

## **Strengthening Internal monitoring**

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## **Terminology: clarification**


**Monitoring** is an **internal tool**  
(done by the projects and by the TM)

**Evaluation** and audit are **external**:  
(done by external experts)

**EC ROM hybride**  
**=> confusion**

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**EC ROM**

**is not a substitute**

**for internal monitoring**

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**(internal) Monitoring: 2 levels**

**1st level: project**

⇒Obligation to report on a regular basis on the implementation;

- Input/output and
- Implementation Schedule

**2d level: Task Manager**

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Figure 5 – Example format for basic reporting on physical progress

Ref. No.	Result description and indicators	Planned target/achievements for the reporting period	Progress/issues	Action required
1.1	Increased coverage of sewerage network No. of households and factories connected	800 households and 10 factories	400 households (50%) have been connected to mains sewerage and all 10 factories (100%).  Primary constraints have been (i) willingness/ability of households to pay the connection fee; and (ii) some delays to engineering works in residential areas due to labour disputes.	Investigation required into householders' ability/willingness to pay. To be conducted as matter of urgency by water board and local government.  Labour disputes require action by management of construction contractor. Contract penalty clauses to be applied.
	Etc.			

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Figure 1 – Example work plan/activity schedule format

INDICATIVE ACTIVITY SCHEDULE														
Ref No.	Results and Indicative Activities	Responsibility	Year 1				Year 2				Year 3			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.1	Reduced volume of waste water directly discharged into the river system													
	Activities													
11.1	Conduct baseline survey of households and business	Contractor to Local Govt.	→											
11.2	Complete engineering specifications for expanded sewerage network	Contractor to Dept of Civil Works	→	→										
11.3	Prepare tender documents, tender and select contractor	Dept. of Civil Works			→	→								
11.4	Implement and monitor capital works	Contractor and Dept. of Civil Works					→	→	→	→	→	→	→	→
11.5	Identify appropriate incentives for factories to use clean technologies	EPA and business			→	→	→	→						
11.6	Design and implement incentive program	EPA and local Govt.					→	→	→	→				
11.7	Prepare and deliver public information and awareness campaign on waste-water disposal	Local Govt.					→	→	→	→	→	→	→	→
11.8	Etc.													

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## Role of the TM

- ⇒ to collect the info provided by the project;
- ⇒ to analyse them and to question the project
- ⇒ Dialogue with the project about the outcome
- ⇒ Will decide to mobilise an external instrument (EC ROM, evaluation; audit)

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## TM Role (2)

Important role at the beginning of the implementation:

- ⇒ Organise a quick off meeting
- ⇒ To help the project to analyse the log-frame  
(in the case of EC TM to share the QSG results)
- ⇒ Help the project with the quantification of indicators  
(baseline study)

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## Objectives of M/E

Support to **project management**

**Accountability for results**

**Lessons Learned**


Strategic **decision making** at management level



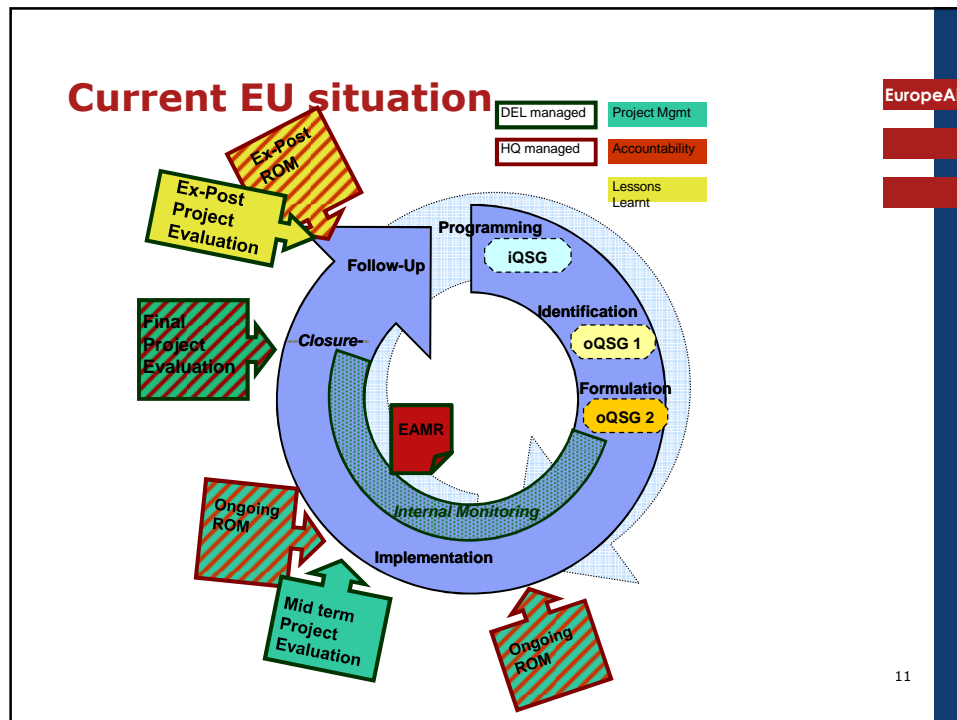
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## Challenge: coordination of the different M/E instruments

- Nothing is set yet
- But if the Partner Governments do not play a central role
  - => massive duplication
  - => Extremely time consuming for PG



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## Conclusion

- EC ROM is not a substitute for internal Monitoring
- Internal Monitoring should be done at 2 levels (project and TM)
- The PG is becoming a key actor for monitoring  
=> alignment
- Internal Monitoring supports project management and accountability; if harmonised and centralised it can be used for sector programme assessment (aggregation; bottom up approach)

## Guidances on Monitoring

### « Strengthening Internal Monitoring »

Published in June 2007

Available online:

[http://ec.europa.eu/europeaid/multimedia/publications/publications/manuals-tools/t108\\_fr.htm](http://ec.europa.eu/europeaid/multimedia/publications/publications/manuals-tools/t108_fr.htm)

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Tools and methods Series  
Reference Document No 3

Strengthening project internal  
monitoring

How to enhance the role of  
EC task managers

June 2007



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