

**Institutional
Assessments
Division of
Environment
and National
Environment
Management
Council**

Draft Workplan



September 2008

A c r o n y m s

CIDA	Canadian International Development Agency
CSO	Civil Society Organization
DoE	Division of Environment
DPG	Donor's Partner Group
DPG-e	Donor's Partner Group-environment
EIA	Environmental Impact Assessment
EWG	Environmental Working Group
GoT	Government of Tanzania
IOA	Institutional Organizational Assessment
MDAs	Ministries and Development Authorities
NEAC	National Environment Advisory Committee
NEMC	National Environment Management Council
NGO	Non governmental organization
PMORALG	Prime Minister's Office Regional Authorities and Local Government
PS	Permanent Secretary
TOR	Terms of Reference
VPO	Vice President's Office
WWF	World Wide Foundation (formerly known as World Wildlife Fund)

Contents

1. Introduction	1
2. Objectives	2
3. Methodology	3
3.1 Institutional Assessment Frameworks	3
3.2 Sources of Data	3
3.2.1 People	3
3.2.2 Documents	7
3.2.3 DoE and NEMC System Reviews	8
3.3 Data Analysis	8
3.4 Reporting Outlines	10
4. Institutional Assessment Management	11
4.1 Roles and Responsibilities	11
4.1.1 Institutional Assessment Team	11
4.1.2 DoE and NEMC	11
4.1.3 CIDA	12
4.2 Deliverables	12
4.3 Risks, and Mitigation Strategies	12

Exhibits

Exhibit 3.1	Source of Data: People
Exhibit 3.2	Key Sources of Data – Documents
Exhibit 3.3	Draft Report Outline
Exhibit 4.1	Evaluation Team
Exhibit 4.2	Key Deliverables and Milestones
Exhibit 4.3	Mitigation Strategies

A p p e n d i c e s

Appendix I Institutional Assessment-Division of the Environment	14
Appendix II Institutional Assessment-NEMC	17

1. Introduction

In 2005, Tanzania's *Environmental Management Act* (EMA) became effective. EMA provides the basic legal and institutional framework for sustainable management of the environment in Tanzania. It outlines principles for environmental management, and requirements for impact and risk assessments, prevention and control of pollution, waste management, environmental quality standards, and public participation, compliance, and enforcement.

EMA defines the institutional responsibilities for environmental management in Tanzania. Two organizations share the primary central responsibility for environmental management in Tanzania. The Vice President's Office/Division of Environment (DoE) is responsible for environmental policy making, and government environmental management, while the National Environmental Council (NEMC) is the technical entity responsible for enforcement of environmental law. Both are overseeing and coordinating the implementation of EMA.

With support from Denmark, the Government of Tanzania has developed the EMA Implementation Support Program (EISP). Denmark is the lead donor on this initiative, with an estimated \$6 million in support over five years (starting in 2007). The overall goal of the EISP is an improved state of environment in Tanzania, contributing to growth and income poverty reduction, social well-being, and improved governance and accountability. The EISP is government-implemented, with DoE and NEMC as the primary implementing agencies.

EISP (2007-2012)

EISP focuses on capacity building in the DoE, NEMC, and in selected key MDAs; concentrating on four main areas:

- i) Environmental Policy and Planning – preparation and dissemination of Environmental Management Act associated regulations, guidelines and manuals to implementing institutions;
- ii) Environmental Assessment – reviewing and acting upon Environmental Impact Assessments and Strategic Environmental Assessments and conducting Environmental audits;
- iii) Reporting, Monitoring, and Enforcement – Establishment of Central Information System and state of environment reports prepared and disseminated; Environmental tribunal established and effected;
- iv) Environmental Information, Awareness, and Research – Increased awareness of the Environmental Management Act and Multilateral Environmental Agreements amongst all stakeholders.

In later phases, the project will broaden the focus to include Local Government authorities.

CIDA is considering a contribution of C\$2 million over five years commencing in 2008 or 2009. Good environmental management is considered as a cross-cutting priority for CIDA's work in Tanzania, but CIDA does not envisage becoming a lead donor in the environment sector; it expects to rely primarily on the strong engagement of other lead donors such as Denmark. CIDA sees its planned support for the EISP both as a contribution to improved environmental management in Tanzania, and as an investment to mitigate the environmental risk associated with CIDA's support for general and sector-specific program-based approaches, including budgetary support, in Tanzania.

The Government of Tanzania (aka the Government) and donors are aware that DoE and NEMC have limited experience in the management of broad capacity-building programs such as the EISP. The Government, along with Denmark and Canada, has determined that it would be appropriate to undertake institutional assessments of DoE and NEMC, to establish their management capacity for EISP implementation, including identifying any areas of weakness that might present a risk for management of program funds or achievement of results.

CIDA has engaged Universal Management Group Ltd to carry out these institutional assessments. This document outlines the draft workplan for the reviews. The workplan was informed by interviews with approximately 10 EMA stakeholders from the Government of Tanzania, and the donor, NGO, and private sector communities in Tanzania in August 2008 as well as earlier work commissioned by the Governments of Tanzania, Denmark and the United States on environmental management arrangements and capacities in Tanzania.

2. Objectives

The main objectives of this assignment are to:

- Analyze the internal and external contexts of DoE and NEMC as they impact on the institutional performance and capacities to carry out their EMA-related objectives and responsibilities.
- Assess the institutional performance and capacities of DoE and NEMC in relation to their EMA-related objectives and responsibilities.
- Identify considerations to inform the i) development of the DoE and NEMC in relation to EMA-related objectives and responsibilities and ii) future CIDA investment in EISP.

3. Methodology

This section outlines our proposed approach to the evaluation. It is comprised of three sections: an overview of our proposed institutional assessment frameworks, data sources and methods of analysis.

3.1 Institutional Assessment Frameworks

On the basis of the findings of and discussions with EMA stakeholders in Tanzania in August 2008, we have developed frameworks that will guide data collection and analysis for institutional assessments of DoE and NEMC respectively. The frameworks (see Appendices I and II) summarize the proposed major evaluation foci, questions, sub-questions as well as key sources of data.

Building on the themes outlined in the Terms of Reference (TOR), the studies have the following foci:

- Context (External and Internal)
- Performance (Relevance, Effectiveness, Efficiency and Viability)
- Capacities (Strategic Leadership, Structure, Inter-institutional Linkages, EMA Management)
- Recommendations

READERS ARE STRONGLY ENCOURAGED TO REVIEW AND PROVIDE FEEDBACK ON APPENDICES I AND II AS THEY ARE CENTRAL TO THE CONDUCT OF THESE STUDIES

3.2 Sources of Data

There are two three sources of data: people, documents and DoE and NEMC systems as outlined below.

3.2.1 People

Exhibit 3.1 identifies the various groups and individuals from whom data will be obtained. The list will be further defined in the course of the reviews. Data collection will consist of individual and group interviews with key stakeholders.

Exhibit 3.1 Source of Data: People

CATEGORY OF RESPONDENTS	TYPE OF RESPONDENTS	ORGANIZATION/ NAME	DATA COLLECTION METHODS
PMO			
	Director of Regional Coordination, PMORALG		
VPO			
	Minster (Environment)	Mathilda ??	

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CATEGORY OF RESPONDENTS	TYPE OF RESPONDENTS	ORGANIZATION/ NAME	DATA COLLECTION METHODS
	Permanent Secretary	Ms. Ruth Mollel	Individual Interviews
	Development and Planning Officer?		
	National Environment Advisory Group Members		Focus Group
	Environmental Working Group Members		Focus Group
DoE .			
	Director	Mr. Eric Mugurusi	Individual interviews
	Assistant Directors	Environment Natural Habitats Section (ENHCS)	
		Environment Management of Pollution Section (POPS)	
		Environment Impacts Assessment Sections (EIAS)	
		Others???	
	Staff		
NEMC			
	Board Members	Chair Others	Focus Group
	Director General	Mr. Bonaventure Baya	Individual Interviews
	Section Heads		
	Staff		
MDAs			
	Department of Forestry	Dr. Kilihama, Director	
	Environment Units in selected MDAs	Health Education Transport Livestock and Fisheries	
	Ministry of Finance?		

CATEGORY OF RESPONDENTS	TYPE OF RESPONDENTS	ORGANIZATION/ NAME	DATA COLLECTION METHODS
	Ministry of Infrastructure and Roads		
	TANAPA		
	TFGE??		
Regional and Local Governments			
	Selected Regional Commissioners		
	Municipalities	Arusha Dar es Salaam	
	Selected District Commissioners	Morogoro Dodomo	
	Selected District Environment Officers		
NGOs and CSOs			
	AGENDA for Environment	Ms. Saada Juma	
	Care International		
	IUCN		
JET			
	LEAT		
	WCST	Mr. Lota Melamiri, CEO	
	WWF	Dr. Hermann Mwageni, Country Representatives Dr. Hussein Sosovele, Programme Coordinator	
Private Sector Representatives			
	Selected representatives from the mining, oil and gas, tourism and other industries		Individual Interviews Focus groups
	Selected Bank and Investment Centre representatives		
	EIA Consultants		
	Tanzania Chamber of Commerce	Mr. Reginald Mengi, Chair	Individual interviews
Donor representatives in developing countries			

Workplan

CATEGORY OF RESPONDENTS	TYPE OF RESPONDENTS	ORGANIZATION/ NAME	DATA COLLECTION METHODS
	Canada	Ms. Victoria Mushi Ms. Monique Bergeron	
	Denmark	Mr. Mikkel Johannsen Ms. Jema Ngwale, Programme Officer Environment	
	EC?		
	FAO?		
	NORAD	Mr. Ivar Jorgenson, Counsellor Environment/Climate Change	
	UNDP	Ms. Gertrude Lyatuu Ms. Gemma Aliti	
	USAID	Mr. Asukile Kajuni	
	World Bank	Mr. Christian Peter, Sr. Natrual Resoruces Management Specialist Ms. Jane Kibasa	
	Donor Partner Group-e	Members	Focus Group
Other relevant persons			
	Member of Parliament	Professor Mwalyosi	
		Joe Bondugi (Chiar of Lands, Environment, Natural Resoruces Commission)	
	University Dar es Salaam	Professor Kabudi	
		IRA	
		Suma Kaare	

3.2.2 Documents

We will analyze the content of the relevant documents, policies, tools, etc., to find common trends and support analysis of the key questions found in the institutional assessment matrices. This will permit cumulative information gathering in a structured way. A draft list of key documents that will be reviewed as part of the evaluation is provided in Exhibit 3.2. This list will be updated with further information gathered during the evaluation.

Exhibit 3.2 Key Sources of Data – Documents

CATEGORIES	DOCUMENTS
GoT Policies, Legislation and Reports	<ul style="list-style-type: none"> • Environmental Policy (1997) • Environmental Management Act (2004) • State of the Environment Reports (2006, 2007, 2008) • National Environment Advisory Group Minutes (since inception) • <i>MKUKUTA</i> • <i>Programme Expenditure Review (PER) of Mid Term Expenditure Framework</i> • <i>Budget Guidelines</i> • <i>Programme Assessment Framework</i> • Environment Impact Assessment Regulations • National Action Programme of Adaption (NAPA)
ILFEMP EISP	<ul style="list-style-type: none"> • Institutional and Legal Framework for Environmental Management Project Final Report Options for an Institutional Framework for Environmental Management (2000) • EMA Implementation Support Programme EISP (January 2007) • EISP Inception Report (July 2008) • Environmental Working Group Minutes (since inception) • Capacity Building Program for Implementation of EMA 200-2010 Reports on Needs Assessments Volumes I and II (Dr. Suma Kaare and Peter Mukurasi July 2006)

CATEGORIES	DOCUMENTS
DoE	<ul style="list-style-type: none"> • DoE Institutional Mandate and Legal Framework for Environmental Management (1999) • Decentralization Authority and Capacity for Environmental Management (1999) • Comparative Study of Environmental Management Institutions (1999) • Review and Analysis of Community Based Institutions for Effective Environmental and NRM Tanzania (date?) • Contextual analysis (referred to in June 2008 Inka Consult Report) • National Capacity Report and Action Plan (date?) (referred to in June 2008 Inka Consult Report) • HR Training Strategy for DoE (April 2008) • Strategic Plan (2008) • Annual Report (2008) • Scheme of Work • Staff Establishment • Organizational Structure
NEMC	<ul style="list-style-type: none"> • Founding documents/Mandate/Constitution • Board Meeting Minutes (since ??) • Strategic Plan (2008) • Annual Report (2008) • Financial Statements • Scheme of Work • Staff Establishment • Organizational Structure • HR Training Strategy for NEMC (if one exists)
Donors	<ul style="list-style-type: none"> • Joint Assistance Strategy for Tanzania (Date?) • Needs Assessment for Strengthening National Capacity to adapt to adverse impact of climate Change (Draft June 2008)
Other	<ul style="list-style-type: none"> • Comparative information on frameworks and regulations used in other countries (eg Ghana)

3.2.3 DoE and NEMC System Reviews

A third source of data will be the findings of reviews of DoE and NEMC systems, including those systems used for carrying out their responsibilities in regards to EMA as outlined in the EMA.

3.3 Data Analysis

Analysis will incorporate varied approaches suited to the components of the assessment design, including:

Descriptive analysis -we will describe DoE and NEMC in terms of its context, objectives, expected results, and intended beneficiaries.

Content analysis - will provide the framework for classifying qualitative information. As themes and issues are identified, the content of documents and files will be analyzed in terms of these issues. Interviews will also be structured and analyzed along these lines.

Comparative analysis - etc

In these methods, reliability will be ensured through data triangulation (using convergence of multiple data sources), the use of standardized instruments and compliance with standard practices in evaluation.

multiple data sources), the use of standardized instruments and compliance with standard practices in evaluation.

3.4 Reporting Outlines

Separate reports will be prepared for each of DoE and NEMC institutional assessments. A draft outline for the reports is outlined in Exhibit 3.3.

Exhibit 3.3 Draft Report Outline

SECTION	CONTENTS
1. Introduction	Background Purpose Methodology Organization of the Report
2. DoE (NEMC) Profile and context	Institutional profile and internal context External environment
3. DoE (NEMC) Performance	Institutional relevance Institutional effectiveness Institutional sustainability
4. DoE (NEMC) Capacities	Strategic leadership Governance structure, roles and responsibilities Management structure, roles and responsibilities Human Resources Management Financial Management Conduct of EMA Responsibilities (per EMA Act) Institutional processes (communication, coordination, decision-making, problem solving) Inter-institutional linkages
Conclusions and Recommendations for future direction	Conclusions Recommendations for DoE (NEMC) and CIDA
Appendices (TBD)	

4. Institutional Assessment Management

4.1 Roles and Responsibilities

4.1.1 Institutional Assessment Team

The assessment team will consist of two consultants, a Team Leader and an Environmental Management Expert. The Team Leader will report to the CIDA Program Analyst (verify) in the Canadian High Commission in Dar es Salaam. The responsibilities for each team member are provided in Exhibit 4.1.

Exhibit 4.1 Evaluation Team

PERSONNEL	PRIMARY ROLE	RESPONSIBILITIES
Geraldine Cooney	Team Leader Organizational assessment Expert	Day-to-day management of the institutional assessment process; Collect credible, valid information regarding the context, capacities and performance of DoE and NEMC; Develop findings and recommendations Prepare regular progress reporting to CIDA, and; Produce deliverables (draft and final workplans, debriefings, draft and final reports) in accordance with contractual requirements.
Bernard Bukabi	Environmental Management Expert	Provide input to the draft workplan during the joint planning session in the field, making constructive suggestions on how to improve the effectiveness and quality of the assessment process if/as required particularly in relation to environmental management in Tanzania. Assist the Team Leader in analyzing the relevant external contexts (including trends, issues, challenges and opportunities in the Tanzanian political, social, economic, environmental, stakeholder and/or others) as they affect DoE and NEMC in carrying out their responsibilities under EISP. Collect and analyze data on the institutional context, structure, capacities and performance of NEMC and DoE as will be defined in the assignment workplan. Prepare selected sections of the OA reports as will be defined in the assignment workplan. Assist the Team Leader to analyze data and identify key findings and recommendations. Provide input and feedback to the Team Leader on the draft report, presentations and debriefing sessions. Participate in field debriefings. Provide other assistance as requested by the Team Leader. Report to the Team Leader

4.1.2 DoE and NEMC

DoE and NEMC will be responsible to:

- Assist the evaluation team in gaining access to the DoE and NEMC staff and stakeholders as necessary;
- Facilitate interviews with other EMA stakeholders as requested by the assessment team;

- Provide the evaluation team with requested documents and other sources of data (including systems reviews);
- Be available for consultations during the institutional assessment planning, data collection, analysis and debriefing phases;
- Facilitate the arrangement of site visits to their offices in Tanzania;
- Provide the evaluation team with written and verbal comments on all deliverables, as feasible and appropriate.

4.1.3 CIDA

The CIDA Program Analyst in the Canadian High Commission will oversee the two institutional assessments. She will be accountable for the assignments, provide guidance throughout all phases of execution, and approve all deliverables. CIDA will facilitate data collection as requested by the assessment team,

4.2 Deliverables

A list of key deliverables and key milestones is provided in Exhibit 4.2.

Exhibit 4.2 Key Deliverables and Milestones

DELIVERABLES	DATE
Draft workplan	September 2008
Revised Workplan	September 2008
Data collection	September 22-October 3, 2008
Summaries of Preliminary Findings	October 3, 2008
Draft Reports	October 24, 2008
Debriefings to CIDA, DoE, NEMC and DPG-e in Tanzania (optional)	Week of November 3, 2008
Final Reports	November 14, 2008

4.3 Risks, and Mitigation Strategies

Some factors might interfere with the assessment process. Mitigation strategies are noted in Exhibit 4.3.

Exhibit 4.3 Mitigation Strategies

POTENTIAL CHALLENGES	PROPOSED MITIGATION STRATEGIES
<ul style="list-style-type: none"> • Delays in getting feedback on the draft workplan from DoE, CIDA and/or NEMC. 	<ul style="list-style-type: none"> • Some of the key milestones might need to be postponed.
<ul style="list-style-type: none"> • Available data and documentation does not yield the information required to adequately respond to review areas 	<ul style="list-style-type: none"> • Interviews and focus groups may elicit additional information.
<ul style="list-style-type: none"> • Unavailability of key stakeholders for face-to-face interviews and/or debriefings during the review period. 	<ul style="list-style-type: none"> • Face-to-face interviews can, when needed, be replaced with telephone interviews. A broad base of potential informants may also mitigate the risk of individuals being unavailable. Finally,

POTENTIAL CHALLENGES	PROPOSED MITIGATION STRATEGIES
	the scope of work of the Tanzanian consultant can be adjusted if required to collect additional data
<ul style="list-style-type: none"> others 	<ul style="list-style-type: none">

Appendix I Institutional Assessment-Division of the Environment

FOCI	REVIEW AREAS	SUB-REVIEW AREAS	SOURCES OF DATA
External Context	Government of Tanzania	GoT priorities	MKUKATA MTEF PAF GoT Budget allocations
	Environmental Management in Tanzania	GoT priorities in regards to environmental management Status of EISP Implementation	Environment policy 1997 EMA 2004 Inception Report July 2008
	Donor	Donor priorities in regards to Environment Profile of Donor support to environmental sector (projects, programs, priorities, financial support, coordination)	Joint Assistance Strategy for Tanzania DPG information
	Best practices and lessons learned	Best practices in regards to environmental management in other relevant countries (eg Ghana) Best practices in development (e.g OECD DAC) CIDA Lessons learned	
DoE Internal Context	History	Key milestones in DoE evolution	Interviews; DoE documents
	Mandate	Congruence of mandate with activities and resources Congruence of mandate with EMA obligations	DoE documents and reports EMA documents
	Culture	Characteristics of institutional culture Congruence of culture with mandate and EMA obligations	DoE documents Interviews
	Incentives/Rewards	Incentives in place for DoE staff (salary, benefits, travel opportunities, training, other) Congruence of incentives with departmental mandate and priorities	Interviews and DoE document reviews

FOCI	REVIEW AREAS	SUB-REVIEW AREAS	SOURCES OF DATA
DoE Performance	Effectiveness	Realization of Strategic Planning objectives (annual and multi-year)	
		Realization of institutional mandate and responsibilities	
		Realization of its responsibilities as stated in EMA Extent to which institutional actions are strategic, effective and providing value in relation to EMA-related objectives and responsibilities	
	Relevance	Congruence of responsibilities under EMA with its institutional mandate Congruence of responsibilities and priorities with best practices	
	Sustainability	Trends in sources of funds (government, other)	
		Staff turnover	
DoE Capacities	Strategic Leadership	Existence and adequacy of systems to strategically focus programs and activities in relation to EMA-related objectives and responsibilities Congruence of institutional strategy, program, budgets and activities vis a vis EMA Evidence of utilization of lessons learned in strategic management processes Evidence of results-oriented practices in place throughout the institution	
	Governance roles and responsibilities and Structure	Existence, clarity, appropriateness and utility of governance roles and responsibilities in relation to EMA-related objectives and responsibilities Evidence of important gaps and overlaps in responsibilities	
	Management roles and responsibilities and Structure	Existence, clarity, appropriateness and utility of management roles and responsibilities in relation to EMA-related objectives and responsibilities Existence, clarity, appropriateness and utility of technical roles and responsibilities in relation to EMA-related objectives and responsibilities Evidence of important gaps and overlaps in responsibilities	
	Human Resources	Existence, clarity, appropriateness and utility of systems to recruit, train, monitor and retain staff Congruence between staff profile, institutional mandate and EMA responsibilities	

FOCI	REVIEW AREAS	SUB-REVIEW AREAS	SOURCES OF DATA
	Financial and Administrative Management	Existence, clarity, utility of financial and administrative systems for financial planning, management, control, reporting; financial risk assessment (review of financial management practices, procurement practices, and independent audit reports) Track record in the use of donor funds. Internal risk management strategy (risk assessment and risk mitigation practices in place, how the institution responds to evolving risks)	Financial and administrative systems External and internal reviews, evaluations and audits (GoT, donor, others)
	Program Management (EISP, other)	Existence, clarity and appropriateness of systems in place for planning, carrying out and reporting on the realization of EMA responsibilities	
	Infrastructure	Adequacy of physical, technological and other infrastructure to carry out EMA responsibilities	
	Inter-institutional linkages	Type, purpose, formality and adequacy of established linkages with other stakeholders for carrying out EMA responsibilities	
	Management Processes (decision-making, problem solving, communication, Coordination)	Clarity, adequacy, utility of mechanisms in place to: make decisions, solve problems, communicate and coordinate with other stakeholders in timely and informed ways	Committee minutes of
Recommendations	Recommendations for DoE		
	Recommendations for CIDA		

Appendix II Institutional Assessment-NEMC

FOCI	REVIEW AREAS	SUB-REVIEW AREAS	SOURCES OF DATA
External Context	Government of Tanzania	GoT priorities	MKUKATA MTEF PAF GoT Budget allocations
	Environmental Management in Tanzania	GoT priorities in regards to environmental management Status of EISP Implementation	Environment policy 1997 EMA 2004 Inception Report July 2008
	Donor	Donor priorities in regards to Environment in Tanzania Profile of Donor support to environmental sector (projects, programs, priorities, financial support, coordination, other)	Joint Assistance Strategy for Tanzania DPG information
	Best practices and lessons learned	Best practices in regards to environmental management in other relevant countries (eg Ghana) Best practices in development (e.g OECD DAC) CIDA lessons learned	
DoE Internal Context	History	Key milestones in NEMC evolution	Interviews; NEMC documents
	Mandate	Congruence of mandate with activities and resources Congruence of mandate with EMA obligations	NEMC documents and reports EMA documents
	Culture	Characteristics of institutional culture Congruence of culture with mandate and EMA obligations	NEMC documents Interviews
	Incentives/Rewards	Incentives in place for NEMC staff (salary, benefits, travel opportunities, training, other) Congruence of incentives with departmental mandate and priorities	Interviews and NEMC document reviews
DoE Performance	Effectiveness	Realization of Strategic Planning objectives (annual and multi-year)	
		Realization of institutional mandate and responsibilities	

FOCI	REVIEW AREAS	SUB-REVIEW AREAS	SOURCES OF DATA
		Realization of its responsibilities as stated in EMA Extent to which institutional actions are strategic, effective and providing value in relation to EMA-related objectives and responsibilities	
	Relevance	Congruence of responsibilities under EMA with its institutional mandate Congruence of responsibilities and priorities with best practices	
	Sustainability	Trends in sources of funds (government, other)	
		Staff turnover	
DoE Capacities	Strategic Leadership	Existence and adequacy of systems to strategically focus programs and activities in relation to EMA-related objectives and responsibilities Congruence of institutional strategy, program, budgets and activities vis a vis EMA Evidence of utilization of lessons learned in strategic management processes Evidence of results-oriented practices in place throughout the institution	
	Governance roles and responsibilities and Structure	Existence, clarity, appropriateness and utility of governance roles and responsibilities in relation to EMA-related objectives and responsibilities Evidence of important gaps and overlaps in responsibilities	
	Management roles and responsibilities and Structure	Existence, clarity, appropriateness and utility of management roles and responsibilities in relation to EMA-related objectives and responsibilities Existence, clarity, appropriateness and utility of technical roles and responsibilities in relation to EMA-related objectives and responsibilities Evidence of important gaps and overlaps in responsibilities	
	Human Resources	Existence, clarity, appropriateness and utility of systems to recruit, train, monitor and retain staff Congruence between staff profile, institutional mandate and EMA responsibilities	

FOCI	REVIEW AREAS	SUB-REVIEW AREAS	SOURCES OF DATA
	Financial and Administrative Management	Existence, clarity, utility of financial and administrative systems for financial planning, management, control, reporting; financial risk assessment (review of financial management practices, procurement practices, and independent audit reports) Track record in the use of donor funds. Internal risk management strategy (risk assessment and risk mitigation practices in place, how the institution responds to evolving risks)	Financial and administrative systems External and internal reviews, evaluations and audits (GoT, donor, others)
	Program Management (EISP, other)	Existence, clarity and appropriateness of systems in place for planning, carrying out and reporting on the realization of EMA responsibilities	
	Infrastructure	Adequacy of physical, technological and other infrastructure to carry out EMA responsibilities	
	Inter-institutional linkages	Type, purpose, formality and adequacy of established linkages with other stakeholders for carrying out EMA responsibilities	
	Management Processes (decision-making, problem solving, communication, Coordination)	Clarity, adequacy, utility of mechanisms in place to: make decisions, solve problems, communicate and coordinate with other stakeholders in timely and informed ways	Committee minutes
Recommendations	Recommendations for NEMC		
	Recommendations for CIDA		