



ONLINE TRAINING
SESSIONS 1 AND 2

PROJECT IMPLEMENTATION AND MONITORING SYSTEM

Date: April 25 and 27, 2023

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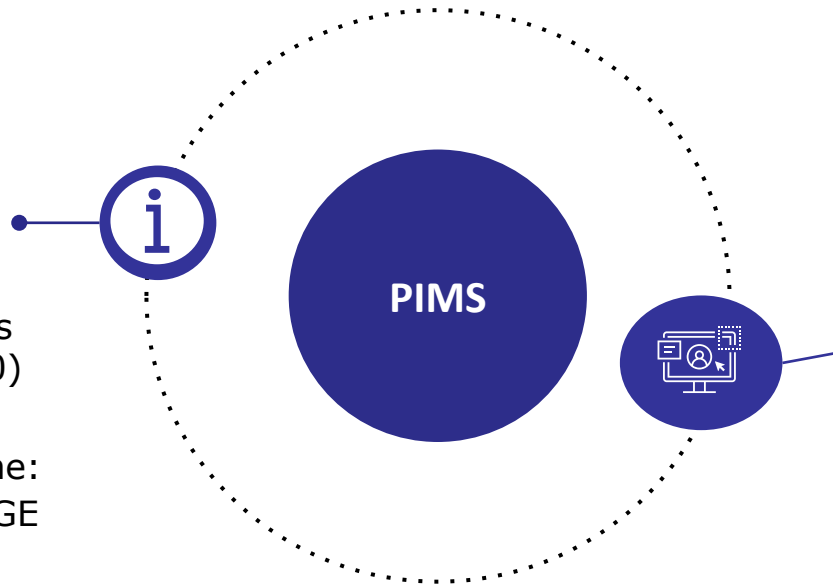


Session 1

Project Implementation and Monitoring System

Supports the **design, monitoring** and **reporting** on actions funded by:

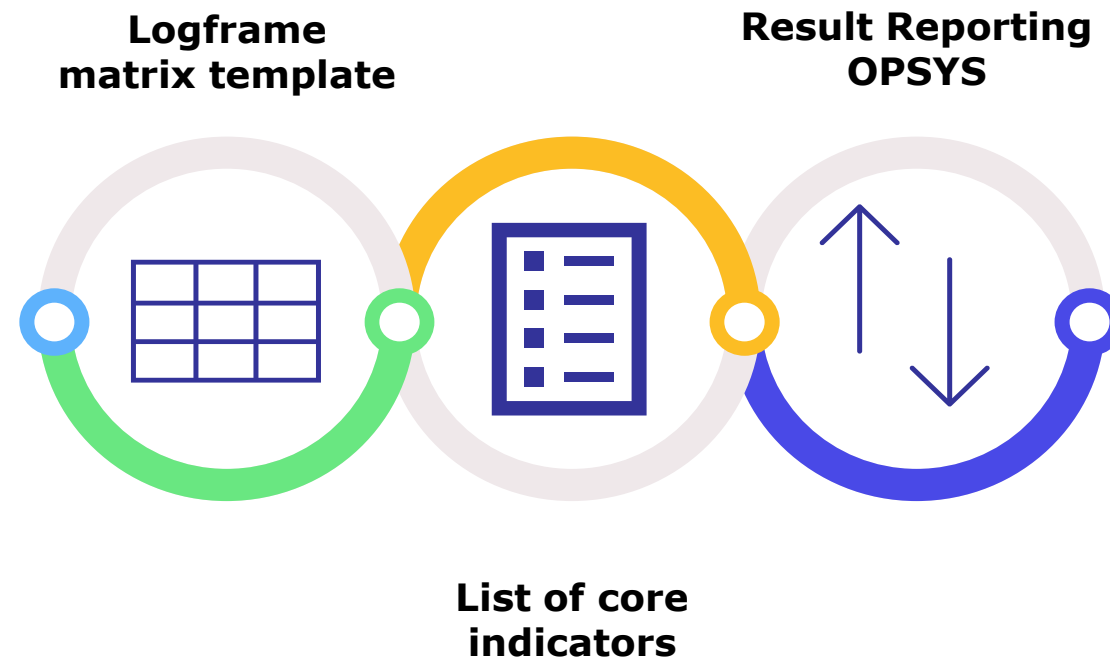
- The **Partnership Instrument** under the previous Multiannual Financial Framework (MFF 2014-2020)
- The **NDICI-GE** under the current Multiannual Financial Framework (MFF 2021-2027) through the:
 - **Foreign Policy Needs Component** of NDICI-GE Rapid Response pillar, and
 - **Geographic Component** of NDICI-GE: cooperation with High Income Countries



Stakeholders concerned:

1. Operational Managers in Brussels and EU Delegations
2. Implementing Partners

Project Implementation and Monitoring System



Structure of the training

1

Session 1: Design

Masterclass on logframes in the time of OPSYS

Part 1 – Project design

- Framing a project: Theory of Change / Results chain
- Designing a project / refining the LFM

Part 2 – Monitoring and indicators

Session 2: Monitoring and reporting

2

How to select and use core monitoring indicators

- Selection and validation of core indicators
- Result reporting
- Data collection



Objective

To **reflect** on the different **components** of the **Logframe Matrix** and its **development**



Objective

To prepare you to put the **Logframe Matrix** into **practice** in the respective phases of the **project cycle**



PROJECT DESIGN AND HOW TO USE THE LOGFRAME MATRIX

Framing a project: contributing to objectives of EU external action

- The **objectives of EU external action** frame all individual projects.
- Projects are expected to **contribute to these overarching objectives**.
- EU external action objectives are **translated into the objectives of the NDICI** (financial instrument supporting the implementation of EU external action),
- The NDICI objectives **frame “FPI Results Framework”**: it is a monitoring tool, linking objectives and performance indicators, which shows how FPI performs in achieving its mission.



EU global strategy

EUGO9 Increase the position of the EU as a stronger global actor

FPI intervention logic

FPI001: the EU position as peace maker on the international scene is further consolidated

SO1.a Fast and effective EU action for crisis response, conflict prevention and peace in line with EU priorities and complementary to multilateral action

SO1.b A further reinforced consistency and complementarity between actions under IcSP/NDICI Crisis Response and Stability and Peace and CFSP actions

SO1.c Enhanced conflict-sensitivity in EU action supporting conflict prevention, stabilisation and peace and addressing global and trans-regional threats to peace, international security and stability in a holistic and inclusive manner

SO2 Fast action to enable resource-effective CFSP interventions as part of the Integrated Approach

SO3 Global conflict management capacity is further reinforced through the deployment of European Peace Facility peace support operations by international, regional and sub-regional organisations

FPI002: the EU position as global standard setter and number one partner in support of the rules-based multilateral global order is further consolidated

SO4.a EU interests, values and standards positively impact decision-making processes in third countries

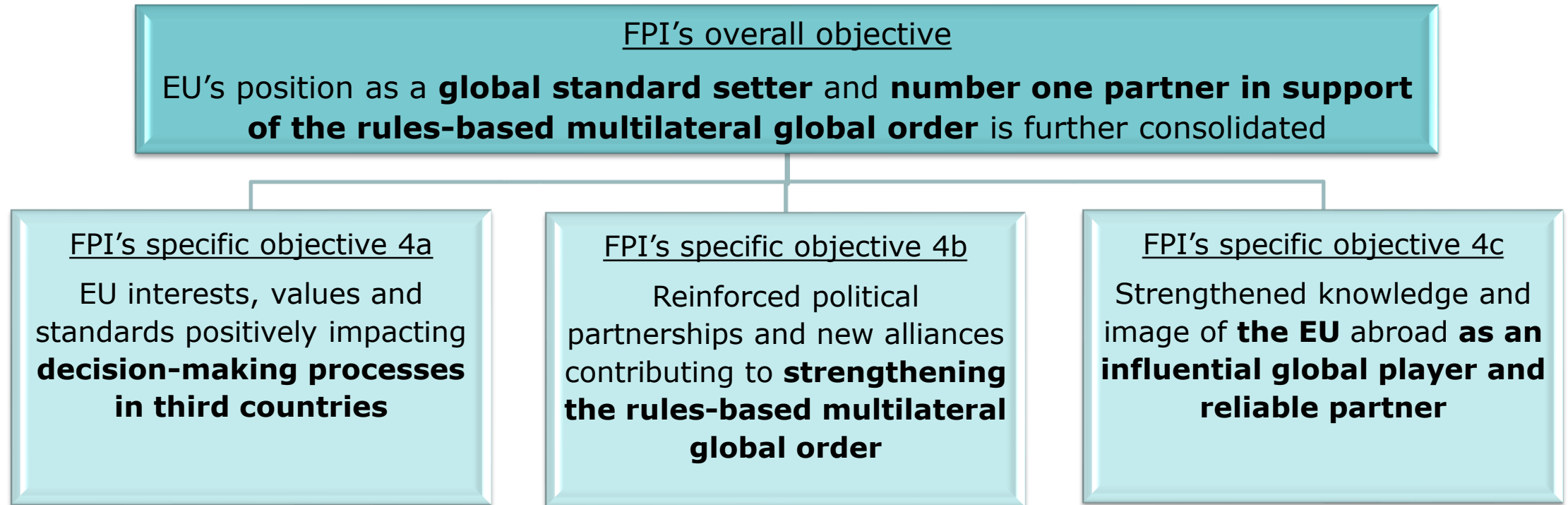
SO4.b Reinforced political partnerships and new alliances contributing to strengthening the rules-based multilateral global order

SO4.c Strengthened knowledge and image of the EU abroad as an influential global player and reliable partner

SO5 Strengthened EU contribution to democratic electoral cycles and reliability of electoral processes in third countries

SO6 Increased global action through trade restrictions contributing to the prevention and eradication of torture and the abolition of the death penalty

Framing a project: contributing to the objectives of EU external action



Framing a project: contributing to objectives of the EU external action

These objectives also “frame” the **monitoring of individual projects**. The core indicators are broken down in thematic areas which match the EU’s specific objectives:

How to provide evidence on progress towards this objective:

The EU’s position as a global standard setter and number one partner in support of the rules-based multilateral global order is further consolidated

Use core indicators in thematic areas as relevant:

Approaches and/or practices beneficial to the achievement of EU interests, values and standards taken up in partner country

EU regional, interregional, bilateral and multilateral cooperation partnership strategies developed, adopted or implemented

Media coverage on the EU in the partner country



THE LOGFRAME MATRIX

Part 1 – Project design

Framing a project: Theory of Change / Results Chain
Designing a project / Refining the Logframe Matrix

MONITORING

Results Chain	Indicators	Baselines (including reference year)	Targets (including reference year)	Source of verification	Assumptions
Overall Objective Impact					Not to be filled out at impact level
Specific Objective(s) Outcome(s)					
Outputs					
Activities	Not to be filled out in OPSYS				

PROJECT DESIGN



Designing a project / Refining the Logframe Matrix

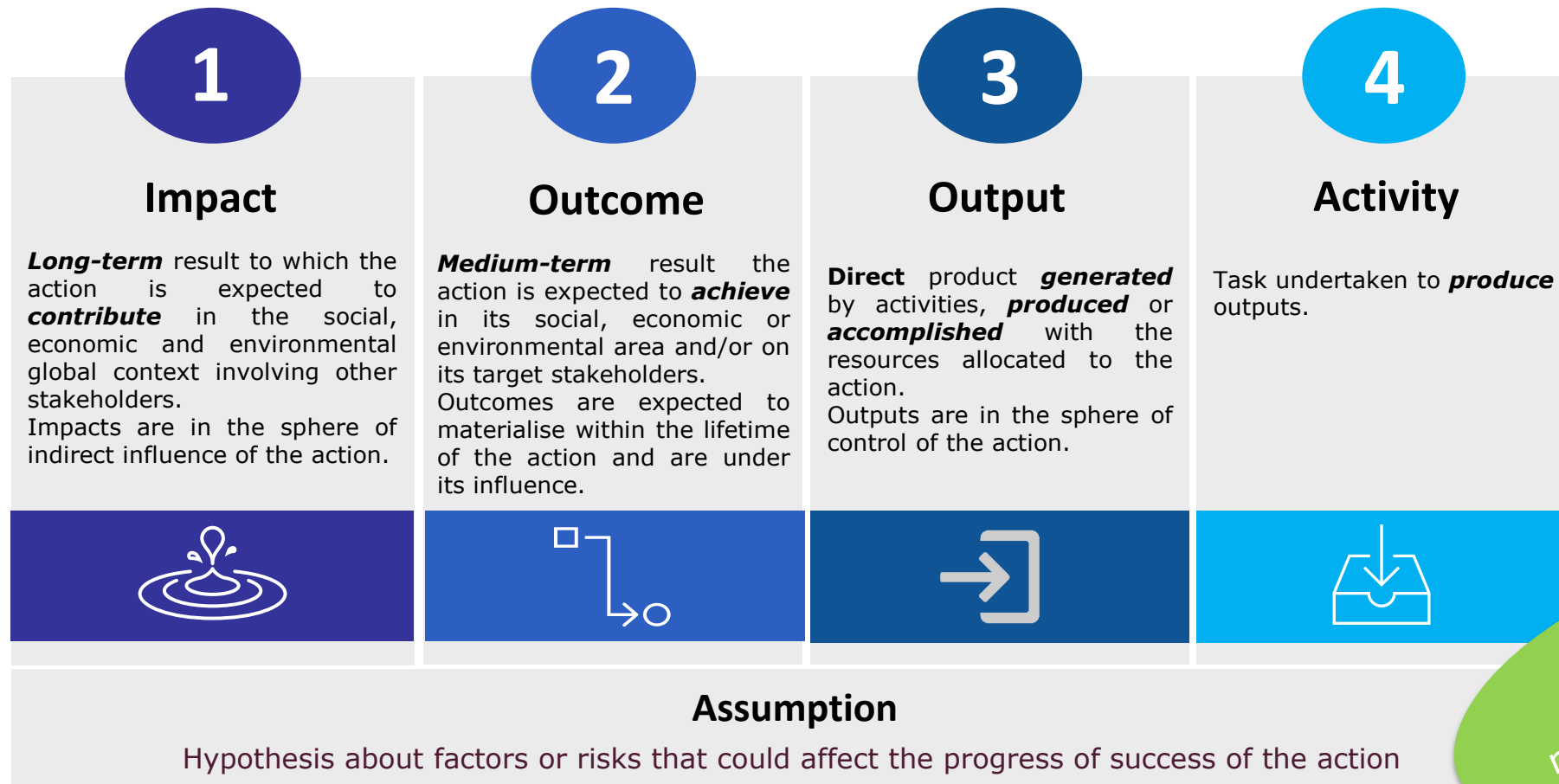
Different elements of the Results Chain

Designing a project / Refining the LFM

Results Chain	Indicators	Baselines (including reference year)	Targets (including reference year)	Source of verification	Assumptions
Overall Objective Impact					Not to be filled out at impact level
Specific Objective(s) Outcome(s)					
Outputs					
Activities	Not to be filled out in OPSYS				

PROJECT DESIGN

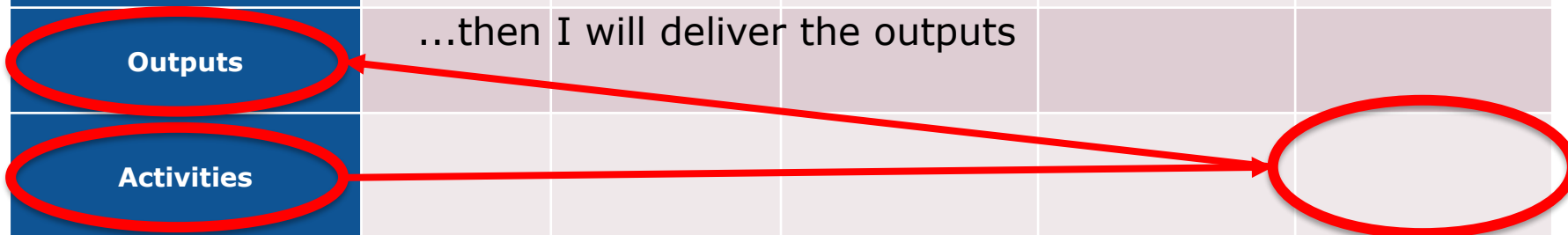
Different levels of the Theory of Change / Results chain



Gender
mainstreaming

Designing a project / Refining the Logframe Matrix: accounting for uncertainty!

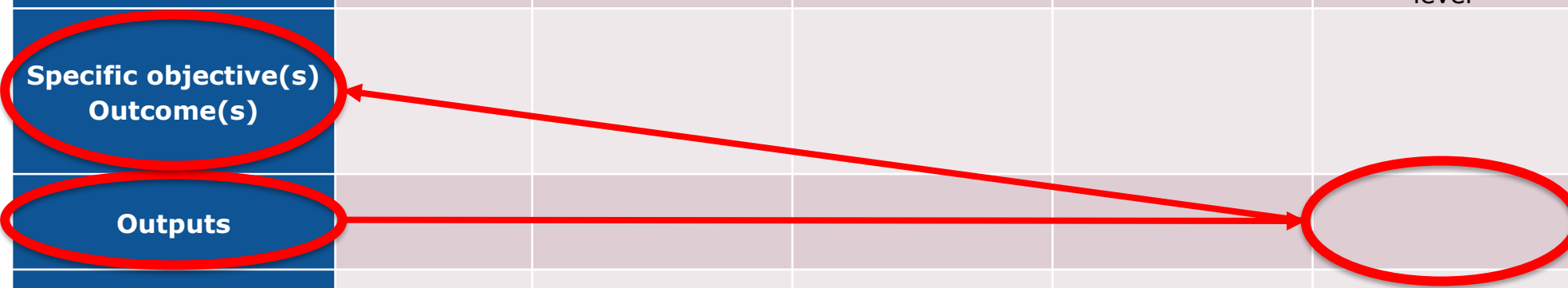
Results Chain	Indicators	Baselines (including reference year)	Targets (including reference year)	Source of verification	Assumptions
Overall Objective Impact					Not to be filled out at impact level
Specific Objective(s) Outcome(s)					
Outputs	...then I will deliver the outputs				
Activities					



If we implement these activities, and if these assumptions remain valid...

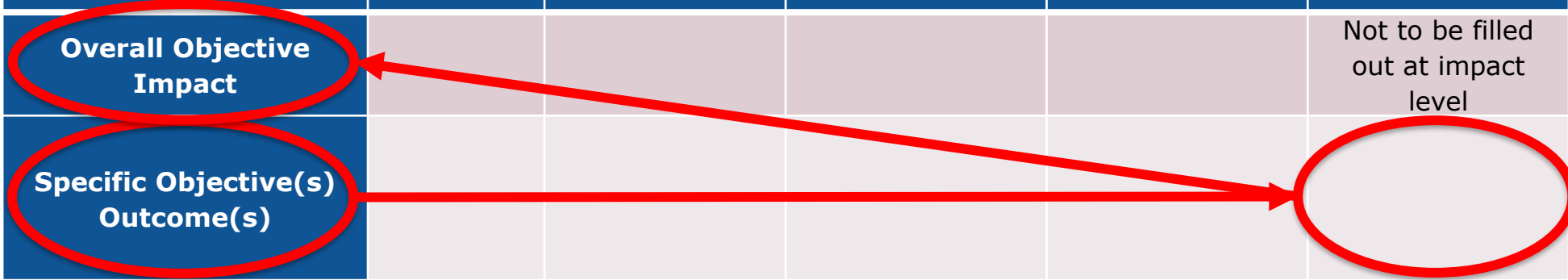
Designing a project / Refining the LFM: accounting for uncertainty!

Results Chain	Indicators	Baselines (including reference year)	Targets (including reference year)	Source of verification	Assumptions
Overall Objective Impact					Not to be filled out at impact level
Specific objective(s) Outcome(s)					
Outputs					
Activities					



Designing a project / Refining the LFM: accounting for uncertainty!

Results Chain	Indicators	Baselines (including reference year)	Targets (including reference year)	Source of verification	Assumptions
Overall Objective Impact					Not to be filled out at impact level
Specific Objective(s) Outcome(s)					
Outputs					
Activities					



The table illustrates the Results Chain and its associated indicators, baselines, targets, verification sources, and assumptions. The 'Overall Objective Impact' and 'Specific Objective(s) Outcome(s)' rows are highlighted with red circles. A red arrow points from the 'Overall Objective Impact' cell to the 'Specific Objective(s) Outcome(s)' cell, and another red arrow points from the 'Specific Objective(s) Outcome(s)' cell to the 'Assumptions' column, indicating that assumptions for specific objectives are not filled out at the impact level.

Designing a project / Refining the logframe matrix: Checklist!

- 01 Follow a top-down logic (define your objectives first!)
- 02 Keep it simple
- 03 Cover all the relevant elements of the Action
- 04 Be realistic about what can be achieved
- 05 Do not make big jumps between the different levels
- 06 Check the logic of the Results chain
- 07 Check whether the Action's Results chain aligns with the overarching objectives it seeks to contribute to
- 08 Revise the Results chain as relevant



**Any questions
at this point?**

QUIZ TIME! Output or Outcome?

		Output	Outcome
1	Legal assistance provided to partner country in the drafting of new IPR regulatory framework	✓	✗
2	Regulatory framework developed in partner country to improve the level of IPR protection and enforcement in partner country	✗	✓
3	Partner country's government is aware of EU initiatives on AI	✓	✗
4	Awareness raised on the EU as a global leader on AI	✗	✓

QUIZ TIME! Outcome or Impact?

		Outcome	Impact
1	Sectoral dialogues fostered on specific priority areas of EU – partner country mutual interest	✓	✗
2	Contribution to strengthening EU cooperation with partner country in the areas of circular economy and plastic waste	✗	✓
3	Partner country agrees to support the draft global framework for the protection of biodiversity which the EU will present at the next COP	✓	✗
4	A global framework for the protection of biodiversity is adopted	✗	✓

QUIZ TIME! Output or Indicator?

		Output	Indicator
1	Number of followers on project's Twitter account	✗	✓
2	Percentage of EU companies that acknowledge a positive change in their perceptions of the business, trade and investment climate in partner country	✗	✓
3	Factsheets on EU best practices on the promotion of low carbon technologies	✓	✗
4	Increase in the coverage on social media in partner country of EU action on climate change	✓	✗



**Any questions
at this point?**



THE LOGFRAME MATRIX

Part 2: INTRODUCTION TO MONITORING AND CORE INDICATORS

INTRODUCTION TO MONITORING


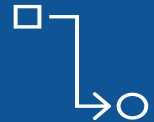

Results Chain	Indicators	Baselines (including reference year)	Targets (including reference year)	Source of verification	Assumptions
Overall Objective Impact					Not to be filled out at impact level
Specific Objective(s) Outcome(s)			MONITORING		
Outputs					
Activities	Not reported in OPSYS				

Introduction to monitoring

- In the Project Implementation and Monitoring System, an indicator is a quantitative or a quantitative and qualitative variable that can be observed.
- An indicator measures the progress made and how close we are to achieving a set goal (a policy outcome for example).
- A core indicator is an indicator pre-defined by the European Commission to monitor progress in a particular area



Introduction to monitoring

	Level	Examples of core indicators	
	Impact	Number of barriers to market access, investment and business development removed	
	Outcome	Number of processes related to partner country approaches to challenges of global concern, which have been influenced	
	Output	Number of participants in an event Number of communication products developed Number of events organised	

QUIZ TIME! Is it an indicator?

	Indicator
1 Improvement of the investment climate in partner country	<input type="checkbox"/>
2 30 EU companies in business mission(s) to partner country	<input type="checkbox"/>
3 Number of processes related to bilateral, regional or multilateral practices / approaches that include gender equality objectives which have been influenced	<input checked="" type="checkbox"/>



Any questions?



Session 2

Structure of the training

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Session 2: Monitoring and reporting

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How to select and use core monitoring indicators

- Selection and validation of core indicators
- Result reporting
- Data collection

Agenda



Objective

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Objective

To prepare you to put the **Logframe Matrix** into **practice** in the respective phases of the **project cycle**

MONITORING

Results Chain	Indicators	Baselines (including reference year)	Targets (including reference year)	Source of verification	Assumptions
Overall Objective /Impact					Not to be filled out at impact level
Specific Objective(s) /Outcome(s)					
Outputs					
Activities	Not to be filled out				

PROJECT DESIGN

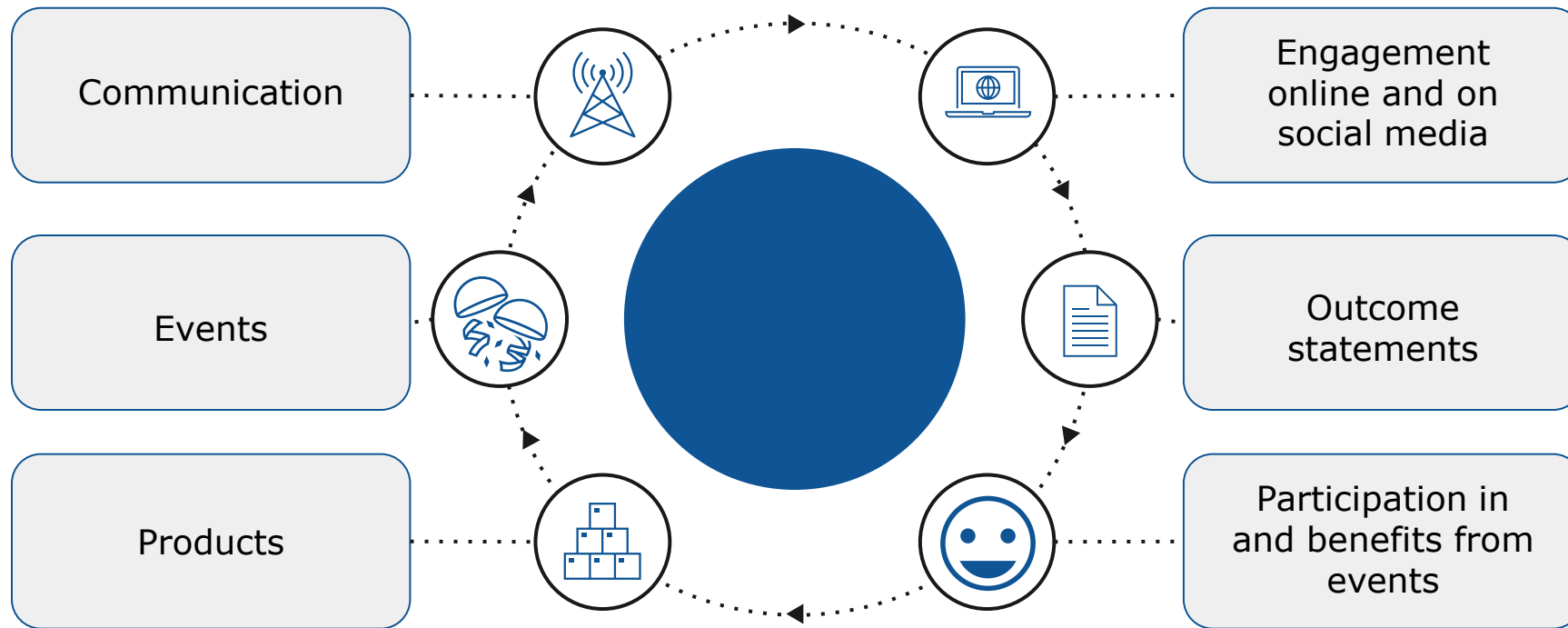


SELECTING CORE INDICATORS



WHAT ARE CORE INDICATORS?

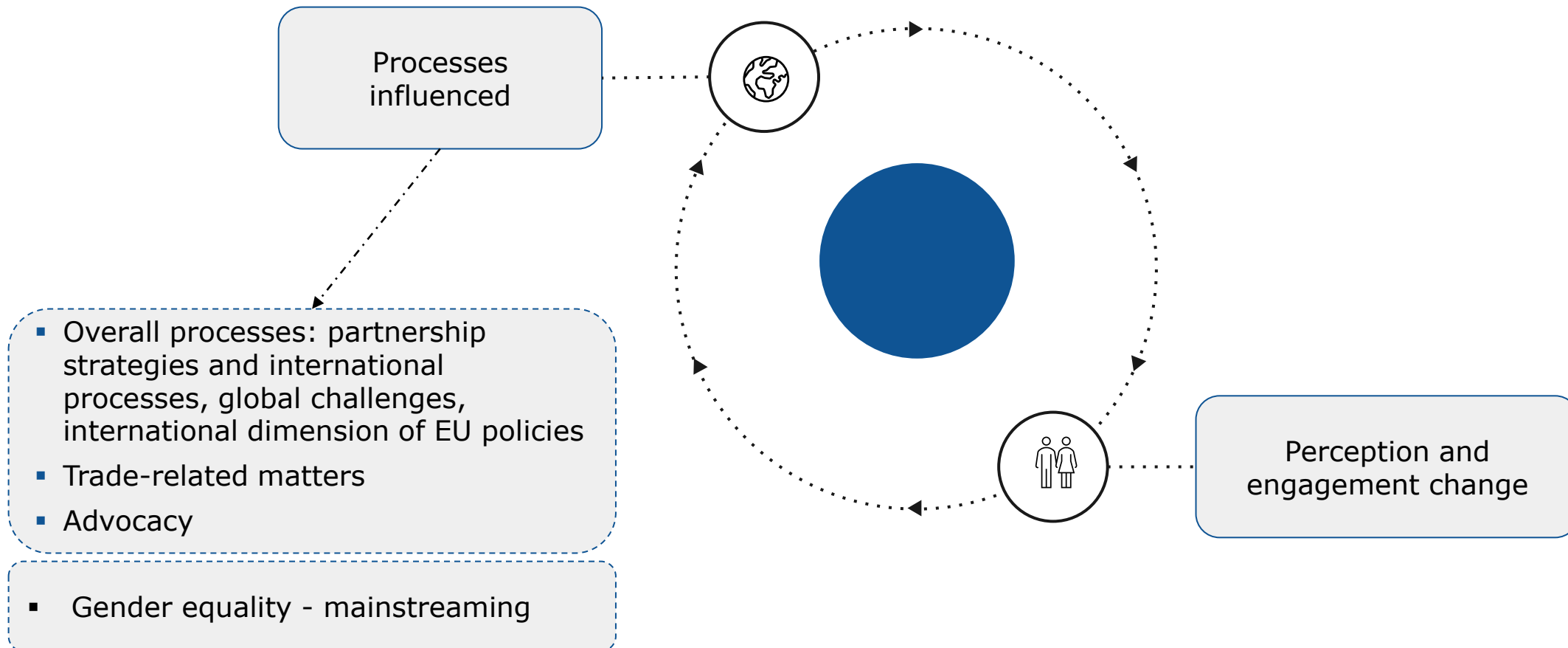
Core output indicators



CORE OUTPUT INDICATORS

Number of events organised / supported	Number of knowledge-based products developed
Number of participants in the events organised/supported	Number of outcome statements emanating from the events
Percentage of participants in the events who report having benefited from the events organised/supported	Number of communication products developed
Number of EU companies that participated in the events organised/supported	Number of public/media/communication campaigns designed and implemented
Percentage of EU companies which report having benefited from the events organised/supported	Level of engagement online & on social media
Number of non-EU companies that participated in the events organised/supported	
Percentage of non-EU companies which report having benefited from the events organised/supported	

Core outcome indicators



CORE OUTCOME INDICATORS

Number of processes related to state-level and sub-state level (bilateral, regional, multi-lateral) partnership strategies and policy dialogues which have been influenced

Number of processes related to non-state level partnerships/agreements which have been influenced

Number of processes related to partner country approaches to challenges of global concern which have been influenced

Number of processes related to partner country practices on challenges of global concern which have been influenced

Number of processes related to the positions partner countries take in the run-up or during, regional/international fora which have been influenced

TRADE

Number of processes related to partner country practices on trade, investment and business which have been influenced

Number of processes related to the removal of barriers to market access, investment and business which have been influenced

Number of processes related to the negotiation, implementation or enforcement of EU trade and investment agreements with partner countries which have been influenced

Percentage of EU companies which acknowledge a positive change in their perceptions of the business, trade and investment climate in partner countries

Number of processes related to partner country approaches contributing to the implementation of the international dimension of internal Union policies

Number of processes related to partner country practices contributing to the implementation of the international dimension of internal Union policies

FOR PI-FUNDED PROJECTS ONLY

Number of processes related to partner country approaches beneficial to the achievement of the Europe 2020 strategy which have been influenced

Number of processes related to partner country practices beneficial to the achievement of Europe 2020 strategy which have been influenced

ADVOCACY *(applicable to all PI and NDICI-funded projects)*

Percentage of participants targeted by outreach and advocacy events who acknowledge a positive change in their perception of the EU and/or international policies and standards

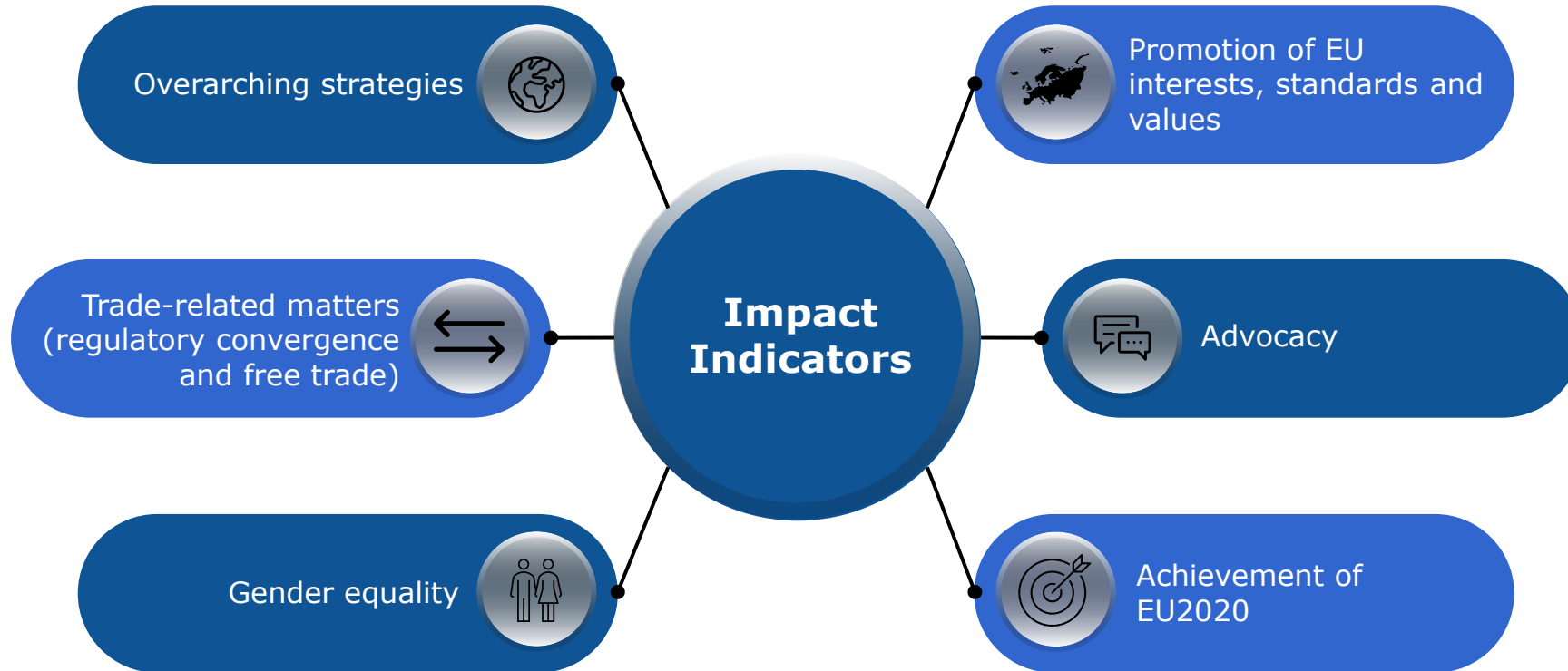
Percentage of participants targeted by outreach and advocacy events who acknowledge having engaged further on the topic on their own initiative as a result of their exposure to an event

Number of articles published in print and/or digital media about an event

GENDER EQUALITY *(applicable to all PI and NDICI-funded projects)*

Number of processes related to bilateral, regional or multilateral practices/approaches that include gender equality objectives which have been influenced

Impact indicators



CORE IMPACT INDICATORS

Number of EU regional, inter-regional, bi-lateral and multi-lateral cooperation partnership strategies (incl. strategies to address challenges of global concern) which have been developed, adopted or implemented

Number of regulations and standards relating to trade, investment and business in partner countries which have been aligned to EU / international standards

Number of barriers to market access, investment and business development which have been removed

Percentage of actions (programmes/projects) that score 'High' or 'Medium' on the gender sensitivity index

Number of approaches and/or practices beneficial to the achievement of EU interests, values and standards which have been taken up in third countries

Number of articles on the EU in the partner country

FOR PI-FUNDED PROJECTS ONLY

Number of EU bilateral, regional, inter-regional and multi-lateral cooperation partnership strategies which have been enhanced

Number of collective approaches and/or practices to challenges of global and/or mutual concern which have been developed/adopted/implemented

Number of approaches and/or practices beneficial to the achievement of the EU2020 strategy which have been taken up in partner countries

The core indicator does not reflect exactly what the project is delivering: what do I do?

From a customised indicator

3 governments express their support for the preparation of the New Global Framework for the protection of biodiversity ahead of the COP

To a core indicator

Number of processes related to the position partner countries take in the run-up to, or during, a regional/international fora, which have been influenced


And target-setting

3 governments express their support for the preparation of the New Global Framework for the protection of biodiversity ahead of the COP

All information on project specificities will be in the narrative report in OPSYS and, when relevant, other project reports

QUIZ TIME!

How to find a suitable core indicator?

Indicator originally proposed	Core indicator	Qualitative description of the target related to core indicator
Production of success story videos	Number of communication products  Number of knowledge-based products	[x] videos presenting success stories of the EU-[partner country] dialogue on circular economy


QUIZ TIME!

How to find a suitable core indicator?

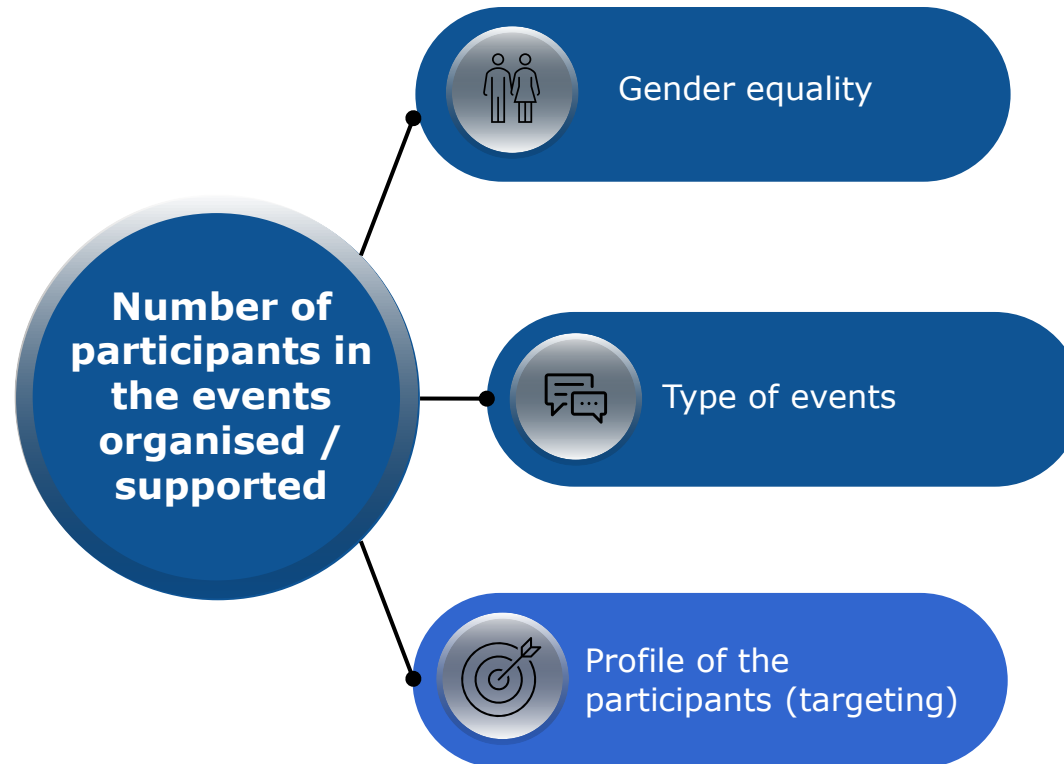
Indicator originally proposed	Core indicator	Qualitative description of the target related to core indicator
<p>Number of processes related to energy efficiency in India which have been influenced</p>	<p>Number of processes related to partner country practices related to challenges of global concern which have been influenced. ✓</p> <p>Number of processes related to partner country approaches to challenges of global concern which have been influenced. ✓</p>	<p>India adopts a global strategy in energy efficiency</p>

QUIZ TIME!

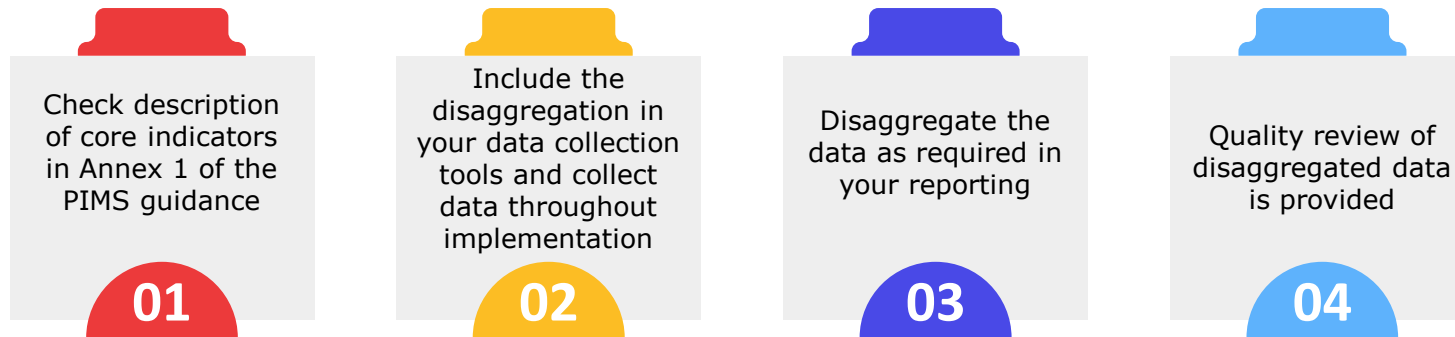
How to find a suitable core indicator?

Indicator originally proposed	Core indicator	Qualitative description of the target related to core indicator
<p>New, sustainable transatlantic alliances between youth organisations, networks or associations are established</p>	<p>Number of processes related to non-state level partnerships/agreements which have been influenced</p> 	<p>Youth organisations active in the field of [topic] in the USA and the EU sign a cooperation agreement</p>
	<p>Number of processes related to state-level and sub-state level (bilateral, regional, multi-lateral) partnership strategies and policy dialogues which have been influenced</p>	

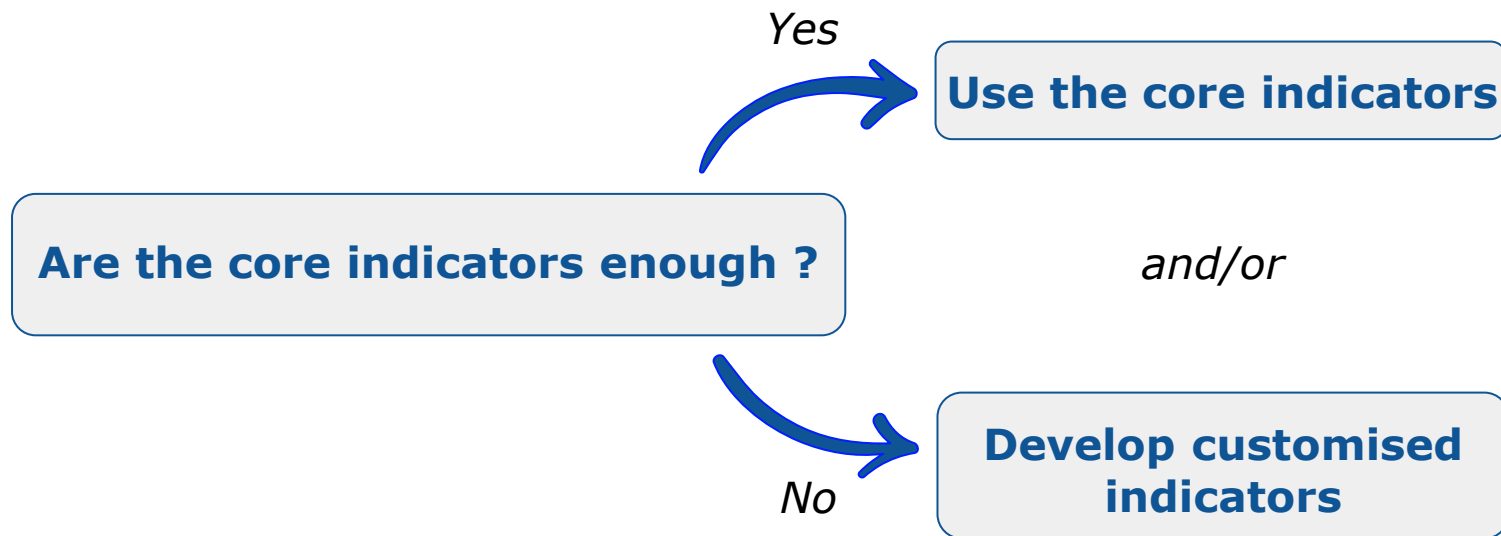
Be mindful of the disaggregation required for some core indicators!



Disaggregation : Checklist!



Selecting indicators: decision tree!



To be used in exceptional cases only.

Data will not be aggregated which means that they will not be included in FPI overall achievements.

A customised indicator must be described in an **Indicator Description Fiche** to be approved.

A good practice: File the details on any customised indicator

When creating a “customised indicator”, it is **obligatory** to:

- Fill out an **Indicator Description Fiche**
- Upload it in OPSYS for review by the Quality Manager at the HQ

Title	<i>The indicator statement</i>
Type	<i>The group to which the indicator belongs: Output, Outcome, Impact, Internal</i>
Definition	<i>Further explanation of the indicator and how it is designed</i>
Unit of measurement	<i>Number, number and narrative, percentage, ratio</i>
Possible disaggregation	<i>Many indicators are to be presented with some form of disaggregation, for example by:</i> <ul style="list-style-type: none"> <i>Gender</i> <i>Type of event</i> <i>Nationality</i> <i>Sector of participant</i> <i>Level of intervention</i> <i>Status of agreement</i> <i>Perception</i>
Indicator created by	<i>FPI Unit XX, EUD in XX, RT in XX</i> <i>Implementing Partner XX</i> <i>Name of the person who created the indicator</i> <i>Contacts</i>
Sources and methods	<i>Where the data can be found and recommended ways of collecting the data</i>
Guidance for use	<i>When relevant:</i> <ul style="list-style-type: none"> <i>i) instructions on how the indicator may be used in the Action logframe.</i> <i>ii) its use for the management and monitoring of the Action by the Implementing Partner.</i> <i>iii) its use at higher levels of aggregation for management and monitoring by FPI HQ.</i>
Other issues	<i>Remarks on any other useful issues concerning the indicator</i>

A good set of indicators: Checklist!





RESULT REPORTING

Key elements of result reporting

- 1** The new online platform, OPSYS, will be the support for results reporting.
- 2** Implementing Partners are responsible for reporting in OPSYS.
- 3** EC/EUD managers receive and quality review the reporting via OPSYS.
- 4** OPSYS allows to collect information on:

A	Key features of the Action
B	Core indicators and/or customised indicators
C	Quantitative and qualitative data Disaggregation required by FPI

Key elements of result reporting *(continued)*

1. Disaggregation

- When you report an indicator value, breaking down the value might be required in order to report on disaggregated categories

2. Baseline and target-setting

- When you select a particular indicator you need to set baseline and target values
- Baselines are 0 by definition in general (to describe the starting point of the project)
- Define the targets: what will success look like? (for each indicator)

Key elements of result reporting (*continued*)

3. Cumulative result reporting for both quantitative and qualitative results

4. Qualitative reporting

- ***Quantitative and qualitative indicators***
 - Reporting quantitative indicator value
 - Providing a qualitative narrative

- ***Check the description of core indicators in Annex 1 of the PIMS guidance to confirm if/when qualitative data is required***

Key elements of results reporting (*continued*)

4. Qualitative reporting (*continued*)

- ***The different dimensions of qualitative reporting (outcome and impact level)***
 - **Baseline narrative:** specify the context / background in relation to the indicator selected.
 - **Target narrative:** describe which process (e.g.) you are targeting and explain what success will look like. If the target is set for at more than 1 process, provide a narrative for each of the processes targeted.
 - **Qualitative reporting on the current value of the indicator:** describe the process, its focus, the influence delivered and how it was delivered.



Qualitative reporting in OPSYS -> It is possible!!

[Baseline narrative]

Indicator's values

Number of processes related to state-level and sub-state level (bilateral, regional, multi-lateral) partnership strategies and policy dialogues which have been influenced 2 Indicator values found Add Value + ?

Search...

Value type	Value date	Value status	Value	Last update	Actions
Baseline	20-10-2020	Approved	0 Nb	06-01-2022	 0
Final target	31-08-2021	Approved	1 Nb	06-01-2022	 0

Qualitative information
(up to 4000 characters, circa one A4 page)

View Indicator value

Current value date: 20/10/2020

Current value: 0 Nb N/A

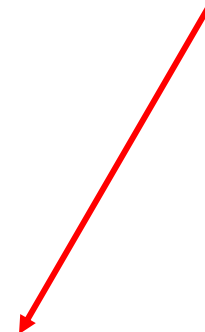
Source(s) of data

EU intervention monitoring systems / Project reports

Description: Final Report, Minutes of the ISG Meetings (3958)

Comment: (4000)

Close



Qualitative reporting in OPSYS -> It is possible!!

[Target narrative]

Indicator's values

Value type	Value date	Value status	Value	Last update	Actions
Baseline	20-10-2020	Approved	0 Nb	06-01-2022	0
Final target	31-08-2021	Approved	1 Nb	06-01-2022	0

Qualitative information
(up to 4000 characters,
circa one A4 page)

and sub-state level (bilateral, regional, multi-lateral) partnership
been

View Indicator value

Current value date
31/08/2021

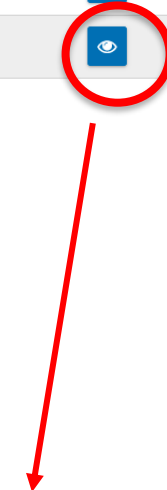
Current value
Σ 1 Nb N/A

Comment 4000

Close

and st as found

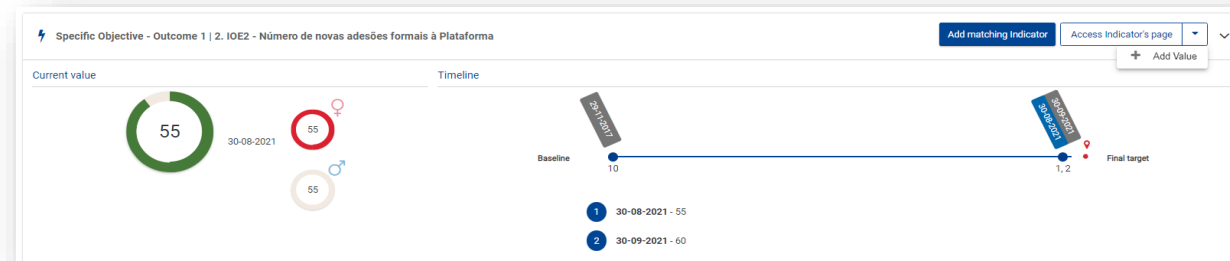
10-2020	Approved	0 Nb	06-01-2022	0
08-2021	Approved	1 Nb	06-01-2022	0



Qualitative reporting in OPSYS -> It is possible!!

[Indicator current value]

**Quantitative
information**



**Qualitative
information**
(up to 4000 characters,
circa one A4 page)

Add Indicator value

ADD CURRENT VALUE

Current value date *
dd/mm/yyyy

Current value *
Σ ### ###,## N/A

Disaggregations
Sex

Source(s) of data
Description *
4000

Comment
4000

Cancel Save

Key elements of result reporting *(continued)*

5. Quality review

- ***For Implementing Partners, before submission***
- ***For Operational Managers, before approval***

- ***Are the data broken down as required?***
- ***Are the required qualitative narratives provided?***
 - Baseline
 - Target
 - Qualitative reporting on the current value of the indicator

- ***Is result reporting cumulative?***

- ***In case of doubt, refer to the core indicator fiches!***

Key elements of result reporting *(continued)*

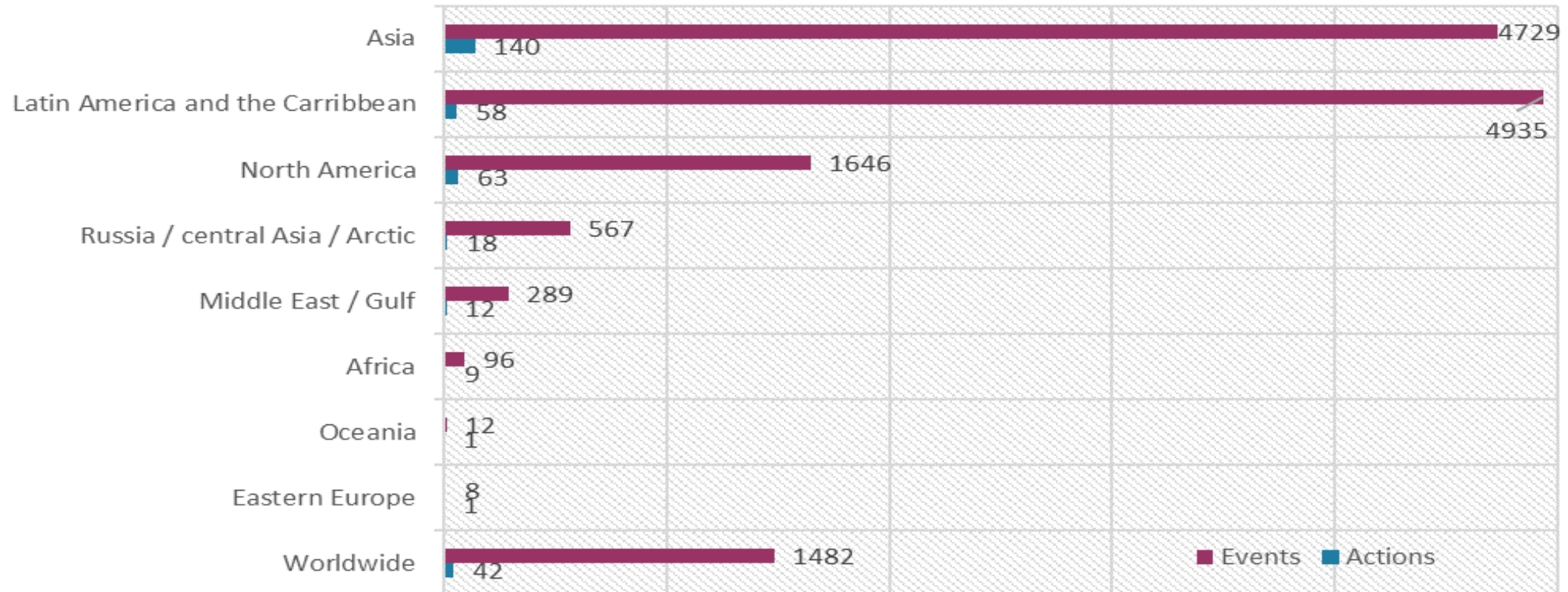
6. How reporting looks like at project and aggregate level

-> Aggregation and why qualitative data are required (extracts)

Number of events organised or supported

	Up to and including 2020	Up to and including 2021	Variation
Overall	7 690	13 937	+6 247
Disaggregation by event type			
Visits, exchanges, study tours	455	491	+36
Business missions	388	353	-35
Technical meetings	1 271	4 746	+3 475
Group events	2 590	4 323	+1 733
Training events	768	1 331	+563
Outreach and advocacy	1 005	1 360	+355

Geographical distribution of actions using the indicator on events organised/supported and of the events organised/supported



7. How reporting looks like at project and aggregate level

-> Aggregation and why qualitative data are required (extracts)

Number of state and sub-state level partnership strategies and policy dialogues which have been influenced

Action	Nr. outcome
Support to EU-LAC Foundation	1
EU-South Asia aviation partnership	4
Natural Capital accounting and valuation of ecosystem services	11

1 process related to ratification of the Constitutive agreement has been influenced: 19 countries / target of 15 + explanation of the ratification for each

Memorandum of Understanding on Aviation Safety concluded between the European Union Aviation Safety Agency (EASA) and the Maldives Civil Aviation Authority (CAA) in October 2018, to facilitate cooperation on enhancing safety levels

Institutional coordination mechanisms have been set-up in the respective project countries (5) for project implementation (but in different forms). In India, it has taken the form of an Inter-Ministerial Group



DATA COLLECTION

Introduction to data collection

Objective: **collect and manage good quality monitoring data** throughout the implementation

- Look at the logframe and the definition of the selected indicators to establish what data need to be collected and from where
- Select the most appropriate data collection tools
- Make sure you have the resources to perform the data collection

What data collection? (Exercise 6)

OC indicator: Number of processes related to partner country practices on challenges of global concern which have been influenced

- **Source of verification:** desk research

Review of policy documents

OC indicator: Percentage of participants targeted by outreach and advocacy events who acknowledge having engaged further on the topic on their own initiative as a result of their exposure to an event

- **Source of verification:** Survey

Yearly survey of the journalists that participated in an outreach event

Data collection: Checklist!





Any Questions?

Resources

- Dedicated page/PIMS group on [Capacity4Dev](#)
- Functional email (pims@particip.com)
- Action-specific coaching sessions



Thank you!

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