



ADAPTATION FUND

MONITORING AND EVALUATION MANUAL FOR THE VFDM PROJECT
"INTEGRATING FLOOD AND DROUGHT MANAGEMENT AND EARLY WARNING
FOR CLIMATE CHANGE ADAPTATION IN THE VOLTA BASIN"

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Acronyme

VBA	Volta Basin Authority
CWP	Country Water Partnerships
CREW	Community Resilience Through Early Warning
CREWS	Climate Risks and Early Warning System
DCP	Department of Civil protection
EWS	Early Warning Systems
FFGS	Flash Flood Guidance System
FGG	Flood green guide
FFGS	Flash Flood Guidance Systems
FDMT	Flood and Drought Management Tool
GAR	Gestion Axée sur les Résultats
IFM	Integrated Flood Management
GWP-WA	Global Water Partnership West Africa
NAPA	National Adaptation Programme of Action
IWA	International Water Association
OSC	Organisation de la Société Civile (Civil protection Organization)
OMM (WMO)	Organisation Météorologique Mondiale (World Meteorological Organization)
PF	Partenaires Financiers (Funding Partners)
PNE	Partenaire National de l'Eau (National Water Partners)
PPR	Project Performance Report
PTA	Plan de Travail Annuel Annual Work Plan
PTA/BA	Plan de travail annuel et Budget annuel (Work Plan and Annual Budget)
SAP	Early warning system
SEA	Strategic Environmental Assessment
NMHS	National Meteorological and Hydrological Services
M&E	Monitoring and evaluation
IUCN	International Union for Conservation of Nature
VFDM	Volta Flood and Drought Management
NDC	National Determined Contribution
PMT	Project Management Unit
ToR	Terms of reference
VCER	Vulnerability, Capacity, Exposure and Risks
WACA	West Africa Coastal Areas Management Program

Glossary

KEY CONCEPTS	
Activity	Action taken or work carried out within the framework of a project/programme to achieve specific outputs (results and outcomes) through the use of financial and other types of resources mobilised.
Beneficiaries	<i>Individuals, households, groups or organisations that benefit, or are expected to benefit, directly or indirectly from a development intervention.</i>
Baseline situation	Information - usually facts and figures collected at the initial stage of a project/programme - that serves as a baseline against which to measure the level of achievement of the project/programme objectives

Durability	The likelihood that the positive effects of a project/programme will continue after external support has stopped.
Effect	<i>intentional or unintentional change resulting directly or indirectly from a development intervention.</i>
Efficacy	The degree to which the objectives of a project/programme have been achieved. Effectiveness is assessed by comparing the results achieved (outputs, outcomes, impact) with the expected results, both in quantitative and qualitative terms.
Efficiency	Ratio/ratios between the results obtained and the means used (financial, human, time, etc.).
Baseline study/survey	An analysis describing the situation in a project/programme area - including data on each category of grassroots actors and beneficiaries - prior to a development intervention, which will serve as a benchmark for measuring progress (results and achievements). It also serves as an important reference for the terminal evaluation.
Evaluation	A systematic (and as objective as possible) examination of a planned, ongoing or completed project. The purpose of evaluation is to answer specific questions, as well as to make an overall judgement about an operation and to draw lessons for improving future actions, planning and decisions. Evaluation generally aims to determine the relevance, efficiency, effectiveness, impact and sustainability of the project/programme or organization's objectives. It should provide credible and useful information and concrete lessons/lessons to assist partners in their decision-making
Impact	All changes in the living conditions of the beneficiaries, as perceived by themselves and their partners at the time of the evaluation, as well as any lasting changes in their environment, to which the project has contributed. These changes may be positive or negative, intended or unintended. In the terminology of the Logical Framework, these changes may be at the level of specific objectives or at the level of the overall objective of an intervention.
Indicator	A simple or complex, quantitative or qualitative variable whose monitoring and/or comparison over time (or space) allows changes (or differences) to be assessed or measured.
Objectively verifiable indicator	A set of variables used to assess and measure the progress of the project/programme towards its objectives.
Logical Framework Matrix (Logical Framework)	Table, usually consisting of four rows and four columns, summarizing what the project/programme is expected to achieve and how (inputs, Outputs, specific objective, overall objective), the main assumptions made and how the different levels of objectives will be monitored and evaluated (objectively verifiable indicators and means of verification)
Logical Framework Method (LFM)	A method of analysis, presentation and management involving the diagnosis of problems and actors, the prioritization of objectives and the selection of the implementation strategy. The Logical Framework Method allows the identification of strategic elements (means, outputs, specific objective and general objective) and the causal relationships between them, as well as the assumptions that may influence the success or failure of the operation. It therefore facilitates the programming, implementation and evaluation of a project. In particular, the method allows the design and strategy of the project to be adapted according to the results of monitoring and evaluation.

Objective	A detailed statement of the effects or results to be achieved by a project/programme. A good objective should be measurable, time-bound, specific and concrete.
Specific objective	The positive improvement of the situation of a target group or its environment that a project/programme aims to achieve through its activities and must achieve within the time frame set and with the means allocated to it. The specific objective is mentioned in the second row of the logical framework matrix.
Relevance	The extent to which the objectives of a project match the priorities of the target group and the policies of the borrower and donors.
Qualitative	What cannot be expressed in numerical form, for example, minutes of a community meeting or summary records of observations. Qualitative data normally describes the knowledge, attitudes or behaviors of individuals.
Quantitative	That which is measured or quantitatively measurable or statistical data, or that which concerns numbers or quantities and is expressed in that form.
Result	The term outcome is confusing. Depending on the terminology used, it can be found in both project planning and evaluation terminology. In planning, it sometimes refers to the first level of objectives in the logical framework matrix, that of expected outputs or outcomes. In evaluation, it sometimes refers to the outcomes achieved at the level of the specific objective of the project/program.
Monitoring	Regular collection and analysis of information to facilitate timely decision-making, ensure transparency and provide a basis for evaluation and learning from experience. It is an ongoing function that uses methodical data collection to provide managers and stakeholders of an ongoing project with indications of progress towards the agreed objectives.
Monitoring and evaluation	A combination of monitoring and evaluation that provides the information and critical reflection needed for good project management and accountability.
Monitoring and Evaluation System	A set of processes for planning, collecting and synthesising information, reflection and reporting, indicating the means and skills needed for the results of monitoring and evaluation to make a useful contribution to decision-making and capitalization within a project.
Standards and evaluation criteria	
Relevance	Relevance refers to the extent to which the project/programme meets the expectations and priorities of the actors and beneficiaries concerned by the project, in particular the local authorities. Relevance is the soundness of the intervention. It refers to questions such as: Does the project address real problems? Are the beneficiaries well chosen, among the people or communities who need it most, and will therefore benefit most? Does the project meet their priority needs? Are the means deployed and the approaches developed in line with the objectives and ambitions of the project/program?
Efficiency	Effectiveness is the degree to which the specific objective or strategic outcome of the project is achieved. It is closely linked to the level of achievement of the intermediate objectives, necessary for the achievement of this one, called expected results.
Consistency	Coherence refers to the internal logic of the Project or the extent to which the intervention itself is not in contradiction with other development

	<p>interventions with similar objectives. To what extent do the activities implemented by the Project meet, in quality and quantity, the objectives pursued? Is there a coordination mechanism between the Project and the other programs of the country which participate or contribute to the same community policy or to the same objectives?</p>
Efficiency	<p>Efficiency is the relationship between the degree to which the objective is achieved and the costs. The question of efficiency leads to the question of the economical use of resources, without waste or diversion to other purposes. The costs to be considered are therefore in particular the financial expenses. However, in the interests of sustainable development, physical and human resources should also be taken into account, if necessary, in kind.</p>
Sustainability	<p>Here we will consider that viability refers to the continuity of an activity or the functioning of some development structure, such as a committee or a network/consortium committed to relaying the actions of the program, while sustainability refers to the permanence of a favorable situation. Sustainability measures the permanence of the improvements brought about by the Project, and in no way the longevity of the intervention itself. It classically refers to the permanence of the improved situation that constitutes the strategic objective of the project. The factors of sustainability are multiple: they refer in particular to the probability that the innovation introduced by the program is assimilated, rather than rejected, by the receiving environment, as well as to the motivation and capacities (technical, economic and others...) to see the activities necessary for the maintenance and development of the achievements perpetuated.</p>
Impact:	<p>Impact refers to the long-term implications of the development intervention on its wider environment and its contributions to the originally planned objectives. Impact refers to both target and non-target groups, as well as to areas outside the project intervention area. Impact is more than a simple reference to the effects, positive or negative, direct or indirect, intended or unintended, generated by the program;</p>
Gender equality	<p>The evaluation of the program's interventions must be able to certify the extent to which the data is differentiated in relation to gender and marginalized categories (disabled people, pregnant women, the elderly), ethnic minorities (Peulhs, Pygmies) or socio-professional groups (collection of data on men and women, young girls and boys, meetings and interviews with men and women in order to be able to construct differentiated statistics for men, women and disabled people). For example, for the development of school buildings, sanitation facilities, water points, utilities, ramps are needed for access to public services without discrimination of any social category considered as potential users of the programmer's achievements. The programme must be inclusive and participatory for social anchorage, ownership and sustainability of the programmer's achievements. The evaluation should be able to provide an overview of the level of institutional and technical capacity building of women and other marginalized groups</p>

1. GENERAL CONTEXT

This monitoring and evaluation manual is intended for the implementation of the project "Integrating Flood and Drought Management and Early Warning for Climate Change Adaptation in the Volta Basin (VFDM)". It constitutes the general framework for monitoring the implementation of activities/sub-activities and results indicators and is for the use of the project implementing entity (WMO) and reviewed by the steering committee (represented by the consortium made up of the World Meteorological Organisation (WMO), the Volta Basin Authority (VBA) and Global Water Partnership West Africa (GWP-WA)) and technical advisory committee (represented by the National water resources, Meteorological services and civil protection agencies of the six countries).

The VFDM project is a regional intervention financed by the Adaptation Fund launched in June 2019 with a projected end date of 2023. The project operates in Côte d'Ivoire, Ghana, Togo, Benin, Mali and Burkina Faso.

The objective of the VFDM project is to support the six countries of the Volta Basin in the implementation of common, harmonised and coordinated measures to improve existing extreme weather management plans at the regional, national and local levels on the one hand, and on the other hand, to build on the lessons learned from past and ongoing projects related to disaster risk reduction and climate change adaptation.

The project activities are organised in three components which are defined as follows: a. Component 1: Developing capacities and frameworks at local, national and regional levels for informed decision-making on risks; b. Component 2: Developing concrete adaptation and environmentally sound actions with an integrated approach; c. Component 3: Strengthening policy and institutional capacities for integrated flood and drought management Component 2: Developing concrete adaptation and environmentally sound actions with an integrated approach; c. Component 3: Strengthening policy and institutional capacities for integrated flood and drought management at local, national and transboundary levels. In its implementation, the project targets local communities through civil society organisations, national representations of the VBA, WMO and GWP-AO represented by country focal points.

For its effective operationalisation, the responsibilities of the project staff in charge of implementation, monitoring and evaluation manual to be clearly defined. An effort has been made to make the monitoring and evaluation system to be put in place practically and functionally. Therefore, the mechanism defined has made use of the existing organisational charts at the level of the six countries and the organisational chart of the consortium's activity management team and those of the other stakeholders involved. During the setting up of this system, particular interest was given to the different categories of indicators (baseline and key performance indicators) to be reported (indicators to report or assess the process, the results, the effects and the impact induced). According to the actors involved, this was done in order to facilitate an objective, synchronous and changes produced by the implementation of this sub-regional project based on Outcome/output Mapping.

The budget allocated to the monitoring and evaluation of the project is US\$106,000 out of a total budget of US\$ 7'920'000

1.1 Purpose of the manual

The development of the monitoring-evaluation system is set up for the management of the VFDM project is above all a manual or a methodological guide that must be considered as a working tool for all the actors and stakeholders involved. It is part of a process of improving the tools for implementing the planned activities and monitoring and evaluating the planned results.

In this context, this monitoring and evaluation manual is designed to provide Project manager with guidance on the data to be collected, how to collect, analyse and interpret them for technical and financial monitoring purposes and for the evaluation of the project's effects and impact.

Its objective is therefore to assist in (i) analyzing project progress carried out by the project executing partners, (ii) monitoring the implementation process and results, and (iii) sharing knowledge and good practices on floods and droughts. It is therefore intended to be a:

- Internal tool to meet the internal management and supervision needs of all project actors;
- External tool to inform about the results and impacts of the Integrated Flood and Drought Management in the Volta Basin project and the state of knowledge in the areas of intervention of the program.

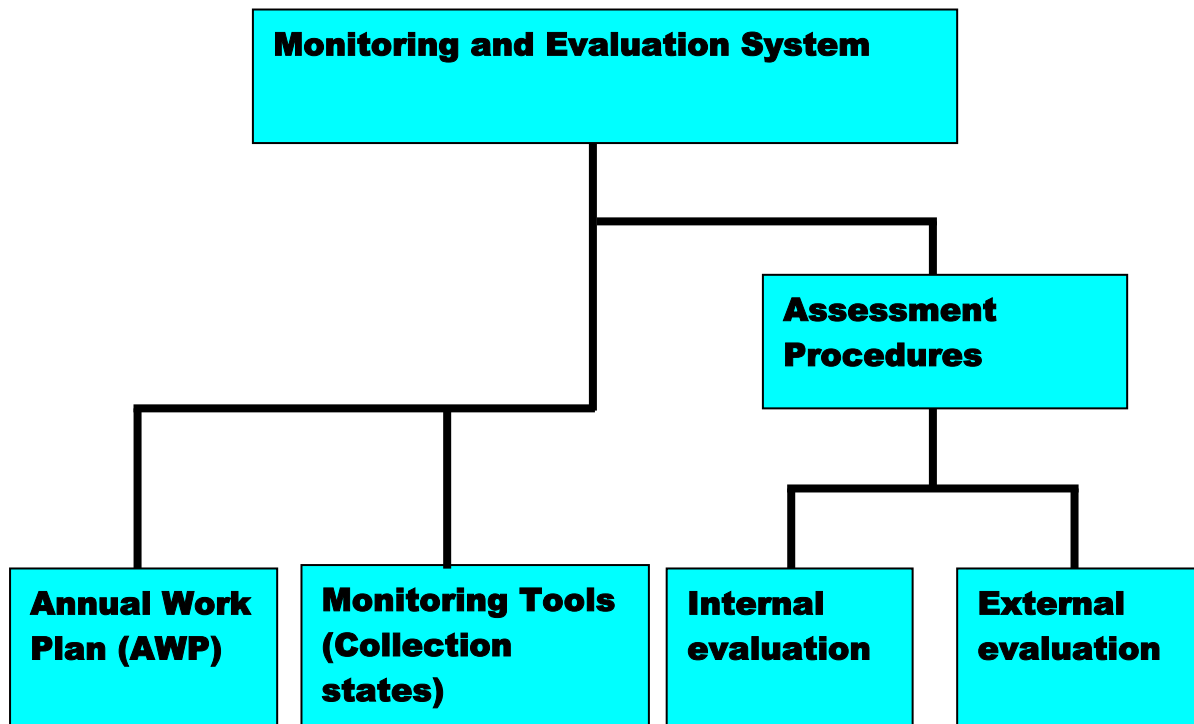
This internal tool should enable the project coordination and other decision-making bodies (international and sub-regional technical and financial partners, technical managers of the project, local project management unit at the level of the Consortium secretariat, steering units at the level of member countries, etc.) to regularly determine the activity implementation progress and measure the level of achievement of the planned activities in relation to the quantified objectives to be attained according to the logical framework and the performance monitoring framework.

1.2 Scope of the programme's monitoring, evaluation and dissemination system

The recommended monitoring and evaluation system places as much emphasis on the organisation of the monitoring of achievements, on the results (technical and financial monitoring) as on the evaluation of the impact of the intervention. It is composed of a series of tools illustrated in the figure below. It includes:

- The Planning tools which give the necessary detailed instructions for the annual activity programme and consolidated budget.
- Monitoring Tools that determine the procedures for data collection and processing.
- Evaluation Procedures which indicate the methods for evaluating the programme.

Figure 1: Diagram of the monitoring and evaluation system



1.3. Content of the M&E manual

In addition to the introductory part, which presents the general background of the project and the methodological approach adopted for the preparation of this document, this handbook contains four chapters

- **The institutional set-up and information system.** It defines the expectations of the different actors and stakeholders involved in monitoring and evaluation, and sets the objectives. A description is given of the monitoring-evaluation framework, including the institutional set-up and the information system;
- **Monitoring procedures and tools.** They describe specific procedures and tools as they relate to implementation, organisation and information management;
- **Reporting procedures and tools.** They are devoted to the preparation and management of reports by each level of the institutional monitoring and evaluation system;
- **The evaluation procedures** define the procedures and criteria for the evaluation of activities.

2. Methodology for developing the M&E manual

2.1. General approach

This manual has been developed through a process based on the following phases:

- The organisation of the mission;
- Data collection and analysis ;
- Preparation of the interim report ;
- The preparation of the final report.

In order to best meet the expectations of the client, the consultancy team considered it necessary to conduct an assignment based on the existing data in the documentation given the restrictive measures imposed by the Covid 19 Pandemic to:

- Establish an assessment of the VFDM project and M&E plan presented in the project document;
- Appreciate the tools used and the operational monitoring mechanisms adapted to the needs expressed
- Map the actors, their roles and responsibilities in the implementation of the project activities;
- To assess the information expectations and frequency of information flow within the network.

Based on virtual discussions and consultations through Zoom /Teams with the project management unit (WMO, VBA and GWP WA) and the national implementing partners, the consultant built an interactive and empowering management framework for the VFDM project implementing partners based on a standard approach, a systemic and holistic monitoring and evaluation mechanism.

The collection and processing of data provided relevant processes and approaches to be implemented at the technical and strategic levels in order to build a system and an operational approach, and to co-construct a much more relevant and effective synergy of intervention.

2.2. Approach and sources of information

- **Mission scoping meeting**

After the signing of the contract and in order to have a common and shared understanding of the mission, a scoping meeting was organised and co-facilitated by the Project Executing Partners and the Consultant via a zoom conference. At this meeting, points of view on the mission were reconciled and clarifications were given regarding the mission's/tasks and the expected manual. Questions relating to the practical arrangements were also addressed in order to better prepare the consultation missions.

- **Preparation of the project monitoring and evaluation manual**

In other words, the consultants adopted an "ownership and use-oriented preparation of the M&E manual". This approach involved engaging relevant project partners and stakeholders for a constructive discussion. With a view to the rational use of the results, the M&E team considered that this approach should facilitate the real ownership and the correct and effective use of the results by the direct actors of the project.

Underlying the proposed approach is the idea that "any design of a monitoring and evaluation manual for a capacity development effort should itself contribute to that effort, and ultimately enhance the performance of the actors, which is supposed to be achieved collectively in a spirit of teamwork and partnership.

2.3. Information gathering

Three sources of information were used: (i) the document review (exploitation of available and accessible physical and electronic documents related to the project) and linked to the terms of reference (ToR), (ii) the determination of the conceptual framework of the mission (process monitoring, outcome and impact monitoring, inputs and outputs, evaluation criteria, co-management) linked to the ToR and (iii) interviews with key actors and resource persons at the project and country level stakeholders

- **Documentary review**

A documentary analysis was carried out in order to better understand the context of the project and to frame the manual accordingly. It also made possible to raise the issue of co-construction and co-management of the project and in terms of monitoring and evaluation in order to appreciate the synergy between the actors, the management of the flow of information and to strengthen the operational capacities of the stakeholders in terms of monitoring, evaluation and capitalisation/dissemination of information relating to the results of the project and strategic decision-making

- **Interviews**

Interviews were then conducted with the GWP WA, WMO, VBA teams through call conferences, taking into account the travel restriction measures. Finally, a database was constituted from the vital information collected and which directly or indirectly affects the project's optimal management system or the proper functioning of the partners and stakeholders in the implementation of the project. Finally, the information collected was processed in order to draw up a monitoring-evaluation structure in which all the disfunctions, anomalies and obstacles to the management and dissemination of project-related information were taken into account.

2.4. Data analysis

Several stages were followed in the analysis of the data collected through project documents and interviews with the project partners (WMO, VBA and GWP-WA). Documentary data and interviews were used to take stock of the situation, to draw up an exhaustive assessment of the situation in terms of monitoring and evaluation mechanisms.

2.5. Development of the manual

On the basis of the information compiled during the data collection and taking into account the requirements of the ToR, a first draft of a provisional document was elaborated to serve as a framework for reflection and discussion with the key actors. This document led to three call conference sessions (WMO, ABV and GWP AO) which allowed for further refinement and finalisation of the manual taking into account the different inputs and contributions.

3. Monitoring and evaluation framework and modalities

The monitoring and evaluation framework and modalities present and describe the organisational mechanism that drives the life of the project, the information and communication management mechanisms and procedures, and the modalities and frequency of evaluation activities (quarterly, mid-term and final evaluation). The first section presents the institutional and organisational mechanism in place, the roles and responsibilities of the actors in relation to the monitoring and evaluation mechanism in place, and the second section presents the activities that make up the monitoring and evaluation plan and the frequency of production of deliverables

3.1 Organisational arrangement of actors

The system is such that all the actors in the monitoring-evaluation system are regularly informed about: (i) the state of execution of the programmed activities, (ii) the direct and indirect effects produced in terms of benefits, risks, opportunities, and on decisions to reinforce and/or reorient certain observed trends. The system is based on the following actors :

- **The strategic actors** gathered within the steering committee, which includes the presidium that gathers representatives of the GWP-WA, the WMO and the VBA; as well as the consultative members that gathers representatives of the regional organization (ECOWAS, WASCAL and AGRYHMET) as well as those of the National Meteorological and Hydrological services, water resources management and civil protection agencies of the volta basin countries.
- **The implementing actors** represented by the Project Management Unit (PMU) consisting of the WMO Project Focal point, the VBA Focal point and the GWP-WA Focal point. This PMU is supported by a team of consultants (external partners in the implementation of activities).
- The PMU ensures the production of summary data and their analysis for the purposes of monitoring and evaluation and communication on the project.
- It ensures the centralisation of data and sectoral information relating to the conditions of implementation and the progress of the project's work plans and budget.
- **The operational actors in charge of the production of basic data**, namely the National focal points of the VBA and WMO and GWP-WA. These are the implementing actors and their focal points in the six countries covered by the project (Benin, Burkina Faso, Côte d'Ivoire, Ghana, Mali and Togo). Their role is to support and facilitate the implementation of the project activities at the country level.
- **The working group that serves as the project's monitoring and evaluation unit.** This unit is being set up and will be responsible for monitoring and evaluation activities at national level
- **The final beneficiaries of the project**, represented by the regional and departmental agencies, national and international NGOs, decentralised local administrations and local communities in the project area. The primary data is collected in their territory and they are the sources of this data.

Figures 2 and 3 show the institutional set-up of the project and the monitoring and evaluation system respectively.

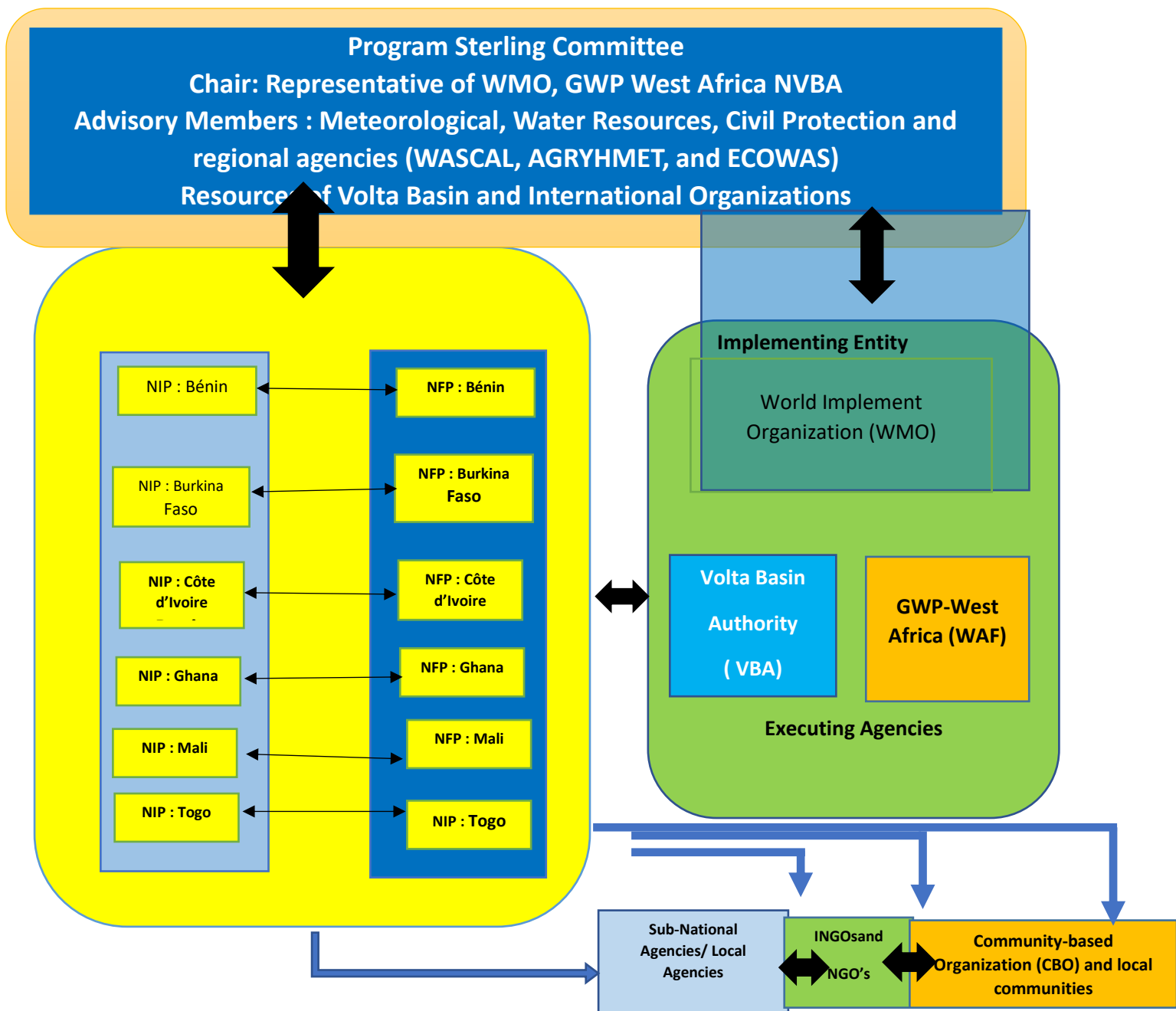


FIGURE 2 INSTITUTIONAL SET-UP OF THE VFDM PROJECT

Monitoring and Evaluation implementation arrangement with the project partners and stakeholders

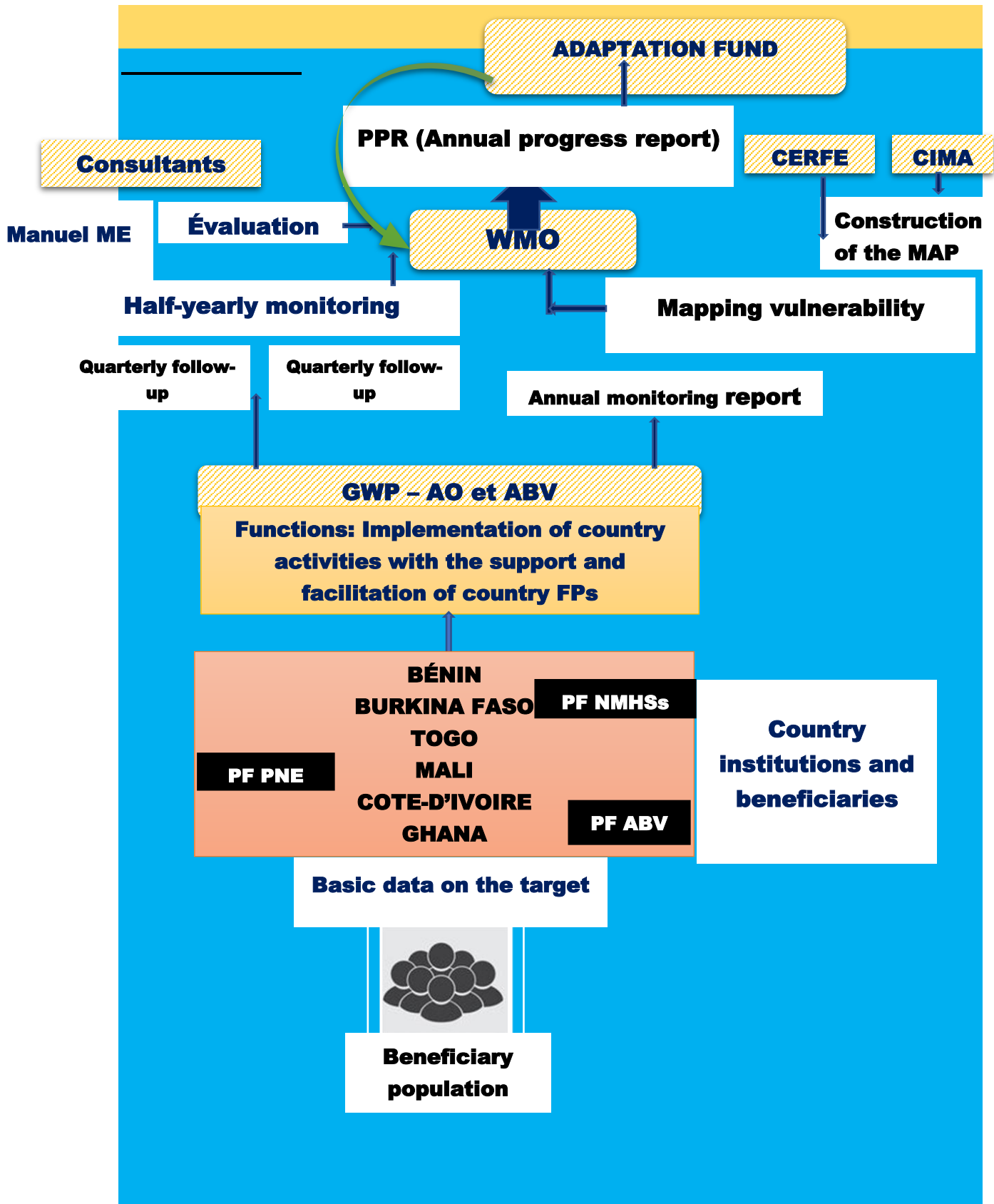


FIGURE 3: MONITORING AND EVALUATION SYSTEM FOR THEFUCTION PROJECT

3.1. Roles and responsibilities of actors

The monitoring and evaluation system is based on a participatory and collaborative approach that allows for increased ownership of the project's achievements and greater accountability of each family of actors involved, thus improving their effectiveness in the execution and management of the programme. To do this, the PMU will rely on existing stakeholders in the programme's areas of action, technical structures and partner organisations involved to carry out good monitoring and evaluations that reflect the realities on the ground. Tables 1 and 2 present the functions that each of the actors must fulfil in the implementation of the monitoring and evaluation system.

TABLE I: SUMMARY OF THE OPERATIONAL RELATIONSHIPS AND TERMS OF REFERENCE OF THE ACTORS INVOLVED

N°	ACTORS	ROLES AND RESPONSIBILITIES	MONITORING & EVALUATION FUNCTION
1	ADAPTATION FUND	Mobilising Financial resources	Monitoring progress and results of project implementation Information and communication with donators
2	WMO	Contractualisation with appropriate technical partners Technical and financial management of the project, management of the project budget, Monitoring and evaluation of activities, outputs, results, deliverables	Strategic management of the project through the mobilization of qualified human resources Supervision and leading the activities and team Interface between the Adaptation Fund and the implementing partners (ABV, GWPAO) Information and communication with the Adaptation Fund on the implementation of the project
3	SERVICE PROVIDERS	Carrying out technical activities requiring specialised skills (CIMA Research Foundation, IUCN, CERFE and others)	Provision of technical services
4	GWP – AO et ABV	Support to the implementation and operational management of the project through the Plan	Implementation and monitoring of field activities

		Annual Work Plan/Budget with the support of Financial partners countries	Information and communication of results Production of technical and financial reports
5	CONSULTANTS	Provision of specialised intellectual services (study, evaluation and, development of M&E manual)	Production of basic documents or project management tools, monitoring and evaluation tools
6	SERVICES METEO-PAYS (POINT FOCAL SERVICE METEO))	Beneficiaries of project actions and implementing technical activities at the National level Preparation and facilitation of project activities in the countries Information and mobilisation of country actors	Interactive information and communication
7	ABV COUNTRY REPRESENTATION (ABV FOCAL POINT)	Beneficiaries of project actions and implementing actors Preparation and facilitation of project activities in the countries -Information and mobilisation of country actors	Interactive information and communication
8	GWPAO COUNTRY REPRESENTATION (TIRE FOCAL POINTS)	Beneficiaries of project actions and implementing actors -Preparation and facilitation of project activities in the countries -Information and mobilisation of country actors	Interactive information and communication
9	BENEFICIARY OF THE POPULATION	Final beneficiaries of the project actions Participation in the implementation of sub-projects at country level Managers of the achievements (works and various	Target respondent for interventions. They provide information during baseline studies, assessments, supervision and field monitoring activities

		infrastructures carried out by the project)	
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3.2. Expectations of the different actors on monitoring and evaluation

Depending on the level of responsibility in the institutional set-up of this project, monitoring and evaluation concerns correspond to specific functions. In the hierarchy of responsibilities and in accordance with the principles of the accountability chain, each level is always dependent on the level below.

TABLE II: EXPECTATIONS OF DIFFERENT ACTORS ON MONITORING AND EVALUATION BY LEVEL OF DECISION

ACTORS	PRÉOCCUPATIONS	MONITORING & EVALUATION FUNCTION
Steering Committee (Presidium made up of representatives of WMO, GWPAO and ABV)	<ul style="list-style-type: none"> -Governance, definition and monitoring of the Programme's strategic orientations -Monitoring of the compliance between the strategic orientations and the national policies of the member countries on flood and drought management 	<ul style="list-style-type: none"> - Decision-making on vision and strategy - Approval of annual budgets -Verification of the conformity of actions with the guidelines set out in the programme implementation document
Project Management Unit (WMO, ABV and GWP-AO)	<ul style="list-style-type: none"> -Management of project activities in line with the Financing Agreement -Coordination of the project planning, monitoring and evaluation/capitalisation process -Synthesis and centralisation of data and feedback Institutional communication 	<ul style="list-style-type: none"> -Production of summary data and transmission to the Steering Committee and donors -Monitoring the implementation of their activities. -Synthesis and sharing of synthesised data
Implementing partners and their focal points	<ul style="list-style-type: none"> -Facilitation and support to the implementation of project activities at country level. 	Country level data production

3.3. Activities constituting the monitoring and evaluation plan

3.3.1. Information needs of stakeholders

The information needs presented below will be completed and improved by level of responsibility as the Manual is implemented in order to adjust them to the national and sub-regional contexts and to the new strategic orientations.

Table III: Information needs of the actors involved

ACTORS	INFORMATION NEEDS
ADVISORY COMMITTEE	<ul style="list-style-type: none"> - Progress in the implementation of the integrated flood and drought management policy - -Progress made in the achievement of the strategic results expected from the project; - Medium-term perspectives in terms of strategy, actions and resources for the achievement of the expected results of the Project...
PMT (COORDINATION PROVIDED BY WMO)	<ul style="list-style-type: none"> - Progress in achieving the program's expected strategic outcomes; -Medium-term prospects in terms of strategy, actions and resources for achieving the expected results of the Project. -Overall status of technical and financial execution of the project; -Technical execution status of the current annual work plan; -Difficulties encountered and lessons learned for future actions; -Effects and impacts obtained by the project
IMPLEMENTATION PROVIDERS-COUNTRIES AND COUNTRY FOCAL POINTS	Follow-up of country achievements.

3.3.2. Component Activities

The table below presents the details of the activities that make up the monitoring and evaluation of the VFDM project.

TABLE IV: CONSTITUENT ACTIVITIES OF THE MONITORING AND EVALUATION OF THE VFDM PROJECT

TYPES D'ACTIVITÉS	SOUS ACTIVITÉS/ DOCUMENTS
PROJECT FOLLOW-UP/MONITORING	<ul style="list-style-type: none"> Diagnostic studies Project document (logical framework and budget) Baseline study Development of the monitoring and evaluation manual Activity reports Indicator monitoring matrix

EVALUATION	Mid-Term Evaluation Final evaluation
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3.3.3. VFDM Project Programming and Monitoring Procedures

The proposed monitoring and evaluation system includes two distinct and complementary operations.

- **Monitoring of technical and financial achievements** (monitoring of the level of implementation of the planning). This monitoring concerns information on the progress of project activities and the results obtained. It also deals with the physical environment and the actions of the main stakeholders);
- **Monitoring of the effects and changes induced** (overall mechanism for assessing the level of achievement of the development objectives targeted by the project).

The changes induced in the environment (human and natural, level of conservation of biodiversity) following the implementation of various actions of the VFDM project are managed in this system.

The first operation, which concerns the monitoring of technical and financial achievements, includes different stages. These are, sequentially: (i) programming, (ii) development of the Annual Work Plan and Budget (AWP/BB) broken down into quarterly plans, (iii) procedures for collecting, processing, analyzing and disseminating information, and (iv) procedures for preparing reports.

This chapter of the manual will focus on the following points:

- Programming procedures;
- Data collection procedures; and
- Data processing and analysis procedures.

3.4. Programming

3.4.1. Proposed programming arrangements

The current system is based on annual planning of activities by the VBA and GWPAO. These plans serve as inputs for the production of an annual plan consolidated by the WMO and based on the project's logical framework.

The implementation of the VFDM project is part of the strategy to move to the results-based management (RBM) approach. Programming consists of establishing each year the forecast of actions and budgetary resources to be implemented in order to obtain the expected results. It is a participatory and contractual exercise. It results in the development of the Project's Annual Work Plan and Budget (AWPB) based on the strategic results framework, the budget and the work plan. The AWBP is a document that presents the activities, their planned period as well as the actors involved in their implementation and the necessary budgets for a given year.

At the end of each quarter, the implementation of the PTBA for the year should allow the preparation of the quarterly project report. At the end of the second quarter, a semi-annual report is prepared, providing a mid-term progress report on the PTBA for that year. At the end of the fourth quarter, an annual report of the Project is prepared. This report forms the basis for the preparation of the annual work program for the following year (n+1).

The procedure for the elaboration of the PTBA by the Project Management Unit (PMU) for the signature of the consortium made up of the World Meteorological Organization (WMO), the Volta Basin Authority (VBA) and the Global Water Partnership West Africa (GWP-WA) is summarized in the table below:

TABLE V: PROPOSED OPERATIONAL SCHEDULE FOR THE PTA/BA DEVELOPMENT PROCESS

Periods	Activities related to the process	Responsible persons
June 1st to 30th	Consultation meeting for the elaboration of the PTBA at the level of the country PMU Presentation of the main lines and directives	ABV/GWP-AO
July 1st to August 15th	Integration of observations on the PTBA	Project/WMO
August 15th to September 30th	Transmission of the PTBA to the PMU	ABV/GWP-AO Project
October 1st to November 30th	Compilation and consolidation of the various work plans developed, resulting in the PTBA compiled at the regional level	Regional PMU + ABV/GWP-AO
From December 1st to 31st	Meeting to share and discuss the signed PTBA and make practical arrangements for the resumption of activities in the field	Members of the Project Management Unit
Early January	Effective start of activities for year N+1 in the field	Site Team

3.4.2. Monitoring: procedures and tools for data collection, processing and analysis

The collection of monitoring data will be done using two strategies: the passive approach (marked by an automated collection or an automatic transmission of data from the base to the top) and an active approach (which will be essentially devoted to the punctual descent of the members of the PMU to corroborate or verify certain sources of exploited information

- The passive data collection approach: this is characterized by levels of centralization of information from the base to the project coordination. For this approach to work better, it must be based on an information management system that centralizes all the different databases at the level of the six member countries of the consortium. It can also be done through the mechanical transmission of data collection forms from the places where activities are carried out to the PMU level. The information will be transmitted from the bottom to the top, i.e., from the country focal points, local populations, and NGOs to the project team, which will in turn be responsible for producing periodic reports and the annual balance sheet report.

- The active data collection approach: This has the advantage of giving the M&E team the opportunity to visit and supervise to ensure the reliability of the data transmitted.

Reporting is based on a structuring of the VFDM monitoring and evaluation system into three subsystems: the Data Collection Subsystem; the Data Processing Subsystem; and the Analysis Subsystem. Figures 4 and 5 present the data recording subsystems adjacent to the project reporting system.

FIGURE 4: DATA RECORDING SYSTEM

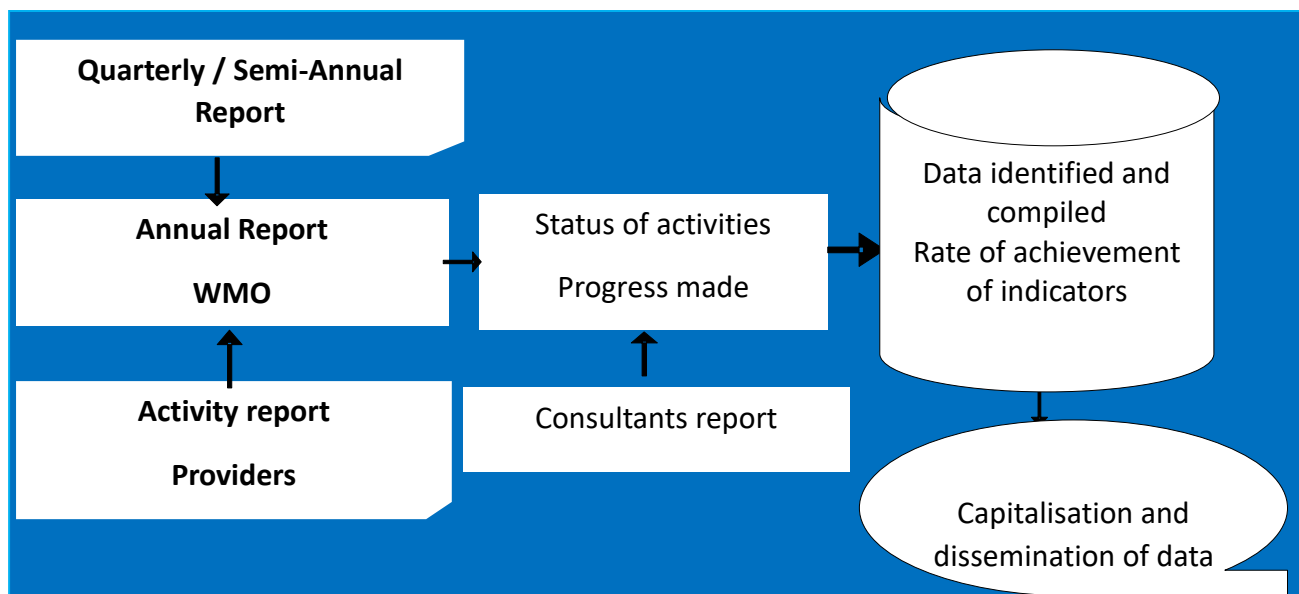


FIGURE 5 : DATA PROCESSING DEVICE



The processing sub-device allows for all the calculations foreseen during the design of the Monitoring and Evaluation system. For example, it will allow the calculation of the differences between the forecasts and the realizations of the physical indicators (indicators for monitoring activities). It is composed of data processing and results synthesis tools.

The last sub-system is data analysis, which is sanctioned by the production of reports that will be distributed among the project actors. It allows, through analysis, to

- Accumulate experiences and draw lessons for future actions
- To take corrective measures;
- To facilitate feedback ;
- To allow decision-makers to be proactive.

3.4.3. Reporting procedures and tools

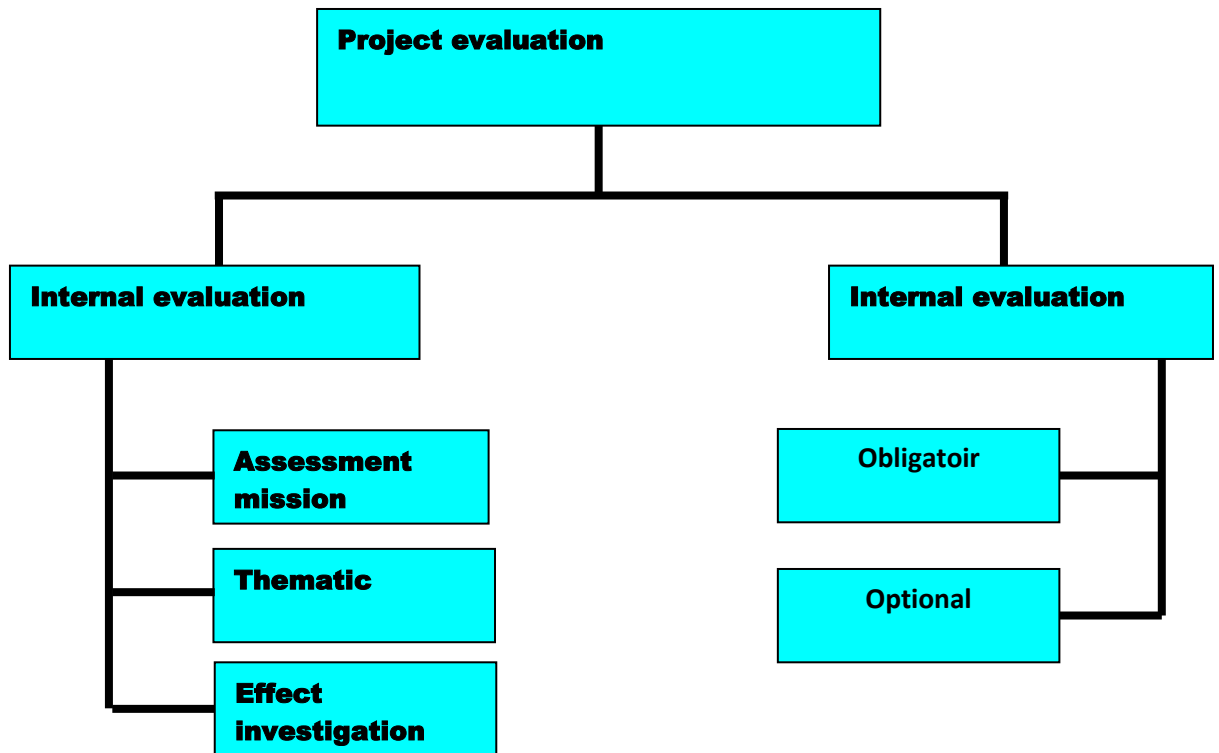
The reporting tools consist of the three types of reports listed below:

- The VFDM semi-annual progress report;
- The Annual Project Progress Report (APPR) / Project Implementation Review (PIR) of the VFDM project;

- Activity and field mission reports.

In addition to these reports, each Expert or external partner must produce a mission report. The goal here is to create a simple framework for the development of these various reports at the level of the entire chain of actors, with a view to reporting to the governing bodies. The plans and deadlines for the delivery of the various reports are presented in detail in the main document.

FIGURE 7 : TYPES OF EVALUATION



3.4.4. Procedures and types of evaluation

A distinction is made here between internal and external evaluations.

- Internal evaluation: is managed by the project Implementing partner (WMO) and supported by VBA and GWP-WA
- External evaluation: is conducted by an entity outside the program or independent consultants, hired to provide its services during the mid-term or terminal evaluation of the project's results.

4. Level of implementation and communication of monitoring and evaluation results (feedback to stakeholders)

The main recipients of information on the project's results are the following: the central and decentralized institutions of the six states covered by the project, NGOs, beneficiary populations, technical and financial partners (TFPs), etc. The categories of information to be communicated concern a comparison by intervention zone and by families of actors. The results of the Monitoring-Evaluation must also be transmitted to decision-makers, donors and the administration.

CONCLUSION AND RECOMMENDATIONS

Conclusion

One of the objectives of the donor (Adaptation Fund) through this program is to facilitate access and use of the results by development actors, farmers, riverside populations, coastal populations and other state and non-state actors. These efforts are essentially aimed at preventing the risks and disasters such as floods and droughts in order to significantly improve productivity and income in the project area and, in turn, lay the groundwork for securing protected areas and sustainable development.

To this end, activities to improve output production, dissemination and access to information include the following

Recommendations

- Organize training for National partners and stakeholders in the development of various M&E reports including identification of baseline, key performance indicators, target achieved, means of verification etc;
- Submit activity reports to the steering committee for monitoring;
- Include a reward or motivation of output in the regional policy of integrated and rational management of floods and droughts;
- Create or/and strengthen the publication units and enhance the publication review on integrated flood and drought management in the sub-region covered by the program;
- Carry out training in each member country of the consortium to make the integrated flood and drought management awareness materials more accessible to users.
- Include the preparation of user-friendly and engaging integrated flood and drought management materials in future AWP's;
- Diversify the use of media to promote the results of sound integrated flood and drought management in the sub-region.
- Establish a central database and provide training in database management at the country and central levels;
- Format the results of the program in such a way as to enable their dissemination to users from different backgrounds and professional categories involved in the management of the program's achievements.