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ANNUAL NARRATIVE REPORT MENOA, 2020

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	14.11.2019 - 13.11.2020 ¹		
Contact Person	<ul style="list-style-type: none"> Monitoring and Evaluation, ICMPD 		
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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	<ul style="list-style-type: none"> • 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 - 13.09.2021 (46 months)
Total project budget	EUR 2.118.036,00
Expenditures in this reporting period	EUR 520,564.10

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 provides resources in three windows: the Horn of Africa, the Sahel and Lake Chad, and parts of the North of Africa as regions that have experienced high levels of instability, irregular migration or forced displacement in recent years. Operationally, the EUTF supports projects that aim to (1) increase economic and equal

¹ Please note: Financial documents follow the contract dates for reporting (14.11.2019 – 13.11.2020), while the narrative report follows the annual calendar dates (01.01.2020 – 31.12.2020) as agreed with DG NEAR at the February 2019 Project Steering Committee Meeting.

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

In the North of Africa (NOA), the EUTF prioritizes objective 3: improving migration management in countries of origin, transit and destination. For NOA, objective three has 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 combating irregular migration. All of the EUTF 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 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 overall 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 its IPs. The MENOA team has focused in particular on supporting DG NEAR, EUDS, and IPs in (1) aligning 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 technical workshops on the MLS, its structure, operations and uses; 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 analysis of IPs' qualitative and quantitative monitoring data as a basis for developing and producing EUTF NOA Monitoring Reports (NMRs), 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. The NMRs present analyses of qualitative and quantitative data at the country and regional levels to provide updates on and the results of the EUTF initiative in NOA. Produced every six months, the NMRs and presentations aim to keep DG NEAR, the EUTF NOA Operational Committee, the European Commission, EU Member States and the public informed about progress on implementation and results of the EUTF NOA strategy. It is important to note that the NMRs 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.

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).

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:

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 2020, the MENOA team participated in a DG NEAR-commissioned Results-Oriented Monitoring (ROM) exercise aimed at assessing progress against objectives and improving project processes and results. DG NEAR highlighted that their “main take away is that the work you have done so far is consistent and well done as well as that the need remains high. On the other hand, under the current organisation and resource distribution, we are facing the risk that outputs related to component 2³ will only partially be achieved.” The MENOA team then worked with DG NEAR to identify key areas to address together and took action to increase project effectiveness and results (see Section VIII).

Key 2020 results against these broader objectives as well as the specific outputs and outcomes in the MEONA logical framework include:

- Alignment or updates to alignment of the logical frameworks and/or DOAs of over 50 NOA Action Fiche and individual projects with the EUTF NOA MLS. This alignment and identification of objectives and indicators supports IP monitoring and reporting of progress to DG NEAR as well as DG NEAR oversight and guidance of the EUTF NOA portfolio;
- Development of project-specific, customized data collection tools to support IP data collection and reporting and as well as data aggregation and analysis;
- New and updated tools and templates to deepen IP, DG NEAR and EU Delegation understanding of and facility with the EUTF NOA MLS;
- 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;
- Collection, verification and entry of data into the EUTF AKVO system to support cross-window sharing of progress and results;
- Development and dissemination of EUTF NOA results and findings in comprehensive EUTF NOA Monitoring Reports and presentations; and
- Comprehensive MLS workshops to refresh (or for new IPs and EUD or DG NEAR staff) and introduce the structure, purpose and focus of the EUTF NOA objectives and supporting MLS, as well as its operation and roles and responsibilities. This included four on-line workshops in French and English organised by country and regional projects and accompanying bi-lateral

³ The ROM report refers to the measures planned under Specific Objective 2. MENOA has two components, each refers to one of the specific objectives.

meetings with each IP to ensure clarity and comprehension of the purpose and structure of the MLS.

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 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) European public who can receive information that will help them monitor progress of the EUTF in NOA.

Key Results

In 2020, the MENOA team implemented multiple activities in the following key project result areas:

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

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

Output 1.1.1.7 Action fiches, DoAs and log frames reviewed, commented.

Throughout 2020, ICMPD-MENOA team continued to support IPs to refine and revised their logical frameworks (log frames) to ensure alignment with the EUTF NOA specific and strategic objectives. This continuous effort ensures the integrity of the MLS as a whole while also supporting individual EUTF NOA projects reporting using relevant output and outcome indicators. The complexity of 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 **17 contracts** and multiple IPs working in **Libya** including, for example, AICS, CESVI, DRC, GIZ, IMC, IRC, UNCHR, UNDP, UNICEF, UNFPA and WHO.
- Original development or refinement of log frames for **four contracts** and multiple IPs, working in **Morocco**, including, for example, AECID, ENABEL, FIIAPP and GIZ (with Expertise France).

- Original development or refinement of log frames for **seven contracts** and multiple IPs, working in **Egypt**, including, for example, AECID, GIZ, German Red Cross, MEPEP, MSMEDA, NCW, Plan International.
- Original development or refinement of log frames for **four contracts** and multiple IPs working in **Tunisia** including, for example, AFD, Expertise France, GIZ, ICMPD.
- Original development or refinement of log frames for **13 regional or multi-country** contracts for multiple IPs working regionally including, for example, Expertise France, GITOC, GIZ, ICMPD, ILO, Save the Children International, UNHCR and UNODC.

II. Data Collection Tools (DCTs)

Result 1.1.3 Procedures for data collection and reporting are defined and in place.

In 2018, the MENOA team developed an excel-based Data Collection Tool (DCT) to help IPs more easily and accurately report their quantitative output and immediate outcome indicators to DG NEAR. In 2020, the MENOA team continued refinement and production of DCTs, each one customized to the IPs individual project(s). This work involved:

- Further development of the “logframer,”⁴ 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 EUTF common output indicators), baselines and targets applicable to each individual project. The DCT also includes detailed instructions on how to complete and use them for reporting and in English or French. This allows IPs to report their progress on their quantitative indicators to DG NEAR by updating the relevant indicator number in the appropriate cell of their custom DCT, using a cumulative approach.
- In 2020, the team sent customized DCTs to 34 distinct EUTF NOA projects implemented in the NOA region. This includes 14 DCTs for projects in Libya, one to a project in Egypt, four in Tunisia and eleven regional/multi-country or cross window projects. The team prepared a total number of 63 DCTs in 2020 (for NMR3 and NMR4, as they were cleaned and updated for each IP reporting period (twice per year).

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

Output 1.1.4.5-1.1.4.6. Data set (quantitative and qualitative data) for each NOA project.

In 2020, IPs provided DCTs from 31 different EUTF NOA-supported projects. As this number suggests, not all IPs reported quantitative data for various reasons. At the same time, with each reporting period (and for NMR3 and NMR4), there was an approximately 50 per cent increase in the number of projects reporting quantitative monitoring data.

As IPs complete and report data in their DCT, the MENOA team reviews the data for inconsistencies with previous reports and/or approved log frames and imports it into the database developed specifically for quantitative monitoring data analysis. The team uses the database to run descriptive analyses of quantitative indicators, against a set of broader EUTF NOA output and outcome indicators developed for the EUTF NOA MLS and with which projects have been aligned. The MENOA team then reports country- and regional-level aggregated progress to DG NEAR as part of the NOA Monitoring Reports (Section VI).

⁴ Development of the “logframer” is linked to Output 1.1.1.5. The logframer supports (1) the alignment of the EUTF NOA projects with EUTF NOA objectives (therefore under Result 1.1.1.) and (2) facilitates transfer of each individual project log frame into a customized DCT. Here, the adjustments of the “logframer” are reported in context of DCT work, therefore under Result 1.1.2.

In 2020, the team imported 43 new or refined monitoring data sets (demonstrating IPs progress against their indicators) into the EUTF NOA database.^{5,6}

III. EUTF NOA MLS Guidelines, Resources, Tools and Templates

In 2020, the MENOA team conceptualized new tools and templates to support IPs and DG NEAR in using the EUTF NOA MLS to monitor their projects and report their progress to DG NEAR.

Resources produced included:

Output 2.1.1.8. Concept for regional events on MLS

MLS Workshop Resources. To continue to deepen IPs and EUDs understanding of the MLS especially for data collection and reporting of results, 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 a refresh on the structure and content of the MLS, as well as MLS processes including reporting. It also incorporated basic skills building on key MLS terminology and concepts related to results chains, matrices and alignment for monitoring and learning.

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 further tailoring of customized one-on-one meetings with each IP to allow for each IP first implemented in 2018 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.

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 delivered

Output 1.1.1.10 Updated guidelines for IPs.

Step-by-step Guidelines update and infographic. Following the 2017 MLS guidelines for IPs (and DG NEAR and EUDs), the team developed an additional, shorter and targeted step-by-step version in 2019. The step-by-step guidelines focus on each step involved in EUTF NOA monitoring, defining the steps and responsibilities from alignment to reporting. In 2020, the guidelines were further supplemented to include greater detail on DCTs and AKVO as well as an infographic that provides an overarching and colourful visual summary of all steps.

Result 1.1.3 Procedures for data collection and reporting are defined and in place.

Outputs 1.1.3.1.-1.1.3.3.

A new optional narrative report template for IPs to foster more consistent reporting across the region and facilitate monitoring. First developed in 2018, ICMPD team revised the Quarterly Information Report template (in FR and ENG) to support comparability of data included in narrative monitoring reports to DG NEAR and EUDs. Refinement to the template aimed to accommodate the variety of projects implemented in the region and further refined by EUD Libya to meet their needs. EUDs shared the updated version of the template and promoted its use with IPs. EUD Libya requested that all IPs use this template, which resulted in more a consistent data set for Libya. A few additional IPs also reported in Q2 using the tool.

Output 2.2.1.1. EUTF NOA MLS Website

⁵ The team imported 86 data sets, which indicates that data cleaning identified inconsistencies in data sets and IPs were then asked to provide technical corrections to ensure high-quality, consistent data sets.

⁶ As of this writing, data from 59 projects (ten in Egypt, 17 in Libya, four in Morocco, eight in Tunisia and 20 for regional and cross-window) had been entered into the project database.

Fall 2020 the MENOA team provided DG NEAR with a EUTF NOA MLS resources webpage design including a list of all available MLS tools and resources in English and in French. The webpage will serve as a "one stop shop" for all IPs (old and new), EUD and DG NEAR. On this page, EUTF NOA stakeholders will be able to locate and download all of the EUTF NOA MLS tools and resources (in English and French) developed by the MLS team to support the MLS, IPs, DG NEAR, and EUDs. Once DG NEAR approves the webpage design, DG NEAR's IT department plan add this resources webpage to the EUTF NOA Results Monitoring and Evaluation page (with open or restricted access, at DG NEAR's discretion).

IV. MEL Capacity Building and Other Field Missions

Output 2.1.1.8-2.1.1.9 Regional events on MLS

In 2020, the MENOA team developed and organized four EUTF NOA Monitoring and Learning System (MLS) capacity building workshops (in English and French). Originally designed as three in-person workshops slated for Tunis, Rabat, and Cairo in Q1 and Q2, the COVID-19 crisis required a fundamental and rapid revision to facilitate the MLS workshops in an interactive, online format.

In April 2020, the team led the four online workshops:

- Libya: 46 participants, 2 April 2020 (English)
- Morocco: 26 participants, 17 April 2020 (French)
- Egypt and regional projects: 48 participants, 22 April 2020 (English)
- Tunisia: 16 participants, 23 April 2020 (French)

As noted, MLS workshops were followed by bilateral meetings with individual IPs and focused on their project-specific questions, challenges and other issues faced in developing and reporting EUTF NOA monitoring data.

All participants were also sent a post-webinar survey (in French and English) to identify what was learned, what was most useful, and remaining gaps in knowledge. Survey findings were shared with DG NEAR to inform potential follow-up capacity building activities.

This work contributed 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 delivered **Output 2.1.1.8** Concept for regional events on MLS and **Output 2.1.1.9** Regional events on MLS.

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

Output 2.1.1.3 – 2.1.1.4 Coordination with other EU TF windows and Set of joint EUTF macro output indicators

In 2020 and at DG NEAR's request, the MENOA team took over data entry on EUTF common output indicators (COIs) from DG NEAR and IPs. The team also worked to support the harmonisation of reporting on results across EUTF windows. This work included technical input on changes to COI definitions initiated by DG DEVCO in 2019.

Disaggregation definitions for EUTF common output indicators. In 2020, the MLS team continued⁷ providing technical support feedback memos on updated SLC COI definitions for SO2 on 01/21/2020; on the full set of changes on 24/06/2020, on 14/09/2020 and 20.10.2020. Further as will be seen Feedback memos on COVID-19 indicators was provided 05/05/2020 and 03/06/2020.

⁷ In 2019, the ICMPD EUTF NOA technical support team already provided technical feedback memos on updated SLC COI in 2019 on EUTF SO2 and SO3 on 01/10/19 and on EUTF SO4 on 01/27/19.

In Q3, DG DEVCO compiled and shared a set of proposed revisions to the definitions and disaggregations for the COIs for the SLC and HOA windows into a “EUTF Methodological Notes” document. DG NEAR requested the MENOA team’s technical review and input on DG DEVCO’s proposed revisions to the COI definitions as an EUTF partner. This request and input did not alter the DG NEAR-DG DEVCO 2018 agreement that changes to definitions developed after NOA implementation began and in the course of the later development of an MLS for the SLC and HOA windows would not be used in NOA.⁸

- DG NEAR asked the ICMPD MENOA team to provide feedback on DG DEVCO’s revised definitions and methodological notes for in the SLC and HOA windows as a technical support and to increase understanding of DG DEVCO’s approach. Directly resulting from the work initiated earlier by DG DEVCO, the European Commission introduced and communicated the methodological note to all EUTF IPs detailing the changes to the 41 common output indicators (COI) on 15 July 2020.
- Given its dissemination to all EUTF IPs, including NOA, and the need for coherent monitoring across all three windows, the MENOA team developed a structured approach to the changes in COIs in NOA. To address the challenges, the team communicated a methodological note to DG NEAR on 14/09/2020 to highlight the nature of the changes, raise potential issues and to propose a sound and participatory approach that will ensure sufficient stability and coherency in the reporting. In Q4, this note and approach was specified and communicated to DG NEAR for further dissemination to EUTF NOA IPs on 20/10/2020.
- Building on two technical memos prepared in October 2019, the team produced several additional sets of comments and technical memos in 2020. The purpose of these products was to (1) provide technical feedback on DEVCO’s proposed changed indicators and definitions, and (2) ensure they remained consistent and incorporated definitions, activities and priorities in NOA, as follow:
 - Technical memo, EUTF Common Output Indicators, SO2. Resilience (24 Jan.)
 - Technical memo, EUTF Common Output Indicators, SO4. Governance (28 Jan.)
 - Technical comments on proposed adaptations and additional indicators to EUTF Common Output Indicator definitions, SO1 – SO4 (24 June)
 - Methodological notes and technical comments for the Sahel and Lake Chad and Horn of Africa windows: SO1. – SO4. and COVID 19 (10 July)
- **COVID-19 indicators.** In Q2, the team reviewed and developed additional COVID-19 indicators requested by DG DEVCO and DG NEAR. This included reviewing DEVCO’s initial draft of two indicators, the development of three additional indicators to capture the full breadth of the EUTF investment in NOA, and two rounds of revision to the technical issues raised by the indicators specifications and to prevent double counting of beneficiaries:
 - Technical memo, development of NOA-appropriate EUTF COVID-19 indicators and technical comments on proposed COVID-19 indicators (8 May)

This input included coherent, clear indicators and definitions to be added to the EUTF’s common output indicator to improve monitoring for projects working to respond to COVID-19

⁸ DG NEAR had supported and launched projects in NOA earlier than in the other windows, and the ICMPD MENOA team supported IPs and DG NEAR to align these projects with the EUTF NOA strategic and specific objectives. As such, these projects were implemented before the development of the COIs. DG NEAR and DG DEVCO agreed that once HoA and SLC windows began implementing, they would use a different approach to the COIs given the advanced stage of project implementation in NOA and the well-established NOA monitoring system rendering it impossible to change NOA IP COIs without compromising the continuity and comparability of the data IPs had already begun to collect and report.

and to track the results of the EUTF's investments in combating the virus as part of the EU's response to the pandemic.⁹

Output 1.1.4.7 Data set in AKVO (section 1, 4 and 5) for each NOA project.

- **Population and update of AKVO.** Throughout 2020, the MENOA team regularly updated EUTF NOA profile entries on the AKVO platform. For each EUTF NOA contract, the ICMPD team created a relevant AKVO profile based on information from DG NEAR and the DOA. This involved updating actual result values for the project's selected COIs and publishing the AKVO profile and the reported results. The contract profiles created are linked to decisions by a child-parent relationship, allowing aggregation at the decision-level and EUTF programme level. In July and August, the MENOA team conducted a thorough review and update of entries on the platform with latest data and new contracts. This entailed the creation of new profiles for projects contracted since the last reporting period. The MENOA team also coordinated with AKVO RsR to fix problems in the platform itself. In August 2020, the MENOA team provided a universal update to the result and/or target values for the 32 active EUTF NOA contracts.

The 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 **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 and **Output 2.1.1.4** Set of joint EUTF macro output indicators.

VI. EUTF NOA Monitoring Report and Draft MENOA Lessons Learned Report

Result 2.2.1 Lessons learned and experiences gained in the course of the MLS of the initiatives implemented are systematised and accessible for all stakeholders

Outputs 1.1.4.8-1.1.4.9. Analytic reports (regional/national level)

In 2020, the MENOA team continued to report on the progress of EUTF implementation and results (outputs, immediate outcomes, COIs) at the programme level in NOA and identify broad lessons emergent from work in the region. These reports continued to follow the format requested by DG NEAR aimed at providing DG NEAR, the Commission EU Member States, EUDs, IPs and the general public with up-to-date information on the EUTF programme results in NOA. In 2020, the team finalised NOA Monitoring Report 2; developed, integrated DG NEAR, EUD and IP feedback on and finalised NOA Monitoring Report 3; and developed the first draft of NOA Monitoring Report 4.

- **NOA Monitoring Report 2.** Following a robust exercise of incorporating multiple rounds of comments from DG NEAR and IPs, NOA Monitoring Report 2 (July to November 2019) was finalised in print and web versions and published on the EUTF website. The team drafted NOA Monitoring Report 2 based on qualitative analysis of approximately 38 monitoring documents submitted from approximately 20 different EUTF NOA projects in the NOA programme. The report includes a consolidated set of programme-level findings and country updates on implementation and results derived from a descriptive portfolio analysis of EUTF NOA contracts country (including regional/multi-country) as well as a set of findings and lessons learned.
- **NOA Monitoring Report 3.** The ICMPD MENOA team delivered an advanced draft of NOA Monitoring Report 3 to DG NEAR in Q2 2020. The report covers the reporting period immediately following NMR2 (December 2019 - April 2020) and includes programme level

⁹ Feedback on COVID-19 indicators was provided in two memos on 05/05/2020 and 03/06/2020.

portfolio analysis of the EUTF NOA, as well as analysis of 53 qualitative and 16 quantitative monitoring data reports through 30 April 2020. The report offers insights into progress on results at the full programme and country levels, challenges encountered and lessons learned from the implementation of the EUTF programme in the region. Among other analyses, it also provides an overview of initial stakeholder responses to COVID-19 and its resulting challenges.

- **NOA Monitoring Report 4.** The fourth monitoring followed the fundamental approach of the other reports to offer an overview of progress on results at the programme and country levels through analysis of IPs' quantitative and qualitative monitoring data. These data included 47 qualitative and 25 quantitative monitoring data reports submitted to DG NEAR by 31 October 2020. While not all IPs submitted monitoring data by this date, the submission of 50 per cent more quantitative reports demonstrates the continued increase in IP engagement and capacity with the MLS. The first draft was submitted to DG NEAR on 22 December 2020 and is currently under review.

Output 2.2.1.2. MENOA Lesson Learned Report.

In Fall 2020, ICMPD initiated research for a report on key lessons learned from the development and implementation of the EUTF NOA MLS. The purpose of this report is to document and interrogate what is involved in developing, launching, fielding and operationalising an MLS for a large scale migration initiative. As the EUTF NOA MLS represents a new approach to monitoring this kind of programme at scale. The report will identify lessons on the development of the MLS and where applicable, key strengths, weaknesses (and their root causes) of the current system, as well as suggest paths to improve the effectiveness and efficiency of monitoring systems in the future.

The report is based on an analysis of (1) MLS administrative data and documentation; (2) interviews with 2 key informants including DG NEAR, EUD and IPs staff; and (3) an online survey of additional implementing partner staff, and (2) a review of project documentation and administrative data.

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) ; **Output 1.1.4.9** Analytic reports (national level). **Result 2.2.1** Lessons learned and experiences gained in the course of the MLS of the initiatives implemented are systematised and accessible for all stakeholders; **Output 2.2.1.2** Report on lessons learned.

VII. Project Management and Staffing

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

Activities focused on project management and staffing contributed 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; **Output 2.1.1.5** Regularly scheduled and Ad hoc phone meetings with DG NEAR.

VIII. Additional/Ad hoc Activities

- **DG NEAR’s Contract Planning and Monitoring tool (“CPM” table).** Since April 2019, the MENOA team has provided DG NEAR with regular updates to the CPM table focused 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 at least monthly and sends it to DG NEAR to keep them up-to-date on each project. DG NEAR then updates it with new contracts, dates and other information to help ensure MENOA is aware of the status of new and existing contracts.
- **ROM Mission and report.** In 2020, the MENOA team participated in a DG NEAR-commissioned ROM exercise aimed at assessing progress against objectives and improving project processes and results. DG NEAR highlighted that their “main take away is that the work you have done so far is consistent and well done as well as that the need remains high. On the other hand, under the current organisation and resource distribution, we are facing the risk that outputs related to component 2 will only partially be achieved.” MENOA then worked with DG NEAR to identify key areas to address together to increase effectiveness and results.
- DG NEAR requested that the MENOA prioritise the following recommendations from the ROM, and the MENOA team then implemented the following actions in response:

ROM Recommendation	MENOA Team Action	Result
Alignment of log frames: “This has drastically to be scaled down. We shall not invest in future so much time on the alignment.”	<ul style="list-style-type: none"> - Completed step-by-step guidelines that provide a enumerated set of steps in the LF alignment process for IPs, DG NEAR and EUDs - Developed a summary infographic on LF alignment process as extra guide for IPs - Incorporated review of LF alignment process into MLS workshops - Discussed as a team how to streamline during alignment 	<ul style="list-style-type: none"> - MENOA team members report spending less time on alignments following esp. MLS workshops - IPs reported greater clarity on LF alignment process following distribution of step-by-step guidelines, infographic and workshops - The MENOA team streamlined the process by focusing technical feedback on log frames, including detailed suggestions and explanations, while limiting feedback on DOAs and Action Fiche to alignments, as agreed with DG NEAR
Hiring a liaison officer in ICMPD Brussels office to support MENOA and communications with DG NEAR	<ul style="list-style-type: none"> - Conduct of regular mtgs btwn DG NEAR and Ralph Genetzke, ICMPD BXL Director including written updates on MENOA - Planned to hire an MEL officer in BXL in 2021 	<ul style="list-style-type: none"> - Updates from Ralph helped increase information flow - Need for MEL officer in BXL remains; TOR to be posted in Q2 2021
Lack of ownership among stakeholders: this is something we	<ul style="list-style-type: none"> - Completed step-by-step guidelines that provide a 	<ul style="list-style-type: none"> - On MLS workshop follow-up survey, IPs reported

<p>have to tackle and bring up at the workshops. I will share the workflow asap and we will have to explore with the IPs how to foster their ownership of the system</p>	<p>enumerated set of steps in the LF alignment process for IPs, DG NEAR and EUDs</p> <ul style="list-style-type: none"> - Developed a summary infographic on LF alignment process as extra guide for IPs - Incorporated review of LF alignment process into MLS workshops 	<p>good understanding of LF alignment process</p> <ul style="list-style-type: none"> - During TA calls, EUDs reported significant increase in understanding - Following workshops, IPs submitted LF with stronger alignments and more appropriate indicators when compared to prior LFs
<p>AKVO update and validation: “we are lacking very much behind”</p>	<ul style="list-style-type: none"> - Took over DG NEAR’s component of AKVO data entry (new contract entry) and publishing to increase and speed up information available - Continued to enter data into AKVO for IPs following each NMR - Entered fully updated data into AKVO twice in 2020 and continued to increase available data through support to IPs on DCT completion 	<ul style="list-style-type: none"> - Notably more data from NOA IPs now available in AKVO in 2020
<p>MENOA’s internal monitoring not fully compliant: Indicators in the LF “are not systematically measured in the quarterly reports so it is difficult to assess whether outputs are fully or partly delivered, and the extent to which they contribute to outcomes. When reporting on your cumulative results achieved, please make sure that you report against the LF”</p>	<ul style="list-style-type: none"> - All quarterly and annual reports already included reporting against indicators in the narrative - Starting with Q1 2020 report, added the LF to the quarterly and annual reports and provided data against each indicator in the LF 	<ul style="list-style-type: none"> - DG NEAR now receives quarterly updates on all indicators in the MENOA LF including information on % progress and/or completion (full) of deliverables

When DG NEAR provided MENOA with these recommendations based on the ROM report, they noted that they did not need a written response from us, especially in light of many other competing priorities. Now that several key deliverables are complete, the MENOA team is preparing a written response to be submitted to DG NEAR in 2021.

Challenges and Solutions

During 2020, the MENOA team encountered, and developed solutions to, the following project challenges:

Challenges	Solutions
<p>1. COVID-19 Travel Restrictions</p>	<ul style="list-style-type: none"> • Devoted significant resources to the organisation of in-person MLS workshops, bilateral meetings for IPs in Tunisia, Libya, Morocco, Egypt and for regional IPs as well as coordination meetings with DG NEAR in Brussels. The ICMPD-MENOA team completed and finalised, with DG NEAR and EUDs, logistical preparations for the workshops (in English and French) as well as content and training materials, presentations and bi-lateral meeting checklists. In spite of this and following

travel restrictions placed on European Commission and ICMPD staff, the ICMPD MENOA team quickly and efficiently reorganised the workshops and bilateral meetings into webinars, redrafting agendas, presentations and training materials and procuring the necessary online tools to hold the webinars and online bi-lateral meetings planned to take place in person between IP, EU Delegation and MENOA team.

- 2. High demand for technical assistance** on log frame alignment, data reporting, basic MEL concepts, and MLS structure and purpose, as well as non-responsiveness to follow up, and/or non-incorporation of technical input and suggestions on log frames

 - Continued daily support to IPs and initiation of follow up to support technical clarity and positive working relationships already established and to encourage increased communication flow.
 - Further supplemented workflow document and added a summative infographic of the step-by-step diagram specifying 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. Lack of coordinated fixed date reporting by IPs** in the MENOA region. Some IP report monthly, others either quarterly, biannually, or yearly. This created a challenge to ensuring comparable data across all IPs for each NMR.

 - Set stricter, forward looking deadlines for receipt of IP progress reports and policy of including any received after deadline in the next report based on a calendar year, rather than on project cycle year
 - Coordinated with DG NEAR to send follow up requests and ensure as many IPs as possible report data by deadline
- 4. Gaps in timely feedback from stakeholders** on draft NMRs and other deliverables, IP projects' contracting status, log frame finalisation or approval (with repercussions for DCTs), new project needs, and ad hoc requests

 - Continued regular updates to Contract Planning and Monitoring table to provide DG NEAR with detailed information on the status of each project and requests for updates from DG NEAR.
 - Held monthly phone calls plus often weekly ad hoc calls between the MENOA team lead and DG NEAR Programme Officer to request feedback on delivered products and information on expected feedback from IPs and/or EUDs and to ensure gaps were clear and could be addressed efficiently.

Cooperation with Other Actors

In support of DG NEAR and the EUTF NOA MLS, the MENOA team continued to cooperate with the following key actors in 2020:

- **DG DEVCO** to coordinate action on COIs.

- **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.
- **EUTF NOA IPs** to provide video-conference, email, phone and written support on alignment of project log frames with the EUTF NOA strategic and specific objectives; monitoring data collection and reporting using narrative reports and DCTs; and other ad hoc requests for technical support.
- **Altai MLS support team** to EUTF SLC and HOA windows to support, review and develop COI definitions and disaggregation.

Planned Activities 2021

In 2021, the MENOA project plans to develop and implement the following key activities:

- **Align or revise** 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 (on-going).
- **Develop customized DCTs** for new or existing projects based on their log frames and to review, clean and ensure consistency of data reported (on-going).
- **Validate, enter and publish into AKVO updated COI data** from NOA projects. The MENOA project has the authorisation from DG NEAR to publish data received via DCTs, which are formally not approved by DG NEAR.
- **Finalize the MENOA Lessons Learned Report** on lessons on the development, launch and implementation an MLS for monitoring and reporting progress on a large-scale regional migration initiative and provide deck of slides illustrating the report (March 2021).
- **Continue using qualitative data analysis software (Dedoose)** to organize, code and assess IP narrative progress reports and to contextualize findings as a key input to NMRs (on-going).
- **Conduct quantitative data analysis** (data cleaning, aggregation, frequencies and crosstabs) of IP result indicators data via the EUTF NOA database as another key input to NMRs (on-going).
- **Draft NOA Monitoring Report 5** based on qualitative and quantitative data analyses to produce results by country/region as well as cross-cutting themes and findings from progress on results achieved for the period 1 Nov 2020 – 30 March 2021 (June 2021).
- **Provide technical support to the eMGPP project** aggregating monitoring data, reviewing data triangulation, findings, data briefs and other products for dissemination (Q2 2021).
- **Conduct regular meetings with DG NEAR** to ensure smooth and consistent project communication and development of project deliverables (on-going).
- **Update Contract Planning and Monitoring tool** to report progress on individual project log frames, DCTs and AKVO and overall progress to DG NEAR; receive updates on contracting from DG NEAR (on-going).
- **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 (on-going).

- **Implement EUTF NOA resource webpage** submitted in 2020 to DG NEAR and 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 in FR and ENG (at DG NEAR's discretion).
- **Develop summative NOA monitoring report** based on NOA Monitoring Report 1-5 and focused on results achieved by EUTF NOA, 2019-2021 (Sept 2021).
- **Initiate transition and handover** of the NOA MLS activities (June 2021).

MENOA Logical Framework ¹⁰						
- Text in green indicates target achieved						
Results chain	Indicators	Baseline (incl. reference year)	Targets		Sources and means of verification	Assumptions
			(incl. reference year)			
Overall objectives/ Impacts						
To contribute to the setting up of a coherent, measurable and impact-oriented cooperation framework for the EUTF	% of EUTF NOA projects whose strategic objectives align with those of the EUTF NOA		At least 80% of EUTF NOA projects ¹¹ pursue EUTF NOA strategic objectives (2021) Status as of Dec. 2020: 100%	EUTF Annual report 2018, 2019, and 2020	EUTF strategic goals in the EUTF strategic document demonstrate internal coherence (annual revision)	
	% of EUTF NOA projects reporting data at the individual project output and EUTF macro output indicator level	0	At least 80% of the EUTF NOA projects' reporting output-level data (2021) Status as of Dec. 2020: 66%	EUTF Programme Evaluations Audit report of the European Court of Auditors MENOA database AKVO database		
Specific objectives/ Outcomes						
Sp01 To increase institutional knowledge of EUTF NOA projects' initial results	% of EU headquarters and EU delegation staff with increased knowledge of	0	At least 80% of EU staff report an increased knowledge of EUTF	Project documentation including data from webinar follow up survey and LL exercise as applicable		

¹⁰ Following NCE through 14 Sept 2021, target achievement date updated to 2021.

¹¹ All contracted projects under EUTF NOA except for IOM-implemented projects, service contracts and projects implemented in Algeria and explicitly excluded at DG NEAR's request.

(progress on output level indicators) and what shows promise of effectiveness	EUTF NOA results and promising strategies		progress and promising strategies (2021) Status as of Nov. 2020: EU staff: 73% ¹²	All EUTF NOA approved projects are shared with ICMPD for review and revision Willingness of IPs to revise and align LFs and DOAs with EUTF NOA M&E framework and share data via data collection tools prepared by MENOA project Government partners and security situation allow for IPs to implement initiatives and collect data on each one There is no subordinate restructuring of M&E system for all EU initiatives
Sp02 To enlarge internal knowledge of how to establish and support MLS systems for large regional and multi-topical EU programmes such as the EUTF	% of DG NEAR staff involved in EUTF NOA framework who report benefits from increased MLS activities and results	0	At least 50% of DG NEAR staff involved in EUTF NOA framework report benefits from increased MLS activities and results (2021) Status as of Nov. 2020: EU staff: 37% ¹³	Interviews with stakeholders from DG NEAR including data from webinar follow up survey and LL exercise as applicable MLS results are shared with key stakeholders
Component objectives/ Medium term outcomes				
CO1.1 To improve the monitoring and evaluation of the initiatives implemented under the EUTF NOA	All elements of an MLS designed and in place	0	100% complete (2018)	Project documentation Projects fulfil the M&E requirements
CO2.1 To increase the competencies of EU	Share of stakeholders in the programme who	0	At least 80% of stakeholders perceive the	Stakeholders make use of their increased MLS competencies

¹² Source: EUTF NOA – Lessons Learned Survey Responses EU. Reference: B09: Overview of NOA progress: 08/11/20: 73 per cent.

¹³ Source EUTF NOA – Lessons Learned Survey Responses. EU: B16: 37 per cent.

<p>headquarters, EU delegations and implementing partners to implement an MLS (operational)</p>	<p>report an increase in competencies to use an MLS system</p>		<p>increase in competencies to implement MLS system as "high" or "very high" (2021) Status as of Nov. 2020: EU Staff: 45% IP staff: 48%¹⁴</p>	<p>follow up survey and LL exercise as applicable</p>	
<p>CO2.2 To institutionalise the knowledge and experiences gained in the course of the monitoring and evaluation of initiatives implemented – lessons learned at output level (level of implementation)</p>	<p>Share of stakeholders in the programme who perceive that the knowledge and experience gained have been institutionalised</p>	<p>0</p>	<p>At least 80% of stakeholders perceive that the knowledge and experience gained have been institutionalised (2021) Status as of Nov 2020: EU staff: 9% ("high ability") IP staff: 33% ("high ability")¹⁵</p>		
<p>Results/ Short term outcomes</p>					
<p>Result 1.1.1 Initiatives implemented under the EUTF NOA are logically consistent and in line with the programmes' intervention logic</p>	<p>% of initiatives under the EUTF NOA which are assessed by evaluators/auditors as logically consistent and in line with the programmes' intervention logic</p>	<p>0</p>	<p>80% of initiatives under the EUTF NOA are assessed by evaluators/auditors as logically consistent and in line with the programmes' intervention logic (2021)</p>	<p>External EUTF NOA evaluations and/or data from webinar follow up survey and LL exercise as available and applicable</p>	

¹⁴ Source: EUTF NOA – Lessons Learned Survey Responses EU B19: 45 per cent; EUTF NOA – IP Lessons Learned Survey Combined 21: 47.6 per cent.

¹⁵ Source: EUTF NOA – Lessons Learned Survey Responses EU B20: 9 per cent; EUTF NOA – IP Lessons Learned Survey Combined B22: 33 per cent.

					DG NEAR to share any evaluations from IPs with ICMPD to be reviewed, analysed and included in NMR4 as available	Emails from EUD or DG NEAR noting their acceptance of the aligned log frame as logically consistent	
Result 1.1.2 Technical system for the processing of data and reporting in line with the MLS framework is in place	Availability of technical system for the processing of and reporting of data for indicators as defined by the M&E framework	0	1 (2018)	Project documentation			
Result 1.1.3 Procedures for data collection and reporting are defined and in place	Stakeholders perception of usefulness, comprehensiveness and accuracy of procedures for data collection and reporting	0	80% of stakeholders perceive procedures for data collection and reporting as very useful, comprehensive and accurate (2021) Status as of Nov. 2020: Useful: 47% Comprehensive: 47% Accurate: 44% ¹⁶	Project documentation including data from webinar follow up survey and LL exercise as applicable			
Result 1.1.4 Data for the defined indicators are collected, processed and reported regularly	Availability of qualitative and qualitative data sets	0	Data submitted by IPs in 2020	Data on COIs from IPs as analysed for NMRs			
Result 1.1.5 External evaluations are conducted in	Stakeholders' perception (EUTF donors) on usefulness of information provided in the annual monitoring reports	0	Stakeholders assess the usefulness of information provided in the annual monitoring reports as "very useful" (2021)	External evaluations of the EUTF NOA as provided by DG NEAR to be analysed and			
	Compliance of external evaluations with Programme Evaluation	0	All external evaluations received to be analysed				

¹⁶ Source: EUTF NOA – Lessons Learned Survey Responses EU, B14: Useful: 47%; Comprehensive: 47%; B12: Accurate: 44%.

line with international evaluation standards	Standards of the Joint Committee on Standards for Educational Evaluation: Utility, Feasibility, Propriety and Accuracy		and included in NMR reports, as available	included in NMR4 as available by country (distinct subsection NMRs for any country submitting evaluation reports for analysis and inclusion)	
Result 2.1.1 EU headquarters, EU delegations and project implementers have increased knowledge and skills in the area of monitoring and learning system	Share of EU headquarters, EU delegations and project implementers who report increase in knowledge and skills in the area of project design, monitoring and evaluation	0	80% of stakeholders perceive increase in knowledge and skills in the area of project design, monitoring and evaluation as "very high" (To be assessed in 2021)	Project documentation, including data from webinar follow up survey and LL exercise as applicable	
Result 2.2.1 Lessons learned and experiences gained in the course of the MLS of the initiatives implemented are systematised and accessible for all stakeholders	Stakeholders at EU delegations and/or EU headquarters perception of accessibility and usefulness of lessons learned and experiences systematised	0	80% of stakeholders perceive accessibility and usefulness of lessons learned and experiences systematised as "very good" (2021) ¹⁷	Project documentation, including data from webinar follow up survey and LL exercise as applicable	
Outputs related to Result 1.1.1 Initiatives implemented under the EUTF NOA are logically consistent and in line with the programmes' intervention logic					
Output 1.1.1.1 Aligning NOA MLS framework with the structure of the EUTF Sahel and HoA windows	Support NOA IPs to include and report on 1-3 of the 41 COIs	0	All log frames include 1-3 EUTF NOA COIs, identified and included during log frame alignment	IP log frames, as shared with DG NEAR and EUDs upon alignment and for their approval on an on-going basis	Outputs are accessible for all stakeholders Outputs and support services are used by stakeholders
Output 1.1.1.2 Updated version of the Result Matrix	Availability of updated versions of the Result Matrix	0	1 (2018) 1 (2019)	Project documentation	
Output 1.1.1.3 French translation of the updated versions of the Result Matrix	Availability of French translation	0	1 (2018) 1 (2019)	Project documentation	
Output 1.1.1.4	Availability of check lists	0	1 (2018)	Project documentation	

¹⁷ To be reviewed and potentially revised in conversation with DG NEAR.

Check lists for IPs and EU DEL								
Output 1.1.1.5 Excel tool for the alignment of log frames ('logframer')	Availability of "logframer"	0	1 (2018)	Project documentation				
Output 1.1.1.6 Internal guidelines for the review and alignment of project log frames	Availability of internal guidelines	0	1 (2018)	Project documentation				
Output 1.1.1.7 Action fiches, DoAs and log frames reviewed, commented and aligned with the MLS framework	% of EUTF NOA action fiches, DoAs and project log frames reviewed, commented and aligned	0	50% of all Action Fiche, 70% of all DoAs 90% of all project log frames (2021) To date, all AF, DOAs, and LF have been aligned; IOM and MdM LFs have not been aligned per DG NEAR's request	AF and IP log frames, as shared with DG NEAR and EUDs upon alignment and for their approval on an on-going basis	MENOA team receives all necessary documentation form DG NEAR/IP			
Output 1.1.1.8 Skype/ WebEx or telephone conferences to discuss the suggestions for alignment and indicators	Share of projects receiving support via Skype or telephone	0	100% of all projects the DoAs or log frames of which were reviewed received support (2021) In 2020, 100% of IPs requesting alignment have received technical support (2021)	Project documentation including ME Helpdesk and PM data/documentation				
Output 1.1.1.9 In-person meetings with IPs to discuss the suggestions for alignment and indicators	Share of IPs (lead partners) met in-person to discuss project alignment and indicators	0	80% of the lead partners were met at least once in-person/ via video-conference or telephone (due to COVID) (2020) To be further assessed 2021 (as mitigated by COVID-19)	Project documentation				
Output 1.1.1.10 Updated guidelines for IPs	Availability of up-dated guidelines	0	1 (2018) 1 (2019)	Project documentation				

Output 1.1.1.11 French versions of up-dated guidelines	Availability of French versions of up-dated guidelines	0	1 (2018) 1 (2019) 1 (2020)	Project documentation	
Outputs related to Result 1.1.2 Technical system for the processing of data and reporting in line with the MLS framework is in place					
Output 1.1.2.1 Database for quantitative monitoring data set up	Availability of database		1 (2018)	Project documentation	Outputs are accessible for all stakeholders
Output 1.1.2 Database for qualitative monitoring data set up	Availability of database		1 (2018)	Project documentation	
Outputs related to Result 1.1.3 Procedures for data collection and reporting are defined and in place					
Output 1.1.3.1 Template for IPs for the reporting of data on outputs and IOs (customised data collection tool or DCT)	Availability of templates	0	1 (2018)	Project documentation	Outputs are accessible for all stakeholders Outputs and support services are used by stakeholders
Output 1.1.3.2 Guidelines for template for IPs for the reporting of data on outputs and IOs (instructions included in the customised data collection tool or DCT)	Availability of Guidelines	0	1 (2018)	Project documentation	
Output 1.1.3.3 Examples of tools for data collection	Availability of tools for data collections	0	At least 4 (2018)	Project documentation including sample survey tools	
Outputs related to Result 1.1.4 Data for the defined indicators are collected, processed and reported regularly					
Output 1.1.4.1 Roster of relevant data collections as reference point for strategic and context indicators	Availability of a roster for relevant data collections	0	1 (2018)	Project documentation NOTE: We completed several rounds of this and then handed over to eMGPP to continue work on this	Outputs are accessible for all stakeholders

Output 1.1.4.2 List of questions to be included into the MEDHIMS surveys	Availability of list of survey questions	0	1 (2018)	Project documentation	Outputs and support services are used by stakeholders
Output 1.1.4.3 Organisation of data identification missions in the target countries of the NOA	No. of countries visited	0	At least 3 countries visited by end of 2018	Project documentation NOTE: We developed the concept for this and identified agencies to meet and then handed over to eMGPP to complete	
	No. of stakeholders interviewed per country	0	At least 7 stakeholders interviewed per country		
Output 1.1.4.4 In-person support to IPs on data collection and reporting	Share of IPs (lead partners) met in-person to support them with data collection and reporting	0	80% of the lead partners were met at least once in-person or via video-conference or telephone (due to COVID). (2020)	Project documentation	
	Share of projects with a set of quantitative data		Over 50% of all projects have submitted a quantitative monitoring data set (2020)		
Output 1.1.4.5 Data set (quantitative data) for each NOA project	Share of output and IO indicators listed in the projects log frame for which data are available (per project)	0	Over 50% of the output and IO indicator data listed in the projects' log frames are available, i.e., IPs have submitted these data sets (2020)	Project documentation	
Output 1.1.4.6 Data set (qualitative data) for each NOA project	Share of projects with a set of qualitative data	0	For 70% of the projects a set of qualitative data is available (2021)	Project documentation	
Output 1.1.4.7 Data set in AKVO (section 1, 4 and 5) for each NOA project	Share of projects for which obligatory data in section 1,4 and 5 of the AKVO database is available	0	For 70% of the projects data are available (2020)	Project documentation show that 83% of IP contracts (excluding service contracts, IOM) have COI data entered into AKVO and published	
Output 1.1.4.8 Analytic reports (regional level)		0	1 (2019)	Project documentation	Outputs are accessible for all stakeholders

	Availability of yearly monitoring report at regional level		2 (2020) (NMR3,4)		Outputs and support services are used by stakeholders
Output 1.1.4.9 Analytic reports (national level)	Availability of yearly monitoring report at national level	0	1 (2019) 2 (2020) (NMR3,4)	Project documentation	
Outputs related 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					
Output 2.1.1.1 EUTF cross-window Theory of Change	Availability of a Theory of change	0	1 (2018)	Project documentation	Outputs are accessible for all stakeholders Outputs and support services are used by stakeholders
Output 2.1.1.2 Written review of revised Theory of Change	Availability of written comments	0	1 (2018)	Project documentation	
Output 2.1.1.3 Coordination meetings with other EU TF windows	Number of coordination meetings	0	At least 2 per year	Project documentation regarding 2018-2020 coordination with DG DEVCO and Altai on COIs, EUTF TOC, COI definitions, new COVID-19 indicators	
Output 2.1.1.4 Set of joint EUTF macro output indicators ¹⁸	Availability of joint macro output indicators	0	1 (2018)	Project documentation	
Output 2.1.1.5 Regularly scheduled and Ad hoc phone mtgs with DG NEAR	Number of phone meetings with DG NEAR	0	At least one monthly meeting	Project documentation in the form of calendared meetings and appts	
Output 2.1.1.6 Ad-hoc in-person mtgs with DG NEAR	Number of in-person mtgs with DG NEAR	0	At least 4 per year	In-person mtgs 2018	

¹⁸ The name of EUTF macro output indicators was replaced with EUTF common output indicators in 2019/2020.

Output 2.1.1.9 MLS Sustainability resources on AKVO and other key MLS components	Electronic or web-based resources on AKVO and other key the EUTF NOA MLS	0	TBD	Project documentation	
Outputs related to Result 2.2.1 Lessons learned and experiences gained in the course of the MLS of the initiatives implemented are systematised and accessible for all stakeholders					
Output 2.2.1.1 Website with FAQs and documents related to the NOA MLS framework	Availability of website	0	Pending	Webpage design and all documentation prepared (in ENG and FR) and shared with DG NEAR Q4 2020; now pending DG NEAR approval)	Outputs are accessible for all stakeholders Outputs and support services are used by stakeholders
Output 2.2.1.2 Report on lessons learned	Availability of report on lessons learned	0	0 (2020) Draft LL report will be submitted in Q1 2021.	Project documentation	