



**ENI  
CBCMED**  
Cooperating across borders  
in the Mediterranean



Programme funded by the  
**EUROPEAN UNION**



**REGIONE AUTÒNOMA  
DE SARDIGNA  
REGIONE AUTONOMA  
DELLA SARDEGNA**

## **Group 1**

### **Project and financial managers**

### **Result based management and monitoring**

**Rome, October 2019**

# EC regulation N. 897/2014

## Article 78

### Monitoring and Evaluation

1. Programme monitoring and evaluation shall aim at improving the **quality of the design and implementation**, as well as at assessing and improving its **consistency, effectiveness, efficiency and impact**. The findings of monitoring and evaluations shall be taken into account in the programming and implementation cycle.

[...]

# In order words.... welcome to Mars!



# Main issues

Result Based Management



Risk assessment



# 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

# Our shared objectives

## 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](#)



# How to learn and improve? 1/2

## Synergies



Workshops, meetings

Joint cooperation events

Capitalisation and dissemination activities

Information/awareness-raising actions concerning territorial development.

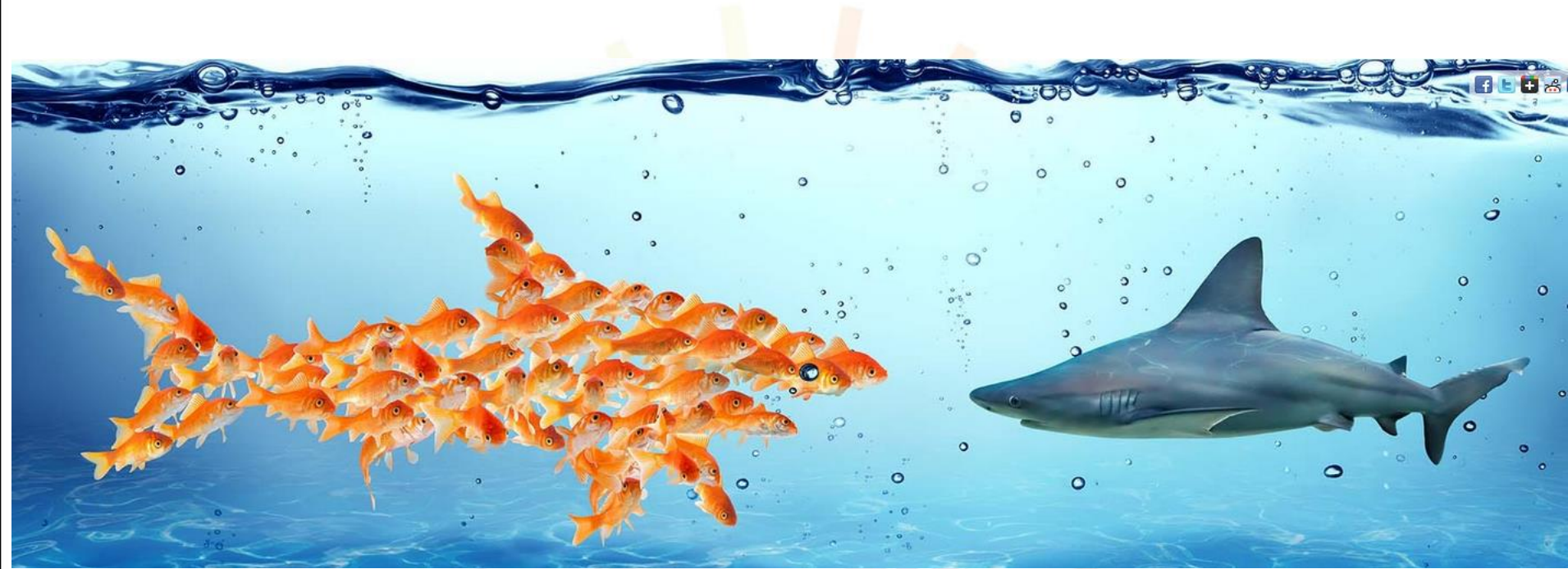
Thematic working groups with a consultative and monitoring role

Interact



# How to learn and improve? 2/2

## Team building and stakeholders' participation





# Monitoring

## Founding principles

**“Action-oriented”**: monitoring must produce concrete recommendations for the upcoming activities;

**“Partnership-oriented”**: recommendations are expected to be agreed and adopted by the LBs and partners.

**See Project Implementation Manual - chapter 6**

# Monitoring

Combining consolidated approaches and **new tools**

Day-to-day monitoring

**Participation in kick off meetings / press conferences by BOs**

Progress reports verifications

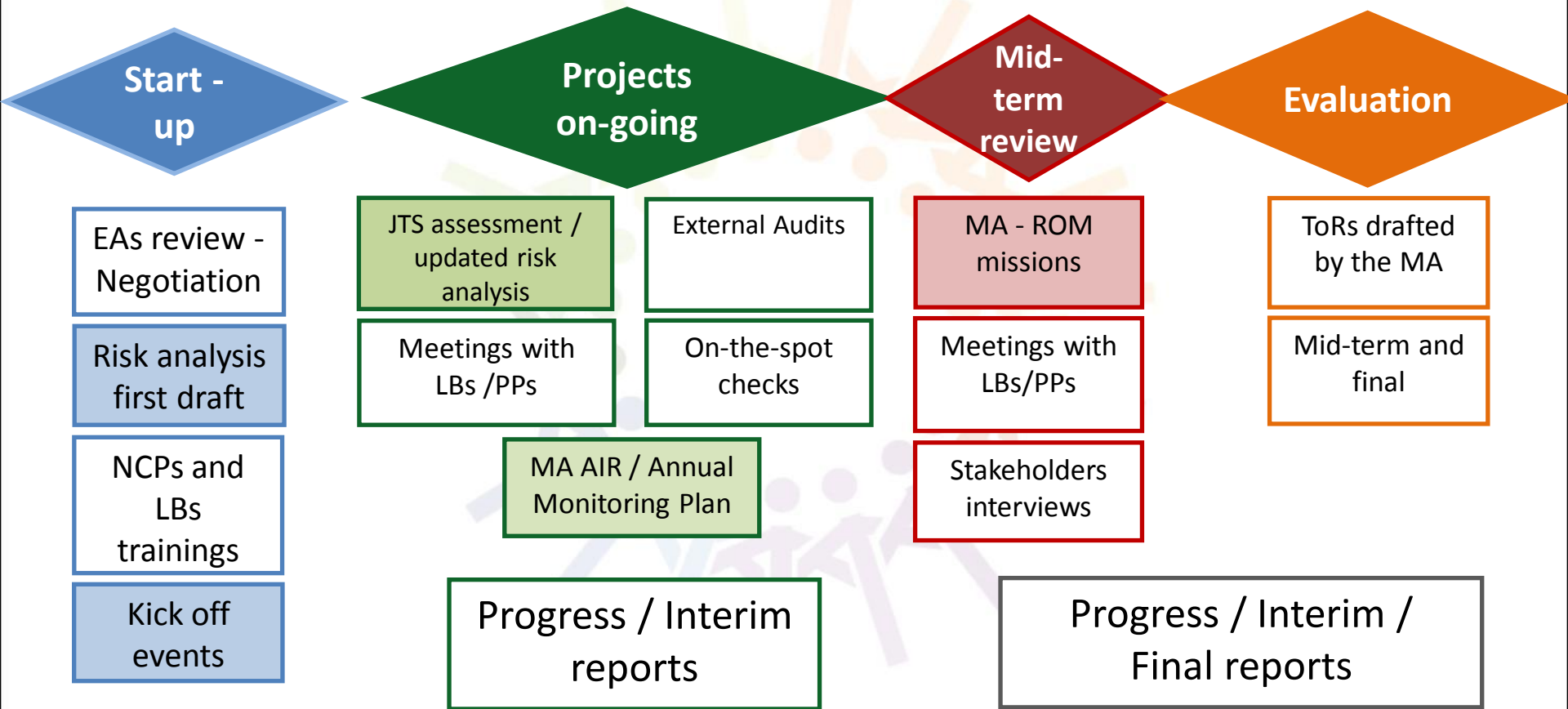
**NCPs as key facilitators**

Result Oriented Monitoring missions

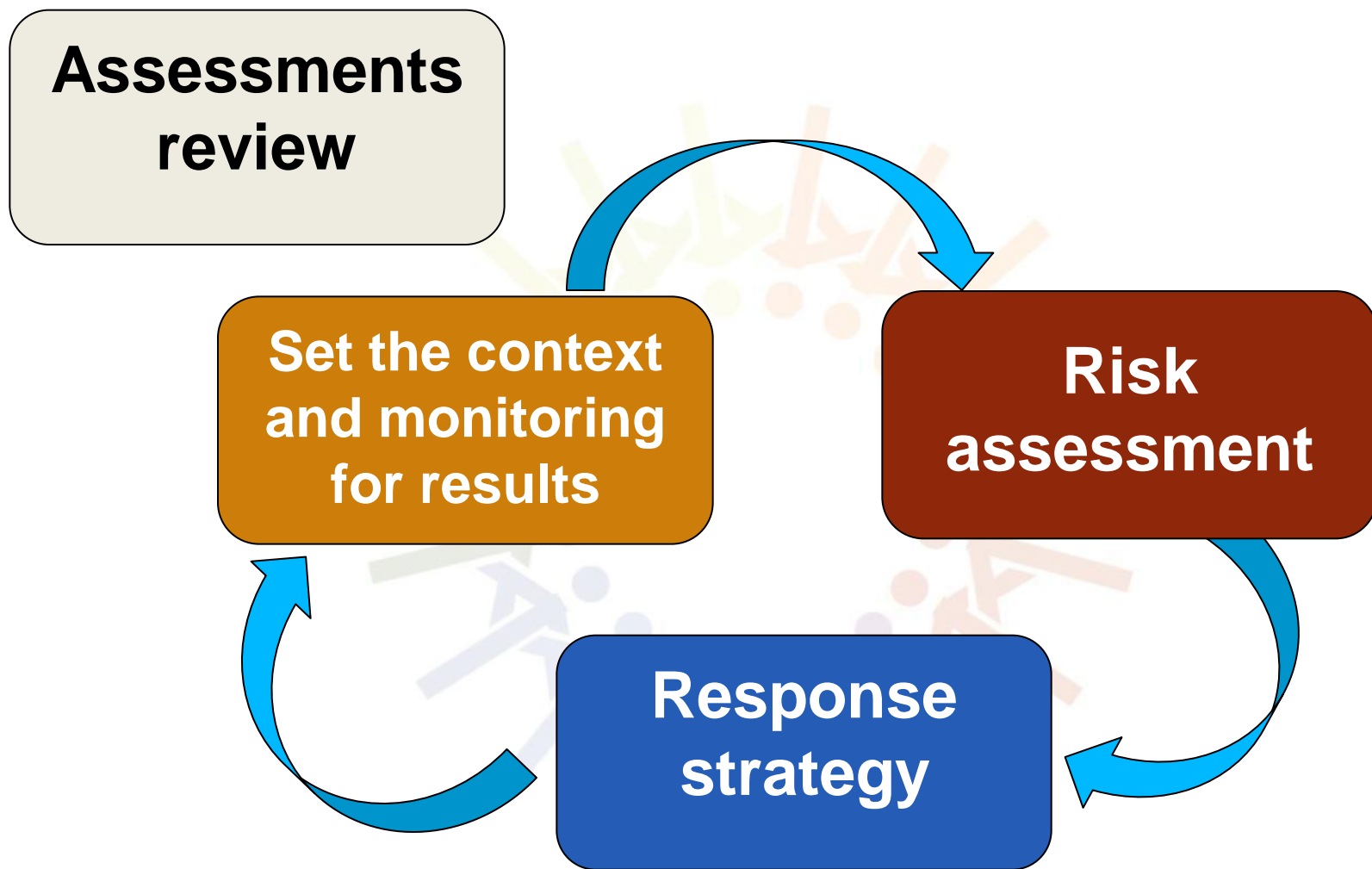
**MA annual monitoring report**

# Monitoring for results

## Overview on phases / key actions / documents



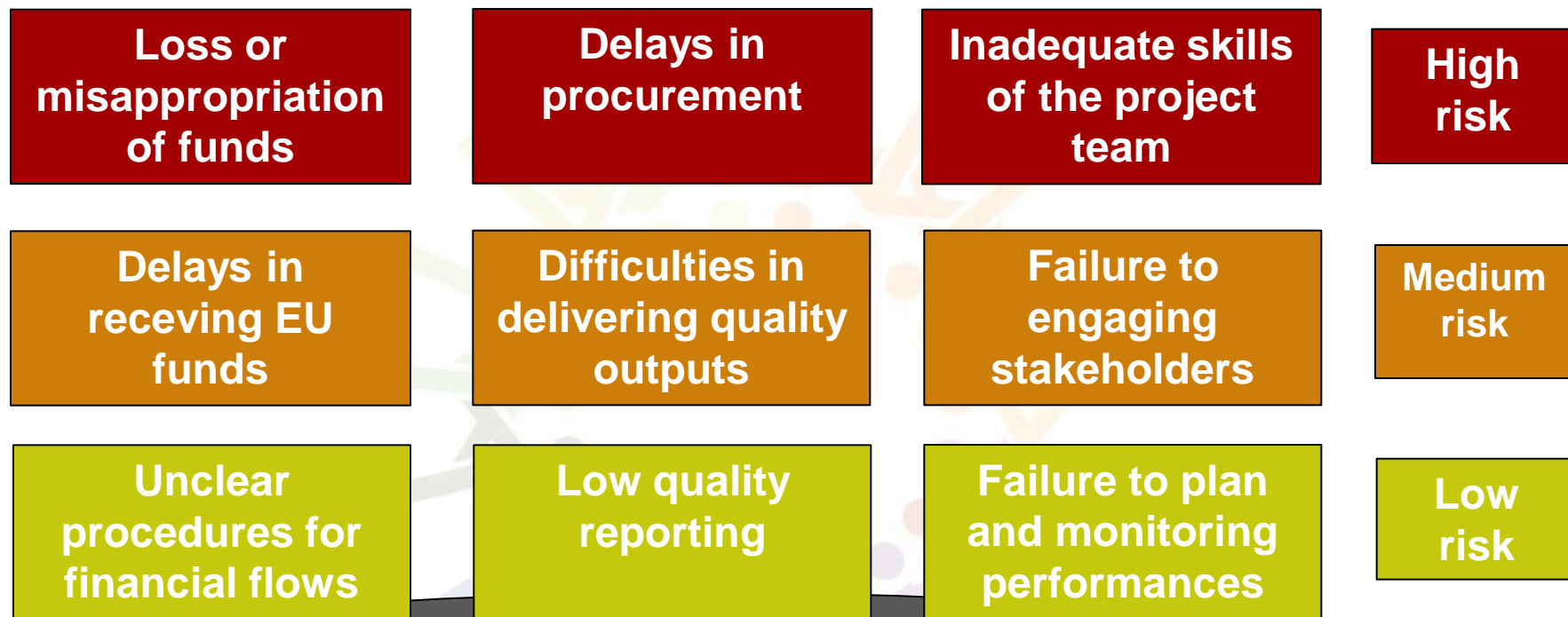
# Risk analysis. Methodology\*



\*Based on inputs provided by TESIM

# Risk assessment

## Typical project risks



Financial, technical and operational levels

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





# Participation in kick off meeting by BOs

## First technical assessment

Review the **scope** of the project and its **key synergies** with other Programmes / projects / initiatives at national / regional level.

Most **relevant issues** concerning the project field of intervention considered by the speakers

**Potential impact** at CBC / national level

# Participation in kick off meeting by BOs

## First technical assesement

Partnership

*Roles and ownership / tasks division / PP(s) commitment*

Quality

*Agenda / location / most promising (expected) outputs*

Resources

*HR competences (Lead Beneficiary) / Potential constraints / external experts recruitment etc.*

Stakeholders

*Mapping (state of play of similar actions) / actors involvement / potential opportunities*



# Participation in kick off meeting by BOs

## First technical assesement

### Communication

*Managing partner(s) / main message(s)*

### Planning

*Focus on the next milestones to be closely monitored and deadline to be considered*

### Risks

*External conditions / technical problems reported*

### Procurement

*Most relevant procedures / financial thresholds / indicative calendar*



# Participation in kick off meeting by BOs

## First technical assesement

Overall assesment







Recommendations



# 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**



# MA Annual Monitoring Plan

## Objectives

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

# 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>

**THANK YOU FOR YOUR ATTENTION**

**MERCI**

**شكراً**



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