International organisations and UN agencies
	EUO	European Organisations like EUROSTAT and National European Donors (Belgian Development Agency (CTB), Agence Française pour le Développement (AFD)...).

- ✓ The following table presents the different types of actions leading to Capacity Development and those which do not lead to CD. The following table presents the different types of CD, the definition of the terminology and if they refer to CD or not.

Table 17. *Classification of CD/not CD*

TC categories	Abbreviation	Definition
Contains CD	TRAINING	Technical support, training, advice, exchange of practices, study visits, study tours
	ITC	Information Systems, databases, models
	COM	Action of visibility, radio, show, television, conferences
Does not contain CD	STUDY	Study, feasibility study
	Work/equipment	Work / Equipment, surveillance

✖ Brief remarks on BCS.

- ✓ Questions in Sheet 6 Section 6.2 have proven to be insufficiently precise to perform a deep analysis causes/effects of TC/nonTC on Capacity Development.
- ✓ On the top of that, there are questions which are too similar, for example question 1, 9 and 10. This is a useless workload.
- ✓ The high Number of N/A demonstrate that :

- Monitors do not share the scope/definition/classification of TC (excluding NGO's for example), because it is too vague
- Some questions do not fit with the nature of the project (business as usual versus innovation). Therefore they quote n/a, as if it was not the purpose of the project.
- Monitors do not fill the sheet 6 in BCS properly, because of a lack of guidance. If we make a comparison of Sheet 6 and global scores for projects being monitored in 2010 and re-monitored in 2011, there are inconsistencies which demonstrate that stronger guidance to monitors is fully required. The inconsistencies in scoring are not explained through evidences in the box "comments". (See Annex 3)

Annex 1. LIST OF FRAGILE STATES (2011)²

Afghanistan	Liberia
Angola	Malawi
Bangladesh	Myanmar
Burkina Faso	Nepal
Burundi	Niger
Cameroon	Nigeria
Central African Rep	Pakistan
Chad	Palestinian territory, occupied
Comoros	Papua New Guinea
Congo, Dem Rep	Sao Tome and Principe
Congo, Rep	Sierra Leone
Côte d'Ivoire	Solomon Islands
Eritrea	Somalia
Ethiopia	Sri Lanka
Georgia	Sudan
Guinea	Tajikistan
Guinea-Bissau	Timor-Leste
Haiti	Togo
Iraq	Uganda
Kenya	Uzbekistan
Kiribati	Yemen
Korea, Dem Rep	Zimbabwe
Lebanon	

² OECD Factsheet on resource flows to fragile states launched at Busan High Level Forum:
<http://www.oecd.org/dataoecd/5/11/49108935.pdf>

Annex 2. QUALITATIVE ANALYSIS

Annex 2.1. List of TC and non-TC projects analysed

TC/Non-TC	Grade	MR	Title
Non-TC	High grade	MR-141727.01	Afghanistan Variety and Seed Industry Development Project
Non-TC	High grade	MR-143353.01	Theme III/ Infectious diseases Network for Treatment and Research in Africa (INTERACT)
Non-TC	High grade	MR-142742.01	« Gestion durable et multifonctionnelle des paysages forestiers littoraux à Madagascar pour la réduction de la pauvreté: action pilote de gestion décentralisée et adaptative du corridorforestier de Manompana
Non-TC	High grade	MR-139435.01	Rede Catabahia: rede de cooperativas de catadores de materiais reciclaveis do Estado de Bahia
Non-TC	Low grades	MR-140262.01	Appui aux Acteurs Non Etatiques
Non-TC	Low grades	MR-143344.01	Réhabilitation et Réintégration Socio-Economique dans les Régions de l'Est de la RDC (LRRD)
Non-TC	Low grades	MR-143622.01	Remittances Developing Moldovan Communities Sustainable Use of Remittances by Generating Local Income in the Republic of Moldova
Non-TC	Low grades	MR-130949.02	GAIBANDHA FOOD SECURITY PROJECT FOR ULTRA POOR WOMEN (GFSUPW)
TC	High grades	MR-141792.01	Assistance technique et développement d'études dans le cadre du programme "appui à la mise en oeuvre de la stratégie d'alphabétisation"
TC	High grades	MR-139686.01	Production et commercialisation de produits maraîchers et d'élevage par de petits producteurs dans les provinces de l'Ouest, du Littoral et du Centre Cameroun.
TC	High grades	MR-122000.02	IMPROVING THE LIVELIHOODS OF VULNERABLE, RURAL POPULATIONS IN SUGH D AND KHATLON OBLASTS, TAJIKISTAN IN A PARTICIPATORY AND SUSTAINABLE WAY
TC	High grades	MR-132542.02	Support to Performance Management System
TC	High grades	MR-143721.01	Support to China's Sustainable Trade and Investment System (EUCTP 11)
TC	Low grades	MR-132002.03	Support to Further Sustainable Agricultural and Rural Development in Turkmenistan
TC	Low grades	MR-143326.01	PROJET D'ENTRETIEN ET REHABILITATION DES INFRASTRUCTURES ROUTIERES EN RDC ET D'AMELIORATIOND DE L'ASSAINISSEMENT URBAIN A KINSHASA (PARAU)
TC	Low grades	MR-144052.01	Strengthening institutional capacity of the Ministry of Housing and Municipal Economy of Ukraine to streamline the water services
TC	Low grades	MR-128760.02	Proyecto de Apoyo a la Gestión Presupuestaria en Guatemala
TC	Low grades	MR-143345.01	Réhabilitation et Réintégration Socio-Economique dans les Régions de l'Est de la RDC (LRRD)

Annex 2.2. Analysis of Strong and weakness of TC and non-TC projects

	STRONG POINTS	WEAKNESSESS
Demand driven and ownership	<ul style="list-style-type: none"> The project has this specificity: it has <u>been designed by the local partner</u> (Production et commercialisation de produits maraîchers et d'élevage par de petits producteurs dans les provinces de l'Ouest, du Littoral et du Centre Cameroun) The fact that the project's guiding strategic framework is the EU China policy dialogues has resulted <u>in high levels of interest, commitment and ownership</u>. (Support to China's Sustainable Trade and Investment System (EUCTP 11)) 	<ul style="list-style-type: none"> The actions which are financed by the LRRD are mainly implemented by NGO's <u>without real involvement of national structures</u> apart from the PAREST (Réhabilitation et Réintégration Socio-Economique dans les Régions de l'Est de la RDC (LRRD)) The main problem with this project is that the project proposed <u>standard approach to the remittance problem which is not very well studied yet</u>. (Remittances Developing Moldovan Communities Sustainable Use of Remittances by Generating Local Income in the Republic of Moldova) The local partners play more a role of '<u>passive observers</u>' than active leaders of the project management. Suitable office was provided to the project but no HR inputs were provided to date, this making difficult to achieve the project objectives without critical constraints. (Strengthening institutional capacity of the Ministry of Housing and Municipal Economy of Ukraine to streamline the water services)
Adaptation to the context and existing capacity	<ul style="list-style-type: none"> The level of competences included in the project is of very high quality and <u>completely adapts to the local context</u>: Experts from Cameroon are implementing the project. In terms of working method and understanding of the main challenges, this is a true added value. (Production et commercialisation de produits maraîchers et d'élevage par de petits producteurs dans les provinces de l'Ouest, du Littoral et du Centre Cameroun.) In reality, the project <u>is jointly managed by the PTF and the TAT with MOFCOM</u> and other key beneficiaries taking the lead at a technical and strategic level and the TAT taking the lead at an operational and procedural level. (Support to China's Sustainable Trade and Investment System (EUCTP 11)) 	<ul style="list-style-type: none"> Actions financed by the project are mainly implemented by NGO's <u>without real involvement of national structures</u> except from PAREST (Réhabilitation et Réintégration Socio-Economique dans les Régions de l'Est de la RDC (LRRD))
Harmonisation of TC	<ul style="list-style-type: none"> One of the actions foreseen in the contract will be financed by UNESCO, which will allow the reallocation of the resources to other more important activities, <u>demonstrating a good level of cooperation between donors</u>. (Assistance technique et développement d'études dans le cadre du programme "appui à la mise en oeuvre de la stratégie d'alphabétisation") The fact that the local partner has a long history in the sector; it gives him a strong legitimacy <u>to harmonize the project with the other actors working in the same sector</u>. (Production et commercialisation de 	<ul style="list-style-type: none"> There is <u>no harmonization between donors</u> regarding the support to NGO's. (Appui aux Acteurs Non Etatiques, Sénégal) There is <u>no donor harmonization in the sector (or at least in the districts where the present project, and the ones belonging to the same call for proposals, take place)</u>. (GAIBANDHA FOOD SECURITY PROJECT FOR ULTRA POOR WOMEN (GFSUPW))

	STRONG POINTS	WEAKNESSES
	<p>produits maraîchers et d'élevage par de petits producteurs dans les provinces de l'Ouest, du Littoral et du Centre Cameroun.)</p> <ul style="list-style-type: none"> • The TC support is well coordinated with other EU funded projects that work in areas related to the economic reform process e.g. the intellectual property rights project. (Support to China's Sustainable Trade and Investment System (EUCTP 11)) 	
Results/ Innovations	<ul style="list-style-type: none"> • 	
Project Implementation Arrangements	<ul style="list-style-type: none"> • Only one international CTA (Team Leader) has been recruited for the project; the remaining project staff are locally recruited. Local staff is deliberately selected in order to ensure that capacity built remains within the country. The quality of the TA/TC provided by FAO was high ,both technically (seed development) and organizationally (providing support to the seed chain stakeholders). (Afghanistan Variety and Seed Industry Development Project) • National partners are completely involved in planning and execution with an intricate networking of planning sessions, quarterly meetings, ad hoc meetings, monthly scientific presentations, annual scientific workshops (with Rwanda included), training modules and including the exit strategy of the Interact project. (Theme III/ Infectious diseases Network for Treatment and Research in Africa (INTERACT)) • All projects' staff including the responsible for coordination are nationals. Technical Assistance focused at the very beginning of the project on actions related to capacity building. « Gestion durable et multifonctionnelle des paysages forestiers littoraux à Madagascar pour la réduction de la pauvreté: action pilote de gestion décentralisée et adaptative du corridor forestier de Manompana » • The project implementation arrangements are integrated and accountable to national structures - i.e. the TAT assists in the implementation of the project and reports to the PTF which has been established and staffed by the executing authority, MOFCOM (Support to China's Sustainable Trade and Investment System (EUCTP 11)) 	<ul style="list-style-type: none"> • In addition the Implementing Units are parallel structures since the project is a standalone intervention. There is no performance development or assessment system of the TA in place. (GAIBANDHA FOOD SECURITY PROJECT FOR ULTRA POOR WOMEN (GFSUPW))

Annex 2.3. List of Twinning projects analysed

TC/Non-TC	Grade	MR	Title
Twinning	High grades	MR-144012.01	Mise en œuvre efficiente des règles de concurrence
Twinning	High grades	MR-142789.01	Contrat de Jumelage MA09/ENP-AP/FI16 - Appui à l'Office des changes dans le domaine de l'établissement des statistiques des échanges extérieurs
Twinning	High grades	MR-142645.01	Support to Implementation and Enforcement of Intellectual Property Rights in the Republic of Moldova
Twinning	High grades	MR-144053.01	Appui au Ministère de l'Industrie de la Petite et Moyenne Entreprise et de la Promotion de l'Investissement (MIPMEPI) pour la préparation d'accords avec l'Union européenne dans le domaine de l'évaluation de la conformité
Twinning	High grades	MR-144018.01	U4.01.08-A: Improved system for the management of highly active spent radioactive sources in Ukraine & Design and Construction of the Centralised Storage Facility at the Vector Complex
Twinning	High grades	MR-141622.01	Jumelage 'Civisme Fiscal et Gestion des Risques'
Twinning	High grades	MR-143190.01	Twinning Contract between the Lebanese Central Administration of Statistics and Northern Ireland Overseas Cooperation - NI-CO
Twinning	High grades	MR-144033.01	Poursuite du processus d'amélioration des relations de l'administration fiscale avec les contribuables
Twinning	High grades	MR-143924.01	Assist the Israeli Telecommunications regulator to establish greater approximation to the European Union regulatory approach, specifically with wholesale markets
Twinning	High grades	MR-142646.01	Support to Implementation and Enforcement of Competition and State Aid Policy
Twinning	Low grades	MR-135041.02	Twinning "Support to the State Statistical Committee of the Republic of Azerbaijan (SSC) to reach European standards in national accounts, non-observed economy, business statistics and producer price index"
Twinning	Low grades	MR-144052.01	Strengthening institutional capacity of the Ministry of Housing and Municipal Economy of Ukraine to streamline the water services management at municipal level
Twinning	Low grades	MR-143402.01	Support to the Public Procurement System in the Republic of Moldova
Twinning	Low grades	MR-141209.01	Gouvernance en matière de Sport En tant que Lien social (GOSPEL)
Twinning	Low grades	MR-141521.01	Support to the Ministry of Environmental Protection of Ukraine for the Implementation of the Law on Ecological Audit
Twinning	Low grades	MR-143419.01	Addressing the Negative Effects of Migration on Minors and Families Left Behind
Twinning	Medium grades (4)	MR-143307.01	Ugandan Road Sector Policy Support Programme - Capacity Development Component
Twinning	Medium grades (4)	MR-143585.01	Support the State Veterinary Service Prepare for a National System for the Identification of Animals and Registration of Holdings
Twinning	Medium grades (4)	MR-141403.01	Technical assistance to the EPC Supporting the PPP programme
Twinning	Medium grades (4)	MR-143526.01	Support Reintegration of Georgian Returning Migrants and the Implementation of the EU-Georgia Readmission Agreement

Annex 2.4. Analysis of Strong and weakness of Twinning projects

	STRONG POINTS	WEAKNESSES
Demand driven and ownership	<ul style="list-style-type: none"> The twinning was designed following the specifications of the beneficiary (Twinning Public citizenship and Risk Management). 	<ul style="list-style-type: none"> There is little evidence that the support is demand-driven (Governance of the subject sports as a social tie; Gouvernance en matière de SPort En tant que Lien social (GOSPEL)).
Adaptation to the context and existing capacity	<ul style="list-style-type: none"> The project focuses on local capacity development, it is based on the demand of Israeli telecommunications sector and is built on a good understanding of the country environment. The beneficiaries are sufficiently involved in planning and implementation, and provide the required inputs enabling TC to perform (Assist the Israeli Telecommunications regulator to establish greater approximation to the European Union regulatory approach, specifically with wholesale markets). If one considers the team operating the twinning project, steered by the CRJ, a technical assistance project, the twinning project is clearly well tackled and controlled by the beneficiary country. The Moroccan staff is present at all the steps of the decision process and strongly included (Twinning contract MA09/ENP-AP/FI16 – Support to the Office of exchange in the area of the establishment statistics on external exchange). Despite the difficulties described in other sections of this BCS, there is a chance for the project purpose to be achieved. A positive indicator for this is the wish of the MEP to adjust the project to the current needs and active position of the co-beneficiary, SEA (Support to the Ministry of Environmental Protection of Ukraine for the Implementation of the Law on Ecological Audit). 	<ul style="list-style-type: none"> Different donor organisations (ILO, IOM) are providing assistance to the Government of Georgia on various aspects related to migration/illegal migration. The main problem with this project is poor coordination and cooperation within the state institutions involved. The state Commission, which was created recently, is still weak and needs serious capacity building in policy development (Support Reintegration of Georgian Returning Migrants and the Implementation of the EU-Georgia Readmission Agreement). The local partners play more a role of 'passive observers' than active leaders of the project management. Suitable office was provided to the project but no HR inputs were provided to date, this making difficult to achieve the project objectives without critical constraints (Strengthening institutional capacity of the Ministry of Housing and Municipal Economy of Ukraine to streamline the water services management at municipal level). The Project is not adequate in regard to the capacity of the main beneficiary, which does not have enough resources, most of all human, to actively lead and contribute in the twinning (Support to the Public Procurement System in the Republic of Moldova). The beneficiary management is very enthusiastic about obtaining the PP, but its rather ad-hoc approach, the short time span it advocates to achieve the different results, and the weak capacity of the NAPC institution are certainly critical factors that may well negatively influence the achievement of the project purposes (Support to Implementation and Enforcement of Competition and State Aid Policy).
Harmonisation of TC	<ul style="list-style-type: none"> The Project carefully considered previous projects' achievements and new developments in the field, making sure that the actions are not overlapping. The support within this Project is harmonized with other EC tools (TAIEX, EUBAM, CIB) and is delivered jointly with other donors in the sector (e.g. USAID) (Support to Implementation and Enforcement of Intellectual Property Rights in the Republic of Moldova). The project is an EC grant, managed together with other donors grants by 	<ul style="list-style-type: none"> There is no important coordination with other donors, they are currently not involved in TA for statistics (Twinning "Support to the State Statistical Committee of the Republic of Azerbaijan (SSC) to reach European standards in national accounts, non-observed economy, business statistics and producer price index"). The donor coordination is insufficient, which requires more active efforts to be made by the RTA (Strengthening institutional capacity of the Ministry of Housing and Municipal Economy of Ukraine to streamline the water services management at

	STRONG POINTS	WEAKNESSES
	Crown Agents (U4.01.08-A: Improved system for the management of highly active spent radioactive sources in Ukraine & Design and Construction of the Centralised Storage Facility at the Vector Complex)	<ul style="list-style-type: none"> municipal level). Little attention is also given to deliver support jointly with other donors (Support to the Public Procurement System in the Republic of Moldova).
Results/Innovations	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> There is a link between the activities and the objectives but the outputs and the results need to be better defined and summarised and have yet to be achieved, in line with the original planning (Technical assistance to the EPC Supporting the PPP programme). As mentioned in BCS 1 the project intervention logic needs improvement. The project outputs and results are not clearly identified (Addressing the Negative Effects of Migration on Minors and Families Left Behind). The achievement of objectives rests on the assumptions of additional funding and of commitment of the beneficiaries, but neither is fully in place. The planned outcomes are too general and there are no adequate indicators to objectively measure the achievement. The beneficiaries are only marginally involved in project management ((Governance of the subject sports as a social tie; Gouvernance en matière de Sport En tant que Lien social (GOSPEL)). The achievement of objectives rests on the assumptions of additional funding and of commitment of the beneficiaries, but neither is fully in place. The planned outcomes are too general and there are no adequate indicators to objectively measure the achievement. The beneficiaries are only marginally involved in project management ((Governance of the subject sports as a social tie; Gouvernance en matière de Sport En tant que Lien social (GOSPEL)).
Project Implementation Arrangements	<ul style="list-style-type: none"> Twinning experts are managed by a resident twinning advisor who smoothes out the logistics of this very dense programme. The form of twinning is not innovative per se, but is perfectly suited to the need for accurate technical transfer of know-how among high level professionals ((Twinning Public citizenship and Risk Management). 	<ul style="list-style-type: none">

Annex 3. INCONSISTENCIES IN MONITORING AND RE-MONITORING

Project Title	2010 grades					2011 grades					Trend MR	CD Grade /TC 2010	CD grade /TC 2011	Trend CD
	Relevance	Efficiency	Effectiveness	Impact	Sustainability	Relevance	Efficiency	Effectiveness	Impact	Sustainability				
“Coordinación interinstitucional e inserción de pequeños productores y MyPEs en mercados para el Desarrollo Económico Regional en el Chaco Chuquisaqueño de Bolivia”	B	C	C	C	B	B	C	C	C	B	Same	7	6	Down
SUPPORT TO SUSTAINABLE REGIONAL DEVELOPMENT	A	C	C	B	B	A	C	C	B	B	Same	9	8	Down
SUPPORT TO STRENGTHENING OF THE TWINNING, TAIEX AND SIGMA PROGRAMMES ADMINISTRATION OFFICE (PAO) IN GEORGIA	B	B	B	B	B	B	B	B	B	B	Same	10	9	Down
Supporting the fight against the illicit accumulation and trafficking of firearms in Africa	C	C	C	B	C	C	C	C	B	C	Same	4	3	Down
Namibia Civil Society Capacity Building Programme	C	C	C	B	C	C	C	C	B	C	Same	8	6	Down
QUALITY SYSTEMS FOR QUALITY TEACHERS (QSQT) - SUPPORT TO THE IMPLEMENTATION OF THE TEACHER EDUCATION STRATEGY FOR PALESTINE	B	B	B	B	B	B	B	B	B	B	Same	8	6	Down
SUPPORT TO THE IMPLEMENTATION OF THE ACTION PLAN PROGRAMME (SIAP)	B	B	B	B	B	B	B	B	B	B	Same	10	8	Down
ZIM: CATALYSING MODERN ENERGY SERVICE DELIVERY TO MARGINAL COMMUNITIES IN SOUTHERN AFRICA	B	B	C	B	B	B	C	C	B	A	Same	8	6	Down
SUSTAINABLE AND CLEANER PRODUCTION IN THE MANUFACTURING INDUSTRIES OF PAKISTAN (SCI-PAK)	B	B	B	B	B	B	B	B	B	B	Same	9	7	Down
Programa MERCOSUR Audiovisual	B	C	C	B	B	B	C	C	B	B	Same	10	7	Down
AAP 2007-2010 CHILE SUPPORT TO THE STRATEGIC ENVIRONMENTAL ASSESSMENT IN CHILE	B	B	B	B	B	B	B	B	B	B	Same	10	6	Down
Urban infrastructures for socially deprived areas (UISDP)	B	B	B	B	B	B	B	B	B	B	Same	9	4	Down
SUPPORT TO THE MAPPING AND CERTIFICATION CAPACITY OF THE AGENCY OF LAND MANAGEMENT, GEODESY AND CARTOGRAPHY – PHASE II	B	A	A	A	B	B	A	A	A	B	Same	10	5	Down
Caribbean Integration Support Programme – CISP Overall	C	C	B	C	B	C	C	B	C	B	Same	9	2	Down
Gaibandha food security project for ultra poor women	B	B	B	B	B	B	B	B	B	B	Same	9	0	Down

Project Title	2010 grades					2011 grades					Trend MR	CD Grade /TC 2010	CD grade /TC 2011	Trend CD
	Relevance	Efficiency	Effectiveness	Impact	Sustainability	Relevance	Efficiency	Effectiveness	Impact	Sustainability				
SUPPORT TO THE GAMBIA'S NATIONAL TRANSPORT PLAN	B	C	C	C	C	B	C	B	B	C	Up	9	8	Down
TECHNICAL COOPERATION FACILITY	B	C	C	B	B	B	B	B	B	B	Up	9	8	Down
Fiji Solid Waste – Lami Dump Rehabilitation	B	B	B	B	B	B	A	B	A	C	Up	7	6	Down
DEVELOPMENT AND IMPLEMENTATION OF TRADE POLICIES AND REGULATIONS (DITP)	B	B	B	B	B	B	B	B	B	A	Up	6	5	Down
SUpport to budget management	C	C	C	C	C	B	B	C	B	B	Up	3	1	Down
Programa de Apoyo al cumplimiento de las Medidas Sanitarias y Fitosanitarias (SFS)	B	C	C	B	A	A	C	C	B	A	Up	9	7	Down
PROMOTING INTEGRATED WATER RESOURCES MANAGEMENT AND FOSTERING TRANSBOUNDARY DIALOGUE IN CENTRAL ASIA	B	C	C	C	B	B	B	C	C	B	Up	7	5	Down
REDUCING VIOLENCE AGAINST CHILDREN IN ARMENIA	B	B	B	B	B	B	B	B	A	B	Up	6	4	Down
UNITE TECHNIQUE DE GESTION	C	D	D	C	C	C	C	C	C	C	Up	10	7	Down
PROJET DE CONSOLIDATION DE LA RECONCILIATION (PCR) PAR L'APPUI AUX POPULATIONS TOUCHEES PAR LES CONFLITS	B	C	C	B	C	B	B	B	B	C	Up	7	4	Down
TRAIN OF TRAINERS": A PROPOSAL TO TRAIN CHINESE CONSTRUCTION SECTOR SMES IN ENERGY SAVING TECHNIQUES & TECHNOLOGIES	C	B	C	C	C	B	B	C	B	B	Up	10	6	Down
PRIMARY HEALTH CARE REFORM SUPPORT PROJECT	B	B	C	C	C	B	C	B	B	C	Up	10	5	Down
Assistance to the Reform of the Technical and Vocational Education and Training System (TVET)	A	A	B	B	C	B	B	B	B	B	Down	9	9	Same
Thai Nguyen Womens' Economic collaboration for development, Vietnam (CARE)	A	A	A	B	B	B	B	B	B	B	Down	10	10	Same
Social inclusion in economic enterprise development - SIEED	B	A	B	A	B	B	C	B	B	C	Down	10	10	Same
Mindanao Trust Fund - Reconstruction & Development Programme - Contribution Agreement with the World Bank	B	B	B	B	B	C	B	B	B	C	Down	9	9	Same
SUpport to the social and economic development of the Family islands in the Commonwealth of The Bahamas	B	C	B	B	B	B	C	C	B	B	Down	8	8	Same
WTO Assistance Project	C	D	D	C	C	C	D	D	D	C	Down	1	1	Same

Project Title	2010 grades					2011 grades					Trend MR	CD Grade /TC 2010	CD grade /TC 2011	Trend CD
	Relevance	Efficiency	Effectiveness	Impact	Sustainability	Relevance	Efficiency	Effectiveness	Impact	Sustainability				
Addressing human trafficking in Viet Nam through capacity building and technical assistance	B	B	B	B	A	B	B	C	A	C	Down	10	10	Same
All Inclusive Education Programme (AIEP)	B	B	B	C	B	B	C	C	B	B	Down	6	6	Same
TVET - ASSISTANCE TO THE REFORM OF THE TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING SYSTEM IN THE ARAB REPUBLIC OF EGYPT	A	A	B	B	C	B	B	B	B	B	Down	8	8	Same
STRENGTHENING CAPACITY FOR COMMUNITY DEV. IN MINISTRY OF LOCAL GOVERNMENT AND COUNCILS - ADONIS 8643	B	C	C	C	C	B	C	D	C	C	Down	6	6	Same
ECON. TECHNICAL ASSISTANCE ON THE PROVISION OF TRAINING OF MIDDLE SCHOOL TEACHERS THROUGH OPEN DISTANCE LEARNING PROG.	A	A	A	A	B	B	B	B	C	B	Down	9	9	Same
Improving the competitiveness of the Rural Economy of Saint Lucia - SFA 2007: improving the competitiveness of the rural economy through community based eco agro tourism	B	B	B	B	B	B	C	C	B	B	Down	5	5	Same
SFA 2006 Agriculture and Economic Diversification: Tourism and Private Sector Development	B	A	B	B	B	B	B	B	C	B	Down	10	10	Same
Intellectual Property Rights Programme	C	C	C	B	B	C	D	D	C	C	Down	1	1	Same
Seed Entrepreneurs for Economic Development and Food Security SEEDFS	C	B	B	C	B	B	C	C	C	C	Down	6	6	Same
Desarrollo Regional, Paz y estabilidad	B	C	B	B	B	B	C	C	B	B	Down	10	10	Same
SUPPORTING the scale-Up of HIV services for male-who-have-sex-with-males (MSM) in India	A	A	B	B	C	B	C	C	C	B	Down	10	10	Same
SWITCH-Asia, Promoting Sustainable Consumption and Production	B	B	B	B	B	B	B	C	B	B	Down	10	10	Same
Strengthening democratic and decentralised local governance in Cambodia: building local capacity through networking and local-local cooperation	B	C	B	B	C	B	C	B	B	B	Up	9	9	Same
INFRASTRUCTURE PROJECT TO ESTABLISH A MEDICAL TECHNICAL AND SOCIAL NETWORK FOR THE INTEGRATION OF DISADVANTAGED PEOPLE WITH VISUAL DISABILITIES-Mexico	B	C	C	B	B	A	B	B	B	C	Up	10	10	Same
Technical Support to the SNRCU and its TSO in assessing Probabilistic Safety Analysis Reports (PSA) and Assistance in the licensing of Radioactive Waste Processing [Component UK/TS/36]	B	B	B	B	B	B	A	A	B	B	Up	9	9	Same
Increasing Community Action on HIV/AIDS Prevention integrated with Care and Impact Mitigation Efforts in Cambodia	B	B	B	A	C	B	B	A	A	B	Up	9	9	Same

Project Title	2010 grades					2011 grades					Trend MR	CD Grade /TC 2010	CD grade /TC 2011	Trend CD
	Relevance	Efficiency	Effectiveness	Impact	Sustainability	Relevance	Efficiency	Effectiveness	Impact	Sustainability				
JORDAN SERVICES MODERNISATION PROGRAMME (JSMP)	B	C	C	B	B	C	B	B	B	B	Up	10	10	Same
Redução da Pobreza Urbana: Acesso a políticas publicas e à habitação na cidade de São Paulo para mulheres e jovens moradores de favelas e bairros pobres.	B	B	B	A	B	B	B	A	A	B	Up	10	10	Same
1st CfP Water Facility (163B) : Implementation of Integrated Water Resources Management in Zambia	C	C	C	B	C	B	C	B	B	B	Up	8	8	Same
SUPport to the Justice System - Activating Village Courts	B	C	B	B	B	B	B	A	B	B	Up	9	9	Same
Projet de réduction de la malnutrition dans le cercle de Kolondiéba, Région de Sikasso -Mali	B	B	C	B	B	B	B	B	B	B	Up	10	10	Same
PROMOTION OF MUTUAL UNDERSTANDING, FURTHERANCE OF ENP-EMP'S VISIBILITY AND INTERLOCK, AND ENHANCEMENT OF WOMEN'S ROLE	B	C	B	A	B	B	A	B	B	A	Up	8	8	Same
EXECUTION AND EFFICIENCY OF JUSTICE IN THE RUSSIAN FEDERATION	B	B	B	B	B	B	A	A	B	A	Up	9	9	Same
Manejo comunitario de bosques basado en el conocimiento tradicional indígena como un nuevo modelo integrado de conservación y desarrollo en el semiárido chaqueño	B	B	C	B	C	B	B	B	B	C	Up	6	6	Same
BAR: OAS - INCREASING SUSTAINABILITY OF ENERGY SECTOR INTHE CARIBBEAN (PROP 130)	B	B	B	B	B	B	B	B	A	B	Up	8	8	Same
Accelerating Progress towards Maternal and Neonatal Mortality and Morbidity Reduction	B	C	C	C	C	B	B	B	B	B	Up	7	7	Same
Local Institution Participation towards Livelihood Empowerment of the Mangyan Indigenous Peoples of Occidental Mindoro	A	C	B	A	B	A	B	B	A	B	Up	9	9	Same
Viabilización social, económica y ambiental de los asentamientos del Movimiento Sin Tierra en el trópico de Bolivia	C	B	C	B	B	B	B	C	B	B	Up	10	10	Same
SUPPORTING THE IMPLEMENTATION OF THE MIGRATION AND DEVELOPMENT COMPONENT OF THE EU - MOLDOVA MOBILITY PARTNERSHIP	B	B	B	B	B	A	A	B	B	B	Up	9	9	Same
SUPPORT TO PERFORMANCE MANAGEMENT SYSTEM	B	D	D	B	B	B	C	B	B	B	Up	10	10	Same
Building CSO and Local Government Capacity to Address Family Violence	B	B	B	B	B	B	B	A	B	B	Up	10	10	Same
IMPLEMENTING INDUSTRIAL SYMBIOSIS AND ENVIRONMENTAL MANAGEMENT SYSTEMS IN TIANJIN BINHAI NEW AREA	A	B	B	B	B	A	A	B	B	A	Up	9	9	Same
Capacity Building for the Sudanese Administration II (CB SA II)	C	C	C	C	C	B	B	B	B	C	Down	1	10	Up

Project Title	2010 grades					2011 grades					Trend MR	CD Grade /TC 2010	CD grade /TC 2011	Trend CD
	Relevance	Efficiency	Effectiveness	Impact	Sustainability	Relevance	Efficiency	Effectiveness	Impact	Sustainability				
Improving Food Safety, Quality and Food Control in Bangladesh	C	C	C	C	B	C	C	C	C	D	Down	1	7	Up
PROYECTO MERCOSUR - SPS	B	B	B	B	B	B	B	B	B	C	Down	6	10	Up
PROGRAMME D'APPUI AUX PME II	B	C	C	C	C	C	C	C	C	C	Down	6	10	Up
Formação de jovens em empreendedorismo e gestão de negócio e financiamento de empreendimentos	B	B	B	B	B	B	B	B	B	C	Down	6	10	Up
IMPROVEMENT OF MOTHER AND CHILD HEALTH SERVICES IN UZBEKISTAN	B	B	A	A	B	B	B	B	B	B	Down	7	10	Up
Appui aux familles vulnérables dans deux zones cotonnières du Mali	B	B	A	A	B	B	B	B	B	B	Down	8	10	Up
PROGRAMME ENVIRONNEMENT ET ENERGIE (PEE)	B	C	B	B	B	B	D	D	D	B	Down	7	9	Up
Innovacion y cohesion social: capacitación metodologia y visibilidad de buenas practicas	B	B	B	B	B	B	B	C	B	C	Down	8	10	Up
Fortalecimiento de capacidades para la gestión municipal, mediante el uso innovador de las Tecnologías de la Información y Comunicación, en las provincias de Acomayo (Cusco) y San Pablo (Cajamarca), Perú	B	B	B	B	A	B	B	B	B	C	Down	8	10	Up
SUpport to an Effective Lao National Assembly (SELNA)	B	B	A	A	B	B	B	B	B	C	Down	8	10	Up
FACILITY FOR THE CROSS BORDER COOPERATION PROGRAMMES AT THE EU'S EXTERNAL BORDERS (ENPI CBC) - INTERACT ENPI	B	C	B	B	B	C	C	C	B	C	Down	8	9	Up
MAKING PUBLIC-PRATIVE PARTNERSHIP WORK FOR RURAL COMMUNITIES	A	C	B	B	B	A	C	C	B	B	Down	8	9	Up
Train for Trade Strengthening institutional capacity	B	B	B	A	B	B	B	B	B	C	Down	9	10	Up
Promovendo a inclusão socio-ambiental das populações em zonas de ocUpação da Amazônia brasileira por meio da gestão territorial e adoção de práticas de manejo sustentável dos recursos florestais	B	B	B	B	B	C	C	C	B	B	Down	7	8	Up
9th EDF SEA DEFENCES PROGRAMME	B	D	C	B	B	C	C	D	C	C	Down	7	8	Up
EXTENSION OF ON-SITE ASSISTANCE TO RIVNE NPP, U1.01/10, UKRAINE	B	B	B	B	B	B	B	C	B	B	Down	9	10	Up
Pour un système de garantie et de défense des droits des enfants vulnérables et/ou victimes d'exploitation sexuelle par le renforcement des actions d'éducation, prévention, protection et réhabilitation	B	B	C	B	C	B	B	C	B	C	Same	3	9	Up

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	Relevance	Efficiency	Effectiveness	Impact	Sustainability	Relevance	Efficiency	Effectiveness	Impact	Sustainability				
Etudes et dialogue euro-méditerranéen en matière économique	B	B	B	C	B	B	B	B	C	B	Same	5	9	Up
Alleviating poverty through disaster risk reduction in North West Bangladesh	B	B	B	B	B	B	B	B	B	B	Same	6	10	Up
Incremento de las capacidades y oportunidades de los socios de las Organizaciones Económicas Campesinas (OECAs) bolivianas, para generar ingresos, empleos e inclusión social en el área rural	B	B	C	B	B	B	B	C	B	B	Same	8	10	Up
EC Support to Cambodia Trade Sector Development Programme	B	C	C	C	B	B	C	C	C	B	Same	6	8	Up
ENHANCEMENT OF LIVING STANDARDS IN THE FERGHANA VALLEY	B	B	B	B	B	B	B	B	B	B	Same	6	7	Up
SUPPORT TO ARMENIAN PAO FOR TWINNING AND TAIEX OPERATIONS	B	B	B	B	C	B	B	B	B	C	Same	6	7	Up
MONTADA	B	C	C	B	B	B	C	C	B	B	Same	7	8	Up
SFA 2004 Economic Diversification and Private Sector Development St Lucia	B	C	C	C	B	B	B	C	C	C	Same	1	2	Up
STRENGTHENING THE NATIONAL CAPACITY OF TURKMENISTAN TO PROMOTE AND PROTECT HUMAN RIGHTS	B	B	B	B	B	B	B	B	B	B	Same	6	7	Up