



TESIM

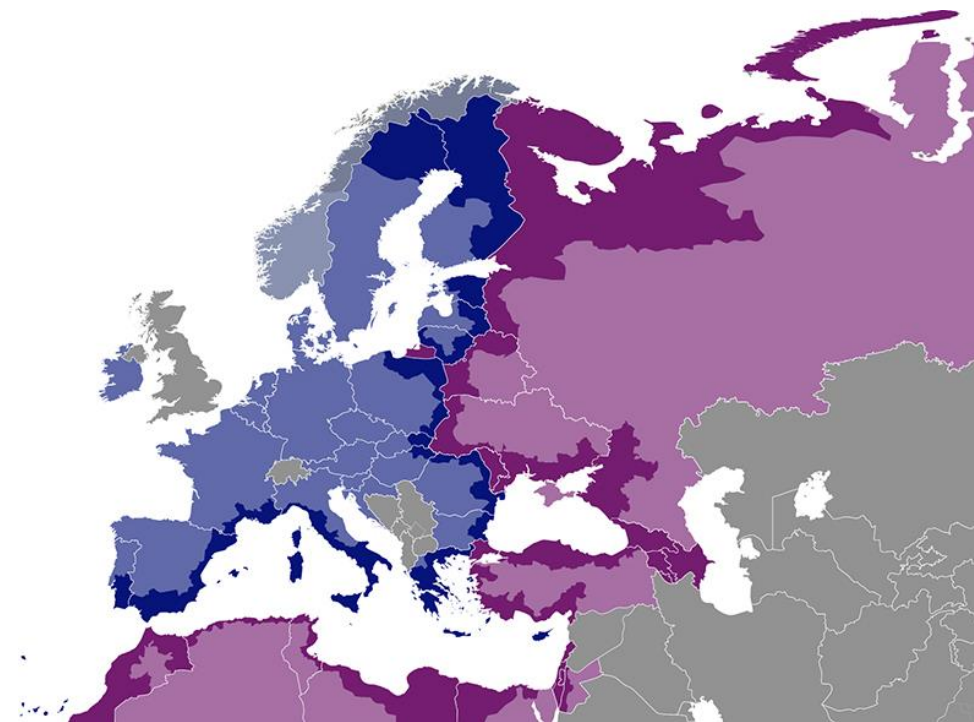
Technical support to the implementation
and management of ENI CBC programmes

Mediterranean Sea Basin Programme

Result based management and monitoring

Strategic projects: Training for Lead Beneficiaries

On-line, 23 February 2021



A project funded by the European Union



Implemented by a consortium led by



THE CONTENTS OF THIS TRAINING SESSION

1. **Result based approach:** the Project Cycle Management
2. **Rules and concepts:** why, what and how?
3. **Indicators:** what do they consist of, what types are there?
4. **Evaluation criteria:** how to understand and use them?
5. **Results Oriented Monitoring (ROM):** what is it and how to do it?



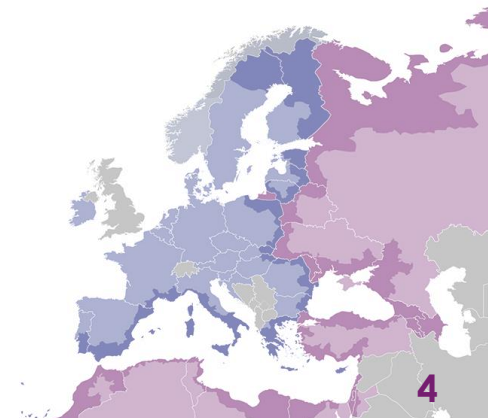
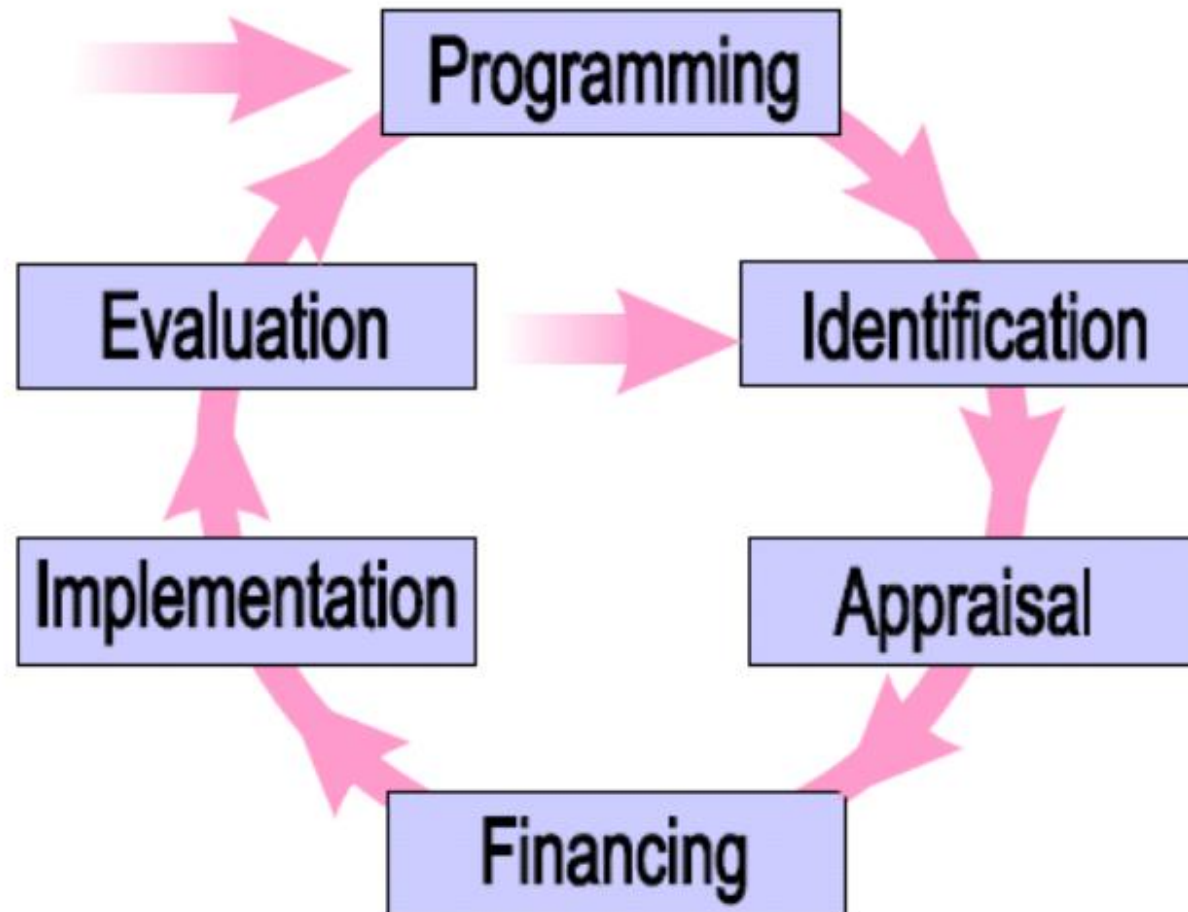


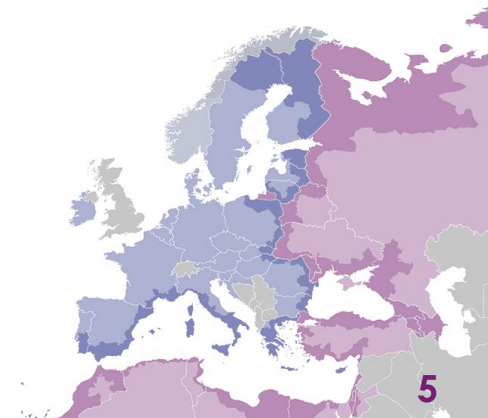
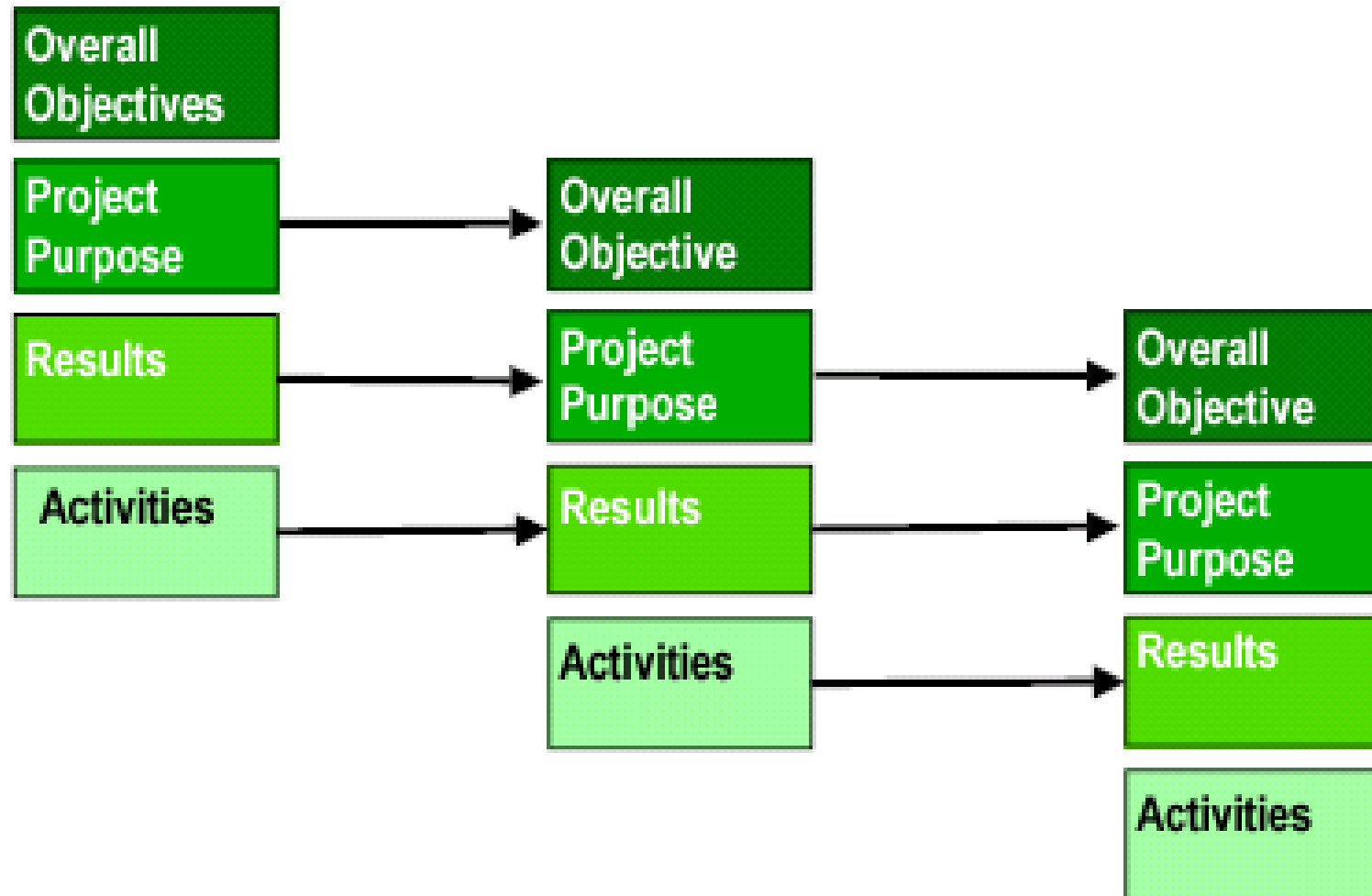
CHAPTER 1

Result based approach

Let's speak the same language...

PROJECT CYCLE MANAGEMENT





| ENI CBC policy | Programme | Project |
|----------------|-----------|---------|
| Impact | | |
| Result | Impact | |
| Output | Result | Impact |
| | Output | Result |
| | | Output |



CHAPTER 2

Rules and Concepts

Let's play the same game...

The Join Monitoring Committee (JMC) will "follow the programme implementation and progress towards its priorities **using the objectively verifiable indicators and related target values defined in the programme** " (Art. 24.1 of the IR)



How to ensure that the right information is available at the right time?



ENI CBC Implementing Rules, art. 78

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.



□ Background and Legal Basis

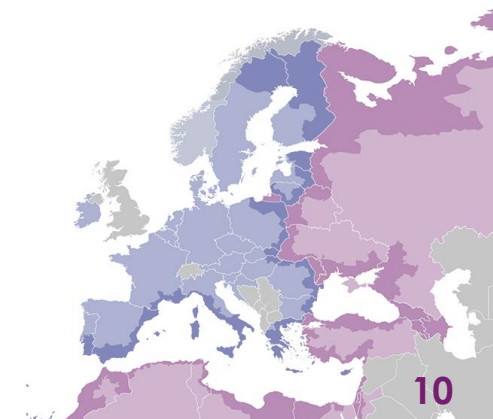
- ❖ M&E system supports the preparation, discussion and adoption of key decisions regarding programme strategy and implementation by the JMC
- ❖ Annual Report, including an (annual) M&E plan

□ Purpose

- ❖ To improve the programme implementation through performance feedback
- ❖ To ensure accountability

□ Types of M&E

- ❖ Monitoring at project level (including ROM)
- ❖ Monitoring at programme level
- ❖ Evaluation



❑ **Monitoring** is critically following progress: are we still on track?

- ❖ How much have we spent (time, money, days)?
- ❖ Are activities implemented in time, any bottlenecks?
- ❖ Are all planned outputs delivered in time, at reasonable cost?
- ❖ Are we achieving (intermediate) results?

**On-going
Internal**

❑ **Result-oriented monitoring** is assessment of the performance: what has to be improved?

- ❖ What are successes and problems in the project implementation?
- ❖ Uses criteria (relevance, efficiency, effectiveness, impact, sustainability)
- ❖ Provides recommendations for project management
- ❖ Stresses risks and their effects on the project/programme

Annual

❑ **Evaluation** is analysis and judgment: should we change course?

- ❖ Before (ex ante), during (interim) and/or after (ex post) implementation
- ❖ Uses criteria (relevance, efficiency, effectiveness, impact, sustainability)
- ❖ Gives recommendations to improve planning or implementation
- ❖ Proper monitoring contributes to easier evaluation

**One-off
Usually
external**

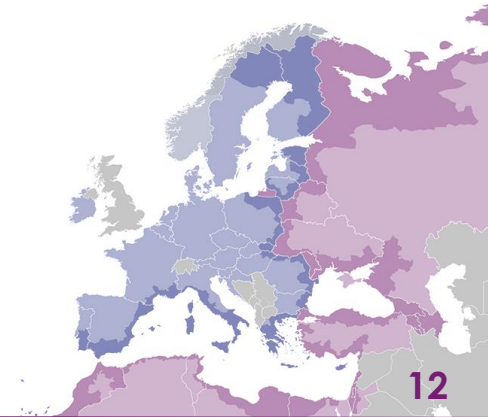
*Each year,
key questions...*

What are the main programme decisions to be taken in 2021?

What information is needed to support these decisions?

When is it needed and how will you get this information?

Who will collect this information and how much will it cost?



CHAPTER 3

Indicators

Let's watch at the same things...

Indicators at the project level

- Logframe's **second and third columns** contain information on the indicators and sources of their verification

- Project partners need to have a **joint understanding** on the outputs, results and impact

| | Intervention Logic | Objectively Verifiable Indicators | Sources of Verification | Assumptions |
|--------------------|--------------------|-----------------------------------|-------------------------|----------------|
| Overall Objectives | | | | |
| Project Purpose | | | | |
| Results | | | | |
| Activities | | Means | Cost | |
| | | | | Pre-conditions |

Indicators embedded into the project logframe...

WHAT DO INDICATORS MEASURE?

- ❑ **Input** (e.g. money, persondays)
- ❑ **Output:** the direct products of the project/ programme (e.g. number of people trained)
- ❑ **Result** (outcome): the short-term or medium-term effects of the outputs produced within the project / programme
- ❑ **Impact:** the long-term effects brought to a wider group of society to which the programme/ project have contributed (usually beyond the life time of the programme/ project)



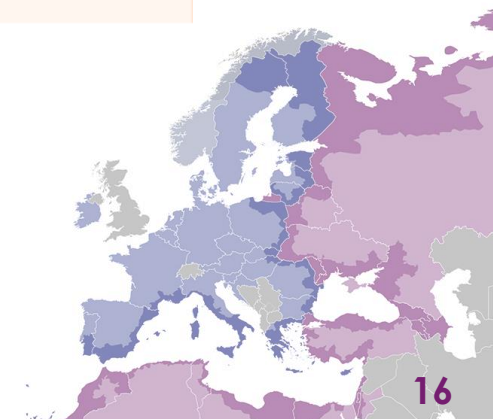
A reminder of a key Results Management tool

WHAT DO INDICATORS CONSIST OF?

- ❑ **Description** (what to measure?)
- ❑ **Measurement** unit (how to measure?)
- ❑ **Baseline** value (what was it in the beginning?)
- ❑ Actual **value** (what it is at a certain reference date during implementation?)
- ❑ **Target** value (what should it be by the end of the project/ programme?)
- ❑ **Timing** information (by when should targets, milestones be achieved?)
- ❑ **Source** of verification (where and how to get the data?)



NB: direct link with intervention logic!



EXAMPLES OF INDICATORS

Input: the number of person-days used

Input: the amount of funds spent per trainee

Output: nr of persons participating in environmental actions

Output: square metres of exhibition space renovated

Output: nr of additional ICT based tools developed supporting CBC

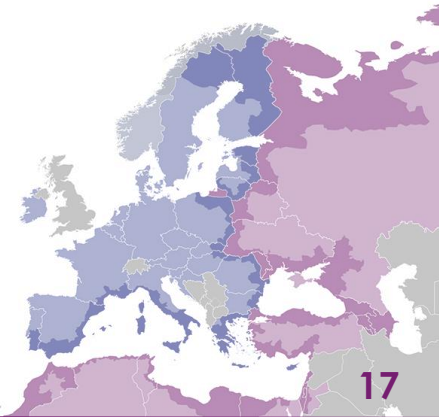
Result: number of visitors to sites of cross-border interest

Result: % of blue flag beaches in the area

Impact: income from tourism in municipalities involved

Impact: Number of reported cases of disease related to pathogens in water

Result: rating of availability of CB trade info (survey)



CHAPTER 4

Evaluation criteria and plan

Let's agree on what we want to measure...



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Relevance

Impact

Effectiveness

Efficiency

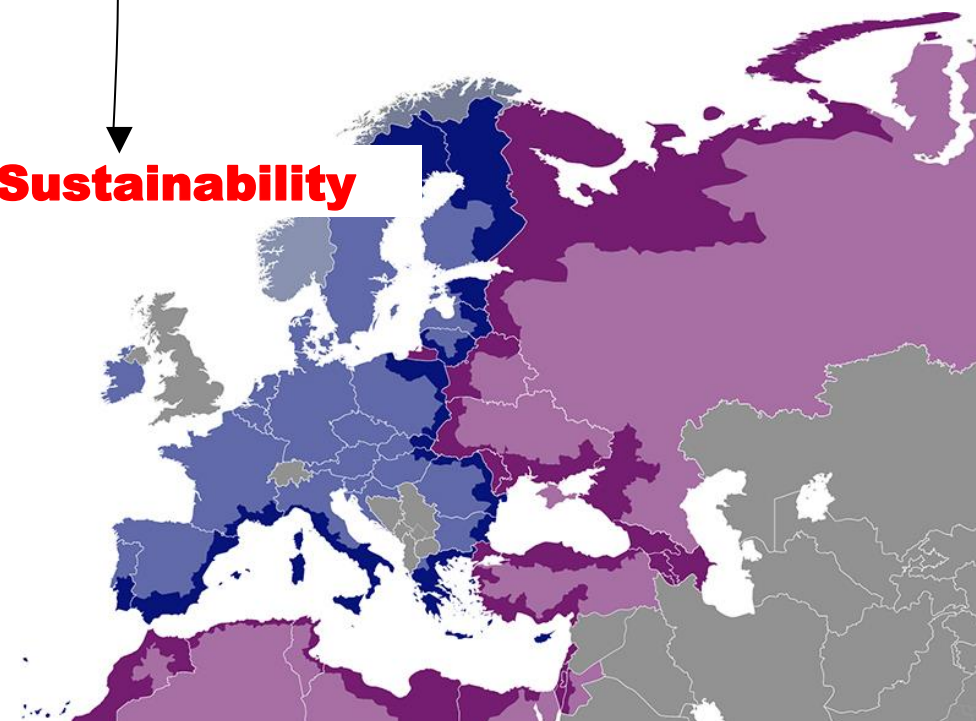
Overall
Objective

Project
Purpose

Results

Activities

Sustainability



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CHAPTER 5

Result Oriented Monitoring

A Swiss knife for quick sound monitoring...

Objective

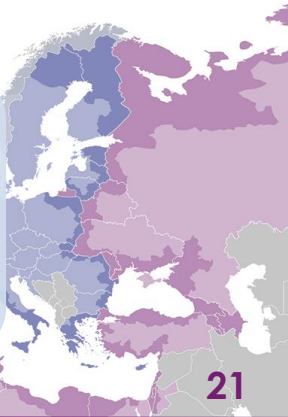
- Review the performance of projects funded
- Review the performance of the programme bodies in support and follow-up of the projects
- Assess likelihood that results will be achieved
- Evaluate the need for remedial action

Criteria

- Relevance
- Efficiency of implementation
- Effectiveness
- (prospects for) Impact
- (prospects for) Sustainability

Result

- Recommendations to project beneficiaries to improve implementation
- Recommendations to programme bodies
- Interviews, review documentation, visits
- Representative sample of projects to be ROM reviewed



THE POWER OF MEASURING RESULTS

- ❖ If you do not measure results, you cannot tell success from failure;
- ❖ If you cannot see success, you cannot reward it;
- ❖ If you cannot reward success, you are probably rewarding failure;
- ❖ If you cannot see success, you cannot learn from it;
- ❖ If you cannot recognize failure, you cannot correct it;
- ❖ If you can demonstrate results, you can win public support

Source: Adapted from Osborne & Gaebler (1992) in *"Ten Steps to a Results-Based Monitoring and Evaluation System"*



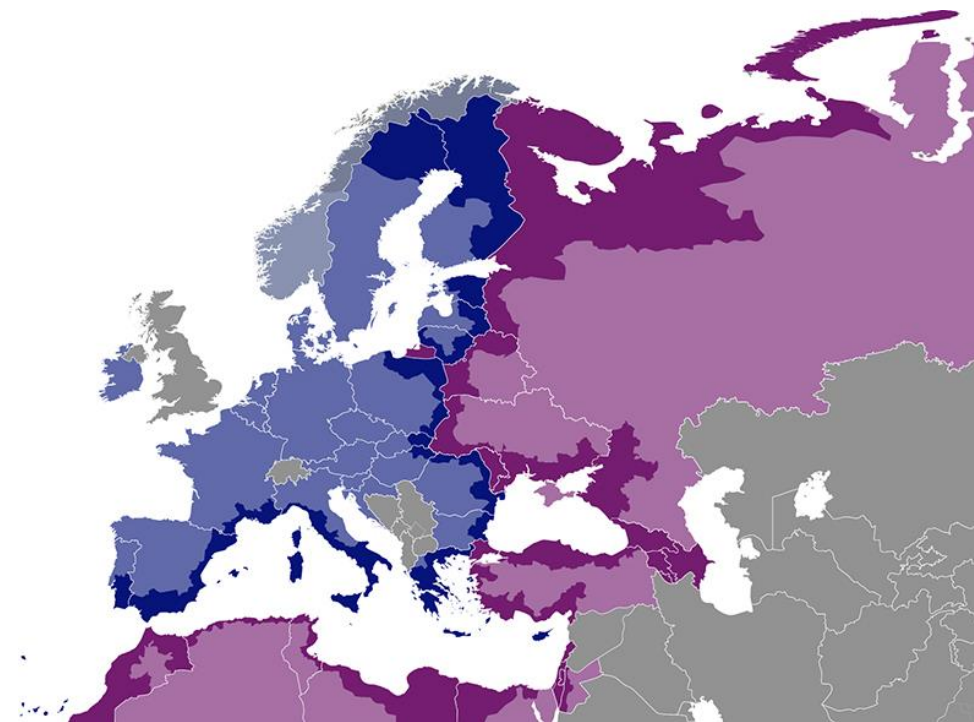
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Thank you!

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