REPUBLIC OF BURUNDI

MINISTRY OF ENVIRONMENT, AGRICULTURE AND LIVESTOCK

BURUNDIAN OFFICE FOR PROTECTION OF ENVIRONMENT

MONITORING–ASSESSMENT MANUAL

Gitega

April 2020

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLE

ACRONYMS

ICAD	International Canadian Agency of Development
NDPPM	National Direction of the Public Procurement Management
RBM	Results Based Management
BOPE	Burundian Office for Protection of environment.
ECDO	Economic Cooperation and Development Organization.
PPP	Public Procurement Plan
AWP	Annual Work Plan
APWB	Annual Plan, Work and Budget
TFP	Technical and Financial Partners
M&A	Monitoring and Assessment

INTRODUCTIVE ELEMENTS

This manual presents monitoring and assessment as it is organized within the Burundian Office for the Protection of the Environment (BOPE). It is a guide and a frame of reference intended to give the methodology and the approach for a good conduct of the monitoring-assessment of the activities, projects and programs of the Office.

The document describes the design and implementation of the monitoring and assessment system, the implementation of the monitoring and assessment system, communication and the roles of stakeholders.

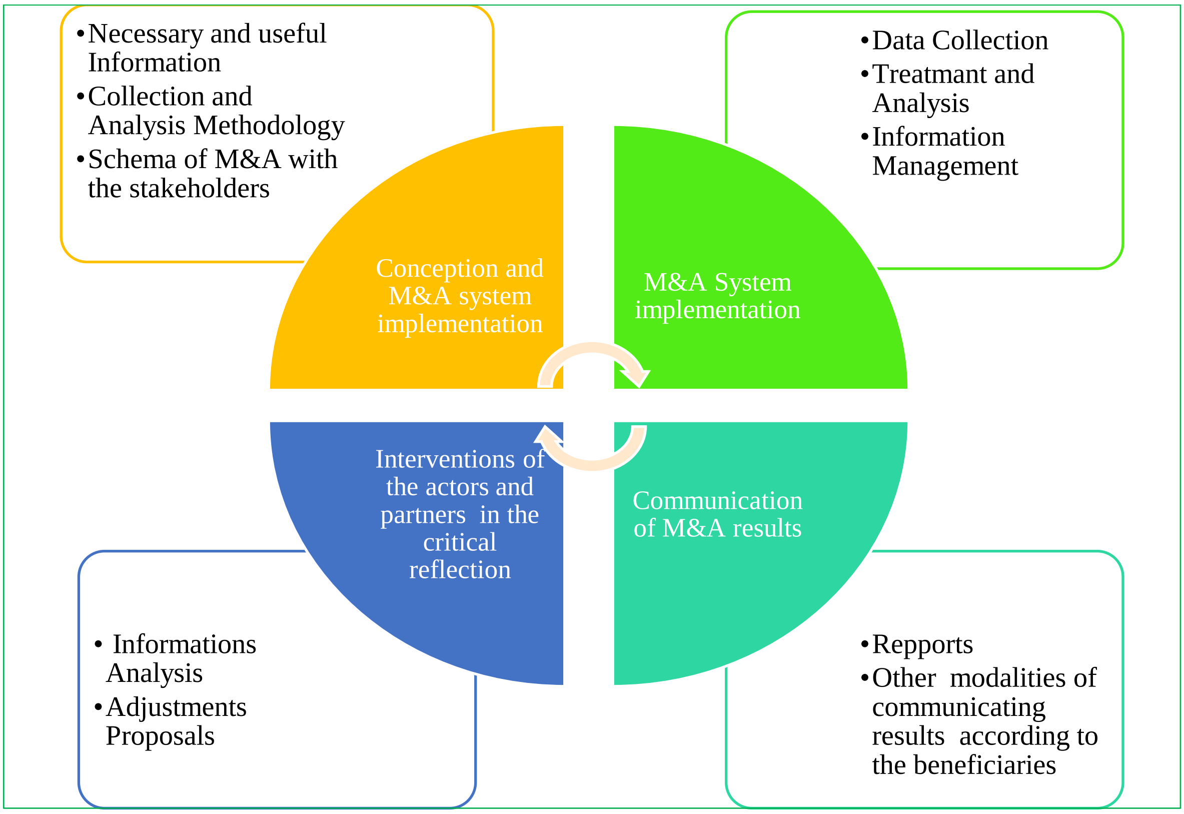

Figure 1: The components of BOPE monitoring and Assessment

For the BOPE, monitoring and assessment improves learning in terms of organization and development, makes the right decisions with full knowledge of the facts, ensures accountability and functional responsibility. The effectiveness or achievement of results being at the center of the Office's concerns in the project cycle management approach, its monitoring-assessment approach incorporates the changes induced by Results-Based Management in the execution of projects and programs.

The content of this manual applies to all projects and programs implemented by the BOPE, both at national level and at the level of provinces or municipalities. Much will be said in this project or program document. These two terms, although generally considered to reflect the same concern, are not synonymous. They are different, by their specificity.

In project management, we call a program, a set of projects contributing to the same objective, managed in a coordinated manner, to obtain concrete results.

The difference between a project and a program is shown schematically as follows.

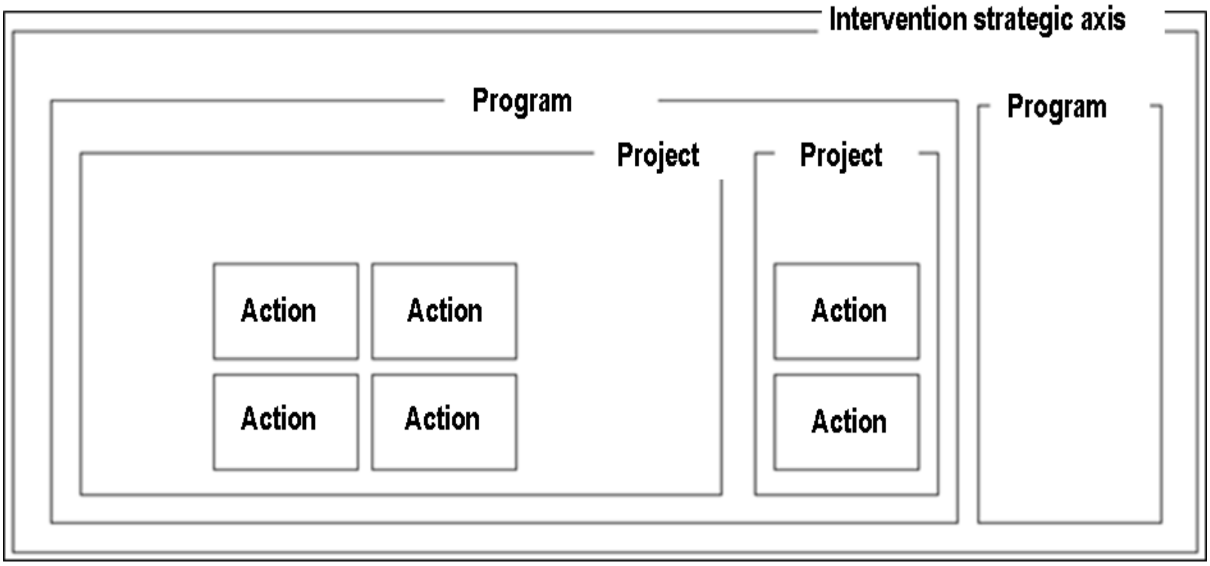

Figure 2: The difference between program and project

This differentiation made, we consider in this manual, a language which assimilates the project to the program, from the point of view of the project driving and management technique. Thus, it is considered that managing a project or managing a program consists in using the knowledge, skills and principles necessary to achieve the objectives pursued.

The manual is structured around four chapters. The first chapter presents the BOPE. The second chapter studies the generalities on monitoring and assessment in the project cycle. The third chapter presents the framework for implementing monitoring and assessment within the BOPE. Finally, the fourth chapter presents information management within the Office.

CHAPTER 1:BOPE: BACKGROUND, OBJECT, STRUCTURE AND FUNCTIONING

1. Creation of the BOPE

Environmental protection has long been at the center of the priorities of the Republic of Burundi, as moreover highlights Law n ° 1/010 of March 18, 2005 through which the Constitution by its article 159 point 4 °, places the protection of the environment and the conservation of natural resources among the matters of the domain of the law. The constitution in force since June 7, 2018 reaffirms this position of the country in favor of the environment in its article 164 paragraph 4. This general and resolute commitment of the State in the promotion of sustainable development consequently justifies the creation of the Burundian Office for the Protection of the Environment (BOPE).

The BOPE was created by decree N ° 100/240 of October 29, 2014 on the creation, missions, organization and operation of the Office. This decree gives it the status of a Public Establishment endowed with legal personality, its own heritage and financial and administrative autonomy. The Office is thus a national institution placed under the supervision of the Ministry in charge of the environment.

2. Missions of the BOPE

The Office is responsible for controlling, monitoring and ensuring the sustainable management of the environment in general, natural resources in particular in all national development programs (article 7 of the decree establishing the Office).
The missions assigned to the BOPE are presented in article 6 of the decree establishing, mission, organization and operation of the Office. In this decree, we note that the BOPE mainly has 10 missions, namely:

- Ensure compliance with the Water Code, the Forest Code, the Environment Code and other texts related to the protection of the environment;
- Set up and monitor mechanisms for international trade and exchange of flora and fauna species;
- Enforce environmental standards and propose all measures to protect and protect nature;
- Monitor and Assess development programs to ensure compliance with environmental standards in the planning and execution of all development projects, which may have a negative impact on the environment;

- Ensure the implementation of obligations arising from international environmental conventions and agreements to which Burundi is a party;
- Identify and propose new Areas to protect and other areas rich in biodiversity requiring special protection measures;
- Undertake and encourage research and support measures for the maintenance of biological diversity;
- Establish quality standards for forest species;
- Put in place mechanisms to mitigate and adapt to climate change;
- Prepare technical files for the National Environment Commission.

To properly carry out these missions, the Office has the following prerogatives:

- Ask anybody concerned to give a report on the state of the environment;
- Unexpectedly Visit any construction project site, industrial and commercial establishment as part of inspections of activities contributing to environmental degradation;
- Collaborate with other bodies and organizations from inside and outside the country;
- Receive aid, subsidies or donations;
- Award prizes and possible subsidies in order to facilitate research and capacity building in the area of integrated environmental protection management;
- Make pay the fines in accordance with the law to any lawbreaker of legislation in force as regards environment;
- Bring to justice any offender in environmental matters.

3. Structuring of the OPBE

The Office is built around an organization with two main structures: the Board of Directors and the General Management.

3.1.The BOPE Board of Directors

The OPBE is placed under the supervision of a Board of Directors which ensures the general administration of the Office within the framework of the policy defined by the Government. It is made up of seven administrators appointed by decree on a proposal from the Ministry of the Environment, for a renewable four-year term. The responsibilities of the Board of Directors are the following:

- Define the orientations of the Office's activity and take all the decisions necessary for the accomplishment of its missions;
- Approve after examination the accounts for the past financial year and vote the provisional budget for the following year;

- Adopt the internal regulations of the Board of Directors and the office;
- Approve the organization chart of the Office and the staff regulations;
- Fix the remuneration of the staff of the Office and the benefits of the auditors as well as the administrators, taking into account needs and resources;
- Make important investment, expenditure or revenue decisions within the limits of the relevant legal and regulatory provisions;
- Take all the initiatives necessary to carry out its missions;
- Adopt important contracts and projects which commit the Office;
- Ensure the execution of its decisions;

3.2.Executive management

The General Management of the Office is its executive body. It takes care of the day-to-day affairs assigned to it by the texts that create it, the strategic design of projects and programs, their implementation, monitoring and evaluation activities, etc. It includes three directions:

- The Directorate of Forests;
- The Directorate of Environment and Climate Change;
- The Administrative and Financial Department.

CHAPTER2: MONITORING AND ASSESSMENT IN THE PROJECT CYCLE: ELEMENTS OF CONCEPT AND GENERALITIES

A project or program is implemented with a well-defined philosophy: to intervene to take charge of a problem, satisfy a need or resolve an existing problem. Indeed, its implementation stems from a situation of dissatisfaction observed. The process is shown as follows.

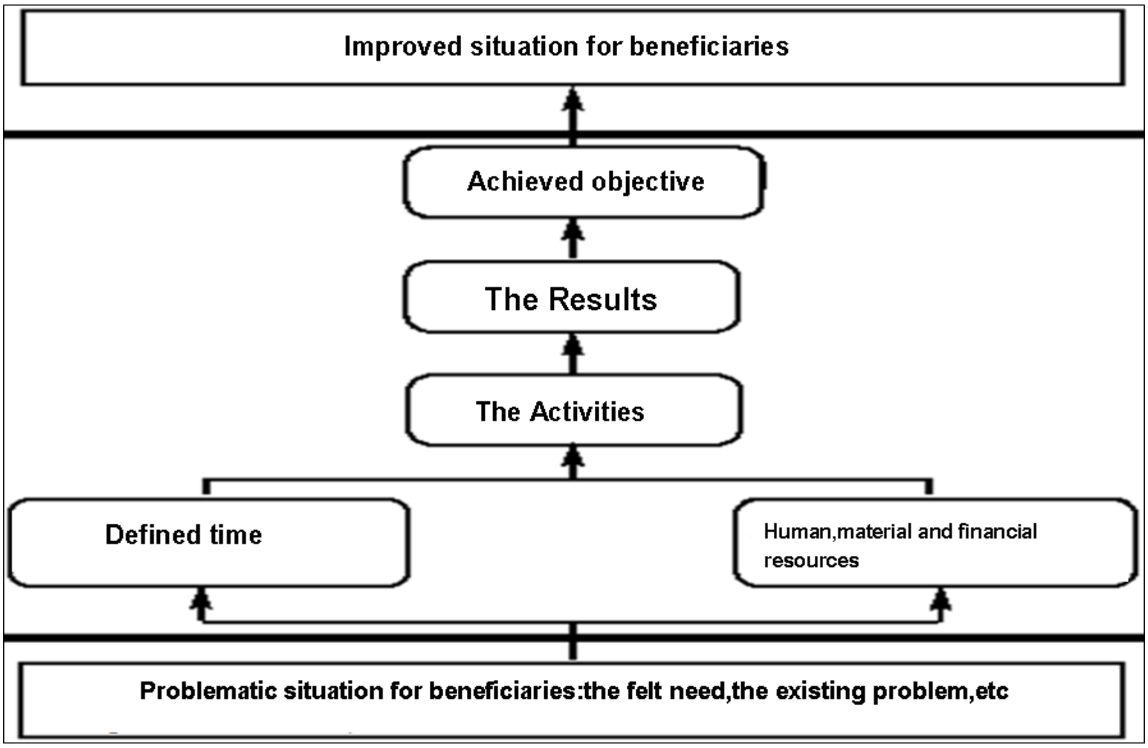

Figure 3: The intervention philosophy of a project or program

This process, which goes from characterizing this "initial situation badly experienced by the beneficiaries", to "an improved situation for the beneficiaries" is called the project cycle.

1. Reminder on the project cycle

By project cycle, we mean the logical path tracing the execution of a project or program from its conception to its closure, passing through its implementation. It is generally defined as a sequence, following a methodical, coherent and clear arrangement, of the phases or stages of execution of a project or program from the characterization of the problems to be solved or of the needs to be satisfied until their effective management. , in a logic of sustainability.

The project cycle is therefore made up of phases, each of which is subject to serious management requiring its own methodology. This makes the project cycle a continuous process during which each phase conditions the next phase. Satisfying the requirements of each phase guarantees efficiency in the conduct of a project or program.

The project cycle is shown below.

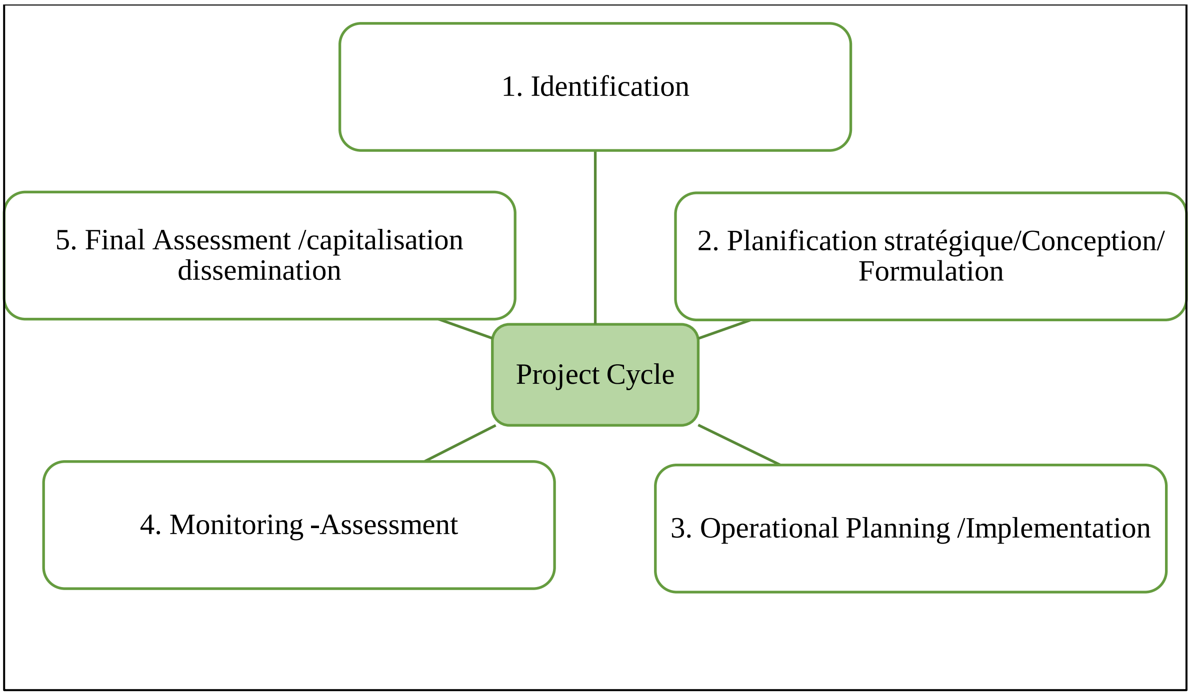

Figure 4: The Project Cycle

1.1.Identification step

The first phase of the project cycle corresponds to identification. It is in this phase that the problem or need underlying the intervention is identified, studied and characterized. To arrive at this characterization, an in-depth diagnosis of the reference situation is made, using several tools. This phase is therefore carried out in a collaborative spirit, with all the stakeholders interested in the problem or need to be taken care of through the project or program to be implemented.

The results of the identification phase make it possible to have a statement of the idea of the project or program to be implemented, and therefore to lay the foundations for the design or formulation of the project.

It is this phase that provides essential information to properly plan and plan the intervention through a project or program. This information is obtained with a situational analysis, an analysis of stakeholders and target groups, an analysis of problems or needs. The identification phase is shown as follows.

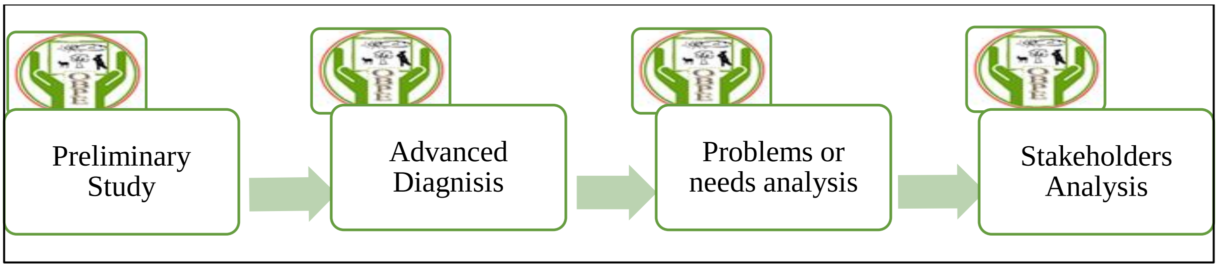

Figure 5: The Identification Process

1.2.Strategic Planning / Design / Formulation Stage

It is in this phase that the conception, the elaboration and the development of a strategy and a methodology for the implementation of a set of actions composing a project or a program, in the perspective to make a desired change, based on the results of a diagnosis and an in-depth analysis of the baseline situation. The formulation of the project or the program to be implemented (to take charge of the problem, or satisfy the felt need or solve the identified problem) is thus possible.

The strategic planning phase is thus this phase in which the intervention is designed, by defining the vision, the general objectives, the specific objectives, the expected results, on the basis of multidimensional questions about the present situation and the future wanted. Strategic planning analyzes the information obtained in the identification phase, develops and implements the strategy best suited to the situation. It is schematized as follows

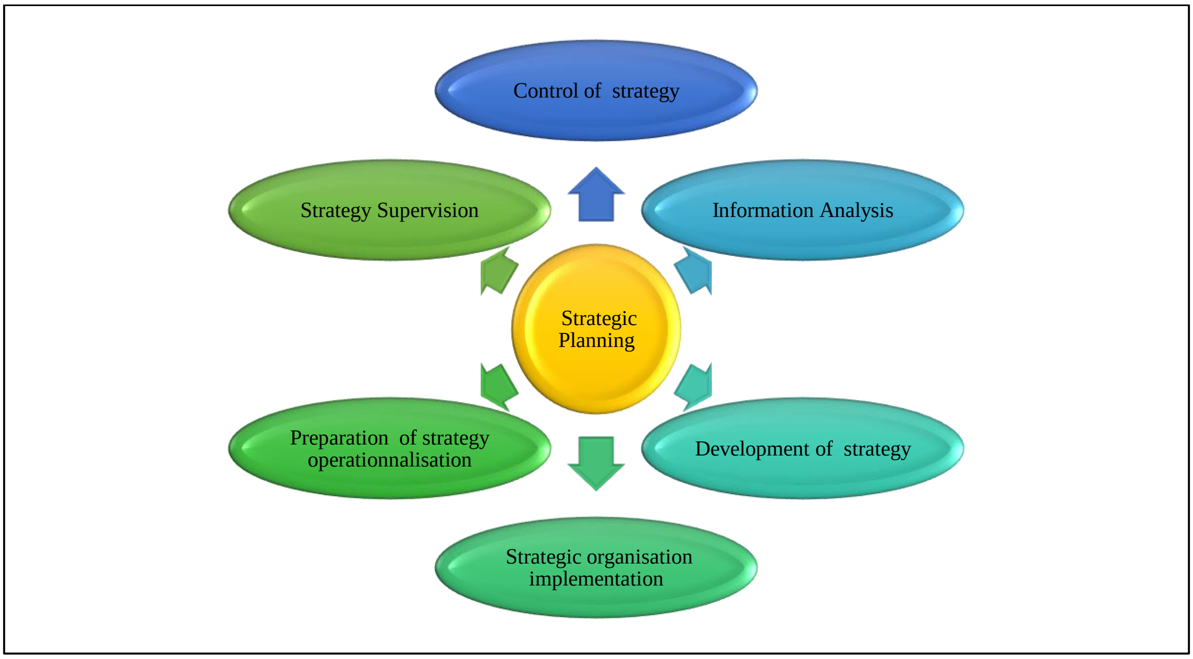

Figure 6: The Strategic Planning Process

1.3.Operational Planning / Execution / Implementation Stage

Operational planning is the art of planning a project to make it executable and controllable. It is the process by which, periodically (the operational plan can cover the duration of the project or be annually done), its priorities and objectives are translated into concrete and effective operational activities. It specifies the plans and priorities for the exercise, as well as the resources required to carry it out. It corresponds to the planning of the effective implementation of the project activities and therefore takes care of all that is necessary for the effective realization of the planning. More concretely, operational planning corresponds to the preparation of the action, based on specific objectives. It is specifically about the distribution of tasks, the definition of deadlines, means of implementation and measures of evaluation and control.

Doing operational planning for a project or program means answering the following questions:

- What are the activities to be implemented to achieve the specific objectives?
- When to implement these activities?
- With whom to implement these activities?
- Where to implement these activities?
- How will the progress of activities and the achievement of objectives be measured?
- What resources are needed?
- What activities will be carried out to achieve these results? Do these results really contribute to the objectives?

1.4.Monitoring and Assessment Stage

Monitoring and Assessment is a constant review of the project or program throughout its implementation, assessing the intermediate results on the basis of the objectives to be achieved, evaluation questions and indicators. It makes it possible to ensure that the project or program that is being executed is on the right trajectory for achieving the ultimate objective via the achievement of specific and general objectives. It allows, in case the project or the program deviates from the results line, to integrate, during the implementation, the necessary corrective actions.

Monitoring and Assessment is ensured by an institutional system which allows:

- To have a clear view on the conduct and steering of actions;
- To facilitate decision-making;
- To report on the execution of the results and the effects of the actions implemented,
- To see the degree of achievement of the objectives initially set;
- To capitalize and disseminate the results and effects.

1.5.Final evaluation / capitalization / dissemination stage

This is the last step in the project cycle. It reviews the implementation of the project or program, assesses the results obtained, measures whether or not the objectives have been achieved and makes recommendations. The OECD defines the final evaluation as a systematic and objective assessment, from start to finish, of a fully implemented project or program, which provides credible and useful information for integrating lessons from the experience of the project or program in the decision-making process of beneficiaries and donors.

The final evaluation makes it possible to decide in this way, after the implementation of a project or program, on the performances obtained, considering the effectiveness (the degree of achievement of the results), the efficiency (the resources used to achieve results), relevance (the resources used in relation to the objectives set).

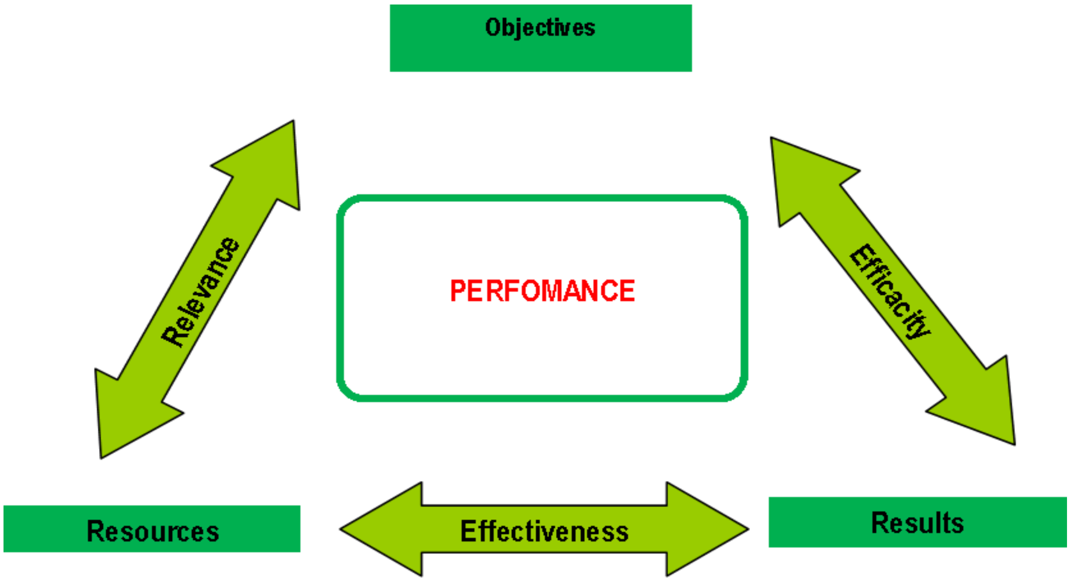

Figure 7: The Final evaluation

Capitalization / dissemination corresponds to the documentation of the experience of the project or program, and to its publication. It makes it possible to draw lessons and make information accessible, to create references for future projects and programs. It can also apply to one or more well-defined aspects of the project or program. This phase has the advantage of allowing the entire structure and all its agents to benefit from the experience of each project and program, both in the design and in the conduct, risk management, etc.

2. Detailed Monitoring and Assessment

Monitoring and Assessment is a technical concept, the materialization of which calls for a very specific approach or methodology. To identify as much as possible the components of this phase of the project cycle, the concepts generally used in the monitoring-assessment cycle and the essential monitoring-assessment tasks are first presented.

2.1.Concept elements of monitoring and evaluation

2.1.1. Monitoring

Monitoring is the first element of monitoring and assessment. It is defined as a continuous process of data and information collection, and analysis, for the continuous determination of the progress made towards the objectives.

In some manuals, monitoring is also called **"process evaluation"** or "formative evaluation". In practice, follow-up activities are carried out over the entire period of implementation of the activities of the project or program concerned.

In addition, monitoring can take several forms and purposes: monitoring of the resources to be used in the implementation of the project, monitoring of the overall organizational structure of the project or program, monitoring of achievements, monitoring of the overall environment or the context, etc. Each type of monitoring has a specific objective and a specific approach. In general, monitoring has three major major importance:

The first great importance corresponds to the fact that monitoring allows access to information on the conduct or piloting of the project. In fact, throughout the implementation of the project activities, monitoring makes it possible to know the situation and to predict whether or not the targeted objectives will be reached and thus consider taking the necessary measures. It also makes it possible to see if all the stakeholders are mobilized and take part in the activities, if the resources are used wisely, if the activities are held in good conditions, etc.

The second major importance is that monitoring helps ensure the principle of accountability. This principle refers to the responsibility to report to partners which rests with those responsible for implementing the project or program. From this point of view, monitoring allows the collection of information used for the preparation of project activity reports but also performance reports intended for partners (technical and financial partners, institutional partners, social partners, etc.).).

The third major importance corresponds to the fact that monitoring facilitates the capitalization of experience.

2.1.2. Evaluation

The evaluation completes the follow-up. This is also the assessment of the results of the monitoring. It is the evaluation that allows us to say whether or not the intermediate results are satisfactory, whether or not the objectives are achieved, etc. The evaluation examines the results chain, the processes, the causal relationships, to understand the achievements or the absence of achievements. It thus makes it possible to determine the effectiveness, the efficiency, the relevance, the sustainability of the interventions. The evaluation is multifaceted, according to the period in which it is conducted, according to the actors who conduct it, according to its purpose.

Thus, concerning the period, we note:

- The ex ante evaluation or preliminary evaluation, which takes place before any intervention, and which gives the reference situation, relative to the overall context.
- The mid-term evaluation which is carried out during the implementation of the project or program, and which makes it possible to judge whether the project or program is on the path of awaiting the desired final results.
- The final evaluation which takes place after the end of the project. It makes it possible to observe the short-term consequences of the interventions. The final evaluation makes it possible to measure the level of achievement of the objectives initially set, and to bring out, if necessary, the success factors, or, if not, the failure factors, and make the necessary recommendations.

Impact assessment: It is generally the last level of assessment that is carried out for a project or program. It is in some textbooks, assimilated to ex-post evaluation, which is defined in other textbooks as an evaluation intervening after the end of the program, clearly after the end of the action. Its objective is to analyze the impact on the beneficiaries and to measure the magnitude of this impact. In other words, it helps to establish the long-term changes caused by the implementation of a project or program.

According to the actors, there are:

- **Internal evaluation:** it is carried out by BOPE agents who are not members of the project or program management unit concerned;
- **External evaluation:** it is carried out by independent persons external to the BOPE;
- **Self-assessment:** it is carried out by the persons responsible for the implementation of the project concerned.

In special cases, the assessment may also be joint, that is to say carried out in concert between an independent service provider and the staff of the Office. It can also be participatory, that is to say carried out with all the stakeholders in the implementation of the project or program.

According to the purpose, we can distinguish:

- **Process evaluation:** it concerns the study of whether or not the processes are respected in the implementation of the project or program;
- **The evaluation of the results:** it relates only to the study of the achievement or not of the results. On the other hand, a distinction is made between technical and financial audit and socio-environmental assessments.
- **The technical-financial external audit:** this is a periodic investigative study, conducted by independent entities, which aims to give a reasoned opinion on the sincerity, regularity of the activities carried out and the financial accounts, but also on the consistency between the financial resources used and the achievements made in the implementation of projects or programs.
- **Socio-environmental impact assessment:** it allows to assess the level of consideration of environmental and social concerns and requirements in the implementation of projects and programs. This assessment makes it possible to see if the activities carried out have impacts on the environment and if necessary, measures to manage these impacts are taken. It also makes it possible to see if the social dimension is respected in the implementation of the activities.

2.1.3. Results Chain in Detail

The process arising from the implementation of a project or program and allowing to assess the critical path from the execution of the project towards the achievement of the ultimate objectives is called the results chain. This process makes it possible to see the standards of effectiveness and efficiency in the implementation of a project or program, ranging from the resources necessary for the implementation of activities, to the desired end results. The results chain thus shows the optimal path that leads to the achievement of the desired change. It is thus schematized.

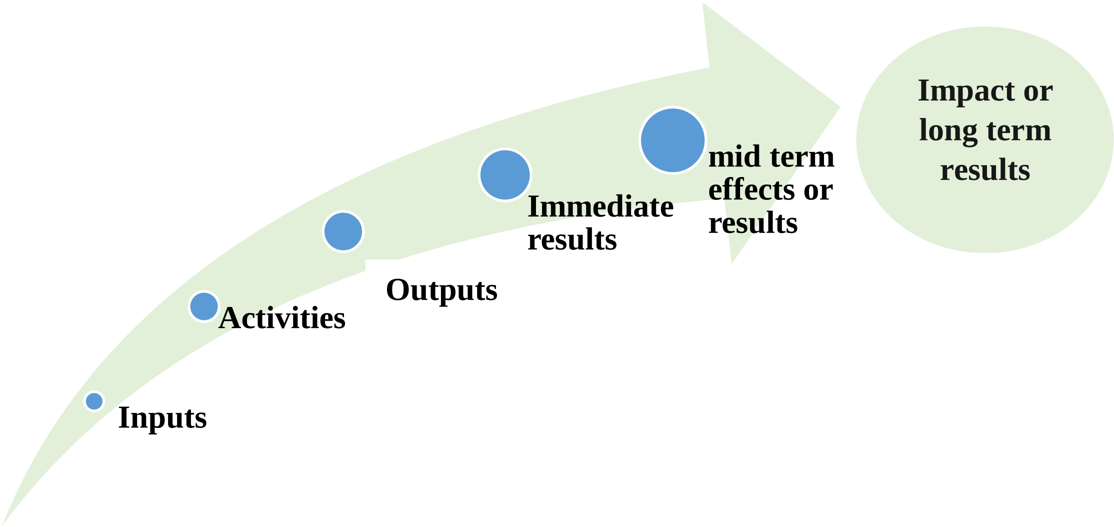

Figure 8: The Results Chain

Thus presented, the results chain traces the critical path towards the achievement of the general objective or the vision of the project or program. It is made up of inputs, activities, outputs, immediate results, medium-term results or effects and long-term results or impacts.

Inputs are the financial and non-financial resources used for the implementation of projects or programs. These resources are mainly the elements or raw materials that must be put in place, invested or used in order for the planned activities to be carried out. They include financial means, material means, human resources, etc. The general trend is to use financial resources as the main resource, since these cover the costs of consultants, staff, equipment, etc.

Activities identify the necessary and timely measures and interventions to achieve the desired situations or results. They include coordination, technical assistance and training missions organized and implemented by the personnel responsible for the project.

The outputs are the situations or results obtained through the implementation of an activity. They are therefore obtained immediately after the activities have been carried out.

Immediate outcomes are short-term outcomes attributable to the change in the outputs.

Effects are changes that occur in the medium term after the implementation of the activities. These are therefore visible results over a horizon generally between one and five years, depending on the type of project or program implemented. The effects thus show what has started to change or what has changed or what will change over the medium term, in terms of efficiency and performance, behavior change, etc., depending on what the project or program implemented research.

The impacts correspond to the ultimate goals, that is to say the achievement of the general objective sought through the implementation of the project or program. So this is the big change actually expected.

In other cases, outputs and immediate outcomes may be confused. In this case, it seems important to us to make a difference, considering that the results begin when positive changes begin to appear. The following example provides a better understanding of the situation.

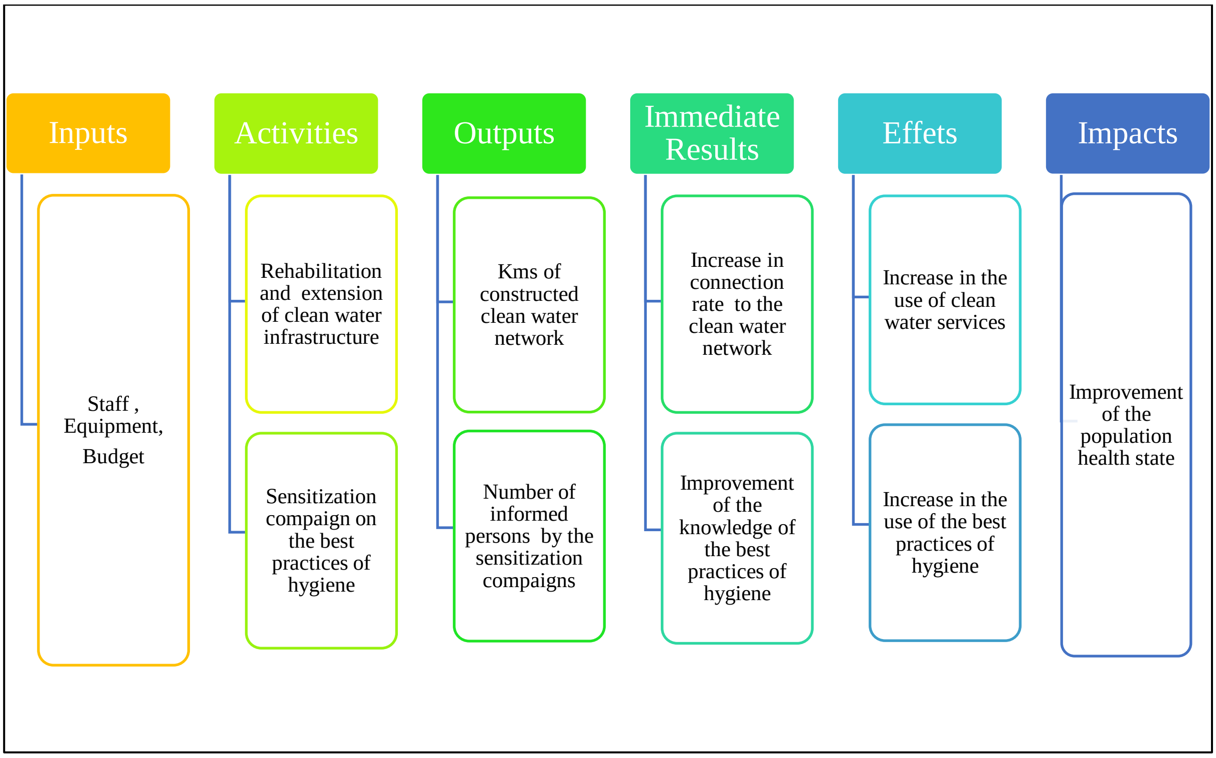

Figure 9: The example of a drinking water project result chain.

2.1.4. Indicator

An indicator is a tool making it possible to objectively assess the results, effects and impacts of a project or program. It is a variable intended to measure, totally or partially, the evolution of a state, a situation, an activity, a project or a program. It then makes it possible to decide whether or not the results have been achieved, by characterizing the evolution over time of a phenomenon.

In practice, an indicator makes it simple and easy to follow the evolution of a quantitative or qualitative quantity and the comparison of this quantity between two different periods or between two different places. There are several types of indicators:

- **Resource indicators:** they make it possible to monitor the resources or means used in activities to produce outputs in order to achieve effects or impacts. These are, for example, human resources indicators, financial or budgetary resources indicators, material resources indicators, input quality indicators, etc. Resource indicators are generally used to measure efficiency, i.e. the achievement of objectives with the use of a minimum of resources.

- **Activity indicators:** they allow monitoring the progress of the activities implemented. They make it possible to identify the progress made while waiting to know the results obtained. They can be of various natures. We can cite participation indicators, time indicators, etc.
- **Output indicators:** they allow to measure and assess what results from the implementation of the activities, that is to say the direct result of the activities. These are quantity indicators, coverage indicators, quality indicators, etc.
- **Result, performance or effect indicators:** these are indicators which aim to allow the assessment of the results or performances allowed by the outputs. They are generally followed in the short term and in the medium term.
- **Impact indicators:** they measure the ultimate results achieved, that is to say the positive or negative evolution over the long term of the ultimate quantities influenced by the activities of the project or program.

Indicators can be either quantitative or qualitative. They are quantitative when they are statistical measures that evaluate results in terms of number; percentage, ratio, rate, etc. They are qualitative when they reflect what people think, their opinions, their perceptions and their attitudes towards a situation or a subject. They can report changes in sensitivity, satisfaction, influence, awareness, understanding, behavior, quality, perception, dialogue or feeling of well-being.

2.2. Essential monitoring and evaluation tasks during the project cycle

Monitoring and evaluation is an essentially important phase in the project cycle. It is indeed this phase which makes it possible to assess the trajectory taken by the execution of the project or program, and to judge whether or not the desired results have been achieved, if the same pace is maintained. However, the essential tasks of monitoring and evaluation are carried out at all stages of the project cycle.

In the design and formulation phase of the project or program already, thought is given to the design of the monitoring-evaluation system which should frame the implementation of the project or program. In this phase of the project cycle, generally important tasks are carried out including in particular:

- Defining the architecture and organizational modalities of the monitoring-evaluation system or mechanism;
- Defining the attributions of agents and agents responsible for monitoring and evaluation;
- Defining the scope of the monitoring-evaluation system or mechanism;
- Defining the objectives of the evaluation mechanism or system;
- The definition of the main questions relating to performance
- Definition of indicators;
- Questioning the indicative budget for monitoring and evaluation;
- The development of the monitoring and evaluation plan.

CHAPTER 3: FRAMEWORK FOR IMPLEMENTING MONITORING AND ASSESSMENT WITHIN THE BOPE.

This chapter deals with the operational mechanism or system for carrying out monitoring and evaluation within the BOPE.

1. Overview of the Office's monitoring and assessment system

1.1 General organization and functions of the system

The structural organization of the BOPE includes a unit responsible for planning, monitoring and assessment and communication, reporting directly to General Management. This unit is at the center of the Office's monitoring and evaluation activities.

However, monitoring and evaluation of projects, actions and activities of the Office is carried out at several levels, depending on the specifics of the subject of monitoring and evaluation. It can be carried out by the branches in the provinces, by the Office's project and program management units, by the unit at central level, by the steering committees and concertation frameworks set up within the framework of the execution of certain projects and programs.

In all cases, the unit responsible for planning, monitoring and evaluation and communication assumes the role of centralizing the results of monitoring and evaluation from different actors.

Overall, the Office's monitoring and evaluation system is based on three levels of structures.
The first level is made up of operational bodies or structures devoted directly to monitoring and evaluation. This is generally the cell in charge of monitoring and evaluation itself, provincial branches, project and program management units and steering and monitoring committees. The purpose of monitoring and evaluation in this first level is to ensure that the project or program concerned is on a good trajectory.

The second level of monitoring is more strategic and involves General Management and the Board of Directors. It can also engage the other more strategic steering committee levels. The purpose of monitoring and evaluation in this level corresponds to the assessment of the results achieved and the sustainability of the interventions.
The third level of monitoring and evaluation is the most strategic level in which we find technical and financial partners, donors, the highest authorities (ministerial authorities, etc.).

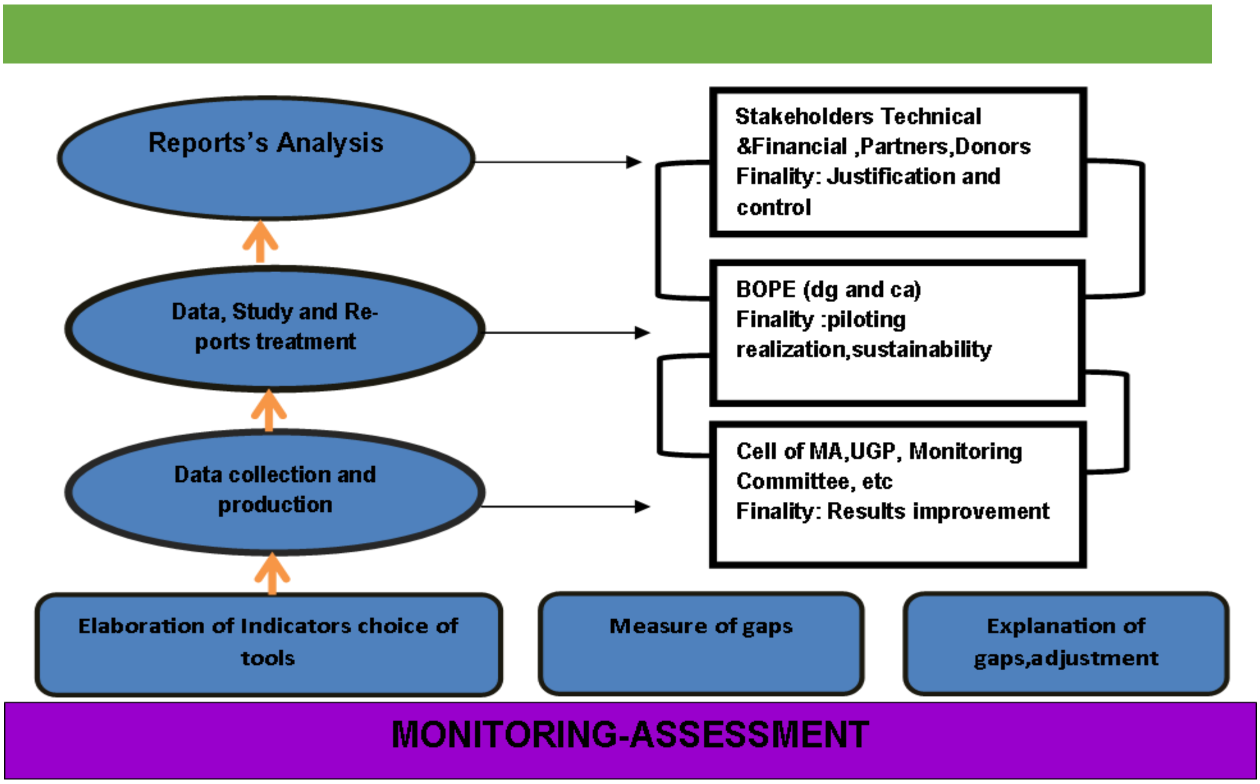

Figure 10: The organization of monitoring and assessment within the Office

This monitoring and assessment system has several functions, depending on the scale and specificity of the projects and programs implemented. These functions can be of different kinds, using different sources of information and different tools. We can thus distinguish:

- The activity planning follow-up function which generally follows the Annual Work and Budget Plans (AWPB) and the Procurement Plans (PPM);
- The performance monitoring function, which provides extensive periodic and real-time documentation of the project performance indicators;
- The budget monitoring function which follows the budget execution;
- The risk factor monitoring function which focuses on the development of risk factors;
- The quality factor monitoring function ; etc.

As presented in the Office's monitoring-evaluation organization plan, in addition to the Office staff mobilized in the implementation of projects and programs, other categories of actors also take part in the monitoring mechanism. -evaluation, according to the projects or programs concerned and their specificity. These actors participate through steering or monitoring committees (at different levels depending on the administrative organization of Burundi), set up for each project or program. As a reminder, the administrative organization of Burundi comprises three main levels: the Province, the Municipality and the Hill. The Province includes municipalities, the municipality includes hills.

Thus, depending on the project or program concerned, different levels of committees can be set up, from the national level to the local level, passing through the provincial level, the municipal level and the hill level.

This approach of the Office highlights its multi-actor approach and its participative and inclusive approach. The diagram of the different committee levels can be seen in the following figure.

Figure 1 : Levels of the Executives and Committee attending the monitoring and Assessment.

The national level is the first strategic level. The stakeholders at this level of committee are generally the ministerial authorities, the technical and financial partners, the beneficiaries' representatives and the OBPE. This committee ensuring the overall coordination of the project or program concerned, has a role of information and final validation of the action program, but also the annual results.

The provincial level is another strategic level, bringing together administrative authorities, technical services, technical and financial partners and representatives of beneficiaries. The provincial branches of the OBPE are also on this committee level.

The level of the commune is the monitoring scale which concerns the commune of intervention. At this level, it is a question of collecting data relating to the activities carried out by the actors, and which make it possible to inform the indicators (performance indicators and other indicators). It brings together local authorities, technical services, representatives of beneficiaries. The aggregation of the relevant data from the municipalities and the information of the indicators will be done there before their transmission at the provincial level.
The hill level gathers around the hill chief, the technical services, the communities through their representatives, and the BOPE through its agents or its project management unit.
Finally, the community level is the last level. It is the smallest scale, and it is implemented at the level of the intervention villages. This level includes the participation of resource people from the village or neighborhood (religious village chief, etc.), youth associations, women's associations, etc.
At all scales, the actors have very specific roles in the overall monitoring and evaluation system. The advisability of setting up such and such a committee depends on the project to be implemented. For certain projects, for example, the community committee has not been set up. In all cases, the establishment of committees is important because it contributes to the empowerment of the various actors and to a more effective monitoring and evaluation system.

1.2 Budgetary resources for monitoring and evaluation

The budgetary resources necessary for monitoring and evaluation figure prominently in the overall budget document for projects and programs. It is indeed during the strategic planning and budgetary framing stage that the BOPE provides for the allocation of financial resources necessary to ensure a good monitoring and evaluation policy. He does not charge the budget for monitoring and evaluation to administrative costs or management costs of the structure, this to avoid possible malfunctions.
In fact, the definition of budgetary resources allocated to monitoring and evaluation, since the development of projects and programs, highlights the importance of the monitoring-evaluation component within the Office, but also the reduction in budgetary risks for the evaluation, which generally takes place at the end of implementation.

The budgeting of monitoring and evaluation activities takes into account the different components of monitoring and evaluation. Certain routine monitoring and evaluation activities, such as monitoring, meeting and committee management, etc., are sometimes an integral part of the project / program and therefore find funding in the context of ordinary project activities. However, this does not apply to other activities such as external evaluations (mid-term evaluation and final evaluation). For these activities, the definition of the volumes of financial resources allocated does not follow a fixed formula but follows a generally accepted practice. The norm is to allocate between 3% and 10% of the project or program budget to these activities, which makes it possible to have the necessary resources for these activities even before the implementation of the activities begins.

1.3 General monitoring and Evaluation Practice

In practice, the monitoring and evaluation exercise within the Office follows a six-step process. :

- The first step corresponds to the definition of the objective and scope of the monitoring and evaluation;
- The second step corresponds to the definition of the results chain and the identification of objectively verifiable indicators and sources of verification of the information entering into the monitoring process;
- The third step is planning, organizing and collecting data;
- The fourth step corresponds to the processing and analysis of the data collected to really assess the project or program;
- The fifth step corresponds to the reflection on the necessary measures to take, taking into account the results from the processing and analysis of the data;
- The sixth step corresponds to the preparation and dissemination to interested parties, of reports documenting the monitoring-evaluation process.

The process is shown below.

Figure 12: The general monitoring and evaluation process

1.3.1 Definition of the scope

In defining the objective and the scope, the quality approach is ensured by bringing the general and specific objectives of the project or program into line with the objectives of the monitoring and evaluation system. Likewise, the scope of the monitoring and evaluation system covers all of the themes involved in the implementation of the project or program concerned.

1.3.2 Definition of objectively verifiable indicators

The definition of good objectively verifiable indicators is an integral component of the BOPE quality approach. The indicators facilitate the management of results-oriented management. They make monitoring and evaluation possible and more precise, making it possible to eliminate arbitrariness in judgment as well as unnecessary narration as much as possible. The identification of indicators therefore allows the inclusion of a project or program on a guideline relating to the results to be achieved.

For the BOPE, an indicator is retained if it is SMART, that is to say Specific, Measurable, Acceptable, Realistic and Temporary, and if it obeys a certain number of criteria.

An indicator is specific when it only corresponds to a single idea and therefore only allows a specific objective to be assessed. It is measurable if it can be encrypted to allow monitoring and evaluation. It is acceptable if he is ambitious, but not too ambitious. It is finally realistic and the achievement of the target is time-bound.

The criteria governing the choice of indicators are as follows:

- **Criterion of adequacy and relevance:** it is important to ensure, in a participatory drive, the relevance of the indicator to be chosen as well as its adequacy with the realities of the context;
- **Data availability criteria:** it is important to ensure that the data is available and accessible. Indeed, without this data, it is impossible to build the indicator;
- **Reliability and verification criteria:** the indicator must be reliable and objectively verifiable, that is to say that it must be sincere and exact and the source of verification must be accessible. The notion of “objectively verifiable” leaves no room for manipulation tending to manipulate the results of monitoring and evaluation. This thus makes it possible to give credibility to the results obtained in the evaluation of the performance of the project or program concerned;

- **Criterion of impartiality:** it is important to operate neutrally in the definition of indicators. It is after collecting the data that the data relating to the indicator can be interpreted or evaluated.

  For example, instead of formulating the indicator as "reduction of greenhouse gas emissions", formulate it as "level of greenhouse gas emissions";
- **Criterion of adequacy compared to the objectives and the results of the project:** It is important to make sure that the indicator makes it possible effectively to judge the achievement of the results or the objectives of the project.

A target indicator corresponds to the result actually expected or sought. It is the point or degree of accomplishment that the intervention actually seeks to achieve in the period considered, considering the starting point.

The formulation of indicators and targets follows a conventional method which helps to build reliable indicators and targets.

Table 1 : Formulation of indicators and Targeted indicators

Indicator	Rule	Variable Word	+	Specific Objective
	Example	Number of Persons	+	Training Beneficiary
Target-Indicator	Rule	Expected Results	+	Specific Objective
	Example	At least 125 Persons	+	Training Beneficiary

1.3.3 Data collection and processing

The calculation and assessment of the indicators is done on the basis of the data collected. In the data collection process, the BOPE is particularly concerned with the quality of the data collected. This is why data collection is, for each activity of each project or program, carried out with caution and objectivity, periodically. The data collected allow the coordination of the project, to be able to assess the progress of activities, but also of the project or program more generally. Data collection is thus a central factor from the point of view of the role it plays. Indeed, it is necessary to collect data for:

- Fully understand the problems that the project or program seeks to solve;
- Set the objectives for the project or program and its various components;
- Define the intervention strategy and choose the actions;
- Clearly define the objectively verifiable indicators;

- Ensure effective implementation of the project or program;
- Monitor and evaluate the project or program well.

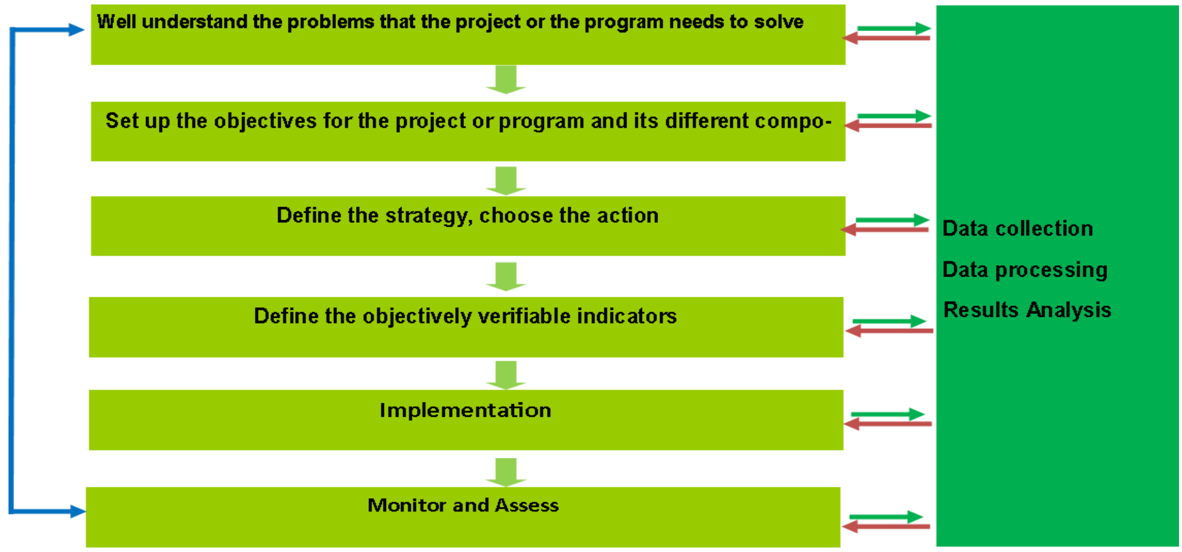

Figure 13: Data collection

In practical terms, for each project and each category of data sought, the BOPE can develop an adapted framework used to collect the data.

Before any collection, the definition of the nature of the data to be collected is made. It actually constitutes the prerequisite for any collection. For certain projects for which collection requires a large-scale approach, a communication campaign and the involvement of stakeholders, prior to any activity, is indicated for effective collection management.

The processing and analysis of the data follows the collection stage. The data and information collected by the key structures for implementing the activities are centralized by the monitoring-evaluation manager for each project or program. This manager thus has the task of consolidating the data and processing it to produce dashboards and reports from the database thus constituted, which will provide a clear view of the progress of process, on the characteristics and on the operating levels of the main achievements, but also to make proposals for measures, to consolidate the project or program on the performance trajectory, or suggest corrective measures, in case the project deviates of the results trajectory. The reports thus synthesize the whole process.

The table below presents the general framework for assessing the quality of the data necessary for monitoring and evaluation.

Table 2: Data quality assessment framework

<table>
<tr><th colspan="2">Data management: Part of the collection and processing and dissemination process</th><th>Quality Criteria</th><th>Verification</th></tr>
<tr><td>Source</td><td>Identify the source of data collection</td><td rowspan="6">Adequacy
Relevance
Availability
Reliability
Impartiality
Adequacy</td><td rowspan="6">Power
To be able to check all the data produced</td></tr>
<tr><td>Collection</td><td>Make a good data collection</td></tr>
<tr><td>Compilation</td><td>Compile data without loss</td></tr>
<tr><td>Analysis</td><td>Process and analyze perfectly</td></tr>
<tr><td>Reporting</td><td>Make a good report</td></tr>
<tr><td>Use</td><td>Broadcast for taking measurements</td></tr>
</table>

1.3.4 Measurement and reporting

To take the measures follows the data collection and processing. The results of the analysis which follows the processing of the data lead to the proposal of a course of action.

For example, in the case of monitoring an activity, the proposed actions arising from the analysis may revolve around corrective measures if the results obtained are not satisfactory. It can also revolve around confirmation measures if the results are appreciable.

Reporting is the recording in reports of the results of monitoring and evaluation. The reports are intended for decision-makers, technical and financial partners, stakeholders, etc.

The application of the report proposals is the responsibility of the BOPE managers responsible for the implementation of the project or program, or belonging to the upper hierarchy of the structure.

The general monitoring and evaluation practice is thus presented. The following section presents the follow-up in the project cycle within the Office.

2 Monitoring in the project cycle within the BOPE

Within the BOPE, monitoring is very important. It is carried out according to a multidimensional and multi-actor approach, over the entire period of execution of the activities. It concerns the planning of activities, the resources mobilized, the performances achieved, the organizational structure, etc.

2.1 Planning follow-up

It is an important component of the BOPE monitoring and evaluation system. The planning of activities consists in planning the accomplishment of tasks within the framework of the implementation of projects and programs. This planning is often annual for projects and programs and is done through the establishment of an Annual Work Plan and Budget (AWPB). We also note the monitoring of the Procurement Plans (PPM). For each follow-up, there is an attendant responsible.

2.1.1 Follow-up of execution or follow-up of activities

This is the monitoring of the implementation of the activities contained in the AWPB. In the programming, in fact, the activities are programmed following a logical sequence and taking into consideration the stakeholders, the implementation period and the implementation space. This tracking has different functions as shown in the following graph.

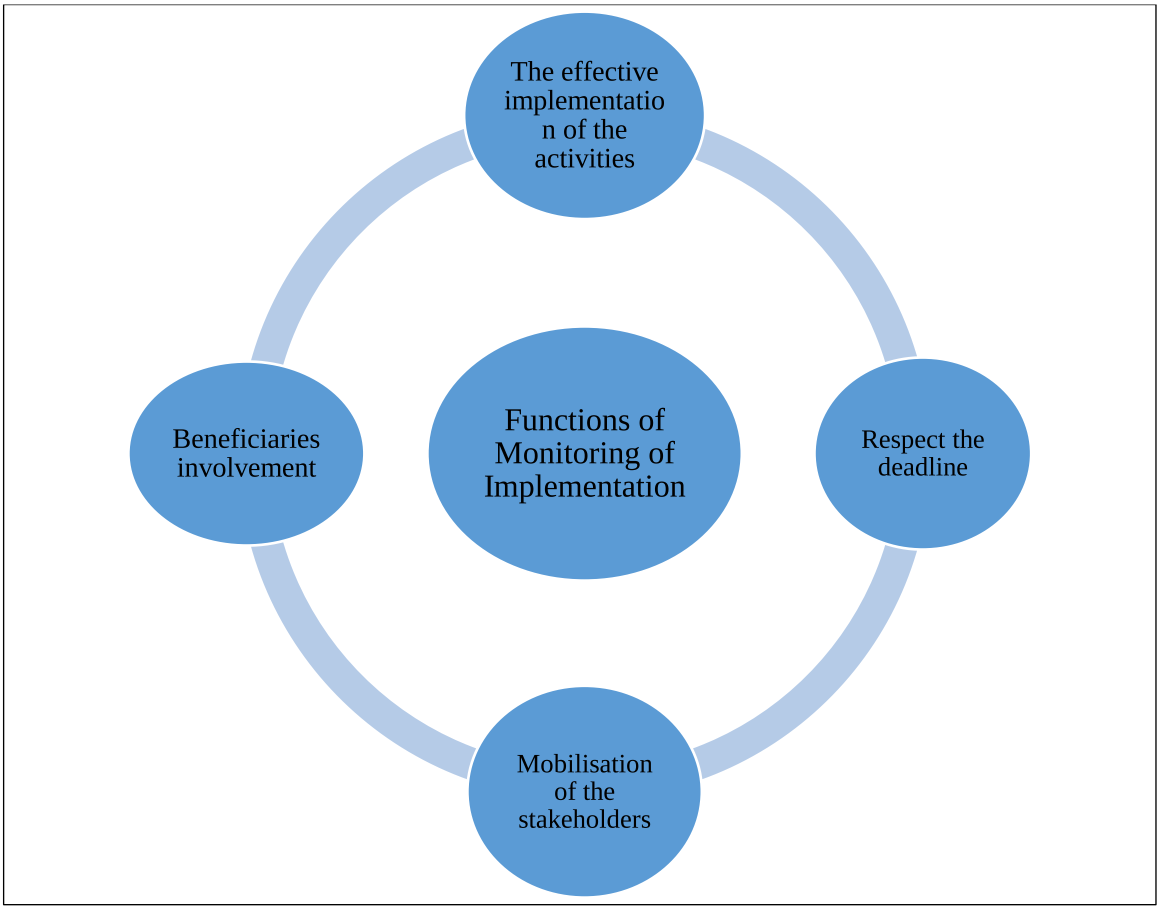

Figure 14: The functions of execution monitoring

The functions of this monitoring are mainly of four types.

- **Effective implementation of activities:** the execution monitoring allows the BOPE to ensure that all the activities programmed in the AWPB are implemented.
- **Respect of deadlines:** the follow-up of execution allows the BOPE to ensure that the activities programmed in the AWPB are implemented on time and on schedule.
- **Stakeholder mobilization:** execution monitoring allows the BOPE to ensure that the programmed activities are implemented with the stakeholders.
- **Involvement of beneficiaries:** the monitoring of implementation allows the BOPE to ensure that the beneficiaries are mobilized optimally during the implementation of activities.

Different tools can be used in monitoring activities. The most used tool is the activity tracking sheet. It allows, as its name suggests, to monitor the implementation of activities, to give relevant information on the conditions of implementation and to make the necessary recommendations for a better implementation of activities.

Table 3: Activity monitoring sheet

Planned Activities	Activity Indicator	Planned Data	Date of completion	Implementation	Comments

In addition, activity monitoring missions are organized periodically in the field to verify data and carry out activities. These missions are carried out by the structures in charge of implementing the activities. Similarly, field monitoring missions can be organized for the steering committees set up at different levels.

2.1.2. Monitoring of the Procurement Plan (PPM)

Each year, on the basis of the validated AWPB, the activities subject to procurement are put into a Procurement Plan in accordance with the regulations in force. The procurement plan is drawn up by the project procurement manager and then submitted for validation by the steering committee and the National Directorate of Public Contract Control (DNCMP). The PPM is then sent to the Technical and Financial Partners (PTF) for the no objection notice.

The annual PPM is monitored by the Procurement manager for the project or program concerned. He periodically establishes the situation of the execution of the project or program contracts. The DNCMP also monitors the PPM to ensure the regularity of the Office's procurement actions.

The updating of the overall procurement plan by the person in charge of the project or program concerned is done according to the procedure described in the Office's manual of administrative and financial procedures.

2.2 Resource tracking

The implementation of project and program activities requires various types of resources to achieve results. From an efficiency perspective, effective management of these resources is guaranteed performance in overall management. This is why tracking resources is important. It mainly concerns human resources, budgetary or financial resources, material resources.

2.2.1 Human resources monitoring

The competence, qualification and motivation of agents, the mobilization and commitment of partners are decisive quality factors. This is why monitoring human resources makes sense in the monitoring and evaluation system put in place. These are the working resources. They are made up of all those who have a role to play in the implementation of projects and programs. It is particularly:

- Agents responsible for implementing project or program activities;
- Communities involved in the implementation of activities;
- Members of committees or consultation frameworks set up at different levels;
- Technical services involved in the activities.

The general objective of human resources monitoring is to optimize the qualification, assignment and mobilization of people engaged in the implementation of project activities. It integrates the monitoring of the general working climate and has various functions, including assistance in the decision to assign tasks or activities, assistance in the development of a training and capacity building plan, mobilization of partners involved in the activities, ensuring the correspondence between the available human resources and the requirements of the activities and more generally of the project or program, the continuous adaptation of the need and the available human resources, etc.

2.2.2 Financial resources monitoring

Monitoring financial resources makes it possible to assess and monitor the consumption of resources, but also to ensure that the activities to be implemented comply with the allocated budget. It allows to warn and inform about possible budget overruns. It is different from the accounting and financial management of the project which is much more global, including the accounting (accounts) and operational (activities) aspects.

Very closely linked to the budget framework of the project or program, financial monitoring can include different components including monitoring of expenses necessary for the implementation of activities, monitoring of personnel costs, monitoring of payment of providers, monitoring of the budget purchasing consumables, monitoring mission costs, etc. The monitoring of financial resources or of the budget makes it possible to see very regularly and very closely the evolution of expenditure, by forecasting but also collecting data relating to the expenditure to be made or already made, to provide managers and interested stakeholders, elements on the situation of use of the funds allocated to the different activities of the project. It also makes it possible to assess changes in actual cumulative expenditure or at actual cost during the project implementation period, to determine and estimate whenever necessary, any budgetary differences between the forecast and the production..

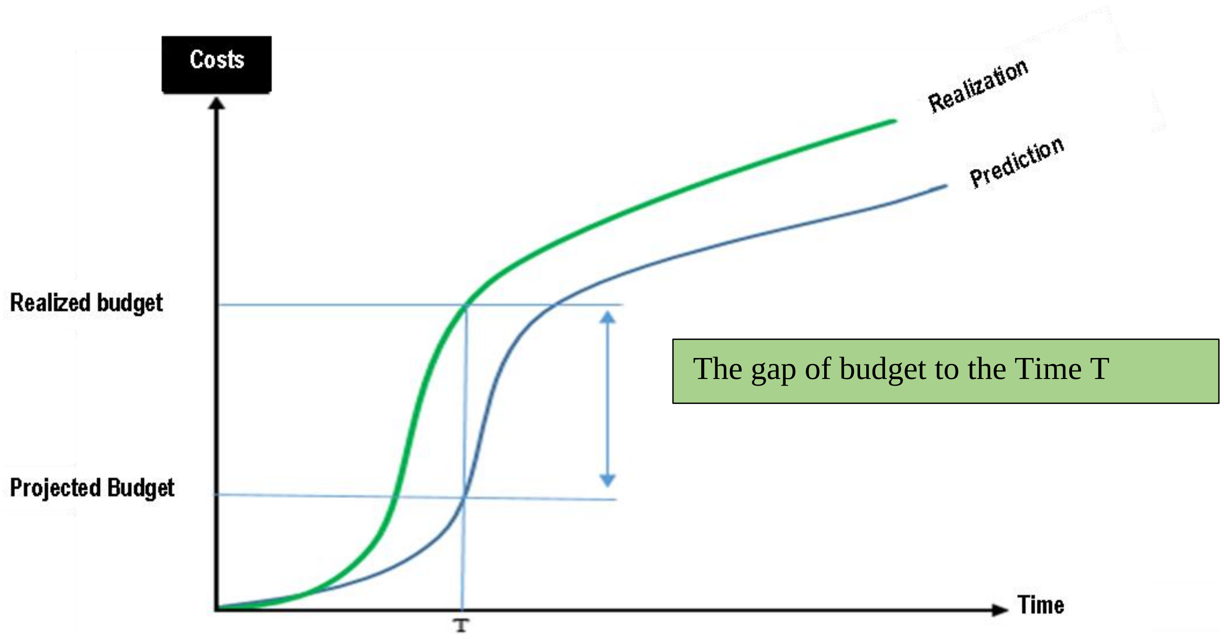

Figure 15: The example of variance in budget execution

2.2.3 Material resources

The execution of project and program activities also requires the mobilization of material resources of various kinds. These are all the material and tangible goods and equipment recorded in the inventory and used to carry out the activities. Material resources mainly include:

- IT hardware equipment;
- Consumable goods and supplies;
- Rolling stock;
- Office furniture; etc.

This monitoring, different from material accounting (which is much more global), makes it possible to assess the evolution of material resources, to ensure the judicious use of these resources and to respond to any new needs. It also makes it possible to manage the risks which relate to possible unavailability of equipment.

2.3 Performance monitoring

This is the monitoring of the results arising from the implementation of project or program activities, depending on the progress. This monitoring makes it possible to periodically see whether or not the activities carried out have made it possible to achieve the expected results.

In the event that the activities have not reached the objectives previously set, this monitoring makes it possible to alert and make recommendations on the corrective measures necessary to take.

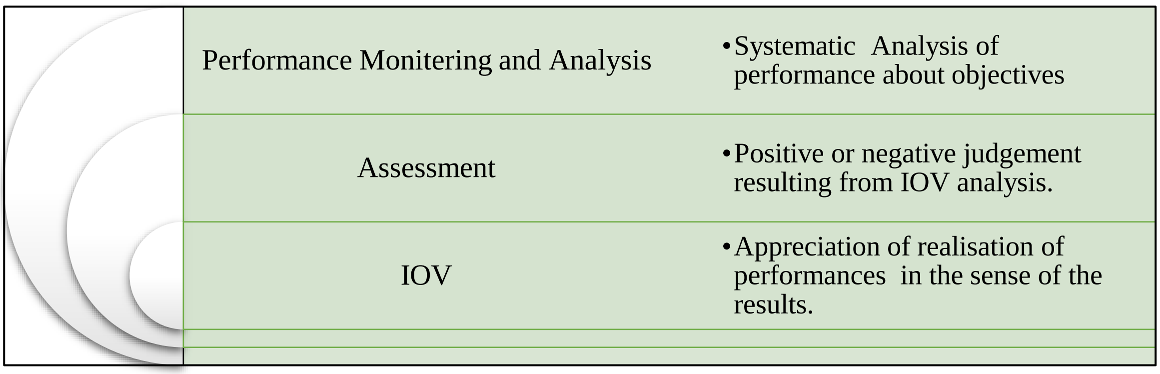

Figure 16: The performance monitoring framework

Performance monitoring thus periodically parallels the activities and the results they have produced, the specific objectives and the concrete results expected. It allows the Office to ensure that throughout the implementation of projects or programs, performance is achieved.

Performance measurement is based on the objectively verifiable indicators adopted. Thus, this monitoring makes it possible to see if and at what level each activity carried out achieves the specific objective that it pursues. It therefore highlights the performances obtained after each activity.

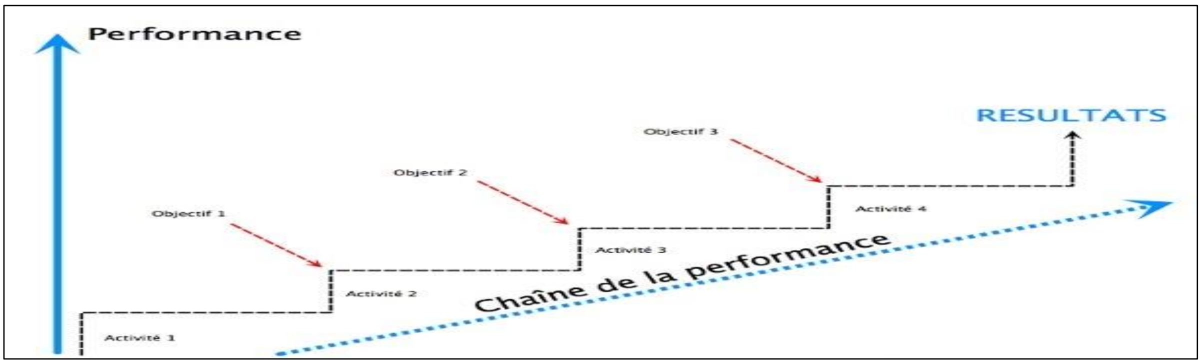

Figure 17: Performance monitoring

2.4 Other dimensions of monitoring

In addition, the system also includes technical and financial monitoring, monitoring of the organizational structure of the project or program, monitoring of the context, etc.

Technical and financial monitoring corresponds to the paralleling of the activities implemented and the necessary financial resources. It requires the harmonization of actions between technical services and financial services. It is an approach that facilitates the comparative analysis of financial and technical achievements.

The monitoring of the organizational structure corresponds to the monitoring of the overall organization of the project or program. It provides information on the holding of periodic coordination meetings, the holding of steering committee meetings, etc. It also makes it possible to make, if necessary, readjustments or reorganizations.

Context monitoring is the monitoring of the overall environment in which the project or program is implemented. It allows you to see the evolution of the internal environment and the external environment in which the project or program is implemented to detect its strengths, weaknesses, opportunities or possible threats and take the necessary measures.

3 Evaluation in the project cycle within the BOPE

The evaluation, within the BOPE, is to be considered from different angles, from the point of view of the object, from the point of view of the perimeter, from the point of view of temporality and from the point of view of the author.

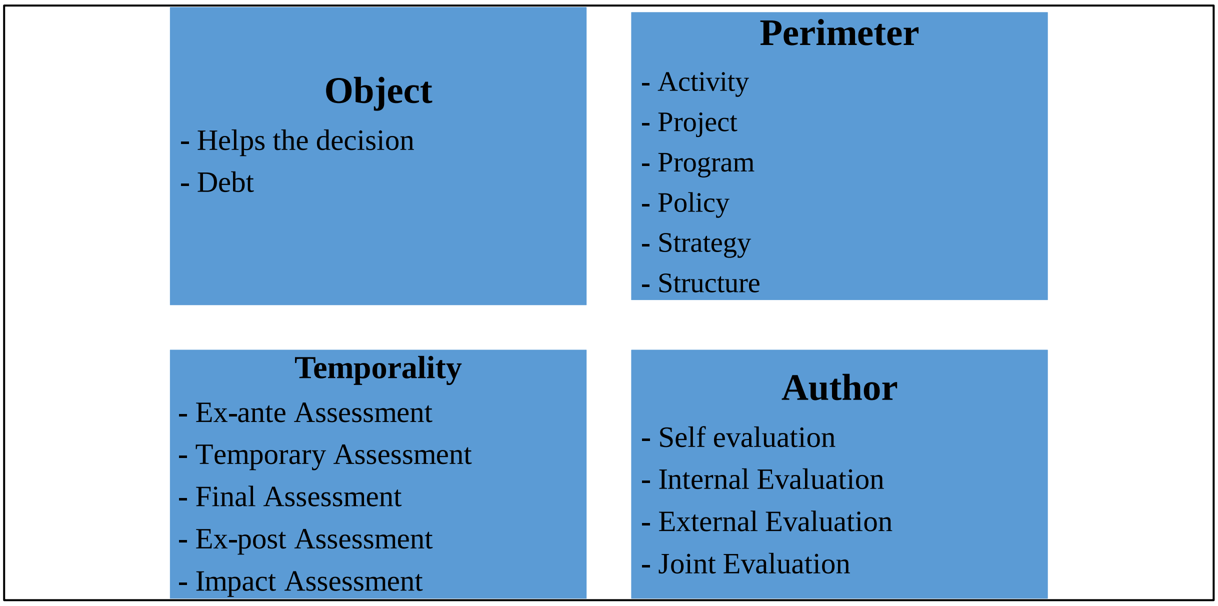

Figure 18: The components of the evaluation

3.1 Object evaluation

According to the object, the evaluation, for the BOPE, is primarily a decision-making aid. Depending on its results, the BOPE adopts measures to strengthen management, monitoring and execution if the results are positive, or it takes corrective measures if the results are not good.

The evaluation has for the BOPE a formative virtue because being oriented towards learning, and a summative virtue because allowing to assess the achievement of objectives. Thus, it allows the BOPE to assume its responsibility for accountability.

3.2 Perimeter evaluation

Depending on the scope, the evaluation for the BOPE may relate to the activities of a project or program, a strategy, an organizational structure, etc.

For example, the evaluation concerning an awareness-raising activity on sustainable development could see the number of beneficiaries reached, the penetration rate of the messages conveyed, the level of knowledge acquired by the beneficiaries, etc.

Human resources assessment is also an integral part of the assessment scope. Periodically, the BOPE endeavors to assess its personnel, to ensure efficiency in the execution of its activities.

3.3 Assessment according to temporality

3.3.1 Ex ante evaluation

The ex ante evaluation corresponds to the analysis of the context before any intervention. It provides a reference framework allowing, at the end of the intervention, to be able to measure the performance to be attributed to the project or program implemented. In this respect, it constitutes an essential support for steering and subsequent evaluations.

With a view to the effective implementation of projects and programs for the satisfaction of beneficiaries, the ex ante evaluation gives guarantees of success as it contributes to the development of relevant intervention proposals, arising from an accurate knowledge of the situation and problems to be resolved or needs to be met. The purpose of the ex ante evaluation is to collect all the important information on the baseline situation in order to carry out analyzes enabling clear perspectives for intervention to be identified. It therefore prepares the ex post evaluation, the reliability of which largely depends on the quality of the preparation of the initial intervention.

Very linked to the identification stage of the project cycle, ex ante evaluation also makes it possible to greatly improve the strategic and operational planning of a project or program in the sense that it provides the elements for a quality-centered approach. (Consideration of all quality factors for optimal success of execution), relevance (assurance that all the proposed activities are relevant to the solution of problems or the satisfaction of needs) and comprehensiveness (the solutions proposed cover all the problems) in the formulation of the overall strategy and in the programming.

The ex ante evaluation can be internal (carried out by BOPE agents) or external (carried out by independent service providers). But it is always participatory (that is to say, always involves the beneficiary communities). However, in most cases it is internal and takes place at the time of the first stage of the project cycle.

Ex ante evaluation uses a lot of tools like problem tree, SWOT analysis, transect, flow diagram, etc. It provides the following information:

- What will concretely change, compared to the baseline situation, after implementation of the project;
- What must be done as actions to achieve this desired change;
- What will actually make the change feel;
- The criteria for assessing this desired change;
- What will be the added value of the project or program to be implemented;
- The expected level of performance indicators after the implementation of the results; etc.

3.3.2 Mid-term evaluation

The general objective of the mid-term evaluation is to study the intermediate results obtained and, if necessary, review and assess the overall intervention strategy, relative to the performance and impact objective of the project or program being implemented. In other words, it seeks to determine whether the project or program being implemented will be able to achieve the expected results, and, if not, what actions should be taken to correct the existing problems. Thus, specifically, it allows:

- To identify the beginnings of success or failure in the implementation of the project or program;
- Evaluate all the progress and performance made possible by the implementation at the time of the evaluation;
- To see if there have been intentional and unintentional changes;
- Collect the perceptions of the communities on the project or program;
- To raise and measure the failure to achieve the intermediate results, if necessary;
- Measure the behavior of the evaluation criteria used (relevance, effectiveness, efficiency, consistency, appropriation, sustainability);
- If necessary, readjust the intervention strategy with better consideration of quality factors;
- If necessary, reframe the implementation;
- To assess the degree of satisfaction of the beneficiary communities and of all project stakeholders according to the results achieved at mid-term;
- To identify the problems and concerns which are related to the project or program and which have been highlighted by the stakeholders;

- Provide information on compliance with the specifications in the project document and the financing agreement with the technical and financial partners; etc.

This assessment can be internal or external. It is often external, however, for better objectivity in the characterization of the intervention. In all cases, the methodology is cooperative, participatory and iterative. Communities are at the center of the mid-term evaluation process.

The activities of this assessment may include:

- large-scale quantitative surveys;
- Small-scale surveys making it possible to assess hypotheses, assess perceptions, cross-check, etc .;
- Unstructured or semi-structured interviews;
- The collection of secondary data; etc.

3.3.3 Final evaluation

The OECD defines the final evaluation as a systematic and objective assessment, from start to finish, of a fully implemented project or program, which provides credible and useful information for integrating lessons from experience in the decision-making process of beneficiaries and donors. It is thus the stage that closes the project cycle. Interested in the short term, it has two major objectives overall:

- Measure the level of achievement of the objectives initially set;
- Highlight the success factors, if not, or the failure factors, and make recommendations.

The final evaluation can be done internally, but it can also be outsourced. In all cases, it is participatory, with the involvement of all stakeholders involved in the implementation of the project or program, and it is carried out on the basis of a certain number of criteria and taking into account a certain number of principles.

The final evaluation is based on compliance with a number of guiding principles, including the following:

- **The principle of participation of the beneficiary communities:** who wants the beneficiaries of projects and programs to play an active role in the evaluation, especially of the effectiveness, of the project or program.
- **The principle of stakeholder contribution:** which means that all the actors, stakeholders (administrative authorities, institutional authorities, territorial or local authorities, technical

services, etc.) are consulted in the evaluation. This is important, especially to assess the process and the framework for implementing the project or program.

- **The principle of sincerity:** who wants the evaluation to be conducted in all sincerity, without bias. The evaluation must therefore bring out the concrete results of the project or program implemented.

3.3.4 Ex post evaluation or impact evaluation

This is the last level of evaluation relative to the conduct of projects or programs. An impact corresponds to a lasting change following the implementation of a project or program. It is measured in the long term, well after the implementation of the project or program. This is why it is very difficult to measure it. Many elements external to the project or program can indeed contribute to the expected ultimate change. Impact assessment is used to quantify the part of the observed change that can be attributed to the project or program being evaluated. It thus attempts to make the causal link between the project or program and a change in the lives of the beneficiaries concerned, and to explain the presence or absence of effect. This is where it differs from the simple project or program evaluation which generally analyzes the short and medium term results and performances of the interventions.

Impact assessment is often carried out by independent service providers, well after the implementation of the project or program concerned, using a participatory, cooperative and iterative approach. The service provider proposes a methodology based on clear evaluation criteria.

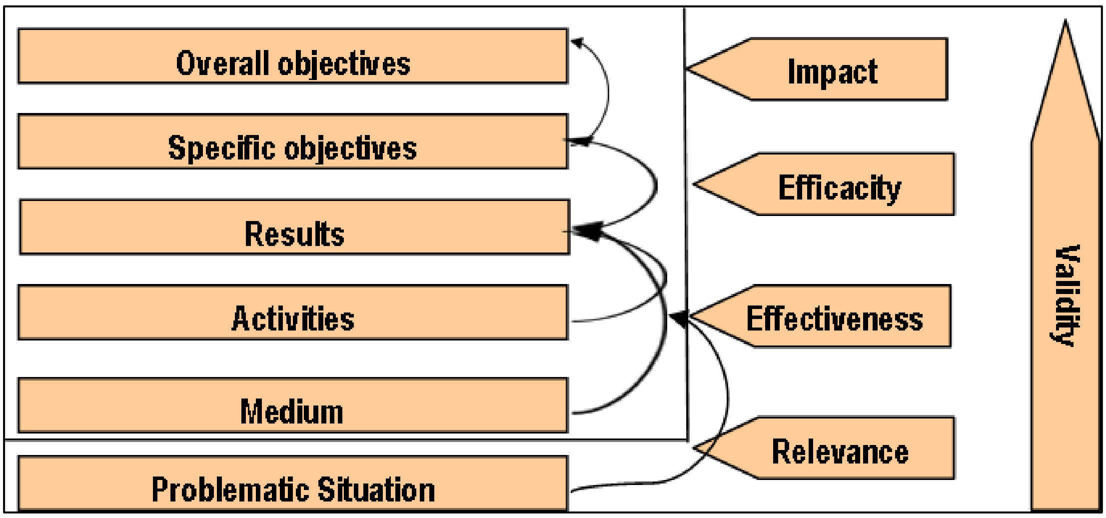

Figure 19: Impact assessment and its criteria

The main criteria for this evaluation are listed below.

- **The criterion of relevance:** it is a question of asking whether the project or program implemented is relevant in relation to the problem that required its implementation, to the national development policy, to the development priorities of the communities, etc.
- **The efficiency criterion:** this involves asking the following questions: was there a judicious and optimal use of financial, technical and human resources for the achievement of results? What are the management factors that contributed to or reduced the efficiency of the implementation of the project or program? What obstacles have hindered the effective mobilization of financial resources? Was the use of resources fair?
- **The effectiveness criterion:** this involves asking the following questions: what are the main achievements of the project or program? What are the main lessons to be learned from the experience of the project or program? What is the noted level of achievement? To what extent have the results contributed to protecting the environment and reducing gender inequalities? What are the main constraints that the project faced and which hindered the achievement of certain results.
- **The impact criterion:** this involves asking the following questions: what is the ultimate objective of the project? Are the impacts of the project or program significant? Is the ultimate load sought through the implementation of the project obtained? Etc.

In addition, other criteria are also considered as coherence, appropriation and sustainability.

For the consistency criterion, the following questions need to be asked: to what extent are the means mobilized by the project or program adequate to its objectives and what is the degree of adequacy of the objectives to the actions of the project or program as well as prioritization between these actions?

For the appropriation criterion, the following questions need to be asked: what is the level of leadership and ownership of the project or program by the beneficiary communities? What is the level of ownership of the project by the administrative and political authorities? Etc.

For the sustainability criterion, the following questions need to be asked: to what extent and in what way are the capacities of the beneficiary communities strengthened to ensure the sustainability of the achievements of the project or program?

Overall therefore, the impact evaluation criteria focus mainly on the lasting changes that have occurred or the absence of change and less on the activities implemented in the conduct of the project or program.

CHAPTER 4: INFORMATION MANAGEMENT

This chapter deals with the management of information produced mainly by the results of monitoring and evaluation. This information management ranges from the communication strategy (developed in the BOPE communication plan) to the reporting system.

1. Information management cycle

1.1. Content of the concept of information management

- Information management is an integral part of monitoring and evaluation. It corresponds to the way of collecting, processing, communicating and storing information, in different forms (documents, electronic media, etc.). The word "management" highlights the ability to organize and control the structure, processing and provision of information. Managing information therefore means collecting, processing, storing and distributing the right information.
- Thus, overall, information management refers to all of the practices, methodologies, processes and tools used to organize unstructured data and link it to fundamental processes in order to make the right information available. the right recipients at the right time.
- Good information management thus enables the BOPE to systematically make vital information available to interested parties at regular intervals. The Office ensures that information is accessible, consistent, reliable and accurate.
- To promote this efficiency in information management, it strives to ensure that all its agents, all stakeholders mobilized in the implementation of activities, projects and programs, understand and assume the responsibilities related to information management. It also ensures that information is properly classified, retained and stored, in accordance with laws and policies, for future use.

1.2. Principles of information management

Good information management encourages the judicious and optimal use of institutional resources, which facilitates research, dissemination and archiving of data, in compliance with applicable laws and regulations. To achieve this, fundamental principles govern this management of information with a view to efficiency. As noted by the Canadian International Development Agency (CIDA), there are six principles of information management.

- **Principle 1:** avoid duplicate information collection.
- **Principle 2:** exchange and reuse information, while respecting legal restrictions.
- **Principle 3:** ensure that the information is complete, exact, up-to-date, relevant and understandable.
- **Principle 4:** support access to information, while respecting the requirements in terms of laws, policies and protection of privacy and personal data.
- **Principle 5:** protect information from unauthorized access, loss and damage.

  Principle 6: keep information according to its operational, legal, financial and historical value.

1.3. Information management cycle

Information management is part of a process that goes from planning data collection to archiving. The representation of this process thus makes it possible to see a lifecycle of information management taking shape, comprising different stages, as shown in the following figure.

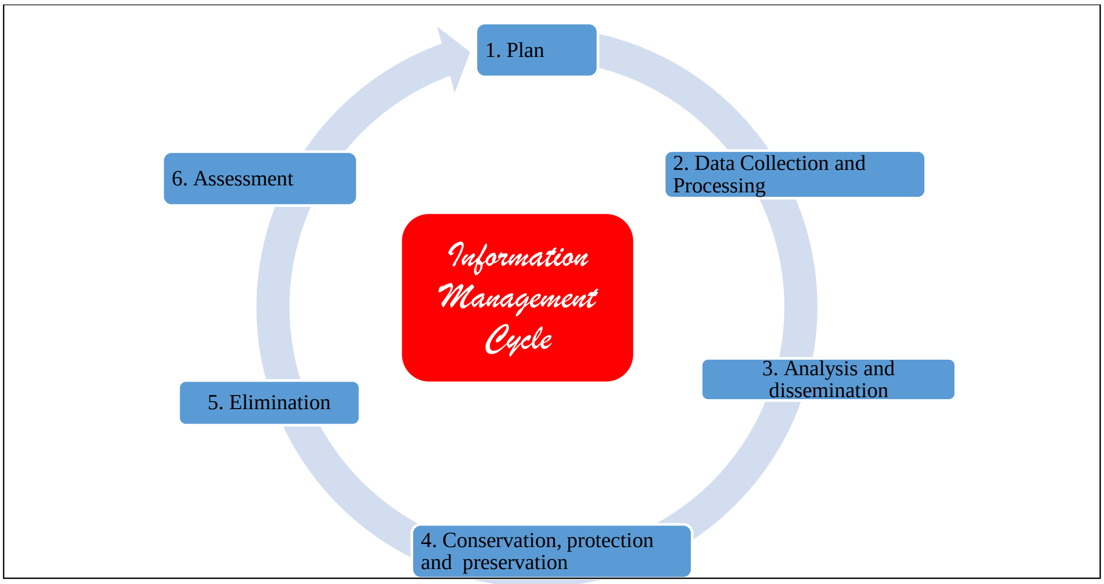

Figure 20: The life cycle of information management

The first step is planning. This is the preliminary step to any search for information. It is in this stage that the needs are expressed, but also the definition of the necessary means and of the stakeholders in the communication policy, the identification of the sources of information, the definition of the supports and means of communication, communication policy programming.

The second step corresponds to the data collection and processing step. It takes into consideration the sources of information identified (field survey, focus group, bibliographic research, oral information, etc.).

The third stage corresponds to the analysis of the results of the treatment and the dissemination. The analysis is done objectively, taking into account contextual elements and other important determinants. It is essential to perform this step well to better process the information and extract the essence of the results. Dissemination is the availability of the results of the analysis to interested parties, by various means. It requires the identification of recipients and delivery formats (paper, digital, intranet, etc.).

The fourth step is conservation, protection and preservation. It integrates archiving but also the protection of sensitive data and personal data. Indeed, within the framework of the execution of certain projects or programs, the BOPE can be brought to collect sensitive data which must not be communicated in any way or which must not reach anyone. For this data, information management ensures the protection and conservation.

The fifth step involves the elimination of certain data collected, for various reasons.

The sixth and final step is the information management assessment, which takes stock of the information management experience.

Information management in the cycle presented above thus allows simplified compliance, unified information processing, informed and improved decision-making, better retention and greater accessibility of knowledge.

2. Reporting system within the BOPE

Reports are the main communication channels of the BOPE, although there are other capitalization channels such as video films, image media, etc. They are indeed the most common communication media of the Office and are developed periodically. The BOPE reporting system shows the different types of reports produced and their frequency. The reporting makes it possible to synthesize the results of the monitoring-evaluation of the activities executed within the framework of the implementation of projects and programs. Also called reporting, it allows agents involved in the implementation of projects and programs, but also the Office, to better monitor and ensure their accountability responsibilities to better account for what they do. Through reports, the BOPE reports on its management to its technical and financial partners, to ministerial authorities, and to all stakeholders in its projects and programs.

Reports, therefore, in addition to the accountability tools that they constitute, are important communication tools that make it possible to present to the great mass but also to specific and specific targets, the activities implemented and the results obtained. Generally, two categories of reports are produced in the Office: ad hoc reports and periodic reports.

2.1. Ad hoc reports

These are reports produced following specific activities. They integrate activity reports, reports, minutes. One-off activities here refer to activities such as workshops, training, meetings, studies and resolution of complaints, social or community mobilization actions, etc. For these activities, reports must be produced as soon as possible, by the agent or principal responsible, and transmitted to the hierarchical superior. The delay generally does not exceed 72 hours. The BOPE can develop a simple outline for these reports, which outline the important determinants of the activity concerned.

2.2. Periodic reports

Although the number of periodic reports can be fixed according to the projects and programs and their specificities, one distinguishes for the BOPE, five periodic reports weekly reports, monthly reports, quarterly reports, semi-annual reports and annual reports.

- **Weekly reports:** they are produced every week and present the activities carried out during the week as well as the forecast of activities for the coming week. They facilitate the monitoring of activities.
- **Monthly reports:** they are work reports which generally only concern direct actors or project agents. They are intended for the hierarchy, but also for the authorities and TFPs.
- **Quarterly reports:** they are produced every three months. They can present the technical and financial progress of the project or program. They also allow tracking of disbursements.
- **Semi-annual reports:** they are produced every six months and are intended to draw up a mid-term review of the implementation of the annual work plan during the semester under review. It presents the technical and financial state of the project. The half-yearly reports make it possible to prepare the mid-term self-evaluation of the year (through workshops and meetings), to examine the progress of the project by analyzing global indicators and those of the activities in progress make recommendations in the form of corrective measures towards activities where serious problems have been identified.

- **Annual reports:** their purpose is to take stock of the implementation of the Annual Work Plan during the year. They make it possible to prepare and sanction the planning and monitoring-evaluation workshops at the end of the year, the role of which is to examine the progress of the project or program by analyzing the global indicators and those of the activities in course, and stop the PTBA the following year.

These reports constitute analysis and reflection documents which present, for a project or a program, the activities implemented the outputs, the results and effects. They thus show the positive changes of state, that is to say the improvements in the conditions of being beneficiaries, relative to the objectives of the project or program concerned. They also show the constraints encountered, as well as the contextual realities. The periodicity of the reports depends on the types and specificities of the projects or programs concerned.

To properly prepare reports, the BOPE has requirements in terms of both form and content. Generally, reports should be legible, well-structured and well presented. Basically, the reports should not only be limited to reporting on current activities, they should also analyze and make recommendations for future activities. Nor should they be copies of past reports, they should actually reflect the fiscal year, even if it may have similarities to past fiscal years. It should be noted that each exercise has its specificities which must appear clearly in the report. Likewise, the BOPE attaches great importance to sincerity in providing feedback. In this regard, it formally prohibits improper embellishment and artificial "swelling" of outputs and outcomes in relationships. The reports must faithfully present the concrete results obtained in the field. Finally, it must highlight the participation of the various actors and stakeholders in the implementation of the activities.

CONCLUSION

Monitoring and evaluation is a very significant determinant of the performance of projects and programs, since it closely follows activities and ensures their execution in the direction of achieving expected results. From this point of view, it must be conducted efficiently and rigorously.

However, there cannot be a standard monitoring-evaluation approach. Each activity, or each project, or each program can have its specificities. Thus, it is in consideration of the specifics that the optimal monitoring and evaluation system is defined and implemented, and that the appropriate tools are developed and adopted.

On the other hand, it appears that monitoring and evaluation are not the only and unique solutions to the effective implementation of projects and programs. For example, if the identification is not well done and if strategic planning is also not well done, then monitoring and evaluation cannot ensure the achievement of the expected results. Also, if the prerequisites (ie the stages of the project cycle preceding monitoring and evaluation) are well executed, then monitoring should be carried out throughout the life cycle of the project or program and evaluation according to a periodicity agreed in advance, at important periods during the execution of the project or program, to ensure effectiveness.

Finally, it remains important to consider that all the agents mobilized in the implementation of projects and programs, and, more generally all the stakeholders, have an important role to play in the implementation of monitoring and evaluation which therefore is not the sole responsibility of monitoring and evaluation specialists.

Regarding information management, for the BOPE, major challenges are to be met, such as the complete digitization of information by computerization of the monitoring and evaluation system; the continuous training of executing personnel to optimize processes with relevant information; streamlining records management, integrity and controllability of information; and finally, organizational intelligence. With all of these challenges met, the Office will consolidate its approach to efficiency in carrying out its activities.

BIBLIOGRAPHY

1. CIDA, 1997. The Logical Framework: Orienting it to success. Canadian International Development Agency
2. Permanent Inter-State Committee for Drought Control in the Sahel (2008). Monitoring and evaluation manual. July 2008
3. Constitution of the Republic of Burundi of March 18, 2005
4. Constitution of the Republic of Burundi of June 7, 2018
5. Decree No. 100/240 of October 29, 2014 establishing, missions, organization and operation of the BOPE
6. Directorate of Development and Cooperation (1996). Self-evaluation manual: notebook for the planning, monitoring-evaluation and implementation series. ISBN: 3- 905398-61-3. 46p.
7. Law n ° 1/04 of January 29, 2018 amending law n ° 1/01 of February 4, 2008 relating to the public procurement code