THE EUROPEAN UNION EMERGENCY TRUST FUND FOR STABILITY AND ADDRESSING THE ROOT CAUSES OF IRREGULAR MIGRATION AND DISPLACED PERSONS IN AFRICA

Action Fiche for the implementation of the Horn of Africa Window

1. IDENTIFICATION

Title/Number	Monitoring and Learning System for the EUTF Horn of Africa		
Total cost	Total estimated cost: EUR 2 000 000 Total amount drawn from the Trust Fund: EUR 2 000 000		
Aid method / Method of implementation	Direct management: negotiated procedure - service contract		
DAC-code	150	Sector	

2. RATIONALE AND CONTEXT

2.1. Summary of the action and its objectives

The Monitoring and Learning System will measure the overall progress of projects implemented under the Horn of Africa window of the EU Emergency Trust Fund for Africa (EUTF) against its key strategic objectives and regional priorities. It will also assess how the approach adopted by the EUTF in delivering programmes fulfils other success criteria, and allow stakeholders to learn collectively from its results – both positive and negative. **This action thus contributes to the four objectives of the EUTF[1]** by directly supporting the implementation and the monitoring and evaluation of already approved and future individual projects, as well as informing the design of future projects[2].

The action directly responds to one of the **core principles of intervention of the EUTF Strategic Orientation Document,** which considers that "strong research and analysis is central to understanding the context and ensuring that interventions have a positive impact".

The **geographical coverage** of this action encompasses all countries eligible under the Horn of Africa Window of the EUTF, i.e. Djibouti, Eritrea, Ethiopia, Kenya, Somalia, Sudan, South Sudan, Tanzania and Uganda.

---

[1] "Greater Economic and Employment Opportunities; Strengthening Resilience of communities in particular the most vulnerable as well as refugees and displaced people; Improved migration management in countries of origin, transit and destination and Improved Governance and conflict prevention and reduction of forced displacement and irregular migration" – EUTF Strategic Orientation Document

[2] While the focus will primarily be on EUTF HoA projects, the lessons learnt are expected to be directly useful for the programming of projects more generally in the region, as well as on similar sectors outside of the region

The **intervention logic** of the action is that by being able to monitor whether the EUTF in the Horn of Africa and its individual projects are achieving their intended objectives, and by analysing the reasons for their performance, as well as by assessing the success factors of the EUTF more generally, useful evidence will be collected to improve project programming and implementation, as well as to inform strategic decisions and policy making around the EUTF.

In order to reinforce this logic, the proposed action will need to interact closely and continuously with the Research and Evidence Facility contracted under the EUTF Horn of Africa, as its mandate is to "collate and produce evidence and policy relevant knowledge primarily to inform targeted EUTF interventions through primary and secondary research".

The Monitoring and Learning System will consist of two main elements: a) the monitoring of projects implemented under the EUTF Horn of Africa window against a set of selected aggregate, proxy[3] output and outcome indicators directly linked to the four strategic objectives of the EUTF, as well as to the priorities of the Horn of Africa window; and b) an in-depth analysis of individual projects or groups of projects to assess whether and why they have been successful or not, and from this to develop and exchange lessons learnt. This will also be complemented by the research conducted by the EUTF.

The target groups of the action are the governing institutions of the EUTF, i.e. the Strategic Board and the Operational Committee (which include EU Member States and concerned African partners and Regional Organisations), the EUTF management team, the EU Delegations, the project implementing partners and other interested stakeholders.

2.2. Context

2.2.1. Country/regional context, if applicable

Protracted displacement, forced migration and conflict are among the most significant contemporary challenges facing the Horn of Africa region. Political instability, economic deprivation, changing population dynamics, resource scarcity, and complex influences that travel back and forth between diaspora and home communities all combine to create an environment of flux, in which people are moving, sometimes out of choice but often in the absence of any positive choice, in search of a better life.

In order to address these challenges, the EUTF Horn of Africa window takes an evidence-based approach when it comes to identifying, designing, implementing and monitoring interventions. The evidence is collected through analysis of existing literature and project evaluations, the undertaking of primary research, and the monitoring of ongoing interventions.

---

[3] A proxy indicator is in this case an indicator which measures the collective performance of several projects, by summarising into one common formulation the various indicators used by each project. Such a proxy indicator could be "Number of people supported to establish income-generating activities". Two different indicators (from two different projects") could then be translated into that proxy indicators, for example: "Number of small-holder farmers receiving training on income-generating activities in Kenya" and "Number of households with acquired skills and inputs or working capital to run income generation opportunities in Ethiopia". The translation methodology would ensure the right transparency so that the simplification process is well understood.

2.2.2. Sector context: policies and challenges

Monitoring and Evaluation framework

The overall approach to monitoring, evaluation and learning under the EUTF Horn of Africa window is composed of four different components. These are:

- The monitoring and evaluation of individual projects. Each project funded under the EUTF Horn of Africa window uses its own customised monitoring and evaluation system, such as organised by the implementing partners. The European Commission as Contracting Authority also ensures the appropriate monitoring of individual projects, including through the Results Oriented Monitoring (ROM) Facility, if required;

- The Monitoring and Learning System as proposed in this Action Document;

- The Research and Evidence Facility, which collects evidence through primary and secondary research to the benefit of project design and implementation; and, vice-versa, benefits from the findings of the projects and the Monitoring and Learning System to inform its research;

- Mid-term and final evaluations of the overall programme, which will, amongst others, include a detailed review of issues such as value for money and aid effectiveness.

The current Action Document is for a Monitoring and Learning System which will:

- on the one hand, measure the performance of the overall programme against the EUTF strategic objectives, the priorities for the Horn of Africa window laid down in its Operational Framework, and the EUTF principles of intervention described in more detail below. These three measures of success will form the "performance dashboard" of the EUTF Horn of Africa Window;

- on the other hand, develop analysis from evidence collected on project performance or non-performance, and ensure dissemination of lessons learned ("the learning strategy").

The "performance dashboard" of the EUTF Horn of Africa Window

a) **EUTF Strategic Objectives**. All projects funded under the EUTF Horn of Africa window should contribute to one or more of the four strategic objectives of the EUTF Strategy, i.e. 1) Greater economic and employment opportunities; 2) Strengthening resilience; 3) Improved migration management, 4) Improved governance and conflict prevention. They are therefore intended to adopt the respective intervention logics attached to these four lines of action, which are themselves based on specific assumptions[4].

b) **Horn of Africa Window priorities as laid down in its Operational Framework** and developed around a two-fold logic: a migration and displacement logic; and a

---

[4] For a complete description of the strategic lines of actions, and related intervention logic and assumptions, please refer directly to the EUTF Strategic Orientation document.

stabilisation logic. As such, the projects have to demonstrate their added-value in moving the following initiatives and processes forward.

- Migration: Regional Development and Protection Programmes (RDDPs); capacity building in support of political dialogues on migration at national and regional level; promotion of legal channels for migration; and cooperation on return, readmission and reintegration;

- Stability and Peacebuilding: targeting aid in support of peripheral and cross-border areas; addressing internal conflicts and trans-regional security threats, specifically in Sudan and South Sudan; and preventing violent extremism.

These priorities are often being addressed jointly by a "group" of projects using similar approaches and intervention logics. This is notably the case for the Regional Development and Protection Programmes (RDDPs) ongoing in Uganda, Somalia, Kenya, Ethiopia, and Sudan. In this context, it makes sense that performance is also measured at an intermediary level (between the individual project level and the overall EUTF programme) for these groups of projects, in order to better capture their collective outcome.

c) **Principles of intervention**. The projects have to be designed and implemented in line with the principles of intervention set in the EUTF Strategic Orientation Document, and therefore answer positively to the following main questions:

- Are the interventions strategic and efficient, in tandem with political dialogue?

- Have interventions been based on an in-depth understanding of local contexts and an evidence-based targeting of geographies, beneficiaries and implementing partners?

- Have interventions been based on local ownership and effective dialogue and cooperation with relevant Regional Organisations?

- Have interventions adopted a holistic, integrated and coordinated approach?

- Have interventions adopted a "do no harm" and "conflict-sensitive approach"?

- Are interventions based on strong research and analysis?

- Is the EUTF HoA acting in complementarity with other EU instruments and tools and/or donor interventions?

In order to assess the collective achievements of the EUTF Horn of Africa window, the projects need to report against a set of proxy indicators (the "core indicators"). Some of these core indicators, including both quantitative and qualitative, have been developed with the support of the Research and Evidence Facility (REF)[5], paying particular attention to the following:

---

[5] Further work is however necessary to identify and develop common proxy output and outcome indicators, and refine the methodology behind each of them.

- the core indicators need to reflect the strategic objectives and operational priorities, and therefore build on the indicative indicators formulated in the existing EUTF Results Framework ("top-down" approach);

- the core indicators need to find enough resonance in the already existing indicators captured by the logical frameworks developed by individual projects ("bottom-up" approach);

- the core indicators need to be formulated in such a way as to ensure that individual project indicators can be "aggregated" into the core indicators: the REF also proposed, for each core indicator, how this aggregation process could take place, in order for projects to be disrupted as little as possible. This is particularly important considering that the Monitoring and Learning System comes at a time when a significant number of EUTF projects are already being implemented and are collecting data according to their specific indicators.

There is then a need to understand which interventions are working and why, in order to adjust existing projects and feed this learning into the design of new ones.

The "leaning strategy" of the EUTF Horn of Africa window

The learning strategy should analyse the conclusions of the above assessments, analyse the information behind them, (which entails "zooming" into specific projects or groups of projects), in order to better understand the reasons behind their achievement or non-achievement, and disseminate the knowledge to the relevant target groups. It should pay particular attention to:

- facilitating more qualitative case-study based approaches to monitoring which is a useful way to provide analyses of lessons learned and to learn from best practices. Case-based analysis takes into account the specific approaches and contexts of one or more projects using a specific indicator or small subset of indicators, and allows for exchange of practice between them. This will be in particular useful for projects addressing similar priorities and objectives, such as the RDPPs;

- creating a key link between the monitoring of projects and the research carried out under the EUTF Horn of Africa window, notably through the REF. There needs to be continuity between the data gathered and analysed for monitoring purposes, and it needs to be ensured that it is also used in the thematic analysis[6].

In order for the learning strategy to increase its potential, other projects funded by the European Commission (for example in the framework of the National and Regional Indicative Programmes) which respond to the same strategic objectives of the EUTF could be included in the analysis and reporting activities foreseen under the proposed Monitoring and Learning System.

---

[6] For example, research on the border economies and centre-periphery relations (one of the themes proposed by the EUTF REF) will both inform and be strengthened by information gathered through the Monitoring and Learning System under the 'Greater economic and employment opportunities' and 'Strengthening Resilience of Communities…' related indicators.

2.3. Lessons learnt

The proposed intervention has taken on board the following recommendations and lessons learned:

- the Final Audit Report on the Design and Implementation of EU Trust Funds from the Internal Audit Service of the European Commission of January 2016 has identified that "the lack of an adequate performance framework for Trust Fund activities may lead to ineffective monitoring of the progress achieved and a deficiency in performance information, which may impair a proper follow up and evaluation of the adopted actions", and that "DG DEVCO and DG NEAR should enhance their performance framework and develop a set of indicators for measuring the operational efficiency and effectiveness of the TFs".

- it is widely recognised that, in order for a monitoring system to also be used effectively as a learning mechanism, it needs to be developed in a participatory manner, involving the different stakeholders and their various requirements. The Monitoring and Learning System should therefore have the capacity to outreach and consult with the EU Delegations, project implementing organisations, and project beneficiaries (both state and non-state) at all stages of development and implementation of the system, in order to achieve buy-in and commitment to use it.

- the action includes best practices gathered by the Evaluation and Monitoring Unit of the European Commission's Directorate General for International Cooperation and Development on how to combine "bottom-up" (i.e. what the individual agreed projects have as indicators) as well as "top-down" (i.e. what drives the EUTF strategy and Horn of Africa Operational Framework) approaches in the definition of indicators, as well as on how to develop methodological notes supporting each indicator, and the reporting mechanisms considered for the compilation of the overall EU Results Framework.

2.4. Complementary actions

- As noted above, the Monitoring and Learning System will have to operate in very close coordination with the REF to ensure streamlined information sharing, make possible deeper analysis into the relation between individual and collective EUTF activity performance and achievements, and the dynamics of irregular migration, displacement and conflict that are the chief concerns of the REF;

- The Monitoring and Learning System should also operate in close collaboration with the two other windows of the EUTF, in order to maximise the learning potential, and allow reporting against common indicators;

- As it is expected that the EUTF projects will be required to report their progress through common on-line IT platforms[7], the Monitoring and Leaning System will not

---

[7] While the European Commission OPSYS platform is being prepared, a transitional platform for reporting project information including progress against project indicators is foreseen to be used by the three windows of the EUTF

develop its own platform; it will use existing platforms to the extent that they can provide the adequate support;

- The Monitoring and Learning System will have to use a very collaborative yet differentiated approach with regards to the individual monitoring and evaluation systems developed at the level of individual projects (or in some cases programmes covering projects of a similar nature, such as the RDPPs). Some of them will be more advanced or sophisticated than others, and each will have its own constituency of stakeholders to report to. While attempting to disrupt these systems to the least extent possible, the Monitoring and Learning System will have to work with the projects to ensure harmonisation of data collection, appropriate and transparent "translation" of project indicators into core indicators, and availability of project implementing staff to ensure the qualitative analysis behind the indicator measurement.

2.5. Donor co-ordination

Considering that all contributing donors (and other stakeholders) of the EUTF Horn of Africa window are directly concerned with the outputs of the MLS, the system will pay particular attention to making data and analysis easily available and accessible at all times.

More formally, the Monitoring and Learning System will report periodically to the members of the EUTF Horn of Africa window through the Operational Committee and the Board, at least on a bi-annual basis.

3. DETAILED DESCRIPTION

3.1. Objectives

The **overall objective** of the programme is to use an evidence-based approach for programming and implementing interventions in the Horn of Africa region, as well as to inform policy around the themes of the EUTF in the region.

Thee **specific objectives** are as follows:

Specific Objective 1: to establish and implement a Monitoring and Learning System which monitors and reports on the overall progress of the EUTF Horn of Africa window against EUTF strategic objectives, Horn of Africa policy priorities and EUTF principles of interventions.

Specific Objective 2: to develop and implement a learning strategy based on detailed investigations into how and why individual projects or groups of projects are performing or not, in order to improve their delivery and also the design of future projects.

3.2. Expected results and main activities

The **expected results** are:

For Specific Objective 1:

Result 1.1.: A system is in place allowing projects funded under the EUTF Horn of Africa window to regularly report against a core set of proxy indicators related to the EUTF strategic objectives, Horn of Africa operational priorities and the EUTF principles of intervention

While the projects' individual logical frameworks are based on these strategic objectives, operational priorities and principles of intervention, they are however very diverse when it comes to the formulation of results and related indicators. This is a reflection of the wide range of approaches adopted by the projects to address complex challenges, as well as their context-specific nature and the variety of implementing partners involved. In order to assess the collective progress of the EUTF, their results and impact need to be aggregated.

Indicative activities include: finalising the performance dashboard with proxy indicators; finalising the formulation and methodological notes for the set of proxy indicators; mapping the existing project logical framework indicators against these proxy indicators, paying particular attention to projects of similar nature, such as the RDPPs; familiarising and/or training EU Delegations and implementing partners on the use of these indicators and the reporting requirements (including guidelines for harmonisation of data collection, etc.); developing data collection and reporting guidelines for projects; maintaining a database of information related to these indicators which allows aggregation of data which can be easily traced and understood; ensuring quality assurance on the data reported by projects through desk and field support; providing helpdesk support to the projects on how to collect data with regards to the indicators; and directly contributing to the design and input of data directly into the EUTF adopted on-line IT platforms.

Result 1.2.: The information collected on projects' performance is collated, aggregated, and presented in a format suitable to the various target groups

Indicative activities include: compiling the information collected through the proxy indicators and presenting it using adapted formats and innovative and clear visuals; defining the pyramidal architecture of reporting, including intermediary levels where a sub-set of projects of a similar nature are presented together, for example for the RDPPs; ensuring transparency by explaining the aggregation process; presenting the collected information into various meetings, workshops and conferences; and preparing publications on the collected information.

For Specific Objective 2:

Result 2.1.: Analysis is conducted to better understand the reasons behind the performance or non-performance of projects

Indicative activities include: deconstructing and analysing the information provided through the Monitoring and Learning System; reviewing projects' implementation reports and own monitoring and evaluation reports (including for relevant projects funded by the European Commission with other instruments); interviewing project implementing partners, project beneficiaries and other stakeholders; field visits and other necessary steps; keeping track of the various policy dialogues' developments in the priority areas to monitor whether the projects are adapting to them; keeping track

of other initiatives in the region which have attempted to follow similar principles; and drafting analysis papers.

Result 2.2.: intra and inter-project learning is facilitated, notably through the development and dissemination of qualitative case studies describing specific project contexts, the approaches taken and how these affected the delivery of results, and so allowing exchange of lessons learned and best practices

Indicative activities include: drafting of case studies based on analysis; interviews and field visits; dissemination of case studies in various fora to allow for exchange and learning, paying particular attention to bringing together projects of similar nature; dissemination of case studies to other development partners, civil society and the media; coaching of project implementing partners and EU Delegations on how to concretely use the evidence collected to improve project implementation (including for projects funded under other instruments); organising workshops for exchange of best practices and lessons learned between projects; and advising the projects on how to reformulate logical frameworks.

Results 2.3.: The Monitoring and Learning System uses evidence collected through the research carried out by the REF to inform its analysis, and vice-versa provides evidence to the REF on lessons learned

Indicative activities include: maintaining close contact with the REF experts and the research carried out by the REF for exchange of information; developing a set of learning questions in collaboration with the REF to analyse the ways in which the EUTF projects relate to wider, cross-sector dynamics (such as on curbing future involuntary displacements, providing choices to potential migrants or reducing tensions).

Result 2.4.: Evidence collected by the projects is used to inform the design of future EU interventions as well as policy making

Indicative activities include: providing operational advice on how to integrate findings from the projects into the design of future interventions (including under other instruments); reporting to strategic instances of the EUTF in order to inform policy makers; and providing clear communication briefs to other development partners, civil society and the media.

3.3. Risks and assumptions

The main risks and mitigating measures are:

1. There may be limitations of access in countries or to project areas due to instability or conflict that limits optimal monitoring of EUTF activities. Were that to be the situation, the Monitoring and Learning System would need to rely on desk studies, third party monitoring and other means.

2. There may be difficulties in aggregating and comparing monitoring data if it is not collected using the same methodologies or is not categorised in the same way. There also may be limitations in the availability of baseline data. This risk will be minimised

by regular communication with EUTF activities and the establishment of clear parameters for data collection at the outset of the Monitoring and Learning System.

3. EUTF activities may not collect or share all information as required by the Monitoring and Learning System. To mitigate this risk, the latter will adopt a participatory approach and organise several sessions with project implementers and EU Delegations to familiarise them with the Monitoring and Learning System approach, and act as a supportive advisor/coach and not a controller.

4. Direct causal links between indicators and outcomes may be obscured by other external factors, such as changes in security, increases in food insecurity as a result of climatic or other economic factors. This will have to be clearly explained in the various analysis provided by the Monitoring and Learning System.

The assumptions for the success of the project and its implementation include:

1. The individual Governments of the beneficiary countries of the Horn of Africa Window will support and facilitate the monitoring work.

2. The EUTF activities will be able to implement their projects and gather monitoring information as set out in their logical frameworks.

3. There will be smooth and strong communication between the REF, the Monitoring and Learning System, and individual EUTF activities.

4. It will be possible to gather information on the indicators identified (i.e. that the cultural, social or political barriers to gathering the data will be minimal).

3.4. Cross-cutting issues

The main cross-cutting issue of this action is foreseen improved policy and practice, by filling knowledge gaps and consolidating information of projects otherwise operating in relative isolation from one another.

The Monitoring and Learning System will also play a crucial role in supporting coherent and credible communication around the EUTF, notably in relation with the media. It should therefore contribute to positive visibility of the EUTF.

In the formulation of indicators, the Monitoring and Learning System will ensure where possible the disaggregation of information by status (e.g. refugees, vulnerable groups, host communities), gender, age and locality in order for the information collected to be as specific and useful as possible to orient project implementation and programming towards the intended EUTF target groups.

3.5. Stakeholders

1. The individual projects implemented through the EUTF Horn of Africa window, and more particularly the implementing agencies and management staff who will receive support through this action yet are also instrumental in providing the necessary information.

2. The EU Delegations who will ensure complementarity between the monitoring and analysis carried out through the Monitoring and Learning System, the existing systems put in place by the individual projects themselves, and the eventual ROM missions. The EU Delegations will also make the link between evidence gathered through the EUTF projects and the other programmes being implemented in country.

3. The members of the EUTF Operational Committee who will use the information provided by the Monitoring and Learning System to take strategic and policy decisions with regards to their programmes, and who will receive evidence on the impact of their contributions to the EUTF.

4. The beneficiary countries of the EUTF, who will receive targeted information on whether and how the EUTF projects are fulfilling their promise to support stability and address the root causes of irregular migration and displaced persons.

4. IMPLEMENTATION ISSUES

4.1. Financing agreement, if relevant

No Financing agreement is foreseen for this action

4.2. Indicative operational implementation period

The implementation period will be 48 months, whilst the overall execution period (including a closure phase of no more than 24 months) will not exceed 72 months from the date of approval of this Action Document by the Operational Committee of the EU Trust Fund.

4.3. Implementation components and modules

The action will be implemented in centralised management, through a negotiated procedure for the award of a service contract. To that end a number of organisations will be invited to submit a tender. Those organisations will have long standing experience in the conduction of monitoring (with a strong learning component) in the fields covered by the EUTF, and preferably in the areas covered by this action. They shall also have proven administrative and financial capacity to manage this action.

4.4. Indicative budget

Component	EUTF contribution (EUR)
Service Contract, including communication and visibility	1 950 000
Monitoring, audit and evaluation	50 000
Total	2 000 000

4.5. Evaluation and audit

If necessary, ad hoc audits or expenditure verification assignments could be contracted by the European Commission for one or several contracts or agreements.

Audits and expenditure verification assignments will be carried out in conformity with the risk analysis in the frame of the yearly Audit Plan exercise conducted by the European Commission. The amount allocated for external evaluation and audit purposes should be shown in the budget at section 4.4. Evaluation and audit assignments will be implemented through service contracts, making use of one of the Commission's dedicated framework contracts or alternatively through the competitive negotiated procedure or the single tender procedure.

4.6. Communication and visibility

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU. This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation.

In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner countries and entrusted entities. Appropriate contractual obligations shall be entered into the Agreements concluded by the Commission with the entrusted entities and the partner countries.

The Communication and Visibility Manual for European Union External Action shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

A **logical framework** showing targets and indicators is attached.

ANNEX I - INDICATIVE LOGICAL FRAMEWORK FOR THE ACTION

Please note that baselines and indicators will be further defined during the inception phase.

	Intervention logic	Indicators	Baseline (Nov 2016)	Targets (Apr 2021)	Sources and means of verification	Assumptions
Overall Objective	To use an evidence-based approach for programming and implementing interventions in the HoA region, as well as informing policy around the themes of the EUTF in that region	% of projects achieving a satisfactory score for incorporating lessons learnt through the MLS	0	75% of projects	Project implementation reports (lessons learnt); surveys	
Specific Objectives	**Specific Objective #1:** Establishing and implementing a MLS system which monitors and reports on the overall progress of the EUTF HoA against its strategic objectives, policy priorities and principles of interventions **Specific Objective #2:** Developing and implementing a learning strategy based on detailed investigations into how and why individual or groups of projects are performing in order to enhance their delivery and also the design of future projects.	The MLS is in place and most EUTF funded interventions in the HoA are reporting against the core indicators defined by the System % of projects having incorporated analysis provided by the MLS in their design or implementation processes	No MLS in place 0	All projects (apart from the REF and this one) report through the MLS 75% of projects	Reports from the MLS Project implementation reports (lessons learnt); surveys	1. That the individual governments in the Horn of Africa will support and facilitate the monitoring work. 2. That the EUTF activities will be able to implement their projects and gather monitoring information as set out in their logical frameworks 3. That there will be smooth and strong communication between the REF, the MLS, and individual EUTF activities 4. That it will be possible to gather information on the indicators identified (i.e. that the cultural, social or political barriers to gathering the data will be minimal).

14

	Intervention logic	Indicators	Baseline (Nov 2016)	Targets (Apr 2021)	Sources and means of verification	Assumptions
Results	Result 1.1.: A system is in place allowing projects funded under the EUTF HoA to regularly report against a core set of proxy indicators set out in the M&E performance dashboard related to the EUTF strategic objectives, HoA operational priorities and the EUTF's principles of intervention.	The performance dashboard is in place with proxy indicators; A system is in place with regular and harmonised reporting of projects against the proxy indicators; Reports are produced on the collective performance of the EUTF HoA	No dashboard No system No reports	Performance dashboard finalised System in place with all projects reporting through on-line platforms	Performance dashboard made public; Reporting guidelines to projects; on-line monitoring system accessible to all stakeholders; reports produced on demand	
	Result 1.2.: The information collected on projects' performance is collated, aggregated, and presented in a format suitable to the various target groups	Number reports produced on the collective performance of the EUTF HoA projects	No reports	At least two reports are produced per year	Reports made available to stakeholders and possibly made public	
	Result 2.1.: Analysis is conducted to better understand the reasons behind the performance or non-performance of projects	Number of analysis reports produced and properly disseminated	No reports	At least 5 ad-hoc reports per year produced	Reports available to stakeholders, and possibly made public	
	Result 2.2.: intra and inter-project learning is facilitated, notably through the development and dissemination of qualitative case studies describing specific project contexts, the approaches taken and how these affected the delivery of results, and so allowing exchange of lessons learnt and best practices	Number case studies in place and properly disseminated %of projects using MLS analysis to orient implementation	No case studies 0	At least 5 case studies reports per year produced 75% projects	Case studies available to stakeholders, and possibly made public	
	Results 2.3.: The MLS uses evidence collected through the research carried out by the REF to inform its analysis, and vice-versa provides evidence to the REF on lessons learn	Number of research outputs produced by the REF which incorporate projects' findings; Number of analysis produced by the MLS which is enriched with REF research	0 0	All REF research once MLS is running All MLS analysis	REF research outputs published on its website MLS analysis available	
	Result 2.4.: Evidence collected by the projects is used to inform the design of future EU interventions as well as policy making	% of projects using MLS analysis in their design Number of policy papers using MLS analysis	0 0	All projects designed once MLS is in place Operational framework is revised	Projects' Action Documents Operational Framework	

15