

9.8 MONITORING

The monitoring is a vital management tool. The monitoring should be a systematic and continuous process throughout the project life cycle. It includes measuring changes through pre-determined indicators, it looks for changes that have not been anticipated in the project plan, including changes in context, it analyses qualitative as well as quantitative information and it is a key part of any organisation's accountability and learning processes.

9.8.1 MONITORING BY PARTNERS

The monitoring mechanism used by the partner during the implementation of the action should be described in section 8 of the Single Form.

“Monitoring” means collecting the data of the action systematically and regularly. This collection should be focused on different aspects such as:

- progresses of the activities (activities undertaken by the partner and by its implementing partners and results delivered);
- human resources (possible conflicts);
- quality of process (e.g. stakeholder participation);
- financial progress;
- possible risks;
- response by beneficiaries about the activities (i.e. use of services);
- reasons for any adverse response by beneficiaries and any actions to be taken.

A good monitoring activity should provide clear information on the progress of activities and promptly identify challenges and possible areas for improvement.

The Logframe is an essential tool for developing a feasible monitoring plan and constitutes an important tool for the evaluation of the project's effectiveness and impact at the end of the implementation period.



The partners will report back to ECHO in case of discovering circumstances likely to hamper or delay the implementation of the action. In case the monitoring highlighted corrupt, fraudulent, collusive or coercive practice or breach of the Specific Grant Agreement, the partners will inform ECHO immediately⁸³.



- Contact the desks or
- ECHO-Finance-Legal-affairs@ec.europa.eu

⁸³ Article 5 of the General Conditions FPA NGO

9.8.2 MONITORING BY ECHO

ECHO may at any time monitor the action. The purpose of the monitoring is to observe the progresses made in the action and the degree of achievements of the results and the specific objective. As a general rule, ECHO will conduct at least one monitoring visit for each funded action. In most cases, the monitoring will be carried out by ECHO staff in the field. In some cases, it can be done by ECHO staff coming from Brussels.

Monitoring missions have different goals:

- To verify whether the action is proceeding according to the logframe and the workplan,
- To detect possible problems,
- To verify whether a readjustment of the initial project is needed;
- To meet and listen to beneficiaries

The partner shall make available all information necessary to allow the monitoring of the action and give the rights of access.

At the end of the monitoring visit the TA should have a meeting with the partner (either in the field or capital level) in order to present his/her findings. ECHO Brussels may also send feedback to the partners based on the conclusions of the TA.

If concrete steps have to be taken to improve the implementation of the action the TA will inform the desk who will inform the partner on the steps/actions that ECHO expects to be taken.

If important problems, constraints and difficulties (e.g. important delays, insufficient quality, stakeholders' dissatisfaction, diversion of the action from the agreed purpose, etc.) have been identified during the visit, the TA will inform the desk who will take the necessary actions, i.e. meeting with partner, amendment of the agreement and/or any other step deemed necessary.