

Group 1

Project and financial managers

Result based management and monitoring

February 23rd, 2021

Main issues

Result Based Management



Risk assessment



WHAT IS RESULT-BASED MANAGEMENT?

RBM is a **management strategy** by which **all actors**, contributing directly or indirectly to achieving a set of results, ensure that their processes, products and services **contribute to** the achievement of desired **results** (outputs, outcomes and higher level goals or impact). The actors in turn use information and evidence on actual results to inform decision making on the design, resourcing and delivery of programmes and activities as well as for accountability and reporting.

UNDP – RBM Manual, 2012



Programme funded by the
EUROPEAN UNION



REGIONE AUTÓNOMA
DE SARDIGNA
REGIONE AUTONOMA
DELLA SARDEGNA

Reinforce management and monitoring

Key message: Result-based management can only be effective by actively supporting project management teams, contributing to stakeholders' involvement and adopting early warning systems to detect and address project risks

Contacts: MA / JTS thematic officers / BOs / NCPs

Monitoring as per Joint Operational Programme

MA and JTS apply the RBM to the ENI CBC MED funded projects. The approach focuses on clearly defined accountability for results and requires monitoring and self-assessment of progress towards results, including reporting on performance based on the **Indicative Monitoring and Evaluation Plan** (see JOP Annex 2) through different tools:

- **MIS** (Management and information system);
- Analysis of Programme performance indicators;
- Analysis of the internal **project reports**;
- Monitoring **missions**;
- Mid Term Evaluation of the Programme;
- Final evaluation of the Programme.

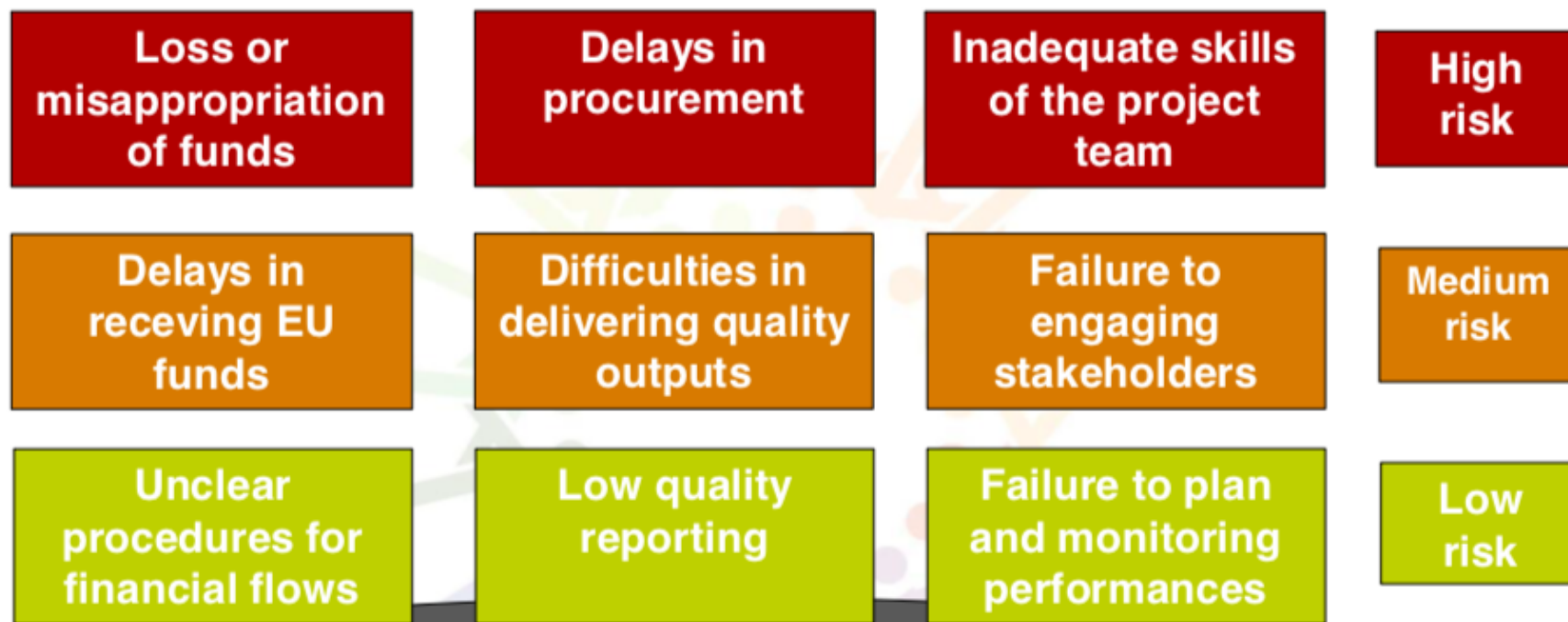
MA Annual Monitoring Plan

Objectives

Programme level	Project level
Support JMC discussions and decisions on potential improvements of the monitoring and evaluation activities	Increase projects operational and financial capacity and their communication potential to strengthen the implementation phase
It signals whether Programme performance is improving or not over time and provide evidence about hitting the estimated target values	Risk levels are identified, described and related to different monitoring activities as the case may be

Risk assessment

Typical project risks



***Elaboration** based on inputs provided by **TESIM**



ROM missions

Criteria

Relevance

Efficiency

Effectiveness

Durability

Additional information is available through the following links:

<https://tesim-enicbc.eu/library/>

<http://capacity4dev.ec.europa.eu/rom/blog/what-results-oriented-monitoring-rom>

At project level

Cross border transversal results indicators and priorities indicators

Cross-border results indicators

New jobs created as a result of the projects initiatives carried out within each Priority

Increased participation and visibility of cross-border cooperation

Enhanced capacity of the public authorities to implement joint international initiatives under the identified Thematic Objectives and Priorities

Priority indicators

Expected results indicators to report on impacts and changes

Output indicators to track progresses and focus on short-term achievements

Baselines are foreseen for the expected results indicators as the case may be, while it is identified under **Sources of Verification (SoV)** how data and information for measuring indicators will be collected

See Annex 2 of the JOP and use the excel file(s) available as annex 4 to the chapt. on “Reporting” of the Project Implementation Manual

At project level

Cross border transversal results indicators and priorities indicators

Acronym:

Reporting period n. ... : .../.../... - .../.../...

Project closing date: .../.../...



3.1. Cross-border transversal result indicators (Programme level)

This section concerns cross-border transversal result indicators at ENI Programme level: data are collected in the same way for all funded projects. In the following tables you are requested to report overall data; detailed information must be provided in the excel file "4.1.1 Annex 1_cross-border transversal result indicators").

*First fill in the excel sheets, and report afterwards the global data in these tables. Include in the last column on the right, the **total values achieved by the project since the beginning of project implementation**.*

3.1.1. Staff assigned to the project and new jobs created as a result of project initiatives

All Lead beneficiaries, partners and associates shall report both on their staff assigned to the project as well as on the new contracts signed by them or by their subcontractors to provide specific services or any contract signed by their target groups as result of project activities. The latter include employment contracts signed by a wide array of economic actors, such as Micro and SMEs (MSMEs), start-ups, spin-offs, clusters and/or any other kind of business alliances, research institutions, Public authorities, etc. ...

Type of contracts	Number
Staff assigned by the Lead beneficiary, partners and all associated partners (if any) to implement project activities	55
Number of short-term contracts (full-time and part-time) signed by the Lead beneficiary, partners, associates or subcontractors:	4
Number of short-term contracts (full-time and part-time) signed by target groups as a result of project activities:	19
Number of long-term contracts (full-time and part-time) signed by the Lead beneficiary, partners, associates or subcontractors::	10
Number of long-term contracts (full-time and part-time) signed by the target groups as a result of project activities:	0



REGIONE AUTÒNOMA
DE SARDIGNA
REGIONE AUTONOMA
DELLA SARDEGNA

At project level

Cross border transversal results indicators and priorities indicators

Acronym:

Reporting period n. ... : .../.../... - .../.../...

Project closing date: .../.../...



3.2. Priority, expected results and outputs and related indicators

The following tables provide an overview of the logical framework of your project. In the last column to the right, fill in the concerned values achieved since the beginning of project implementation.

3.2.1. Priority, expected results and indicators


Priorit y	Programme expected result(s)	Expected result indicator(s)	Programm e target values	Project target values (result indicators)	Project values achieved <u>since the beginning of project implementation</u> (result indicators)
A.3.1	3.1.1 - Increased employability of women (all ages) and youths people up to 30 years old, especially those belonging to the NEETS	3.1.1.A	1350.0	250.0	0.0





REGIONE AUTONOMA
DE SARDIGNA
REGIONE AUTONOMA
DELLA SARDEGNA


Monitoring for results

JTS progress / interim reports performance assessment

 **4 - Very good:** Outputs delivered are in line with the action plan and the description in the e-form. Achievement of the expected results seems feasible and very likely to be completed with potential good practice(s). All partners are fully committed and activities are jointly implemented. Few recommendations should be considered.

 **3 - Good:** Overall the outputs delivered are in line with the action plan and the description in the e-form. Even if no good practice(s) are detected, activities are jointly implemented and expected results seems likely to be achieved. Minor issues require corrective actions.

 **2 - Problems:** Although all main expected results are still likely to be achieved some of them may not or should be reconsidered.

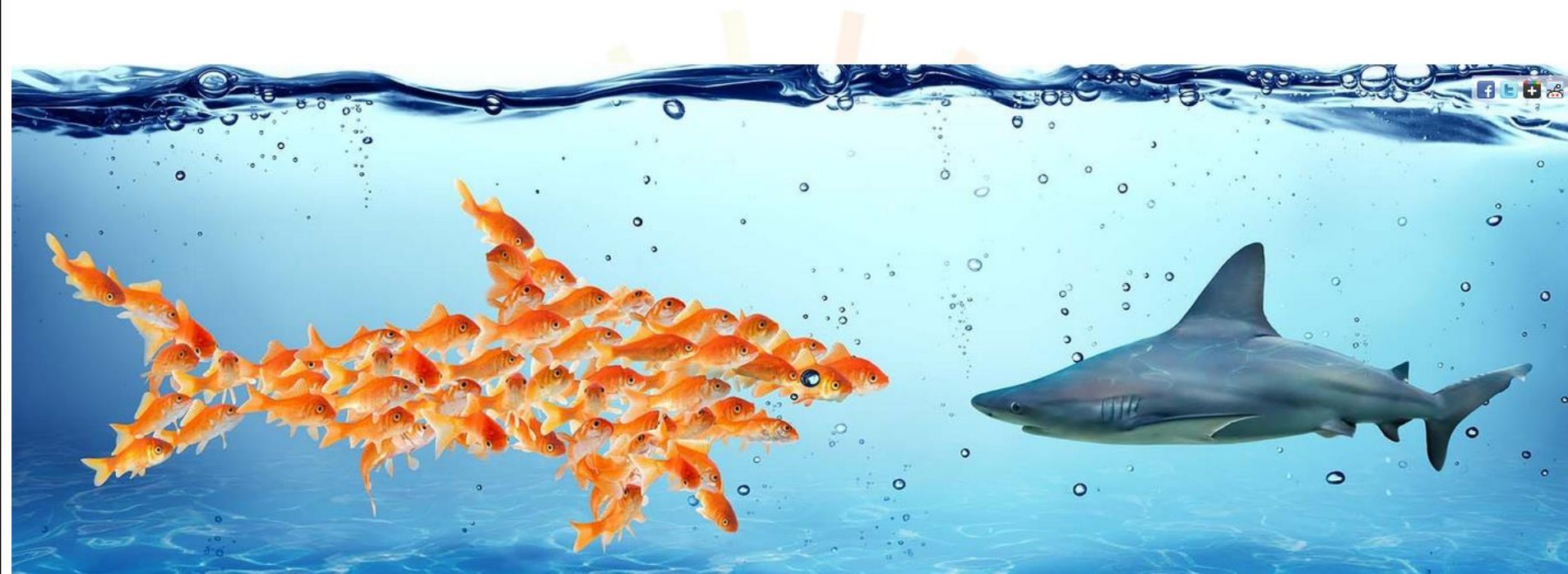
 **1 - Serious deficiencies:** Sensitive issues have been reported and need immediate corrective actions / measures.

**Detailed risk
assessment needed**



How to learn and improve? 1/3

Team building and stakeholders' participation



How to learn and improve? 2/3

Projects Clusters



Problem solving

Strategic think tank

Joint events (training, information, analysis)

Capitalisation of outputs and final beneficiaries

Information/awareness-raising activities bettering access to territories

Thematic working groups



REGIONE AUTÒNOMA
DE SARDIGNA
REGIONE AUTONOMA
DELLA SARDEGNA

How to learn and improve? 3/3

Synergies



Workshops, meetings

Joint cooperation events

Capitalisation and dissemination activities

Information/awareness-raising actions concerning territorial development.

Thematic working groups with a consultative and monitoring role

Interact



THANK YOU FOR YOUR ATTENTION

MERCI

شكراً



REGIONE AUTÓNOMA
DE SARDIGNA
REGIONE AUTONOMA
DELLA SARDEGNA