ONLINE TRAINING – SESSIONS 1 AND 2

PROJECT IMPLEMENTATION AND MONITORING SYSTEM

Dates: 31 May 2023 and 1 June 2023

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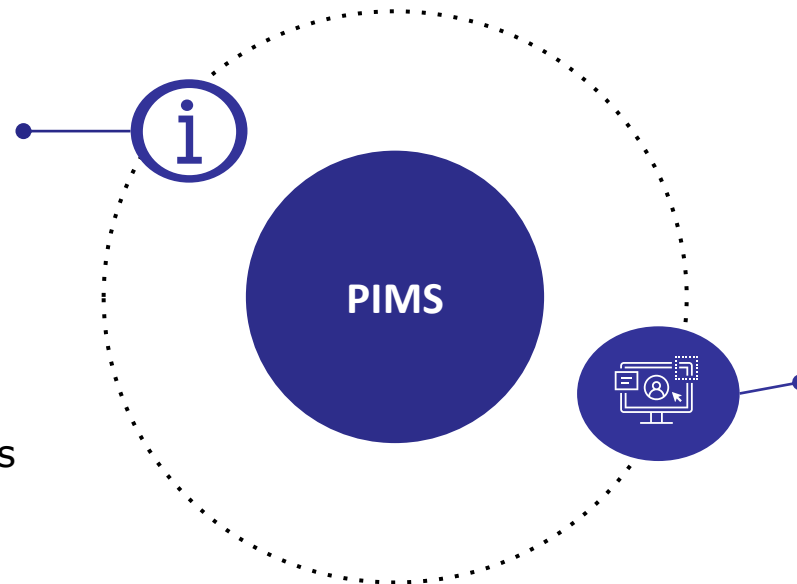**Technical Support:** Semira TESFAMICAEL

Session 1

Project Implementation and Monitoring System

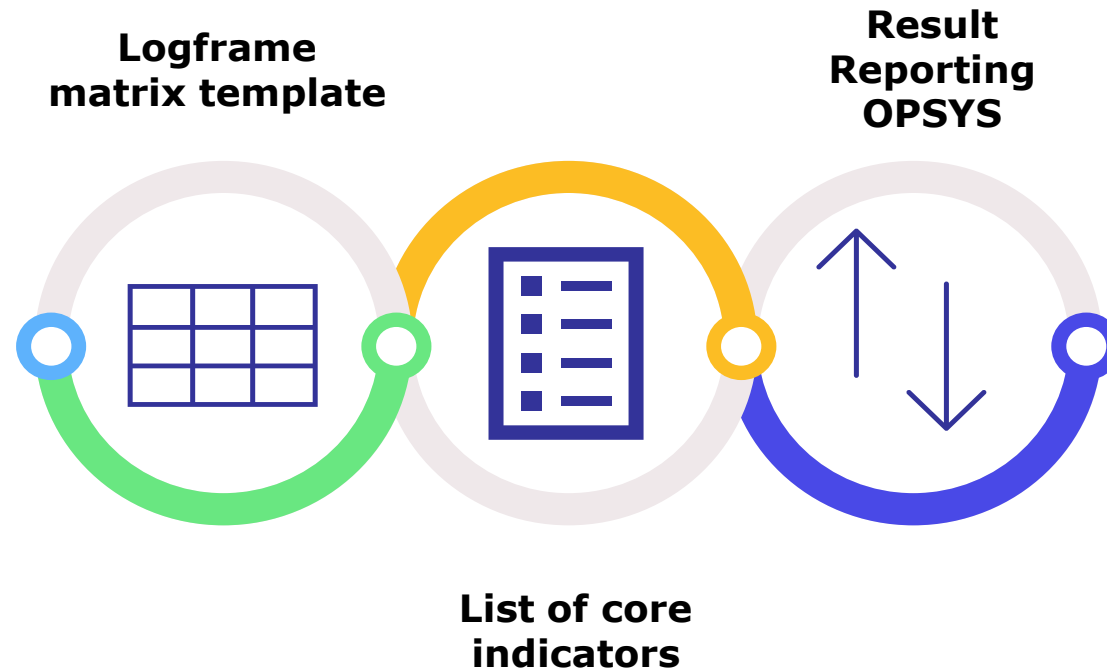Supports the **design**, **monitoring** and **reporting** on Actions funded by:

- The **Instrument Contributing to Stability and Peace (IcSP)** under the previous Multiannual Financial Framework (MFF 2014-2020)

- The **NDICI-GE** under the current Multiannual Financial Framework (MFF 2021-2027) when the funding contributes to strengthening of the EU as a global peace maker (e.g. conflict prevention, conflict resolution and reconciliation; refugees, internally displaced persons and stateless persons; etc.).

NDICI-GE = Neighbourhood, Development and International Cooperation Instrument – Global Europe.

PIMS

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

Project Implementation and Monitoring System

**Logframe
matrix template**

**Result
Reporting
OPSYS**

**List of core
indicators**

Structure of the training

Session 1: Design ①

Session 2: Monitoring and reporting ②

Agenda

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**

How to select and use monitoring indicators

- Selection, development and validation of 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**

5

PROJECT DESIGN AND HOW TO USE THE LOGFRAME MATRIX

Results Chain	Indicators	Baselines (including reference year)	Targets (including reference year)	Sources 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				

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 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.

FPI intervention logic

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

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

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

SO4.a EU interests, values and standards positively impact decision-making processes in third countries
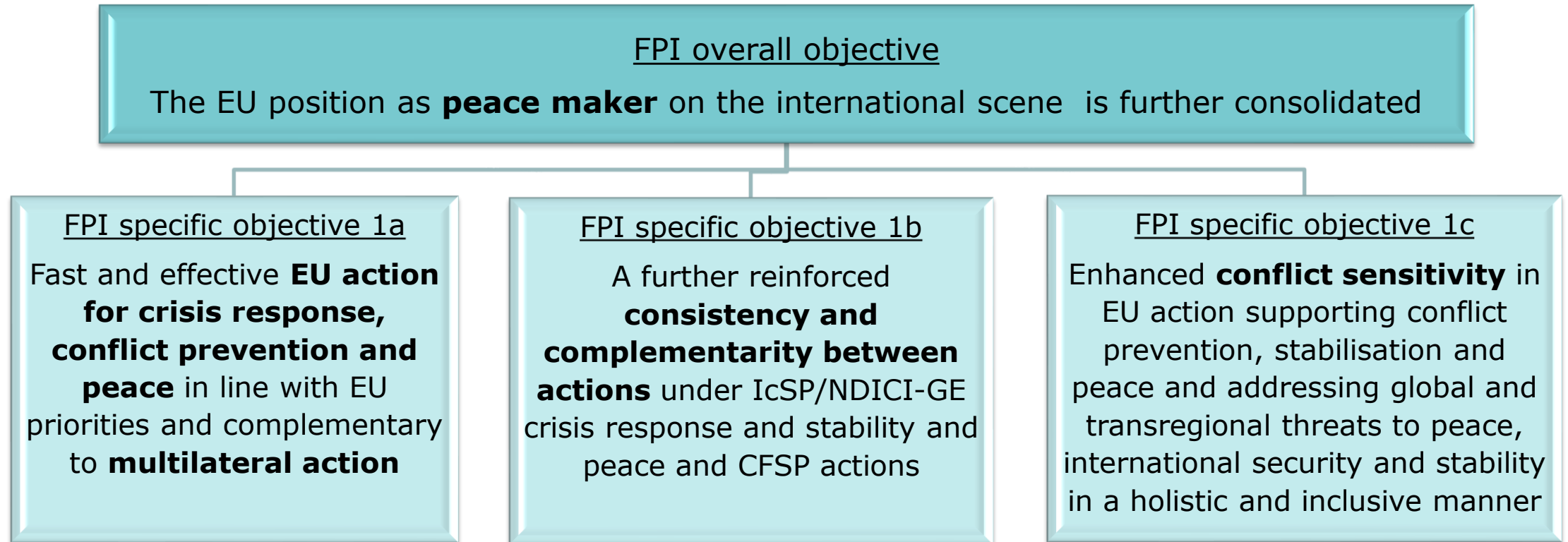
SO4.b Reinforced political partnerships and new alliances contributing to strengthening the rules-based multilateral global order

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

FPI overall objective

The EU position as **peace maker** on the international scene is further consolidated

FPI specific objective 1a

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

FPI specific objective 1b

A further reinforced **consistency and complementarity between actions** under IcSP/NDICI-GE crisis response and stability and peace and CFSP actions

FPI specific objective 1c

Enhanced **conflict sensitivity** in EU action supporting conflict prevention, stabilisation and peace and addressing global and transregional threats to peace, international security and stability in a holistic and inclusive manner
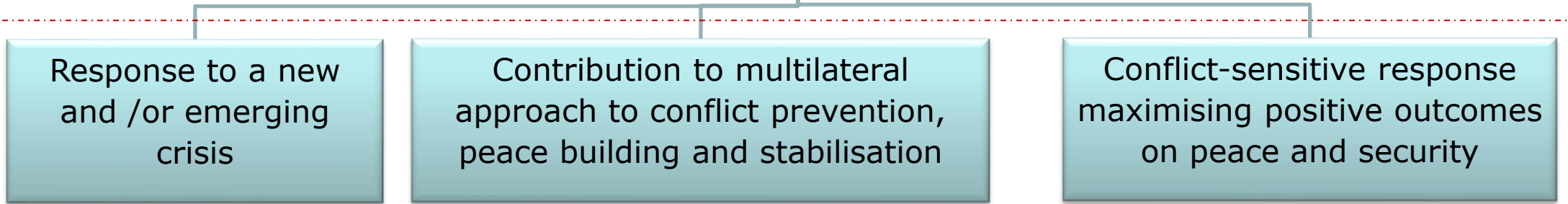
Framing a project: contributing to the objectives of EU external action

These objectives also "frame" the **monitoring of individual projects**: the first level of indicators relate to the objectives previously mentioned. These indicators are core obligatory indicators:

How to evidence progress is made towards this objective:

The EU position as **peace maker** on the international scene is further consolidated

Use core obligatory indicators from the following areas:

Response to a new and /or emerging crisis

Contribution to multilateral approach to conflict prevention, peace building and stabilisation

Conflict-sensitive response maximising positive outcomes on peace and security

Number of persons directly benefiting from the intervention

+

Use other core thematic indicators:

Thematic areas (see next slide for details)

Framing a project: contributing to objectives of EU external action

These objectives are further translated into thematic indicators, which are related to **strengthening of the EU's position as a peace maker** in different thematic areas:

1. Removal of land mines and explosive remnants of war (ERW)
2. Small arms and light weapons control
3. Disarmament, Demobilisation, and Reintegration (DDR) including i) Disarmament of combatants and ii) Demobilisation and reintegration of combatants
4. Counterterrorism
5. Preventing and Countering Violent Extremism (P/CVE)
6. Security Sector Reform (SSR)
   - Police reform
   - Community policing/local security governance
   - Justice in conflict and transition
   - Border management

7. Mediation, conflict prevention, conflict resolution and reconciliation
8. Rule of law / legal and judicial reform, including Human rights/fight against impunity
9. Election assistance, including Prevention of electoral violence
10. Reconstruction, relief and rehabilitation
11. Economic recovery/livelihoods
12. Refugees, internally displaced persons and stateless persons
13. Disaster risk reduction and recovery
14. Media
15. Capacity Building for Security and Development (CBSD)

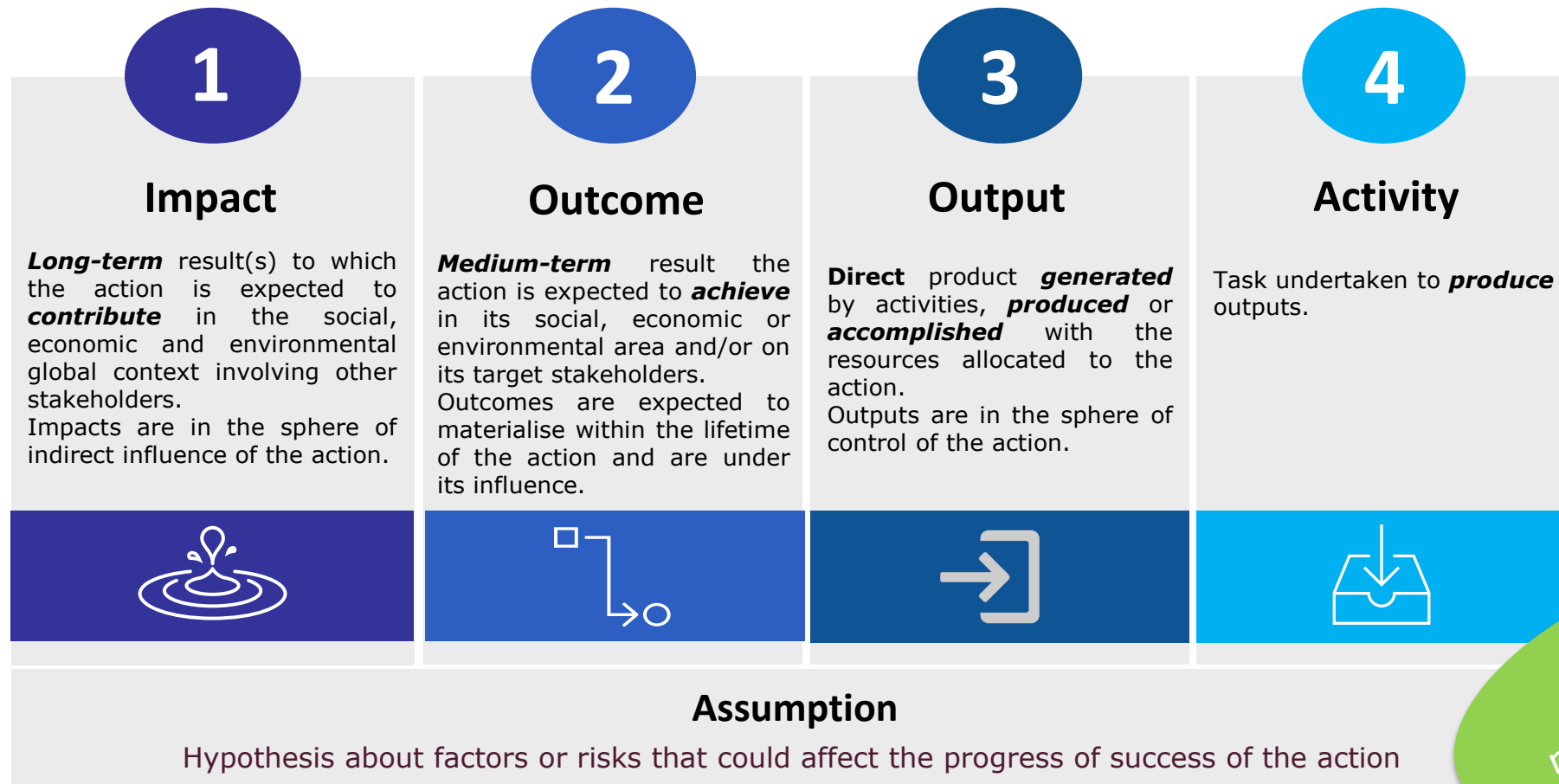# LOGFRAME MATRIX

Part 1 – Project design

**Framing a project: Theory of change / Results chain
Designing a project / Refining the logframe matrix**

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

1 — Impact

Long-term result(s) to which the action is expected to *contribute* in the social, economic and environmental global context involving other stakeholders.

Impacts are in the sphere of indirect influence of the action.

2 — Outcome

Medium-term result the action is expected to *achieve* in its social, economic or environmental area and/or on its target stakeholders.

Outcomes are expected to materialise within the lifetime of the action and are under its influence.

3 — Output

Direct product *generated* by activities, *produced* or *accomplished* with the resources allocated to the action.

Outputs are in the sphere of control of the action.

4 — Activity

Task undertaken to *produce* outputs.

Assumption

Hypothesis about factors or risks that could affect the progress of success of the action

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					
Activities					

...then I will deliver the outputs

If I 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					

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?

POLLING TIME! Output or Outcome?

		OP	OC
1	The management and decision-making processes within the initiative have been informed by relevant research and analyses	✓	✗
2	The blueprint is established for an inclusive and multi-level infrastructure for peace in Yemen	✗	✓
3	Enhanced capacities of local media to produce and promote media content on positive stories in communities	✓	✗
4	Areas cleared from anti-personnel landmines by local Animal detection teams	✗	✓

POLLING TIME! Outcome or Impact?

		OC	IMP
1	Improved cooperation and information sharing on counterterrorism between different governance levels	✔	�’✗
2	To contribute to risk reduction to internally displaced persons and people within the conflict area	✗	✔
3	Greater consensus and partnership between grassroots and national-level policy influencers	✔	✗
4	Yemen's peace process and planning for transitional period promote development of durable peace infrastructure	✗	✔

POLLING TIME! Output or Indicator?

		OP	Indic.
1	Number of refugees / Internally Displaced Persons (IDP) who have received vocational training	✗	✓
2	Number of CSO electoral violence mitigating activities coordinated	✗	✓
3	Capacity of the Youth Mediation Support Team enhanced	✓	✗

LOGFRAME MATRIX

Part 2: INTRODUCTION TO MONITORING AND INDICATORS

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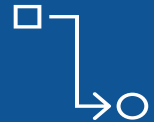
Results Chain	Indicators	Baselines (including reference year)	Targets (including reference year)	Source of verification	Assumptions
Overall Objective Impact					Not to be filled out at impact level
Specific Objective(s) Outcome(s)			MONITORING		
Outputs					
Activities	Not reported in OPSYS				

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).

Exclusion and double counting

Unit of measurement

Title and description

Disaggregation

Baseline and target

Source of verification
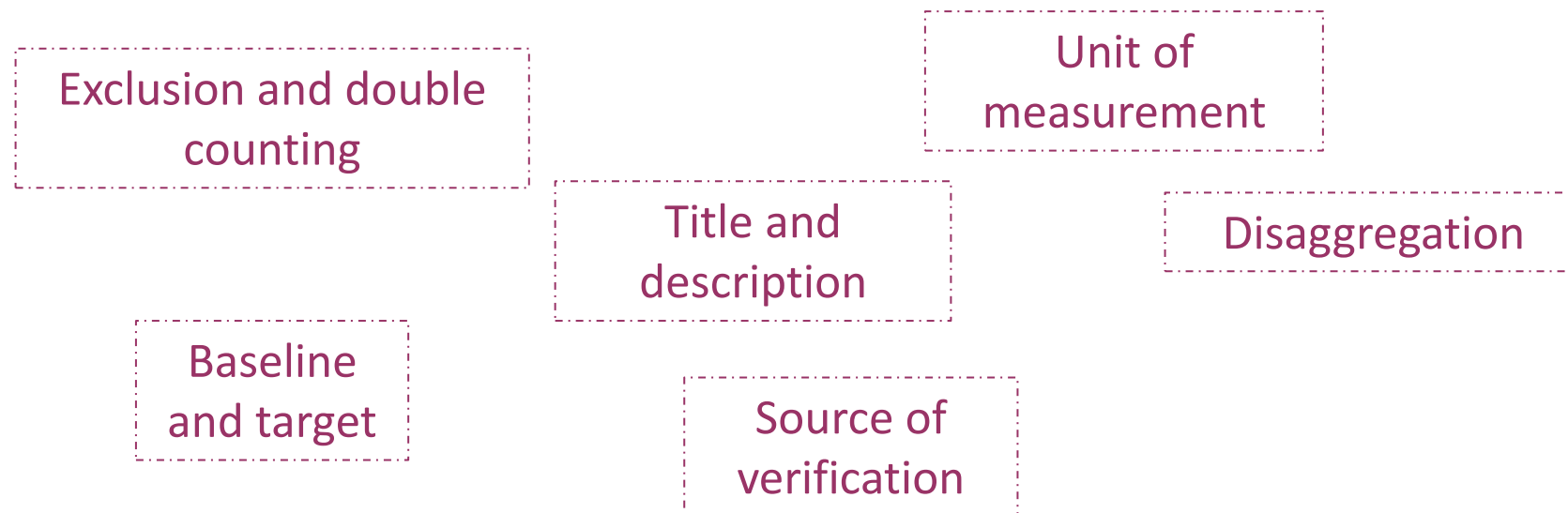
Introduction to monitoring

Level	Examples of indicators
Impact	% of targeted population with access to all basic social services
Outcome	Number of target community CSOs engaged in support to refugee / IDP return
Output	Number of audio capsules and web content produced by local editorial staff / studios

Is it an indicator? (Exercise 4)

1 The intervention was implemented using a conflict sensitive – do no harm approach ✔

2 Amplified positive stories and progressive/moderate voices from local communities and civil society that provide alternative narratives to divisive rhetoric and actions ✘

3 % of women among mediators, negotiators and technical experts engaged in the intervention ✔

What are the core indicators?

- Monitoring indicators that the European Commission has pre-defined monitoring indicators applicable to all projects in EU external action

- Tools for the European Commission to aggregate results delivered by projects in EU external action

- Monitoring indicators available in OPSYS

Any Questions?

Resources

- Dedicated page/PIMS group on Capacity4Dev

- Functional email (pims@particip.com)

- Action-specific coaching sessions

Session 2

Structure of the training

Session 1: Design ①

Session 2: Monitoring and reporting ②

Masterclass on logframes in the time of OPSYS

Part 1 **– Project design**

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Part 2 **– Monitoring and indicators**

Agenda

How to select and use monitoring indicators

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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**

SELECTING CORE INDICATORS

Core OBLIGATORY indicators (1/3)

1. New and/or emerging crisis

(obligatory for IcSP Article 3 and NDICI Crisis Response actions)

Impact

- The intervention responded to a new/emerging crisis. (not at all, limited degree, medium, significant, fully)
- The intervention contributed to stabilising/not worsening the situation in the target area compared to the pre-implementation period. (not at all, limited degree, medium, significant, fully)
- The intervention brought the expected change. (not at all, limited degree, medium, significant, fully)

Outcome

- The activities were the appropriate response to the new/emerging crisis which led to the expected results. (not at all, limited degree, medium, significant, fully)

Output

- % of activities implemented on time and following the planned schedule.

2. Multilateralism

(obligatory for all crisis response and conflict prevention/peace-building/crisis-preparedness actions)

Impact

- The intervention contributed to a multilateral approach to conflict prevention, peacebuilding and stabilisation in the given context of the action. (Y/N)

Outcome

- The intervention envisages information sharing and coordination with (other) multilateral institutions. (Y/N)
- The action foresees cooperation, complementarity and/or synergies with other multilateral institutions' initiatives. (Y/N)

Output

- Number of consultations, coordination meetings and joint actions with other institutions realised.

Core OBLIGATORY indicators (2/3)

3. Conflict-sensitivity

(obligatory for all crisis response and conflict prevention/peace-building/crisis-preparedness actions)

Impact
- The intervention minimised negative risks and maximise positive outcomes on peace and security. (Y/N)
- **Outcome**
- Alignment of the intervention with the correct understanding of the conflict situation. (not at all, limited degree, medium, significant, fully)
- The intervention was implemented using a conflict sensitive – do no harm approach. (not at all, limited degree, medium, significant, fully)
- A gender perspective was mainstreamed throughout the implementation of the intervention. (not at all, limited degree, medium, significant, fully)
- The intervention was successful in promoting the empowerment of women and girls. (not at all, limited degree, medium, significant, fully)

Output
- A stakeholder analysis, highlighting the differences between and among different groups (identified by gender, age and diversity) was done. (Y/N)
- A gender analysis, highlighting the differences between and among women and men, girls and boys in terms of their relative distribution of resources, opportunities, constraints and power in a given context, was done. (Y/N)
- The dimensions on age and diversity were included as well. (Y/N)
- % of women among mediators, negotiators and technical experts engaged in the intervention.

Core OBLIGATORY indicators (3/3)

4. Number of persons directly benefiting from the intervention
(obligatory for all crisis response and conflict prevention/peace-building/crisis-preparedness interventions)

Output level only

Disaggregation: Men/Women/Boys/Girls

OTHER core thematic indicators

1. Removal of land mines and explosive remnants of war (ERW)
2. Small arms and light weapons control
3. Disarmament, Demobilisation, and Reintegration (DDR) including i) Disarmament of combatants and ii) Demobilisation and reintegration of combatants
4. Counterterrorism
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   - Police reform
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7. Mediation, conflict prevention, conflict resolution and reconciliation
8. Rule of law / legal and judicial reform
   Human rights/fight against impunity
9. Election assistance
   Prevention of electoral violence
10. Reconstruction, relief and rehabilitation
11. Economic recovery/livelihoods
12. Refugees, internally displaced persons and stateless persons
13. Disaster risk reduction and recovery
14. Media
15. Capacity Building for Security and Development (CBSD)

Other core thematic indicators: how to use them?

1. **Thematic breakdown**

   Select indicators among those relevant to the thematic area of your project.

   If you don't find the necessary indicators, expand your search to other related thematic areas.

2. **3 levels (impact, outcome, output)**

   Select indicators to cover all 3 levels of the results chain.

3. **Relevant and necessary indicators**

   Select only the indicators necessary to monitor the different elements in the results chain.

4. **Set the baseline and target.**

5. **Check if you are required to disaggregate the data.**

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

From a customised indicator

Internally Displaced Persons' return to Karabagh is possible through the implementation of a risk reduction plan

To a core indicator

Number of refugees/Internally Displaced Persons who have returned to their community of origin

And target-setting

Internally Displaced Persons can return to their community of origin in Karabagh thanks to the implementation of a risk reduction plan and the clearance of heavily mined territories

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

How to find a suitable core indicator? (Exercise 5)

Indicator originally proposed	Core indicator	Qualitative description of the target related to core indicator
Percentage of key actors (insider mediators, involved civil society actors, involved key authorities, etc.) who report that they have increased opportunities to collaborate on and support national efforts for peace and stability in target countries	Public perception of the effectiveness of the peace process ✅ Extent to which stakeholders endorse the peace agreement	[X] % of key actors (insider mediators, involved civil society actors, involved key authorities, etc.) who report that the peace process is effective because they have increased opportunities to collaborate on and support national efforts for peace and stability in target countries

How to find a suitable core indicator? (Exercise 5)

Indicator originally proposed	Core indicator	Qualitative description of the target related to core indicator
Degree to which civil society organisations improve their knowledge of key concepts and practices relevant to the development of a peace infrastructure	Number of civil society organisations engaging in formal or informal peace architecture	Members of civil society organisations who participated in the training on reconciliation and mediation and have substantially improved their knowledge of key concepts and practices relevant to the development of a peace infrastructure
	Number of people trained on reconciliation/mediation/conflict management/conflict transformation/stabilisation ✅	

How to find a suitable core indicator? (Exercise 5)

Indicator originally proposed	Core indicator	Qualitative description of the target related to core indicator
Increased number of individuals arrested for terrorism-related offences thanks to inter-institutional coordination and improved training of the staff of the counter-terrorism unit	Number of people arrested for terrorist related offences (M/W/B/G) ✅ Number of counter terrorism cases in which terrorists were brought to justice and sentenced	The number of people arrested for terrorist-related offences increases. This is a result of the capacity building programme targeting the counter-terrorism unit, and the implementation of the newly established internal processes

Be mindful of the disaggregation required for some core indicators!

Number of persons directly benefiting from the intervention

Gender equality
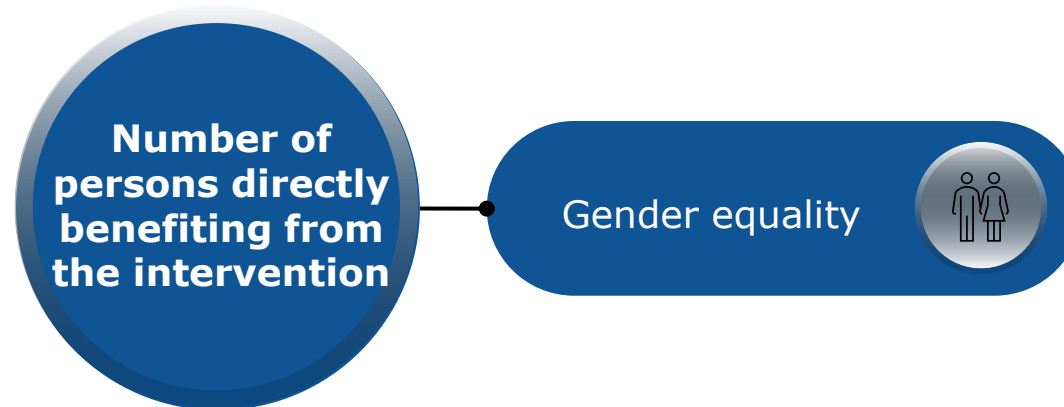
Be mindful of the disaggregation required for some core indicators!

Check the description of core indicators

01

Include the disaggregation in your data collection tools
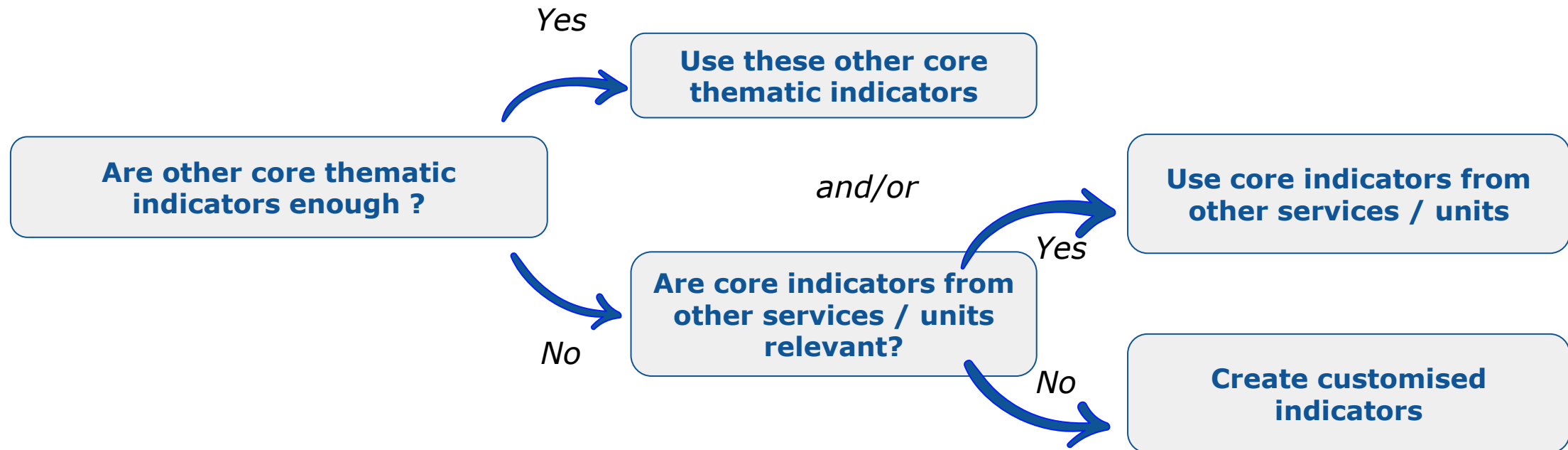
02

Disaggregate the data as required in your reporting

03

Ensure that quality review of the disaggregated data is provided

04

Selecting indicators: decision tree!

```
                                    Yes
                                ┌──────────────────────────┐
                                │ Use these other core     │
                                │ thematic indicators      │
                                └──────────────────────────┘

┌─────────────────────┐
│ Are other core      │              and/or          ┌──────────────────────────┐
│ thematic            │                         Yes  │ Use core indicators from │
│ indicators enough ? │                              │ other services / units   │
└─────────────────────┘                              └──────────────────────────┘

                    No  ┌──────────────────────────┐
                        │ Are core indicators from │
                        │ other services / units   │
                        │ relevant?                │  No  ┌──────────────────────────┐
                        └──────────────────────────┘      │ Create customised        │
                                                          │ indicators               │
                                                          └──────────────────────────┘
```

⚠ Only to be used in exceptional cases
Data will not be aggregated
A customised indicator must be described in an **Indicator Description Fiche** to be approved

WHAT ARE CUSTOMISED INDICATORS?

Creating customised indicators: What is a good indicator?

R	•Relevant = closely linked to the objectives to be reached
A	•Accepted by staff and stakeholders
C	•Credible = unambiguous and easy to interpret
E	•Easy to monitor to make sure information can be collected
R	•Robust = valid measure of the targeted issue, as objective as possible, well explained and documented, not subject to manipulation

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	The indicator statement
Type	The group to which the indicator belongs: Output, Outcome, Impact, Internal
Definition	Further explanation of the indicator and how it is designed
Unit of measurement	Number, number and narrative, percentage, ratio
Possible disaggregation	Many indicators are to be presented with some form of disaggregation, for example by: Gender Type of event Nationality Sector of participant Level of intervention Status of agreement Perception
Indicator created by	FPI Unit XX, EUD in XX, RT in XX Implementing Partner XX Name of the person who created the indicator Contacts
Sources and methods	Where the data can be found and recommended ways of collecting the data
Guidance for use	When relevant: i) instructions on how the indicator may be used in the Action logframe. ii) its use for the management and monitoring of the Action by the Implementing Partner. iii) its use at higher levels of aggregation for management and monitoring by FPI HQ.
Other issues	Remarks on any other useful issues concerning the indicator

A good set of indicators: Checklist!

Use the list of core indicators **1**

2 Select only relevant indicators that cover the whole results chain

Check if any disaggregation is available/needed **3**

4 Confirm the unit of measurement

Determine the baseline against which to measure progress **5**

6 Set the target

Identify the data source **7**

8 Take relevant gender factors into consideration

9

Clarify who is responsible for data collection and reporting

RESULT REPORTING

Key elements of result reporting (1)

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

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

Key elements of result reporting (2)

1. **Disaggregation**

   ➢ When you report an indicator value, it might be required to break down the value, to report on disaggregated categories (e.g. gender)

2. **Baseline and target-setting**

   ➢ When you select a particular indicator you need to set the 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 (3)

3. Reporting on core obligatory indicators

- ➢   Once at the end of the project

- ➢   Verified by Contract Manager

- ➢   Limited reporting (as framed in OPSYS):

  - •   Yes/no
  - •   A number or a percentage
  - •   Scale (not at all, limited degree, medium, significant, fully)

Key elements of result reporting (4)

4. Reporting on other core thematic indicators

➢ Reporting quantitative indicator value (number, percentage or scale)

➢ Added value in providing a qualitative narrative, as relevant (output, outcome and/or impact)

➢ Different dimensions of qualitative reporting, whenever relevant

- **Baseline narrative:** specify the context / background in relation to the indicator selected
- **Target narrative**: describe which result you are targeting and explain what success will look like. If you set the target at more than 1, provide a narrative for each result targeted
- **Qualitative reporting on the current value of the indicator:** describe the actual result, its focus, the influence delivered and how it was delivered

5. Quality review

Qualitative reporting in OPSYS -> It is possible!! [Baseline narrative]

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

Qualitative reporting in OPSYS -> It is possible!! [Target narrative]

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

Qualitative result reporting in OPSYS -> It is possible!!   [Indicator current value]

Quantitative information
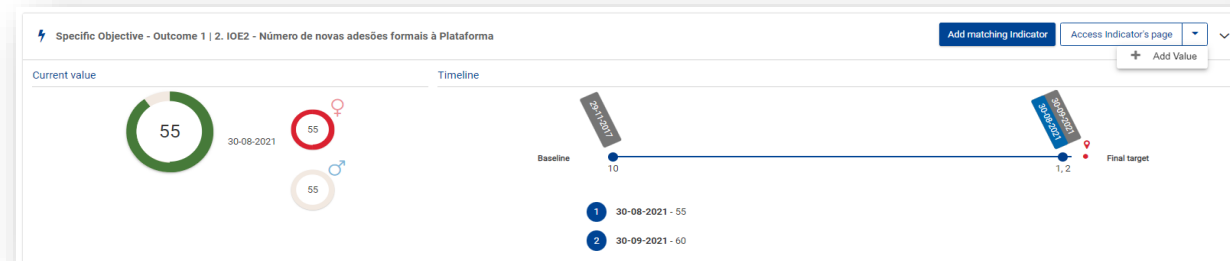
Qualitative information
(up to 4k characters, circa one A4 page)

DATA COLLECTION

Introduction to data collection

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

- ➢ Look at the logframe and the definition of the selected indicators to establish what data needs 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 stockpiled explosive remnants of war (ERW) and unexploded ordnance (UXO)

> Source of verification: desk research

- OC indicator: Extent to which roles and missions of Security Sector services are clearly defined

> Source of verification: qualitative analysis of survey of members of the Security Sector services

Data collection: Checklist!

Make the purpose clear

01

Define the scope of data collection

02

Develop the data collection tools

03

Define roles and responsibilities in data collection

04

Any Questions?

Resources

- Dedicated page/PIMS group on Capacity4Dev

- Functional email (pims@particip.com)

- Action-specific coaching sessions

Thank you !