



**Sustainable Water  
Integrated Management (SWIM) -  
Support Mechanism**



Project funded by  
the European Union

*Water is too precious to waste*

**Background, Approach and Methodology for the Development & Testing the Applicability of the M&E System in the two pilot countries**

**SWIM-SM Regional Workshop on the M&E system to monitor & evaluate PIM/IMT Process in the SWIM Countries**

**ATHENS-GREECE, 17 - 18 November 2014**

# Background 1/3

Based on the request of the project countries during the first year of the project implementation, SWIM-SM engaged in the development of a proposal for a regional M&E system to monitor and evaluate the Participatory Irrigation Management (PIM) and the Irrigation Management Transfer (IMT) process throughout its different phases.

## Objectives of the system

- Enable monitoring the degree of political commitment towards the PIM/IMT process,
- Provide the basis for evaluating government interventions to establish and support WUAs (including; the adequacy of legislations in support of PIM/IMT WUA establishment, suitability of awareness campaigns with respect to the WUAs roles and responsibilities, and the appropriateness of training programs to develop the WUAs' management, technical and financial capabilities, etc.)
- Assess the level of progress of WUAs and their institutional, financial and technical performance (in order to identify the ones which are not performing well and where additional support is needed, and investigate reasons for good and bad performance and transfer lessons learnt to other WUAs,

# Background 2/3

- allow the assessment of the results/impacts of the government interventions and the establishment of the WUAs in the country

## **In order to develop the system, the following was undertaken:**

1. A review of the existing M&E systems in the PCs that are used by the countries to monitor and evaluate the PIM/IMT process with a view to identify gaps & good practices in M&E implementation (whenever such a system is available) and the availability of relevant statistical data and information needed to develop a regional M&E system
2. A review & compilation of international experience in the development and implementation of M&E systems,
3. A review & compilation of international experience in monitoring and evaluating WUAs formation and support; focusing respectively on used or recommended practices & suitable indicators.

**A preliminary version of the system** was vetted with the project countries during a three-day experts group meeting (Athens Sep 2013), and subsequently refined to reflect the results and recommendations of the invited experts in the said meeting.

# Background 3/3

In 2014, the following activities were undertaken to:

- convert the system into an IT application and customize it to suit the national and local conditions in 2 pilot areas.
- enable national and local authorities in addition to Water Users Associations (WUAs) in two pilot areas to examine and explore the applicability of the M&E system with due consideration to the country's particular context/ local specificities,
- document the approach and the lessons learnt during implementation for potential replication within the same and/or in other countries.

# Workshop Objectives

- Introduce the system to the PCs, donors, and regional and international organisations, involved in implementation of PIM/IMT,
- Disseminate the system as a system of reference for the monitoring and evaluation PIM/IMT process throughout its phases, that embeds best practices in PIM/IMT planning and implementation and WUAs operationalisation.
- Promote the application of the system in the PCs and present the experience of the two countries who participated in the pilot implementation.
- Disseminate the results of the M&E system application in the pilot countries/areas and lessons learnt
- Identify recommendations for future actions including those needed
  - to increase visibility of the system and sustain the system and its application in the region,
  - replicate the efforts in other countries.
  - Identify the role of donors and international and regional organisations in this regard.

# Agenda - Day 1

08:30-9:00	Registration	
9:00-9:20	<b>Workshop Opening</b> - Opening remarks - Introduction and background	<b>EU Representative &amp; SWIM-SM project or technical director<sup>2</sup></b> <b>Suzan Taha (SWIM-SM Water Expert)</b>
<b>PART 1 DESCRIPTION OF THE PROPOSED REGIONAL M&amp;E SYSTEM</b>		
09:20-10:15	<b>Overview of the M&amp;E system</b> - Summary of the main characteristics of the M&E system (40 minutes) - Q&A (15 minutes)	<b>Juan Antonio Sagardoy; Senior Water Management Consultant, SWIM-SM non-key expert</b>
10:15-10:30-	<b>Coffee Break</b>	
10:30-11:25	<b>Overview of the M&amp;E system (Continued)</b> - Tour of the system (40 minutes) - Q&A (15 minutes)	<b>Roula Khadra (M&amp;E specialist – CIHEAM/Bari) &amp; Marco Dauru (IT specialist)</b>
11:25-12:30	- Approach and Methodology - Q&A (15 minutes)	<b>Suzan Taha</b>
12:30-13:30	<b>Lunch Break</b>	
<b>PART 2. PRESENTATION OF SELECTED RESULTS BY THE REPRESENTATIVES OF THE PILOT AREAS</b>		
13:30-15:30	<b>Overview of Jordan's results :</b> Module A & B Modules C and D Lessons Learnt	<b>Representatives<sup>2</sup> of the pilot area National &amp; Regional level Local Level Representative<sup>2</sup> of JVA</b>
15:30-15:45	<b>Coffee Break</b>	
15:45-17:45	<b>Overview of Tunisia's results :</b> Module A & B Modules C and D Lessons Learnt Discussion of results	<b>Representatives<sup>2</sup> of the pilot area National &amp; Regional level Local Level Representative<sup>2</sup> of DGGREE</b>
<b>20:00 Dinner in a restaurant in Athens. To be announced later.</b>		

# Agenda - Day 2

<b>PART 3: THE WAY FORWARD – sustainability and potential replication</b>		
09:00-09:15	Overview of the lessons Learnt with a view for replication (15 minutes)	Suzan Taha
9:15-10:30	Preparation of recommendations by Working Groups	Three working groups
10:30-10:45-	Coffee Break	
10:45-11:45	Presentation of the Recommendations and discussion	Workgroups Selected Rapporteurs
11:45-12:00	Closing remarks	
12:00-13:00	Lunch	

# Implementation Approach

# Selection of the Pilot Countries

## Selection of the Pilot Countries

- Having clear policy in matters of promotion of WUAs
- From Mashreq and Maghreb
- Mature and functioning WUAs,

## Candidate Countries

Egypt or Jordan and Tunisia

## Selected Countries:

Jordan and Tunisia

## Advantage of the selection

Testing the system under two opposite ends of the PIM/IMT spectrum;

- Jordan --> early experience with PIM/IMT
- Tunisia --> process completed.
- Assess in addition to the WUA performance in both countries,
  - PIM/IMT implementation in Jordan,
  - end of PIM/IMT evaluation in Tunisia.

# Kick-off Meetings with the National representatives

## Major outcomes from these meetings:

- Familiarity of the partners with the M&E system
- Approval of the irrigation agencies to engage in the pilot implementation
- Agreement on the implementation approach and workplan
- Nomination of the **focal point** for the pilot testing and agreement on his **role**
- Identification of potential WUAs to participate in the pilot

## The role of the focal point for the pilot testing

- Act as the main channel of communication between the SWIM-SM staff and the irrigation agency in each country, the regional offices and the pilot WUA(s).
- Coordinate the actions required at the national and local levels for testing M&E system.

## Selection of WUAs

- A large number of WUAs, at different levels of development exist in both countries from which the selection for the pilot testing should be made
- **Criteria were developed for the selection of the WUAs (See [Annex 4](#))** and field visits were made to those potentially meeting the requirements.

# Selection of the indicators

Conducted several focused meetings with the stakeholders in order to:

- Revise and select the list of the proposed indicators,
- Check the applicability of the scoring criteria for the local conditions,
- Find out about data availability,
- Broadly identify the sources of information and the respective departments hosting this information

Focused meetings included relevant national and regional partners in  
(For modules A & B)

For Modules C&D, partners from all levels

Such meetings offered a good opportunity to further familiarise the partners (at the national, regional and local levels) with the system

Due to decentralisation of irrigation management in Tunisia, dedicated initial sessions to sensitise the partners at the regional and local levels to the value and the usefulness of the system

# Develop the system, test and install

- During the pilot experience, the design had to take place in parallel to the planning and development, --> **evolving process fed by the feedback from the countries (Participatory)**
  - ❑ On line interim users' guides were prepared
- Excessive customization while keeping in mind its applicability for the whole region.
  - ❑ the development of a user friendly feature accessible from the interface which allows for customization **(Activation/deactivation of an indicator; new setting of scoring criteria) and a direct accounting of scores and totals calculation.**
- Being open for all kinds of possibilities in the region, the system is data intensive → Testing using fictitious data

# Develop the system, test and install

- Developed and disseminated a list of the software and hardware requirements for the utilization of the MONEVA System at each level (National, Regional and Local)

## Purpose

**Ensure the adequacy of the computers at each level for the utilisation of the respective part of the system.**

- Upgraded computers
- Installed the system before the training.

## Constraints

Lack of computers in some regional offices. In the case of Jordan, the GIZ, (actively involved in Jordan in supporting PIM/IMT), provided the two offices with computers of good specifications , while in Tunisia; the system was installed mostly on the laptops of the participants.

# Apply the system in the two pilot areas

This involved:

## **1. Training of the stakeholders on the application in 2 parts:**

- Part I targeted the partners at the national and regional levels implicated in the pilot implementation of the M&E system.

IT specialists who were to be responsible for installing the system and providing support to the users during the pilot implementation

Donors' representatives who were trained on the utilisation of the MONEVA System as part of the efforts to sustain the system beyond SWIM life

- Part II involved the local levels (the selected WUAs) concerned with the pilot implementation of the M&E system, in addition to the regional offices dealing with the selected WUAs.

# Apply the system in the two pilot areas

## **2. Follow upon the application of the M&E system in the two countries to ensure timely completion and solving problems as they arise.**

The original design of the activity did not foresee more than limited support from SWIM-SM; mostly geared to follow up on the application of the M&E system in the two countries and the provision of ad-hoc support as the need arises.

### **Based on the realities on the ground, this exercise turned out to be**

- (a) more concentrated in time than initially envisaged (holy month of Ramadan and summer vacations)
- (b) more demanding from SWIM-SM due to the following reasons:

# Apply the system in the two pilot areas

- ❑ Further need for familiarization of the partners of the indicators
- ❑ Most of the required data had to be collected and in several cases extracted from existing information systems and/or further processed in a standardised manner to comply with MONEVAS requirements.

Intensive efforts were therefore required from SWIM-SM to support the computation of indicators from the raw data

Data collection continued in Excel tables that were afterwards entered into the application

The contributions of all those involved made it possible to collect all the data needed

In Jordan, it was possible **to collect some historical data** that allowed the testing of the for historical trends in the evolvment of indicators

# Conduct in each pilot area a 3-day self-evaluation workshop

## Workshops Objectives

- Analyse the monitoring and evaluation results of the PIM/IMT process as a result of applying the M&E system application in the pilot areas;
- Based on the M&E results Identify actions needed to improve the PIM/IMT planning and implementation;
- Identify lessons learnt and recommendations for system refinement

## Major Workshop Outcomes

- Elaboration of action plans for all levels

Due to the application of the system for the first time, the no. of actions emanating from the evaluation of PIM/IMT was numerous

The future corrective actions and the repetitive application of the system should result in a gradual reduction in the number of actions needed

# Conduct in each pilot area a 3-day self-evaluation workshop

- Identified indicators for which the scoring criteria should be modified.
- Identified indicators for which definition needed clarifications
  - ✓ The above Tasks are being undertaken SWIM-SM
  - ✓ The revised version of MONEVA will be distributed by end of Nov.

**The data entered into previous versions will be migrated into the new version with the tools provided in MONEVA precisely for this purpose →**

- Preparation of specific guidelines for the import and export of data.
- More “hands on” training may be required for the national administrator and collaborators

## **Potential further development (requiring additional level of efforts)**

- a. Development of an interface in French
- b. On-line system **documentation**
- c. Improved system’s interactivity
- d. Creating professional tutorial video
- e. Customisation of the system for small WUAs (request made by Tunisia)
- f. Migration of data from the existing M&E system in Tunisia to the MONEVA

# Organize and conduct a one-day regional meeting to present the system

## Objectives:

- Introduce the system to the PCs, donors, and regional and international organisations, involved in implementation of PIM/IMT,
- Disseminate the system as a system of reference for the monitoring and evaluation PIM/IMT process throughout its phases, that embeds best practices in PIM/IMT planning and implementation and WUAs operationalisation.
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  - replicate the efforts in other countries and increase replication potential
  - Identify the role of donors and international and regional organisations in this regard..

# LESSONS LEARNT

**Part 1. From the development of the  
M&E system.**

# Regional coverage

## Constraint

- The preliminary M&E system presented in Athens placed more emphasis on the monitoring at the national and local level than at the regional level. However the regional level was equally important since much information is more concentrated / detailed at this level.

## Action Taken/**needed**

- Need to apply at the regional level a number of indicators similar to those used at the national level with a considerable increase of the total number of indicators and added complexity to the computer application.

# Use of the system at any time of the PIM/IMT process of implementation

## Constraint

- Need to adapt the system to very diverse situations of the PIM/IMT process. From countries that have started to those that have completed the process

## Action Taken/**needed**

- The MONEVA system has to be adapted to this complexity. In particular the system has the capacity to enter cumulative information.
- This required definition of new indicators and different periods of application

# Innovative character of MONEVA

## Constraint

- The innovative character of MONEVA has created some learning difficulties

## Action Taken/ or needed

- Intensive coaching of SWIM-SM consultants
- More training needed than actually planned
- The system should have a more interactive help

# Language interface

- Many users speak only Arabic
- **In the Maghreb region, development of the French interface appeared necessary**

- Arabic interface developed
- **Development of a French interface desirable**

# Evaluation reports and statistical information of indicators

## Constraint

- Evaluation reports are very useful but the system generates 20 for each WUA.
- The statistical information about indicators are many and sending them to WUAs may not be practical

## Action Taken/ or needed

- System provides facilities to retrieve the reports and the files containing them
- A more systematic classification of the files is desirable to facilitate their retrieval
- Develop possibility for WUAs to access their indicators

# Applicability of MONEVA to small WUAs

## Constraint

- The MONEVA system applies well to large and medium scale irrigation systems but not suitable for small WUAs

## Action Taken/ or needed

- Develop an alternative that permit its application to Small WUAs (reduced number of indicators and evaluation reports)

## Part 2 .

# Lessons from the implementation process

# Implementation process (1)

## 1. Kick off phase

- Sufficient time needed to familiarize partners with the new system
- Identification of appropriate internal champion within Irrigation Agency is essential
- Involvement of donors from the beginning is of high value

## 2. Selection of indicators

- The selection of indicators and related score should be done with the participation of the national, regional and local level.
- The focus meetings for the above were time consuming

# Implementation process (2)

## 3. System installation

- **Ensuring continuous training throughout the pilot and providing regular support as needed, is vital to reduce the learning difficulties throughout the process**
  - **Data collection required much more efforts than planned and therefore the application in other countries should consider:**
    - **Customize modules C,D related to local level according to local conditions (This should be possible with further reduction of the indicators; a feature that is already built into the system) to ensure effective use of the system**
    - **develop (or update existing) data collection forms**
    - **establish and document procedures for computing the indicators**
    - **developing adequate data collection, exchange and processing procedures**
- The above should contribute to institutionalize the use of MONEVA in the WUAS and Irrigation Agency**

# Implementation process (3)

## 3. Conducting self evaluation workshops

- **Self evaluation workshop have demonstrated the usefulness of the MONEVA system to identify the actions needed . Replications may consider committing decision makers to adopt the proposed actions**
- **The role of the WUA as an active partner in self-assessment and evaluation is essential to ensure that the WUAs are not just providers of data.**
- **The evaluation workshop were seen very conducive to the promotion of communication between the government and the WUAs.**

# Implications of the lessons learnt on the M&E system (1)

Description	Priority
Refinements emanating from the pilot implementation including improved procedure for filing and search of output reports	High
Develop a proposal for enhanced interactivity of the system and implement improvements	High
<p><b>On line documentation Option 1:</b></p> <p>Integrate the online version of the documentation into the system to be displayed on the screen or printed out, and incorporate "find" functionality</p>	High
Develop the French interface (this includes Translation of the structure and translation of the application into French , review/edit of the system)	High

# Implications of the lessons learnt on the M&E system (2)

Description	Priority
Create professional tutorial video	High
<b>On line documentation Option 2:</b> Integrate a help system , with the documentation embedded into the program to display the required information depending on the user's position (context) in the application.	Medium
Customisation of MONEVAS for small WUAs	Medium
Migration of the data in the existing M&E system in Tunisia with the MONEVA System	Low

# Workgroups

Identify recommendations for future actions including those needed to:

- increase visibility of the system
- sustain the system and its application in the region,
- replicate the efforts in other countries and increase replication potential

With due consideration to the role of donors and international and regional organisations in this regard

Thank you

For further information, see implementation  
report on [www.swim-sm.eu](http://www.swim-sm.eu)  
Or contact [info@swim-sm.eu](mailto:info@swim-sm.eu)