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MENOA ANNUAL NARRATIVE REPORT

Project Title	Development of a Monitoring and Evaluation Framework for the North of Africa Window of the European Union Emergency Trust Fund for Africa (MENOA)
Contract/Reference Nr.	N T05-EUTF-NOA-REG-03-01
Project Reporting Period	14.11.2018 - 13.11.2019[1]
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Key Project Data

Countries	Algeria, Egypt, Libya, Morocco, Tunisia
Donor	Directorate-General for European Neighbourhood Policy and Enlargement Negotiations, European Commission (DG NEAR)
Project partners	• DG NEAR • EU Delegations in Algeria, Egypt, Libya/Tunisia, and Morocco • DG NEAR's Implementing Partners in North Africa • DG DEVCO • Altai
Total project duration	14.11.2017 - 14.11.2020 (36 months)
Total project budget	EUR 2.118.036,00
Expenditures in this reporting period	EUR 494.932,35

Project Overview: Objectives and Main Results

The European Union (EU) launched the *EU Emergency Trust Fund for stability and addressing the root causes of irregular migration and displaced persons in Africa* (EUTF) in 2015 to improve stability and migration management in Africa. The EUTF focuses its resources on the Horn of Africa, the Sahel and Lake Chad, and the North of Africa as regions that have experienced high levels of instability, irregular migration and forced displacement in recent years. Operationally, the EUTF supports projects that aim to (1) increase economic and equal opportunities, (2) strengthen resilience of communities, especially vulnerable people, refugees and displaced persons, (3) improve migration management in countries of origin, transit and destination, and (4) enhance governance and conflict

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[1] Please note: Financial documents follow the contract dates for reporting (14.11.2018 – 13.11.2019), while the narrative report follows the annual calendar dates (01.01.2019 – 31.12.2019) as agreed with DG NEAR at the February 2019 Project Steering Committee Meeting.

prevention. Each region prioritizes different EUTF objectives based on local circumstances and needs.

In the North of Africa (NOA), the EUTF prioritized objective 3: improving migration management in countries of origin, transit and destination. For NOA, this focuses on work in five priority areas: (i) fostering rights-based migration governance; (ii) increasing mutually-beneficial legal migration and mobility; (iii) strengthening protection and resilience of those in need; (iv) fostering a more inclusive social and economic environment and stability; and (v) mitigating vulnerabilities arising from irregular migration and combatting irregular migration. All of the EUTF's implementing partners (IPs) in NOA are conducting results-focused projects that contribute to improving or strengthening one or more of these priority areas, each of which includes a strategic objective for NOA.

To monitor implementation and provide data for tracking progress toward planned objectives, the EU commissioned the development of monitoring and learning frameworks for each focus region. Developed specifically for NOA, the EUTF NOA Monitoring and Learning System (MLS) serves as a framework for aligning all EUTF NOA-funded projects with its specific and strategic objectives.[2] The NOA MLS also includes a set of sample outputs, immediate outcomes and indicators for each of the five priority areas. IPs choose one or more of the EUTF NOA objectives with which to align their project, as well as specific objectives, outputs, immediate outcomes, indicators, baselines, targets and means of verification for monitoring their projects.

Since its adoption by the EUTF Operational Committee in 2017, the MENOA project team has been supporting DG NEAR to develop, operationalize and implement the MLS in partnership with the regional EU Delegations and the IPs themselves. The MENOA team has focused in particular on (1) aligning the logical frameworks of planned and newly adopted Action Fiche and IP projects with the specific and strategic objectives of the NOA window; (2) providing technical assistance to IPs to help them select appropriate, relevant outputs, immediate outcomes and indicators for their projects during contracting and inception phases of their projects via frequent bilateral meetings, written tools and guidelines, and in-person workshops; and (3) facilitating IP data collection and reporting to DG NEAR with project-specific tools and analyses.

In addition, a central focus of the MENOA project has been the development and production of the EUTF NOA Monitoring Reports as well as presentations of progress and findings to the EUTF Operational Committee. These reports and presentations draw upon the qualitative and quantitative data reported to DG NEAR by IPs through their quarterly narrative reports and customized data collection tools developed for the MLS. These reports collect, analyse and aggregate data from IPs at the country and regional levels as the basis for each NOA Monitoring Report. Produced every six months, the Reports aim and presentations to keep DG NEAR, the EUTF NOA Operational Committee, the European Commission, EU Member States and the public informed about individual projects in the field, including progress on implementation, planned outputs and immediate outcomes. It is important to note that these Reports and the MENOA project overall do not involve any evaluation, which is instead commissioned by the European Commission under a separate, independent, third party process.

The overall objective of the MENOA project is to contribute to setting up a coherent, measurable, and impact-oriented cooperation framework (MLS) for the EUTF NOA. MENOA's specific objectives include:

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[2] To date, the MENOA project has referred to the monitoring framework as the Monitoring and Evaluation (M&E) Framework. Because the MENOA project does not involve any evaluation, however, the name was updated to reflect the much more accurate EUTF NOA Monitoring and Learning System (MLS).

1. **Increase the knowledge of the effectiveness of the initiatives implemented under the EUTF NOA** (Strategic Objective 1). Following development and implementation of an EUTF MLS, the team is supporting DG NEAR, EU Delegations, and implementation partners to align their projects with the EUTF NOA objectives; collect, analyse, and report their monitoring data; and employ and analyse these data to report to the Commission and the public on progress on the strategy in NOA.

2. **Enlarge the internal knowledge base as regards the establishment of functioning MLS [M&E] systems for large regional and multi-topical EU programmes such as the EUTF NOA** (Strategic Objective 2). This objective focuses on supporting DG NEAR, EU Delegations, and its IPs to deepen and extend their knowledge of MLS systems – how they work, how to develop and use them to monitor progress, how to employ the data and knowledge generated to improve programme and project design, and how learning from monitoring can inform decision-making on migration policy and practice.

In 2019, MENOA has produced several key results in relation to these objectives and the MENOA logical framework. They include, for example, (1) alignment or updates to alignment of the logical frameworks and/or DOAs for over 50 NOA Action Fiche and individual project contracts with the EUTF NOA MLS to support IP monitoring and reporting of progress to DG NEAR as well as DG NEAR oversight and guidance of the EUTF NOA portfolio; (2) development of customized data collection tools to ease IP data collection and reporting and as well as data aggregation and analysis; (3) new and updated tools and templates to deepen IP, DG NEAR and EU Delegation understanding of and facility with the EUTF NOA MLS; (3) analysis of IP quantitative and qualitative monitoring data as a basis for identifying results and findings about the EUTF investments in NOA at the portfolio, country and regional levels; (4) collection, verification and entry of data into the EUTF AKVO system to support cross-window sharing of progress and results; and (5) development and dissemination of EUTF NOA results and findings in comprehensive EUTF NOA Monitoring Reports and presentations.

Target Groups and Beneficiaries

MENOA target groups include DG NEAR staff, EU Delegation staff, and the EUTF NOA's IPs executing EUTF NOA-funded projects in the field (e.g., UNHCR, GIZ, AECID, AFD, IOM, Expertise France, CTB, among many others). MENOA provided these groups with a comprehensive MLS, technical support and concrete reporting to help monitor progress on implementation and results and inform decision-making related to EUTF NOA strategy and its over 50 Action Fiche, proposals or contracts in the field, as well as technical knowledge and increased capacity to design and implement an MLS.

The ultimate beneficiaries of the EUTF NOA-supported projects and the MENOA project are (1) EU Member States and NOA states, whose cooperation and improved migration governance the EUTF NOA is working to facilitate through various projects and platforms, (2) NOA host communities, whose infrastructure, services, policies and practices related to migration will be improved through EUTF NOA projects, (3) migrants moving to, from or through NOA and Europe whose access to and the availability of supports and services EUTF projects will improve, and (4) the European public who will have information that will help them monitor progress of the EUTF in NOA.

Implemented Activities and Key Results

In 2019, the MENOA team implemented multiple activities in the following key project areas:

I. Alignment of EUTF NOA Action Fiches and IP Logical Frameworks and Descriptions of Action (DOAs) with the EUTF NOA Objectives and MLS.

The work described in this section contributed to

- ***Result 1.1.1 Initiatives implemented under the EUTF NOA are logically consistent and in line with the programmes' intervention logic*** and

- ***Output 1.1.1.7 Action fiches, DoAs and log frames reviewed, commented and aligned with the MLS [M&E] framework*** as well as

- ***Output 1.1.1.8 Skype/ webex or telephone conferences to discuss the suggestions for alignment and indicators.***

Throughout 2019, the MENOA team provided technical assistance to DG NEAR, EUDs and IPs on log frame alignment. This work included:

- Refinement and revision, often extensive, of EUTF NOA Action Fiches (AF) and IP logical frameworks (log frames) to ensure alignment with the EUTF NOA specific and strategic objectives. This also involved streamlining and focusing AF and project-level outcomes, outputs and indicators and identifying appropriate common (cross-window) EUTF output indicators for each project. The goal is to ensure that each log frame is efficient, feasible, relevant and not overly burdensome, as well as to increase understanding and quality of monitoring and reporting through the development and use of aligned log frames. The complexity of Action Fiche and projects often required significant testing, revision, and alignment over multiple rounds of written feedback and consultation with the IPs, EUDs, and DG NEAR. More specifically, this included:

  - Original development or refinement of log frames for fifteen (15) contracts and multiple IPs working in Libya including, for example, DRC, CESVI, UNDP, GIZ, UNCHR Protection, UNICEF, IRC, AICS, and UNFPA

  - Original development or refinement of log frames for five (5) contracts and multiple IPs, working in Morocco, including, for example, ENABEL, GIZ (with Expertise France), AECID, and FIIAPP

  - Original development or refinement of log frames for seven (7) contracts and multiple IPs, working in Egypt, including, for example, Plan International, German Red Cross, ACIS GIZ, NCW, AECID, MSMEDA, MEPEP

  - Original development or refinement of log frames for four (4) contracts and multiple IPs working in Tunisia including, for example, Expertise France, GIZ, AFD, ICMPD

  - Original development or refinement of log frames for eleven (11) regional or multi-country contracts for multiple IPs working regionally including, for example, Save the Children International, MC2CM, UNODC, GIZ THAMM, ILO THAMM, ICMPD BMPM, Expertise France, GITOC, and UNHCR ETM

  - Original development or refinement of log frames for ten (10) Action Fiche for DG NEAR (six (6) in May 2019 and four (4) in November 2019)

- Review and alignment of IPs' DOAs to ensure internal logical consistency and with project log frames once aligned with EUTF NOA objectives.

II. Data Collection Tools (DCTs)

The below work contributed to

- ***Result 1.1.1 Initiatives implemented under the EUTF NOA are logically consistent and in line with the programmes' intervention logic*** and

- ***Result 1.1.2 Technical system for the processing of data and reporting in line with the MLS [M&E] framework is in place*** and

- ***Result 1.1.4 Data for the defined indicators are collected, processed and reported regularly.***

It also delivered

- ***Output 1.1.1.5 Excel tool for the alignment of log frames ('logframer')*** as well as represents one of the templates for

- ***Output 1.1.3.1 Template for IPs*** for the reporting of data on outputs and IOs (customized) and

- ***Output 1.1.3.2 Guidelines for template for IPs for the reporting of data on outputs and IOs*** as well as

- ***Output 1.1.3.3 Examples of tools for data collection*** as based on the previously delivered ***Output 1.1.2.1 Database for quantitative monitoring data set up.***

In 2019, the MENOA team further developed, piloted, refined and produced IP DCTs customized to individual projects. The DCT helps IPs more accurately and easily report their quantitative output and immediate outcome indicators to DG NEAR. This involved the following:

- To support IP reporting of their quantitative output and immediate outcome indicators to DG NEAR and for analysis as part of the NOA Monitoring Reports (Section VI), the MENOA team developed and updated throughout 2019 a "logframer," a data reporting tool template and DCTs customized to each individual project.

- The Logframer is an excel-based tool that facilitates transfer of each individual project log frame into a customized DCT that includes only those specific outputs, immediate outcomes, indicators (including common output indicators), baselines and targets applicable to each individual project.

- Once the MENOA team creates a customized DCT using the 'logframer,' the IP can use their custom DCT to report their progress on their quantitative indicators to DG NEAR by updating the relevant indicator number in the appropriate cell, using a cumulative approach. The DCT itself includes detailed instructions on how to complete and use them for reporting and are made available in English or French, per the IP's preference.

- As they are completed and received, MENOA will directly import DCTs into the database MENOA team developed and programmed for this purpose. The team can then run descriptive analyses of quantitative indicators, using the broader generic EUTF NOA output and outcome indicators with which their projects have been aligned. The MENOA team will then report country- and regional-level aggregated progress to DG NEAR as part of the NOA Monitoring Reports.

- During Q2, the MENOA team piloted the DCT with three IPs (MC2CM, Expertise France, GIZ) and received their feedback and comments on the tool, which were used to further refine

the tool. Once refined, log frames contracted and approved were retransferred to the updated template, reimported into the MENOA database to ensure compatibility, and tested in the database environment. Once this step was completed, the team generated DCTs for 11 NOA IPs whose log frames have been contracted and finalized either before contracting or during inception and shared them with DG NEAR.

- In Q3, the team generated an additional eight DCTs for projects with newly finalised log frames and contracts and shared them with DG NEAR.

- In September 2019, DG NEAR resent the 19 DCTs for the 19 projects with finalized log frames and contracts, as approved by DG NEAR. DG NEAR requested that IPs send their next quantitative data reports using their customized DCTs by end of October. For those DCTs received in November 2019, the team analysed the reported data and found that there were some inconsistent or incomplete data. Queries were made of IPs to ensure accurate data was available to be included in the report, though included manually given the data available at the time of NOA Monitoring Report 2.

- In addition, the team initiated development of another set of approximately 10 DCTs to be completed Q1 2020, as well as plans with DG NEAR to re-send DCTs early in Q1 to ensure IPs have time to complete and report them.

III. EUTF NOA MLS Guidelines and Resources

Additional guidelines and tools developed in 2019 contributed to

- *Result 1.1.1 Initiatives implemented under the EUTF NOA are logically consistent and in line with the programmes' intervention logic* and helped deliver
- *Output 1.1.1.6 Internal guidelines for the review and alignment of project logframes*
- *Output 1.1.1.10 Updated guidelines for IPs* and
- *Output 1.1.3.2 stakeholders Guidelines for template for IPs for the reporting of data on outputs and IOs.*

In 2019, the MENOA team conceptualized new tools and templates to support IPs in using the EUTF MLS to monitor their projects and report their progress to DG NEAR. Resources produced included:

- **MLS Workshop Resources.** To continue to deepen IPs and EUDs understanding of the MLS especially for data collection and reporting of results to be included in the first NOA Monitoring Reports, the MENOA team developed a new approach to in-person MLS workshops, including a new, skills-based format, content, and structure. The new approach focused on building basic skills on what an MLS is and how to use not only to support monitoring and reporting but also to support implementation and adaptation in the field to strengthen implementation and results. Tools developed included new, MLS knowledge-based and skills-focused training slides, new explanatory notes to ensure consistency across all trainings, new handouts to increase understanding, and a new customized component of one-on-one meetings with each IP to allow for each IP to focus on their own issues and questions and to review and practice use of tools and supports. All materials were produced in English and French.

- **Updated External IP Guidelines and AKVO Fact Sheet.** As noted, guidelines on the log frame alignment process were developed and accepted in 2017. To update with more recent information, the team developed shorter, targeted updated External IP Guidelines to reflect the updated processes like the addition of the cross-window indicators, as well as an AKVO Fact Sheet to explain how data are entered and validated by each IP in partnership with

ICMPD. These tools were sent to DG NEAR on 24/02/19. Following DG NEAR feedback, the team revised and resubmitted these guidelines for IPs to DG NEAR, removing technical language and writing from an IP's point of view. The team also created a shortened guidelines overview in a step-by-step structure (see below). These were submitted to DG NEAR on 07/03/19. In April, DG NEAR asked that we place these on hold to focus on analysis and development of the first EUTF NOA Monitoring Report.

- **New log frame template.** To better meet the needs of EUTF NOA IPs, the team suggested and developed a new log frame template to support IP development of project log frames. Previously, IPs either used the EuropeAid log frame template or an internal version from their own organizations. Following several requests from IPs for a log frame template customised to the EUTF NOA results matrices, the MENOA team reached out to DG NEAR about the concept of developing a template for NOA projects (13/03/19) and then built a new template for NOA IPs based on the EuropeAid log frame template. The new template includes the additional immediate outcomes level of reporting that is part of the EUTF NOA framework plus two alignment columns for EU TF NOA Strategic and Specific Objectives and indicators. It also includes updated and streamlined instructions and definitions of inputs, activities and outputs. The new log frame template was translated into French and shared with DG NEAR 05/04/19.

- **Internal Procedures.** In 2019, the team developed a more robust and comprehensive set of guidelines and validated them internally, turning them into a full and complete written resource for the project. These internal procedures support existing processes and protocols for log frame alignment, data collection, data analysis and reporting. While the team has always used the same approach for alignment across all IPs, written internal procedures help support a step-by-step consistent alignment of all projects with the EUTF NOA MLS Framework, i.e., how the MENOA team aligns Action Fiche and IP DOAs and log frames with the EUTF NOA objectives. They also support team technical development of DCTs and guidance to IPs on monitoring data collection and reporting with DCTs; data collection, verification and data entry into AKVO; and data checking and analyses of data received from IPs for reporting in NOA Monitoring Reports. These internal procedures s name each step in these processes so that MENOA team members have a readily accessible reference tool and set of guidelines for conducting this work.

- **External Workflow Document.** Following the completion of the first NOA Monitoring Report, the team turned back to updating and supplementing the existing written guidelines from 2017. Internally, the team decided to focus on developing a targeted, short EUTF NOA MLS workflow document to provide IPs with a user-friendly resource able to remind them of how the alignment and reporting processes work and including responsibilities of MENOA, DG NEAR, EU Delegations and the IP. The goal of this tool is to deepen IP understanding of each step in the log frame alignment, monitoring data collection and reporting processes (including use of the DCT) so that it is transparent and clear to all partners. The tool's approach is to succinctly explain each individual step in the process and to clearly indicate who takes the lead on the step: MENOA, IP, EUD, DG NEAR (using color-coding). As such, this tool offers IPs, EUDs, and DG NEAR a literal step-by-step approach to the EUTF NOA MLS work processes, explaining technical assistance available to them throughout the process, and naming roles and responsibilities for the MENOA team and all partners to this work. It is designed to be a quick and easy reference for all partners. With increased clarity, IPs will be able to better understand the value of, approach to and fully participate in the MLS processes. The workflow document was shared with DG NEAR in Q1 2019 as a new resource. To ensure the tool could support IPs and encourage its circulation, the team updated it again

in Q3 and shared it with DG NEAR in an updated version. As a next step, the team sent a third update to the draft tool to DG NEAR and requested feedback. We plan to update the tool based on any feedback received and then request that it be shared with IPs.

IV. MEL Capacity Building and Other Field Missions

Field missions and MEL capacity building work contributed to

- *Result 1.1.1 Initiatives implemented under the EUTF NOA are logically consistent and in line with the programmes' intervention logic* and

- *Output 1.1.1.9 In-person meetings with IPs to discuss the suggestions for alignment and indicators.*

- *Result 1.1.4 Data for the defined indicators are collected, processed and reported regularly*

- *Output 1.1.4.4 In-person support to IPs on data collection and reporting*

- *Result 2.1.1 EU headquarters, EU delegations and project implementers have increased knowledge and skills in the area of project design, monitoring and evaluation* and

- *Output 2.1.1.6 Ad-hoc in-person mtgs with DG NEAR*

- *Output 2.1.1.7 In-person introduction to NOA MLS [M&E] framework, data collection and reporting for EU DEL.*

The MENOA team developed, implemented and participated in several key field missions in 2019, as follow:

- **MLS Workshop, Rabat, Morocco (January 2019).** The MENOA team travelled to Rabat, Morocco to deliver the new MLS workshop on 25/01/19. This included a morning MLS capacity-building workshop for the EUD and IPs working in Morocco, followed by interactive, bi-lateral working sessions with IPs in Rabat: GIZ/Expertise France and AECID (25/01/19) and one in Brussels with ENABEL (31/01/19). The morning workshop provided a short refresher on (1) the EUTF and priorities for NOA, (2) principles of MEL, (3) the EUTF NOA MLS itself, and (4) monitoring data collection and reporting to DG NEAR. The bi-lateral working sessions reviewed specific questions IPs had about their activities, log frames, planned outputs and immediate outcomes and indicators, alignment with the NOA framework and data reporting.

- **Regional Workshop on the Experiences and Tools under MED-HIMS (MEDSTAT IV), Ankara, Turkey (February 2019).** Two MENOA team members team participated in the 10th Review of the MED-HIMS model questionnaires (MQs) and Manuals for the "Standard" and "Light" versions of the questionnaires. In 2018, DG NEAR approved the addition of new questions focused on understanding progress on the strategic and specific objectives of the EUTF NOA to the MED-HIMS questionnaires. In spring 2018, the MED-HIMS PIU added these new questions to the survey instruments. These questions were a primary focus of the workshop among participants, including survey experts and country-level representatives working on MED-HIMS data collection in NOA countries as part of the regional workshop.

   Meeting participants raised a number of helpful questions and suggestions related to the new question set, their purpose and objectives. Following the meeting, the MENOA team used this feedback and discussion to refine and update the questions, including response categories, to better capture the key issues related to assessing progress on the EUTF NOA five strategic objectives. MENOA submitted the refined questions to the MED-HIMS PIU in early March 2019, who then reviewed and accepted the updated questions

Index of MENOA questions added to MED-HIMS Model Questionnaires:

MQ	'Standard' MQs	'Light' MQs
MQ-2 – Out Migrant (4 of 13 questions)	715, 716, 717, 718	609, 610, 611, 612
MQ-3 – Return Migrant (12 of 13 questions)	562 707, 708, 709, 710, 711, 712, 713, 734, 735, 736, 737	428 605, 606, 607, 608, 609, 610, 611, 629, 630, 631, 632
MQ-4 – Non-Migrant (4 of 13 questions)	431, 432, 433, 434	424, 425, 426, 427
MQ-5 – Forced Migrant (6 of 13 questions)	230 313, 314, 315, 316 521	222 310, 311, 312, 313 518
MQ-6 – Immigrant (6 of 13 questions)	311 468 635, 636, 637, 638	307 610 622, 623, 624, 625
MQ-7 – Household Characteristics (one of 13 questions)	513	813

In addition, the MENOA team has been working with MED-HIMS PIU to determine when MED-HIMS will be implemented in each country:

- o **Algeria:** No plans for implementation.
- o **Egypt:** MED-HIMS last conducted in Egypt in 2016 and are now planning a next wave of the survey. MED-HIMS PIU is planning to develop and circulate the plan among various stakeholders in 2019, with the goal of implementing the survey again in 2020. This seems, however, unlikely given the strict procedures surrounding data collection in Egypt.
- o **Libya:** No plans for implementation.
- o **Morocco**: Implemented MED-HIMS survey without the additional questions 2nd half of 2018. At workshop, the Moroccan authorities agreed, in principle, to include the questions in a May 2019 data collection among migrants and refugees. As of this report, data collected and available has still not been confirmed.
- o **Tunisia**: As part of ProGreS project, ICMPD is working with two Ministries in Tunis to support MED-HIMS implementation in Q1/Q2 2020. They plan to include the additional 'MENOA' questions.

MLS Workshop, Cairo, Egypt (March 2019). The MENOA team travelled to Cairo, Egypt to deliver the new MLS workshop on 21/03/19. This included a meeting with DG NEAR and EUD, Egypt the evening of 20/03/19 to review plans for the workshop; an MLS capacity-building workshop for the EUD and IPs working in Egypt; and individualized, interactive, bi-lateral working sessions with IPs. As in Rabat, the MLS workshop provided a short refresher on (1) the EUTF and priorities for NOA, (2) MEL principles, and (3) the EUTF NOA MLS. The primary focus of the workshop was on the new monitoring DCT and how to use it to report data to DG NEAR. The MENOA team followed the morning workshop with customized, interactive, bi-lateral working sessions with IPs in Egypt, including MSMEDA, GIZ, AECID, PLAN, NCW, MEPEP. As with Rabat, these bi-lateral working sessions reviewed specific questions IPs had about their activities, log frames, planned outputs and immediate outcomes and indicators, alignment with the NOA framework and data reporting. Following the workshop and at the EUD's request, the MENOA team transferred all of the Egypt project log frames into a single format, using the updated log frame template developed for MENOA (see above).

- **MENOA-eMGPP start-up, Malta (April 2019).** To support project start-up and build in key technical aspects of project plans, the MENOA project lead travelled to Malta for a two-days mission. The specific purpose of the mission was to align and integrate the MENOA and eMGPP projects, with a focus on the technical aspects of the triangulated data collection and analysis to ensure more robust data available to monitor progress at the strategic level of the EUTF NOA (specific and strategic objectives). In Malta, the MENOA and eMGPP teams reviewed key MENOA data and plans for employing them in eMGPP analyses (data source 1); established plans for collaboration and workflow across both projects; developed an eMGPP launch event, including a presentation on the EUTF NOA MLS and how eMGPP will contribute baseline and strategic level data to the Framework; discussed hiring needs and plans to ensure needed capacity across both projects; further developed the data inventory and data identification mission concept (data source 2) as well as logistics (e.g., *note verbale*) to support missions to meet with NOA governments; and discussed procurement structure for a third party, independent survey firm to support original data collection and analysis (data source 3).

- **MENOA presentation at eMGPP-NAMAN kick-off workshop (July 2019).** The eMGPP project held a kick-off workshop for the NAMAN network in Tunis, Tunisia. As part of the workshop, the MENOA project lead gave an in-person presentation about the development of the EUTF NOA MLS, its purpose, and relationship to the eMGPP project. To support a strong understanding of the EUTF NOA MLS and the data captured through it, the presentation included discussion of the role of aggregated IP monitoring data in eMGPP data collection, analysis, triangulation and policy-focused recommendations activities. That is, the MLS monitoring data will play a key role in monitoring EUTF NOA progress at the strategic level; they will be aggregated, analysed and triangulated in relation to two other data sources collected under eMGPP to document strategic level progress. Findings from these analyses will be used to develop migration policy inputs for DG NEAR. NAMAN members will play a critical role in contextualizing data and findings derived from data collection and analysis, as well as in 'sense making' of data to develop inputs to evidence-driven policy. As such, it is important that the NAMAN members understand the EUTF NOA, the MLS, and their critical role in employing strategic level monitoring data in developing key migration policy inputs. The MENOA team lead focused the presentation on these topics, as well as led questions and answers sessions and participated in key discussions about NAMAN's role in setting their own priorities, assessing data, and generating evidenced-informed migration policy inputs during the kick-off workshop.

- **Brussels Missions (Feb., June, July, Oct., Nov., Dec., 2019).** For descriptions of Brussels missions to support project management, IPs, DG NEAR MEL capacity building and DG NEAR reporting on NOA Monitoring, please see Sections V, VII, and VIII.

V. EUTF Common (cross-window) Output Indicators and AKVO

Work on the EUTF common output indicators and with AKVO contributed to

- ***Result 1.1.4 Data for the defined indicators are collected, processed and reported regularly***

- ***Output 1.1.4.7 Data set in AKVO (section 1, 4 and 5) for each NOA project***, as well as to

- ***Result 2.1.1 EU headquarters, EU delegations and project implementers have increased knowledge and skills in the area of project design, monitoring and evaluation*** and

- ***Output 2.1.1.3 Coordination meetings with other EU TF windows*** as well as

- ***Output 2.1.1.4 Set of joint EUTF macro output indicators.***

In 2019, the MENOA team took over data entry on EUTF common output indicators from DG NEAR and IPs, at DG NEAR's request. This work included:

- **Disaggregation definitions for EUTF common output indicators.** In Q4 2018, the MENOA team had developed a spreadsheet of proposed shared technical definitions of disaggregation by age, gender, beneficiary type and service type for the 41 EUTF common indicators for Altai and as a means of developing shared disaggregation definitions to support the indicators applying to all three EUTF windows. These were shared and further developed with Altai in November and December 2018. In January 2019, following several requests for additional meetings and discussion, the MENOA team refined the definitions again and shared them with Altai in an attempt to finalize the disaggregation and to share with DG DEVCO and DG NEAR. Due to a complex travel schedule and other priorities, Altai was not able to meet and discuss the proposed definitions in this period. MENOA then shared the proposed definitions and our approach to aggregation and disaggregation with DG NEAR on 13/02/19. DG NEAR agreed that the shared definitions for age, gender and beneficiary type were suitable and final. Shared definitions for service types were more challenging due to the different activities, objectives, priorities, and ways of working in each window. On 11/04/19, DG NEAR decided that we will not pursue a shared definition of service type further so that data collection could proceed in the NOA window based on a shared definition of age, gender, and beneficiary type only.

- **AKVO template and data entry.** At the end of 2018, DG NEAR asked that MENOA take over data entry into AKVO from them and from IPs to ensure more consistent data in the system. To support this, the MENOA team developed a custom template that included all of the basic project information AKVO requires for each EUTF project, for example, IP name, title, project abstract, strategic objectives, chosen common output indicators, among others. In January 2019, the team then used DOAs and LFs to populate this template for each IP and sent it to them for verification. Once the IP verified and/or corrected the information, the MENOA team entered it into AKVO throughout Q1 2019. After Q1 and as new projects came on board or existing projects updated their common output indicators, the MENOA team continued to update AKVO with new projects and new indicators. DG NEAR could then review the information periodically and publish it at their discretion. Some key information was excluded from the template (contractual, financial and location) to keep this information private. DG NEAR added this information directly into AKVO, reviewed data entered be MENOA, and could then publish it.

- Initially, this entry of basic information did not include actual values for the indicators themselves, since IPs had not yet reported values. Instead and as noted, it documented basic project information required by AKVO and the common output indicators each IP had chosen for cross-window reporting on their project. Throughout 2019, as IPs provided data on these output indicators either in their own format or using their customized DCT (the agreed, official format for reporting the data before AKVO entry), the MENOA team entered the data into AKVO. Once entered, DG NEAR was able to review and publish the data, again at their discretion. The aforementioned AKVO fact sheet was designed to provide IPs with an easy resource explaining the data reporting process to AKVO.

- **Technical memos on common output indicator definitions.** In late September, DG NEAR requested technical review on changes proposed by DG DEVCO and Altai to the long-established definitions of the 41 common output indicators (COIs) used by all three windows of the EUTF (sometimes called common or cross-window indicators). DG DEVCO and Altai originally developed these definitions and asked that DG NEAR employ them for NOA IPs in

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spring 2018. As developed with DG NEAR, the MENOA team worked with IPs to help each one identify 1-3 of their extant output indicators that could also serve as COIs for reporting to DG NEAR. This was because the vast majority of IPs already had output indicators that could be aligned with the COIs. It was also the case that adding additional requirements after so many contracts were already signed and projects were in the field was not feasible for IPs. MENOA thus worked with IPs to align output indicators and built them into IPs log frames and for reporting purposes, into their DCTs over the course of 2018 and 2019.

- DG NEAR contacted MENOA with the information that DG DEVCO and Altai were now developing an MLS for Sahel and Lake Chad and wanted to introduce and change definitions of especially some of the EUTF Objectives 2 and 3 COIs to accommodate the nature of the work in this window.

- At the same time, however, DG NEAR explained that any revisions to existing definitions or entirely new definitions could not be adopted for NOA. This was because although the Sahel and Lake Chad window had only begun to set up an MLS, NOA already had over 40 contracts with finalised log frames (including common output indicators) in the field and reporting against their indicators.

- The MENOA team then reviewed and produced a detailed, technical memo on the proposed changes with a focus on their fit with NOA and with EUTF priorities more broadly. The MENOA team then attended a technical meeting to discuss the proposed changes in Brussels and to offer feedback and comment in person (03/10/19).

VI. EUTF NOA Monitoring Reports: Data Analysis and Reporting

This work contributed to

- **Result 1.1.4 Data for the defined indicators are collected, processed and reported regularly** and delivered

- **Output 1.1.4.8 Analytic reports (regional level)** and

- **Output 1.1.4.9 Analytic reports (national level).**

In 2019, the MENOA project and DG NEAR developed a timeline and format for the EUTF NOA Monitoring Reports. The purpose of these reports is to provide DG NEAR, the full Commission, EU Member States, EUDs, IPs and the public with up-to-date information on the progress of EUTF implementation in NOA and to monitor results and learning, including progress on outputs and immediate outcomes.

- In Q2 2019, the MENOA team developed an analytic approach, analytic tools, data cleaning and verification protocols and a format for NOA Monitoring Reports (NMR1). Each IP reports to DG NEAR against their individual project log frame that, in the majority of cases, has been aligned with the EUTF NOA objectives. As such, the team needed to develop tools that would support assessment of progress at different levels, capturing and integrating quantitative and qualitative data provided by the IPs and multiple international sources to contextualize factors affecting progress by country and region. The team thus developed and refined criteria and analytic tools to analyse the broader country and regional context, progress at the individual contract/project level, and at the country and regional levels, as well as a detailed quantitative tool to capture the allocation and distribution of funds by country, partners, and strategic objectives to drive and produce a portfolio analysis of the EUTF NOA contracts.

- Following receipt of over 30 separate IP progress reports beginning on 05/04/10, the MENOA team employed the analytic approach and tools to assess the progress of each contracts'/projects' implementation, outputs and immediate outcomes (where reported). In May, DG NEAR sent another tranche of approximately 15 progress reports to analyse and aggregate, followed by several other progress reports in small groups through late June. These analyses were all conducted and formulated into findings about the entire NOA portfolio, and at the country and regional levels and used to produce the first EUTF NOA Monitoring Report in June 2019.

- In October and November, DG NEAR shared 45 new IP monitoring reports for analysis and inclusion in the second EUTF NOA Monitoring Report (first draft November 2019). Both reports include a set of portfolio, country-level and regional findings and initial lessons learned.

- Drafts of both reports were closely reviewed and commented on by DG NEAR, EUDs, and IPs. The final version of the first report was posted to the EUTF website; the second report will be finalized and posted in Q1 2020.

VII. EUTF NOA Monitoring Presentations

The presentations described below contributed to

- *Result 1.1.4 Data for the defined indicators are collected, processed and reported regularly* and delivered part of

- *Output 2.1.1.6 Ad-hoc in-person mtgs with DG NEAR.*

At DG NEAR's request, the MENOA team developed multiple versions of detailed presentations that describe and explain the status of implementation and results from the investments of the EUTF in NOA. The presentations drew on NOA Monitoring Reports 1 and 2 to share key findings with the EUTF Board, the EUTF NOA Operational Committee and the EUDs. They focused on progress made on implementation of the EUTF NOA strategy overall as well as on specific results at the project, country and regional levels as of June 2019 for the first report and as of November 2019 for the second report. As a complement to the written reports, the presentations aimed to highlight for the EUTF Board, Operational Committee and EUDs the most up-to-date progress on implementation and results, as well as cross-cutting findings regarding the entire portfolio of contracts in NOA. DG NEAR received a separate, professionally formatted presentation and detailed talking points prior to each meeting and MENOA team members travelled to Brussels in June 2019 to present the findings to the Board; in July 2019 to present to the Operational Committee; and again in December first to present to the Operational Committee and then to share and discuss findings with the EUDs two days later.

VIII. Project Management and Staffing

Activities focused on project management and staffing helped contribute to

- *Result 2.1.1 EU headquarters, EU delegations and project implementers have increased knowledge and skills in the area of project design, monitoring and eva*luation and

- *Output 2.1.1.5 Regularly scheduled and Ad hoc phone mtgs with DG NEAR*

Project Management

To support on-going project oversight; delivery of technical support to IPs, EUDs, and DG NEAR; and high-quality reporting, key project management activities included:

- **Weekly MENOA team meetings** to review work plan progress, determine leads of key project tasks, identify challenges and gaps, and brainstorm solutions and means of ensuring continued support and reporting to IPs, EUDs, and DG NEAR

- **Monthly and then weekly check-in meetings with DG NEAR** to develop project deliverables, plan for upcoming missions and reports, address new needs as they arise and discuss ways to provide needed technical support to all project partners

- **Proposed regular meetings with EUDs.** In January, DG NEAR requested that MENOA increase communications with EUDs to support up-to-date information sharing on the 'state-of-play' with each IP in the relevant country. MENOA reached out to each of the four relevant EUDs and requested a monthly meeting in February 2019 and offered to produce a regular written update. In practice, EUDs preferred not to hold monthly check in meetings or receive more reports. They instead preferred that we maintain our MENOA practice of putting them in copy on all email communications with IPs and including them in some phone meetings with IPs working in the relevant country as a means of keeping them up-to-date.

- Continuous support to IPs via **the "M&E helpdesk"** where IPs, EUDs and DG NEAR can request technical support and ask questions regarding Action Fiche, log frames, DOAs, DCTs, analysis and reporting or any other topics related to the EUTF NOA MLS that they might want to discuss

- **Quarterly reports** following the calendar year to keep DG NEAR up-to-date on the progress of project activities and results

- An **annual, in-person internal team training on the MLS**, with a specific focus in 2019 on DCTs, data collection and cleaning, aggregation and analysis and providing input on tracking progress at the strategic level via the eMGPP project

- Adoption at the February 2019 PSC of an **updated MENOA work plan and log frame** as well as Annual Report 2018, followed later in the year by budget revisions (to support additional staff; see *Staffing* below). The original work plan was structured around primarily ad hoc activities. The updated versions reflect the specific tasks, subtasks and timelines as aligned with planned results (documented in the updated MENOA project log frame) needed to support the development and use of the EUTF NOA MLS

- **Project Steering Committee meeting, Brussels, Belgium.** On 1 February 2019, MENOA conducted a Project Steering Committee meeting with ▊▊▊▊▊▊▊ from DG NEAR and ▊▊▊▊▊▊▊▊▊▊▊▊▊▊▊▊▊ from ICMPD. The focus of the meeting was the review of 2018 activities in the annual report, the current 'state-of-play', the updated workplan and budget alignment to reflect the updated structure, activities and staffing of the MENOA project and planned activities for 2019. The MENOA team also participated in a kick-off meeting for the eMGPP project following the Steering Committee meeting to introduce and discuss the planned objectives and activities of eMGPP. This meeting included from DG NEAR ▊▊▊▊▊▊▊▊▊▊▊▊▊▊ and from ICMPD ▊▊▊▊▊▊▊▊▊▊▊▊▊▊ ▊▊▊▊▊▊▊▊▊

- **2019 Project Steering Committee meeting, Brussels, Belgium.** On 19 November 2019, the MENOA and eMGPP teams conducted a joint Project Steering Committee meeting with ▊ ▊▊▊▊▊▊▊▊▊▊ from DG NEAR and ▊▊▊▊▊▊▊▊ ▊▊▊▊▊▊▊▊ from ICMPD. The purpose of this meeting was to review 2019

activities on both projects and look ahead to planned activities for 2020 in relation to the conclusion of the EUTF in 2020.

Staffing

To support additional capacity on the MENOA team and to meet the demand for log frame alignments, updates and DCTs; IP's and EUD's needs for technical assistance, support and tools; as well as analysis and reporting, the team conducted two rounds of vacancy announcements, interviews, hiring and on-boarding of the following new team members:

- A new MEL Officer (P3) to oversee and coordinate the project work plan; ensure the timely delivery of planned deliverables; respond to requests for ad hoc meetings and deliverables and contribute to data collection, analysis and reporting (October 2019)

- A new Associate Project Officer, Monitoring and Evaluation (P1) who is fluent in French, English and Arabic, to support project administration and activities (December 2019)

This very considerable investment of time resulted in the hiring of two very strong new team members to support the MENOA project. Unfortunately, in November the MEL Officer had to resign suddenly due to health reasons. A new TOR was immediately posted and a new round of applications collected, with plans to hire a new MEL Officer in Q1 2020. For 2020, MENOA will also place a resource person in the ICMPD Brussels office to increase availability to attend ad hoc in-person meetings upon demand.

IX. Additional/Ad hoc Activities

- **DG NEAR's Contract Planning and Monitoring tool.** Beginning in April 2019, the MENOA team reviewed and updated DG NEAR's tool with information on the status of each EUTF NOA project's log frame, DCT and AKVO as well as descriptive information on project status. The MENOA team completes this approximately twice per month and sends it to DG NEAR to keep them up-to-date on each project. DG NEAR also updates it with new contracts, dates and other information to help ensure MENOA is aware of the status of new and existing contracts.

- **EUTF Mid-term Evaluation.** At the request of the external evaluator, the MENOA team met with the evaluation team several times throughout 2019 to provide information on the development, structure, implementation and uses of the EUTF NOA MLS. This included explanations of the log frame alignment processes, DCT development and use, technical assistance to IPs, data collection and analysis for the NOA Monitoring Reports, among other topics. In March 2019, DG NEAR also asked that the team review the evaluator's mapping report, which the team completed in a very short two-day turnaround as requested.

- **MENOA ROM.** In November 2019, DG NEAR informed MENOA that there would be a ROM mission to assess MENOA's work. To support this effort, multiple members of the MENOA team and the broader ICMPD team provided interviews to the ROM lead, as well as extensive documentation and explanation of project process and deliverables.

Challenges and Solutions

During 2019, the MENOA team encountered, and developed solutions to, the following project challenges:

Challenges	Solutions
1. Insufficient project team capacity to meet the daily demand for technical support from project partners	• Added an MEL Officer to increase project oversight and implementation capacity and replaced an outgoing Project Officer with a new, very strong and highly skilled one
2. High demand from IPs for additional support on log frame alignment and data reporting coupled with unfamiliarity with MEL and how an MLS works, non-responsiveness to follow up, and/or non-incorporation of technical input and suggestions on log frames	• Continued to offer daily support to IPs and to initiate additional follow as a means of extending the strong, positive working relationships already established and to encourage increased communication flow. • Developed a new approach to and resources for in-person MLS workshops that include review of what an MLS and how it works to deepen IP understanding of its purpose and uses for not only monitoring but for strengthening implementation and results. • Produced a new workflow document to supplement the published 2017 guidelines and provide IPs with a short, step-by-step diagram of the alignment and reporting processes as well as roles and responsibilities of the IP, EUD, DG NEAR and the MENOA team in these processes
3. Inconsistent receipt of IP progress narrative reports and data for analysis in NOA Monitoring Reports and requests for inclusion of new reports piecemeal/after cut off dates	• Agreed with DG NEAR that they would share progress reports to MENOA on a rolling basis rather than delivering a large tranche at once to support regular analysis and efficient development of NOA Monitoring Reports. • Set stricter, forward looking deadlines for receipt of IP progress reports and policy of including any received after deadline in the next report
4. Inconsistent information flows and communication between DG NEAR and MENOA regarding feedback on deliverables, IP projects' contracting status, log frame finalisation or approval (with repercussions for DCTs), new project needs, and ad hoc requests	• Implemented exchange of Contract Planning and Monitoring table to provide DG NEAR with detailed information on the status of each project twice/month on both the MENOA and DG NEAR side. • Continued to hold regular, monthly phone calls plus often weekly ad hoc calls between the MENOA team lead and DG NEAR Programme Officer to increase communication and provide clear, up-to-date information on IPs and other project developments as well as to request feedback on delivered products. • Increased touch point meetings to weekly with new Programme Officer after arrival in September 2019.

Cooperation with Other Actors

As in 2018, the MENOA team continued to cooperate with the following actors (in addition to DG NEAR) during 2019:

- **DG DEVCO** to review revisions to common output indicators and definitions for the Sahel and Lake Chad region and to review the mid-term evaluation Mapping report

- **EU Delegations in Egypt, Tunisia, Libya and Morocco** to align IP projects with EUTF NOA strategic and specific objectives as well as review, refine and/or develop IP project log frames and DOAs with a focus on ensuring each IP developed a clear, feasible and relevant set of project outputs, outcomes, and indicators

- **EU TF NOA IPs** to provide in-person, written and phone-based support on alignment of their project log frames with the EUTF NOA strategic and specific objectives; data collection, reporting and DCT usage; and other ad hoc requests for technical support

- **Altai** MLS support team to EUTF Horn of Africa and Sahel and Lake Chad windows to support their data validation mission to Libya, provide Libya log frames and DOAs, review proposed revisions to common output indicator definitions and disaggregations for Sahel and Lake Chad and to provide input on their lessons learned exercise for DG DEVCO

- **MENOA ROM team** to provide them with multiple interviews and documents and answer detailed questions on EUTF MLS processes and supports

Planned Activities 2020

In 2020, the MENOA project plans to develop and implement the following key activities:

- Align or revise alignment of new or existing NOA Action Fiches and IP project log frames and DOAs with the EUTF NOA strategic and specific objectives and support refinement of output, immediate outcome and indicator sets to ensure they are relevant, feasible and reportable.

- Develop additional customized DCTs for new or existing projects based on their log frames and to review, clean and ensure consistency of data reported.

- Validate and enter into AKVO updated common output indicator data from NOA projects to be reviewed and published by DG NEAR.

- Refine and re-share the log frame alignment and data reporting workflow document to support and deepen IP and EUD understanding of these key MLS processes and benefits of project monitoring in their own work.

- Conduct in-person MLS workshops for IPs working in Tunisia, Libya, Morocco and regional projects (in French for Tunisia and Morocco) also to deepen understanding of the EUTF NOA MLS and to support data reporting to DG NEAR for analysis and inclusion in NOA Monitoring Reports. If desired, MENOA can also provide a fifth workshop for IPs working in Egypt.

- Implement EUTF NOA resource webpage developed in 2019 to be linked to the EUTF webpage, consolidating all MLS NOA tools and resources in an easily accessible site for IPs and EUDs to use.

- Provide support to the eMGPP project, especially development of aggregated monitoring data, original survey data, and third-party migration data (via the data missions and inventory) to assess progress on EUTF NOA strategic and specific objectives.

- Convene monthly meetings with DG NEAR to ensure smooth and consistent project communication and development of project deliverables.

- Report progress on individual project log frames, DCTs and AKVO and overall progress to DG NEAR using the Contract Planning and Monitoring tool and receive updates on contracting from DG NEAR using the same tool.

- Continue weekly internal MENOA team meetings to ensure smooth and consistent project implementation and internal coordination meetings with the eMGPP team to support their data collection and analysis.

- Produce qualitative data analysis using a qualitative data analysis software (QDAS)-based database to organize, code and assess IP narrative progress reports and to contextualize findings as a key input for NOA Monitoring Reports.

- Conduct quantitative data analysis (aggregation, frequencies and cross tabs) of indicator data as provided by IPs and using the EUTF NOA database developed for the EUTF NOA as another key input for NOA Monitoring Reports.

- Develop NOA Monitoring Report 3 and 4 (June 2020 and at DG NEAR's discretion, December 2020) based on qualitative and quantitative data analyses and cross-cutting themes and findings, including a EUTF NOA portfolio analysis, country reports, regional report and lessons learned at each level in a highly professional format.

- Develop and present to the EUTF NOA Operational Committee highly professional slides decks reporting results and learning from NOA Monitoring (June 2020 and at DG NEAR's discretion, December 2020).

- Produce a MENOA lessons learned exercise focused on lessons related to how to develop and implement an MLS for monitoring and reporting progress on a large-scale regional migration initiative.