PROJECT

"Promoting Energy Efficiency in Public Buildings of the Balkan Mediterranean Territory"

(Acronym: PRO-ENERGY)

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Activity:	1.2. Project Monitoring, Evaluation and Quality Assurance
Activity Leader:	Region of Epirus – Regional Unit of Thesprotia
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CONTENTS

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1. Introduction

The identification of monitoring and performance indicators constitutes part of Work Package 1 of PRO-ENERGY's work plan. The latter refers to Project Management and Coordination and part of it concerns the development of an indicators' system to be used for project evaluation.

The Indicators' system is related to the following tasks:

1. The ongoing evaluation of the project's progress, outputs and results during the project implementation and for its whole duration period
2. The mid-term evaluation of the project's progress and outputs.

The purpose of the present document is to define the frame for the implementation of the ongoing evaluation of the project's progress, outputs and results.

In this respect, the document presents the objectives of the evaluation and then the types of the indicators that will be used in the evaluation and finally the indicators selected to evaluate the project's progress, outputs and results.

2. Identification of Evaluation Indicators

2.1. Objectives

Performing the project evaluation aims at presenting a current and clear picture of the project progress regarding activities, achieved results, wider needs, main aims and objectives, planned actions, management of financial resources, deliverables and outputs. More specifically, evaluation focuses on the monitoring of project procedures, activities and outputs with the goal of identifying the gaps between the actual and the planned activities, proposing mitigation actions in case of identified gaps and ensuring in this way project quality.

The purpose of the present report is to identify **monitoring** and **performance** evaluation indicators to enable the evaluation of project progress, outputs and potential multiplier effects.

Monitoring and evaluation refers to a management methodology, not just an ad hoc activity instituted for the purposes of a performance audit. Being a part of the management contract stage, it should play a facilitative role in generating effective communication and interaction among project partners and other stakeholders, which is essential for problem solving and adaptive project management.

Performance monitoring allows the partnership to ensure that the tasks implemented and the results being produced are consistent with the initial planned. To that end, performance monitoring needs to take place against a number of clearly defined indicators. Performance targets can be developed for a particular period and for the relevant context, which enables managers to identify areas for improvement.

2.2. Types of Indicators

Indicators are signposts of change along the path to development. Indicators are what has been observed in order to verify whether – or to what extent – it is true that progress is being made towards the programmed goals, which define what must be achieved.

Indicators make it possible to demonstrate results. Indicators can also help in producing results by providing a reference point for monitoring, decision-making, stakeholder consultations and evaluation. In particular, indicators can help to:

- Measure progress and achievements;
- Clarify consistency between activities, outputs, and goals;
- Ensure legitimacy and accountability to all stakeholders by demonstrating progress;
- Assess project and staff performance.

By verifying change, indicators help demonstrate progress when things go right and provide early warning signals when things go wrong. This assists in identifying changes that need to be made in organizational strategy and practice. The continuous monitoring of indicators also facilitates effective evaluation.

The purpose of indicators is to support effectiveness throughout the processes of planning, implementation, monitoring, reporting and evaluation – in other words, throughout the full spectrum of results-based management.

Indicators may be used at any point along the results, chain of inputs, activities, deliverables, outputs and impacts. They may relate to the actual achievement of the result (target), to the current situation the partners are trying to change (baseline) or to progress or process (annual targets, intermediary benchmarks).

A crucial factor in order to understand the meaning of the indicators is that they only indicate; they do not explain. Determining that change has occurred, does not directly reveals the reasons why it has occurred. Indicators constitute only one part of the logical and substantive analysis needed for development efforts to succeed. In addition, success requires common sense, sound managerial judgment, leadership and creativity – none of which can be replaced by the use of indicators.

The use of indicators can be made into an elaborate science demanding a major workload. Using a large number of different indicators, however, has no merit in itself. The key to good

indicators is credibility – not volume of data or precision in measurement. A quantitative observation is no more inherently objective than a qualitative observation. Large volumes of data can confuse rather than bring focus. It is more helpful to have approximate answers to a few important questions than to have exact answers to many unimportant questions.

The fundamental challenge is to meaningfully capture key changes or "results". This is accomplished by combining what is substantively valid with what is practically possible to monitor.

In developmental projects like PRO-ENERGY, it is often difficult to make objective and exact observations of the complex development changes that are addressing. Instead, in such projects, managers must frequently rely on observations that approximate intended changes. Thus, it is recommended to use indicators that are commonly understood to be closely related. Different types of indicators are required to assess progress towards results. Within this framework, and according to the application form, there have been identified two types of indicators:

- Output indicators
- Results indicators.

The following tables contain indicators for the monitoring and performance evaluation of the project:

- **Monitoring indicators** mean to evaluate the implementation process as well as the project management activities on the part of Project Partners and of the Lead Partner. Furthermore, they are to obtain an evaluation of the management process by the Authorities of the Programme, i.e. the JS and Managing Authority.
- **Output indicators** are based on the deliverables and activities carried out in the project.
- **Result indicators** mean to evaluate the project results, either using specific measurements from each region or more general estimations.

The selected indicators for PRO-ENERGY are presented in the following section. Result indicators are included in the monitoring indicators while output indicators measure in a quantitative manner project progress.

2.3. Definition of Indicators

Based on the project's specificities and needs the following tables present the monitoring and quantified output indicators. The selected indicators have been specified on the basis of project planning and they will be evaluated and monitored continuously until the end of the project.

Table 1: Monitoring Indicators

	Description	Unit	Target Value	Actual Value
1	Financial and Technical Implementation	1.1. No. of Progress Reports submitted on-time from each project beneficiary	4	
		1.2. No. of Expenditures Verification Reports submitted on-time from each project beneficiary	4	
		1.3. % of objectives met versus initial objectives set	100%	
		1.4. % of schedule deviations from initial plan in progress reporting and corrective actions to JS	0%	
		1.5. % of budget spent vs. initial plan	100%	
		1.6. % of cost deviations from initial plan in payment requests to MA and progress reporting to JS	0%	
		1.7. % of actions planned that were efficiently and effectively carried out	100%	
		1.8. % of budget efficiently spent in relation to the actions planned	100%	
		1.9.% of funding spent versus initially approved funding	100%	
		1.10. % of National co-financing spent versus initially approved financing	100%	
2		2.1. Satisfaction of ~~LP~~ LB with ~~PPs~~ PBs (1: Unsatisfied, 5: Satisfied)	5	

	Cooperation between ~~PPs~~ PBs and ~~LP~~LB	2.2. Satisfaction of ~~PPs~~ PBs with overall coordination (1: Unsatisfied, 5: Satisfied)	5	
3	**Cooperation between ~~LP~~ LB and "Interreg V-B Balkan - Mediterranean 2014-2020" Programme Authorities**	3.1. No. of Progress Reports submitted on-time from ~~LP~~ LB to JS/MA	4	
		3.2. % of progress reports submitted on-time from ~~LP~~ LB to JS/MA	100%	
		3.3. No. of revisions proposed by JS/MA on submitted reports	0	
		3.4. No. of Final Project Report submitted on-time from ~~LP~~ LB to JS/MA	1	
		3.4. Evaluation by the JS/MA of the progress and final reports (1: Unsatisfactory, 5: Satisfactory)	5	
		3.5. No. of Payment Requests submitted on-time from ~~LP~~ LB to MA	4	
		3.6. % of payment requests submitted on-time from ~~LP~~ LB to MA	100%	
		3.7. No. of revisions proposed by MA on submitted payment requests	0	
		3.8. % of positive assessments of progress reports by JS vs total number of progress reports submitted by ~~LP~~LB	100%	

Table 2: Quantified Output Indicators

	Description	Unit	Target Value	Actual Value	Comments on Deviations etc.
1	Monitoring and Evaluation Indicators' System	Template	1		
2	Midterm Evaluation Report	Report	1		
3	Quality Assurance Manual	Manual	1		
4	Partner Reports (4 per PPPB)	Report	24		
31	Verification of Expenditures (4 per PB)	Certificates	24		
5	Joint Progress Reports	Report	4		
6	Final Report	Report	1		
7	Project Meetings	Meeting	6		
8	Project's Communication Plan & Strategy including stakeholders' analysis	Report	1		
9	Project Identity Manual	Design	1		
10	Quadrilingual (Greek, English, Bulgarian, Albanian) Project Website	Website	1		
11	Social Media Accounts in English (Facebook, Twitter, LinkedIn)	Accounts	3		
12	eNewsletters	eNewsletters	4		
13	Project Brochures (1500EN, 1500GR, 500BG, 500AL)	Brochures	4000		
14	Bilingual Joint Strategy Brochures (1500GR-EN, 500BG-EN, 500AL-EN)	Brochures	2500		
15	Bilingual Joint Platform Brochures (1500GR-EN, 500BG-EN, 500AL-EN)	Brochures	2500		

16	Project Conferences	Event	10		
~~18~~ 17	PRO-ENERGY roadmap for replicability of project results	Roadmap	1		
~~19~~ 18	Existing situation analysis - energy efficiency (one set per PB)	Report	6		
~~20~~ 19	Good practices selection and benchmarking (one set per PB)	Report	6		
~~21~~ 20	Joint Strategy and Action plan for increasing energy efficiency through behavioural change	Plan	1		
~~23~~ 21	Framework for energy-related interventions in public buildings which includes the implementation of Energy Audits in selected public buildings enabling through smart sensor systems the recording of energy consumption	Report/ Audits	1/6		
~~25~~ 22	Identification of trainees - assessment of training needs report	Report	6		
~~26~~ 23	Training Program Curriculum on energy related issues	Curriculum	1		
~~27~~ 24	Training Sessions (seminars, study visits, eLearning etc.) on energy related issues	Sessions	15		
~~28~~ 25	Functional and technical specifications of the joint ICT platform	Report	1		
~~29~~ 26	Open-source Joint ICT Platform guiding energy consumers behaviour to energy saving actions	Platform	1		
~~30~~ 27	Joint Cost-Benefit Analysis Modeler (open to all) supporting decision-making for retrofits, renovations etc.	Modeler	1		

~~31~~ <u>28</u>	Energy Performance Contracts through open-tendering procedures to finance energy upgrades from cost reductions & contribute in this way to increased energy savings & increased energy efficiency	Contracts	3		
~~32~~ <u>29</u>	Follow-up plan for the sustainability of project results	Plan	1		
~~33~~ <u>30</u>	~~Benchmarking Tool for the benchmarking of participating authorities regarding energy performance & the promotion of energy efficiency & savings in public buildings~~ <u>Participation in EUSEW 2021</u>	~~Tool~~ <u>Event</u>	~~1~~		
~~33~~	~~Certification of expenses (4 per PP)~~	~~Report~~	~~24~~		

2.4. Evaluation Planning

Project evaluation will be based on the selected indicators and it will be aligned with project reporting. Evaluation results will be integrated in project reports.

In this respect, a mid-term evaluation based on the indicators presented above will take place in order to assess project progress, achievement of project objectives and be able to define mitigation measures and potential corrective actions. Ongoing evaluation will also be performed on a six-monthly basis.

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