Designing impactful projects and successful applications for funding

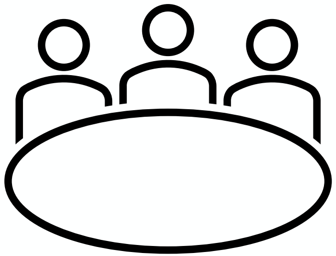
Eurocities Winter School

27 November 2024

Training objectives

1. **Develop skills to build and manage strategic partnerships aligned with EU priorities, addressing challenges and enhancing project competitiveness.**
2. **Master the design of impactful projects and funding applications using the Theory of change, creating clear objectives that resonate with evaluators.**
3. **Learn strategies to minimize risks in project evaluations, ensuring successful outcomes for beneficiaries and donors.**

Training structure



Part 1: Before writing a proposal: strategic partnerships for EU funding; ToRs and proposal assessment criteria

Part 2: Writing the proposal: what do evaluators expect

Part 3: Preparing a project that can be translated into a successful application and grant a smooth ex-ante evaluation

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PART 1

Before writing a proposal: strategic partnerships for EU funding, ToRs and proposal assessment criteria

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How EU Funding works?

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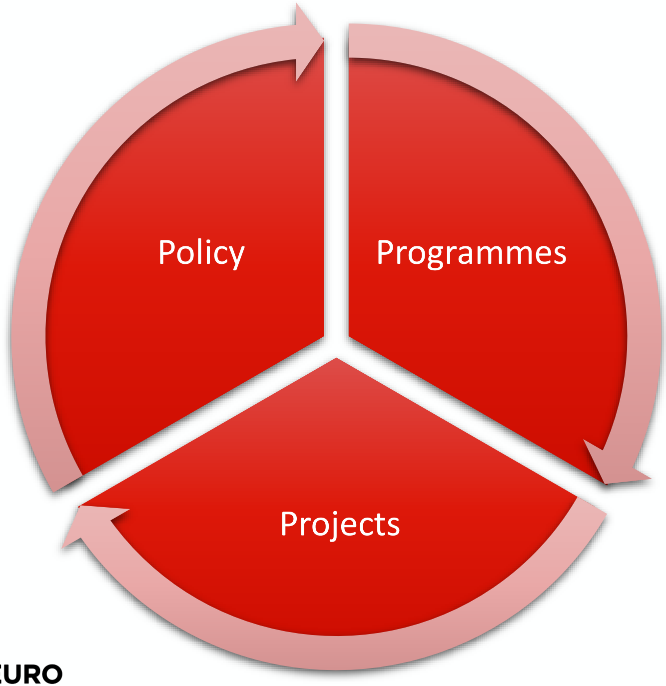
EU expenditure 2021 – 2027

Note: All amounts are in current prices.

Key aspects of EU funding

- Project-based
- Competitive
- Transnational
- Partnership
- Co-financing
- Results-oriented

Policy to programmes



- Funding Programmes are thematic (e.g. Environment, Migration, Mobility) and are "**financial instruments**" to put policy into action
- Annual "**work programmes**" are set the priorities, conditions, timetables, budget, etc.
- When preparing a proposal always **make the link between the project and the EU policies**

Policy priorities vs project results

STRATEGIC PLAN

WORK PROGRAMME

PROJECT PROPOSALS

EU POLICY PRIORITIES	Overall priorities of the European Union (Green Deal, Fit for the Digital Age,…)
KEY STRATEGIC ORIENTATIONS	Set of strategic objectives within the EC policy priorities where R&I investments are expected to make a difference
IMPACT AREAS	Group of expected impacts highlighting the most important transformation to be fostered through R&I
EXPECTED IMPACTS	Wider long term effects on society (including the environment), the economy and science, enabled by the outcomes of R&I investments (long term). It refers to the specific contribution of the project to the work programme expected impacts described in the destination. Impacts generally occur some time after the end of the project.
EXPECTED OUTCOMES	The expected effects, over the medium term, of projects supported under a given topic. The results of a project should contribute to these outcomes, fostered in particular by the dissemination and exploitation measures. This may include the uptake, diffusion, deployment, and/or use of the project's results by direct target groups. Outcomes generally occur during or shortly after the end of the project.
PROJECT RESULTS	What is generated during the project implementation. This may include, for example, know-how, innovative solutions, algorithms, proof of feasibility, new business models, policy recommendations, guidelines, prototypes, demonstrators, databases and datasets, trained researchers, new infrastructures, networks, etc. Most project results (inventions, scientific works, etc.) are 'Intellectual Property', which may, if appropriate, be protected by formal 'Intellectual Property Rights'

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Strategic partnerships in EU projects

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Partnership development : where to start?

DO YOUR RESEARCH

READ THE EVALUATION CRITERIA

DEVELOP A CONCEPT NOTE

PLAN RESOURCES

DEVELOP YOUR PARTNERSHIP

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The power of collaboration

Access to a wider pool of expertise and resources

Enhanced proposal credibility and innovation potential

Alignment with EU priorities for transnational cooperation

Shared risks and responsibilities in project delivery

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Useful resources

- Partner search facility on the Funding & Tenders portal
- CORDIS database
- Official European Commission info days
- National contact points (NCP)
- Eurocities Partner Search Tool

Breaking down the ToR

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Reading the ToR – a checklist

- Background and description of action
- Specific scope and objectives
- Methodological approach
- List of deliverables and time schedule
- Timeline and budget
- Selection and award criteria

Admin elements to consider

- ELIGIBILITY CRITERIA
- CONSORTIUM COMPOSITION
- CO-FINANCING RULES
- DEADLINE FOR SUBMISSION
- DEADLINE FOR QUESTIONS
- ADMINISTRATIVE REQUIREMENTS
- APPLICATION FORM

Example:
Interreg Europe ToR

What to pay attention to?

Project Terms of Reference Template

1. Background	✓ *Provide an overview of the history behind the proposed project* ✓ *Clearly state why perform the project, and also refer to a programming context* ✓ *State the general role of stakeholders in doing project activities* ✓ *Write a brief explanation of the need behind the project*
2. Objectives	✓ *State the major ob[illegible]posed project* ✓ *Describe the i[illegible]ed achievements [illegible] gained at different stages of the project [illegible]cycle* ✓ *Provide [illegible]verview of the resources requ[illegible]* ✓ *Clearly [illegible]ntify and define what is expected [illegible]m the project and who the tar[illegible] audience is*
3. Issues	✓ *Highli[illegible] the key issues to be studied and dis[illegible]ed at every stage of the project lifecycle* ✓ *List the criteria (including Efficiency, Relev[illegible]e, Effectiveness, Impact, Sustainability) against which the issues will [illegible] analyzed and evaluated*
4. Methodology	✓ *Define the key phases of the project imple[illegible]tation process* ✓ *Specify the required level of stakeholde[illegible]volvement* ✓ *Describe the content and duration [illegible]oject activities* ✓ *List the information collection [illegible] necessary for monitoring purposes* ✓ *Provide data analysis rules*
5. Expertise	✓ *Specify the type of work in[illegible]ed in the proposed project* ✓ *Describe the type of skills [illegible]d abilities required* ✓ *Define the exact number o[illegible]ndividuals involved* ✓ *Point at the period of eng[illegible]ement of each team member* ✓ *Describe the duties and re[illegible]ponsibility per teammate* ✓ *Identify the relationships between the team members*
6. Reporting	✓ *Provide the Table of Contents for project reports* ✓ *Define rules for composi[illegible]nexes* ✓ *Add report templates* ✓ *Set submission dates* ✓ *List the computer software programmes to be used for report writing* ✓ *Refer to people responsible for reporting and approving* ✓ *Provide other sufficient information such as number of copies to be created, responsibilities for report production and presentation, etc.*
7. Work plan	✓ *Provide a summary of the anticipated work* ✓ *Describe the activities and necessary resources required for achieving the project's results and purpose* ✓ *Provide the activity schedule template* ✓ *Describe The finance resources allocated to the project*

Example: Interreg Europe ToR

Interreg Europe first call for proposals – terms of reference

1. Legal basis

The Interreg Europe programme is financed by the European Regional Development Fund (ERDF), whose principles and rules are laid down in the common provisions regulation (EU) 2021/1060, the ERDF regulation (EU) 2021/1058 and the Interreg regulation (EU) 2021/1059.

The expectations and requirements for projects are detailed in the Interreg Europe 2021-2027 cooperation programme and in the programme manual.

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Example: Interreg Europe ToR

2. Context

Through its cohesion policy, the European Union works to reduce disparities both in the levels of development and in quality of life in European regions. It promotes actions aiming at making the European territory more innovative, more sustainable, and more inclusive, thus improving quality of life of the inhabitants. The large majority of the funds designated to reduce these disparities are managed at the regional or national levels. The European Union believes that regional development can also be improved through cooperation across borders.

In this context, the Interreg Europe programme supports the exchange and transfer of experience, innovative approaches and capacity building among public authorities and other policy relevant organisations across Europe with a view to **improving their regional development policy instruments** including programmes under the Investment for jobs and growth goal.

A **policy instrument** is a means for public intervention. It refers to any policy, strategy, or law developed by public authorities and applied on the ground in order to improve a specific territorial situation. In most cases, financial resources are associated with a policy instrument. However, an instrument can also sometimes refer to a strategy or legislative framework with no specific funding. In the context of Interreg Europe, operational programmes under the Investment for jobs and growth goal are considered as policy instruments. Beyond the programmes of the EU cohesion policy, local, regional or national public authorities develop their own policy instruments, which can also be addressed by Interreg Europe projects.

The way projects can achieve policy improvements is explained in section 3.3.2 of the programme manual.

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Example: Interreg Europe ToR

3. Eligible area

The programme eligible area covers the whole European Union territory with its 27 Member States, including insular and outermost regions. In addition, Norway and Switzerland are full members of the programme and organisations from these countries are eligible[1] to participate in projects. Partners from other countries can participate at their own costs.

4. Timing of the call

The first call for proposals opens on **5th April 2022** and closes on **31st May 2022, at 12:00 p.m. (midday)** CEST (Paris time).

[1] *As long as their legal status meets the programme requirements as mentioned in section 8.1 of the present terms of reference.*

Example: Interreg Europe ToR

5. Action supported

This is a call for proposals for **interregional cooperation projects**. These projects gather policy-relevant organisations from different countries in Europe working together on a common regional development issue. The first three years of the projects ('core phase') are dedicated to exchange and transfer of experience among the participating partners in order to improve the policy instruments addressed by the project. In the fourth and last year ('follow-up phase'), the regions mainly focus on monitoring the results and impact of the cooperation.
A detailed description of this action is provided in section B 'Projects' of the programme manual.

6. Priorities

Programme scope

The programme is structured around one single cross-cutting priority, the Interreg-specific objective 'a better cooperation governance'. This means that beneficiaries can cooperate on **any topics of shared relevance in line with their regional needs, as long as this falls within the scope of cohesion policy**.

This scope includes the topics defined by the policy objectives and specific objectives of cohesion policy as presented in Regulation (EU) 2021/1060 (CPR), Article 5 and Regulation (EU) 2021/1058 on ERDF, Article 3. Despite one single priority, the actions of the programme are still organised according to the specific objectives of the cohesion policy listed in table 1 below.. This means that projects need to select a specific objective in their application form.

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Example: Interreg Europe ToR

7. Funding available and co-financing rates

Up to 40% of the overall ERDF budget (approximately **EUR 130 million)** of the Interreg Europe programme is made available for the first call for proposals. The final committed budget will depend on the quality of the submitted applications.

The eligible project activities are co-financed by the ERDF at a rate of either 70% or 80% depending on the legal status of the EU partner. Partners from Norway and Switzerland are not eligible to receive ERDF but can receive co-financing from their respective national funds.

Co-financing rate	**Eligible project partner according to legal status and location**
80% ERDF	Public bodies and bodies governed by public law from all 27 EU member states
70% ERDF	Private non-profit bodies from all 27 EU member states
Up to 50% Norwegian funding	Public bodies, bodies governed by public law and private non-profit bodies from Norway
Swiss funding	Partners from Switzerland are invited to contact the Swiss Interreg national point of contact to receive information on Swiss funding opportunities

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Example: Interreg Europe ToR

8. Partnership requirements

All details related to projects' partnership are available in section 3.4 of the programme manual. The present terms of reference just highlight the most important requirements which are further explained in the manual.

8.1 Who can apply?

The following organisations are eligible to receive ERDF or Norwegian funding.

- Public authorities,
- Public law bodies (bodies governed by public law),
- Private non-profit bodies.

Private non-profit bodies and partners from Switzerland cannot take on the role of lead partner.

Beyond the issue of eligibility, one of the key success factors for any application is to ensure that the proposed partnership is coherent with the objective and issue addressed in the proposal (see section 3.4.4.1 of the manual).

8.2 Involvement of the policy responsible authorities

In line with the programme's objective, the policy responsible authorities are the core target group of Interreg Europe. These organisations can be national, regional or local authorities as well as other relevant organisations responsible for elaborating and/or delivering regional development policies. Each 'region' involved in a project has to identify the main policy instrument it aims to improve through the cooperation. The direct involvement of the authorities responsible for these instruments is a key feature for projects to achieve their objectives.

Therefore, **the involvement of the policy responsible authority as partner is compulsory for at least 50% of the policy instruments addressed in a project application. For any instruments where this is not the case, the relevant policy responsible authorities are involved as 'associated policy authorities'.**

The notion of 'associated policy authority' is defined in section 3.4.2.2 of the programme manual.

8.3 Geographical coverage

Based on Article 23 (1) of the ETC regulation (EC) 2021/1059, projects must involve partners from at least three countries, of which at least two are beneficiaries from EU Member States, with the latter applying for Interreg Europe funding[2]. In addition, Interreg Europe requires a wide geographical coverage from all applications as reflected in the eligibility criterion 5 defined in section 4.3.1 the programme manual. Therefore, to be eligible in the first call, the applications submitted have to ensure that the **four areas below are represented in the partnership with at least one project partner:**

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Example: Interreg Europe ToR

9. Application

The application pack for the call is available on the programme website (www.interregeurope.eu) and includes the following:

- the present terms of reference
- the programme manual
- the application form template in the Interreg Europe portal
- the 'declaration' template

Project applicants who would like to submit a proposal must complete an application form in English, as it is the working language of the programme. Applications submitted in another language will be considered ineligible.

The online system runs a number of automatic validation checks which prevents user from submitting the form if it is not properly filled.

All partners (including the lead partner) and associated policy authorities - if applicable - must provide a declaration using the template provided by the programme (see Annex 02). Those declarations must be uploaded in the Portal as a part of the application.

The complete application has to be submitted online at the latest by 31st May 2022, 12 pm (midday) CEST (Paris time).

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Example: Interreg Europe ToR

10. Selection procedure

10.1. Eligibility

All applications are subject to a two-step assessment procedure, eligibility and quality assessment. **The non-fulfilment of only one eligibility criterion leads to the ineligibility of the whole application. Therefore, applicants must carefully check these criteria (as described in section 4.3.1 of the programme manual) to ensure that their proposal comply with the eligibility requirements.** These criteria are summarised below.

	Eligibility criteria
1. Respect of the submission deadline	The online application is submitted by the deadline set for the call.
2. Completeness of the application	The application is complete. It includes the application form itself and all declarations.
3. Correctness of the application form	The application form is fully and properly filled in according to the instructions.
4. Correctness of the declarations	The declarations are correct. The programme template is used and the declarations are properly filled-in and signed.
5. Geographical coverage	The application involves partners from the four geographical areas[3] defined by the programme (North, East, South and West). These partners also represent at least three countries, of which at least two partners must be from EU Member States with the latter applying for Interreg Europe funding.
6. Focus on Investment for jobs and growth goal programmes	At least one policy instrument addressed in the application is an Investment for jobs and growth goal programme.
7. Participation of policy responsible authorities	For at least 50% of the policy instruments addressed in the application, the policy responsible authorities are involved as partners. For any instruments where this is not the case, the relevant policy responsible authorities are involved as 'associated policy authorities'.

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Example: Interreg Europe ToR

10.2. Quality assessment

The quality assessment applies only to applications that pass the eligibility check. It consists of evaluating the quality of the eligible applications according to the following five criteria:

Criterion 1 – Relevance of proposal

Criterion 2 – Quality of the expected results

Criterion 3 – Quality of partnership

Criterion 4 – Coherence of the proposal and quality of approach

Criterion 5 – Budget

Full details on the selection procedure and assessment criteria are provided in section 4.3 of the programme manual.

Based on the results of the quality assessment, the decision on applications is made by the monitoring committee of the programme which is composed of representatives from both national and regional authorities within the 29 Partner States (27 EU Member States, Norway and Switzerland). Decisions are communicated to all lead applicants via an electronic notification.

Read the ToR

- Check the programme guide
- Applicants guide
- Application form
- Programme priorities against your organisation
- Assess the capacity of your organisation
- DEADLINE

PART 2:

Writing the proposal: what do evaluators expect?

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What makes a winning proposal?

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Tips for proposal preparation (I)

- Early intelligence
- Financial and human resources planning
- Complementing partnership
- European Dimension
- Result oriented

Tips for proposal preparation (II)

- Innovative approaches and solutions
- Long term impact
- Replication and dissemination plan
- Value for money
- Keep the evaluator in mind

Proposal assessment criteria

Relevance

What it means:

The extent to which the proposal aligns with the objectives and priorities of the funding call.

Example Feedback:

The proposal did not adequately address the key challenges outlined in the call document.

Impact

What it means:

The potential of the project to deliver long-term benefits in the targeted area and beyond.

Example Feedback:

The expected impact is not quantified, and there is insufficient evidence that the results will be exploited beyond the project duration.

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Quality and efficiency of implementation

What it means:

The coherence and feasibility of the work plan, budget, and team.

Example Feedback:

The work plan is overly ambitious, and the roles of some partners are not clearly defined.

Excellence

What it means:

The degree of innovation and quality of the concept, methodology, and objectives.

Example Feedback:

The proposed approach lacks innovative elements and does not convincingly justify its scientific methodology.

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Group exercise

The best applications: donors’ view

Most of all: a successful application has to be <u>**based on a well-prepared and needed project**</u> and there need to be proofs.

The project <u>will **allow the donor to meet their/programme’s objectives**</u> and programme-level outcomes and it has to be low risk.

Proven: there is data to prove it before and after (monitoring and evaluation). **Data is credible** and we know it’s accessable.

Project **results are clearly and correctly categorised** (outputs and outcomes are binding, impact beyond applicant’s influence)

Needs assessment was the basis for proposing this project for funding – NA should not happen after the grant is awarded.

The **roles are not divided artificially** to get points for many international partners.

at the application stage a**Monitoring plan is drafted as part of the project design** nd is not planned only once the grant is awarded.

All sections are written with equal quality – someone clearly takes the lead ensuring quality of the project as a whole (lack of strong leadership is a risk).

Proves the activities are the best way to achieve the results (logic model)

Risk assessment is thorough and reflects the importance of preparing to worst-case scenario, no risks are hidden from the donor.

All **costs are justified** (not only calculated correctly)

No bluffing!

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The best applicants:

They anticipate all questions and have all answers ready

(because they have **done their homework**)

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What are the **real questions** during proposal assessment?

Vague, vague, vague!

And so what?

How do they know this?!

This contradicts another fragment

How can they prove this??

Do they even know what they CAN achieve through these activities?

How many people wrote the application? Are **all partners even sure what they promise to deliver?**

What is the risk for us they will not deliver all results?

Sounds **very unlikely**

But why this / why like this?

These are **outputs, not outcomes / impact not outcomes**

Compared to what?? What is the baseline for the outcomes??

How likely is it this will actually happen?

Are they aware of competition (many similar initiatives)? **How many of the activities duplicate what's already being done by other Projects?**

Designing **proposals** vs designing **projects**:

which comes first?

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PART 3

Preparing a project that can be translated into a successful application

(and a positive ex-post evaluation)

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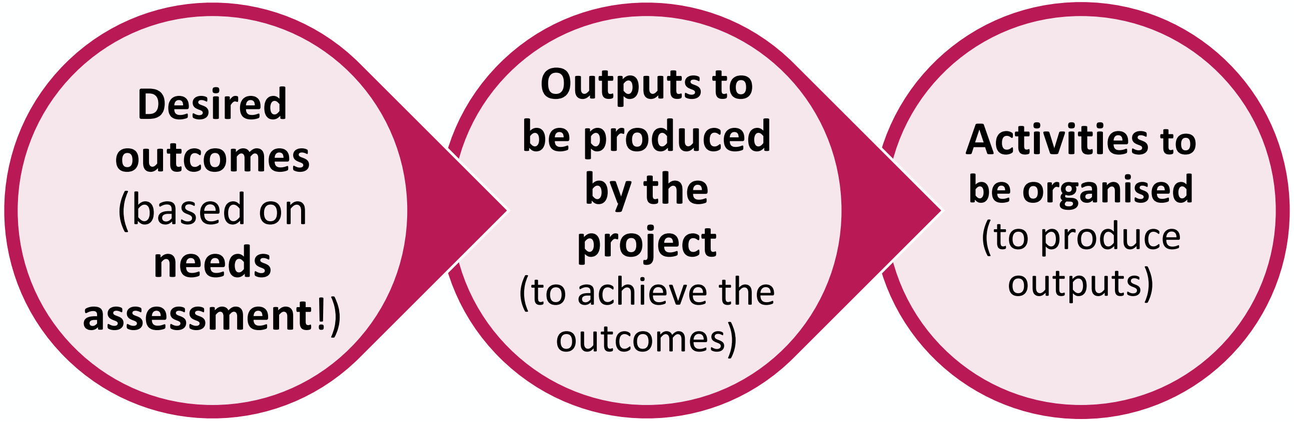
How to design projects and programmes?



Don’t start by deciding what activities you want to organise or what tools you want to develop.

Based on a participatory needs assessment, analyse what the actual needs are on the outcome level (and not a wishlist from partners). **Analyse** what would be the **most optimal way to reach those outcomes** (or some of them). Choose outputs and activities to get there in the most efficient way.

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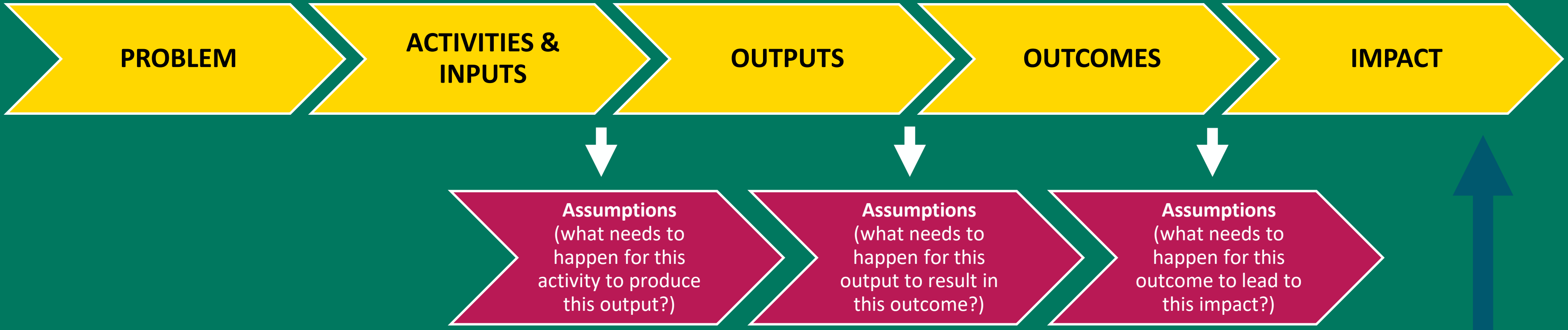
The results chain

Inputs	Activities	Outputs	Outcomes	Impact
		• **Number of established** after-school programs. • Number of health check-ups conducted for children with follow-up consultations. • Number of workshops on child nutrition held for parents. • Number of built safe recreational areas.	• **10% increase** in school attendance rates among migrant children. • **15% improvement** in children's test scores. • **20% reduction** in incidences of childhood obesity tracked. • Enhanced social integration of migrant children in schools, measured by a 25% increase in positive peer interaction surveys.	• *25%** **long-term improvement** in children's overall health and wellbeing (measured by annual health surveys). • *20%* **increase** in graduation rates (tracked annually). • *15%* **reduction** in discrimination incidents. • *20%* **decrease** in poverty rates among children from disadvantaged backgrounds.
Resources	Actions leading to outputs	Products and services delivered (binding – basis for the budget)	Direct effects of the products and services (binding – basis for grant)	Long-term effects, usually <u>beyond our control</u> (not binding)
IMPLEMENTATION		RESULTS		
			EFFECTS	

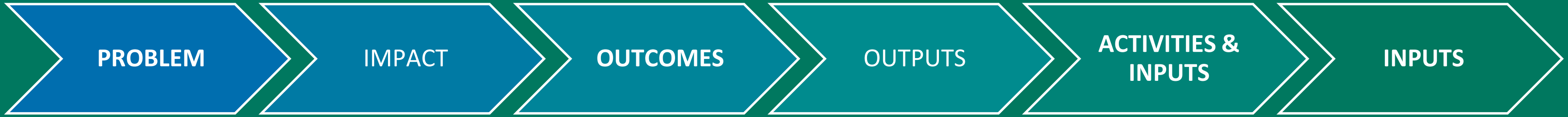
Never underestimate how crucial **logical links are between the results** you promise and project **activities you want budget for**:

Theory of Change

Simplified way to think of ToCh



What to think about first when planning a social intervention, a project or a programme?



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Theory of Change step-by-step:

Step 1. Identify and **involve stakeholders** who need to participate in the development of ToCh

Step 2. Define the **social challenge (problem)** using needs assessment

Step 3. Describe the **impact** the project-policy intends to achieve (measurable long-term results)

Step 4. Describe key **outcomes** (measurable mid-term results)

Step 5. Describe key measurable **outputs** (short-term results)

Step 6. Describe the project-policy **intervention**

Step 7. Verify **the change pathway and learn**

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Theory of Change: example

Main problem → Resources (input) → Activities → Outputs → Outcomes and impact

high infant mortality due to preventable diseases

Reduced infant mortality (by x% by year X)

Theory of Change: example

Main problem	Resources (input)	Activities	Outputs	Outcomes and impact
high infant mortality due to preventable diseases	Medical personnel, vaccines, etc.	Intervention: Vaccination campaign	Number of children vaccinated	**Reduced infant mortality (by x% by year X)**

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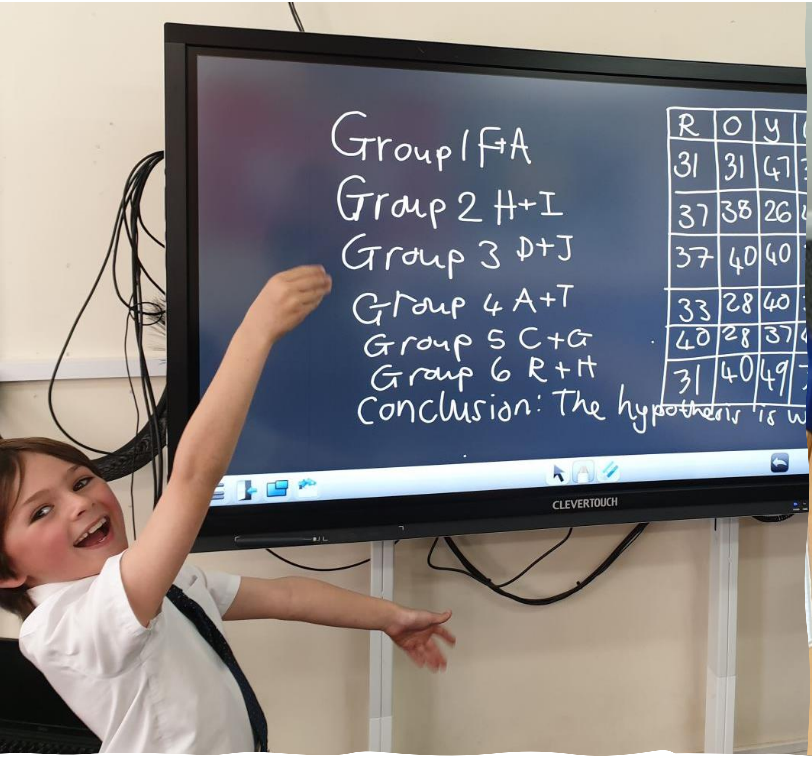
How to know what the outcomes and their target values should be?



Needs assessment: primary data collection – methods to engage various target groups

source: Colourful Data Collection | Sherfield School

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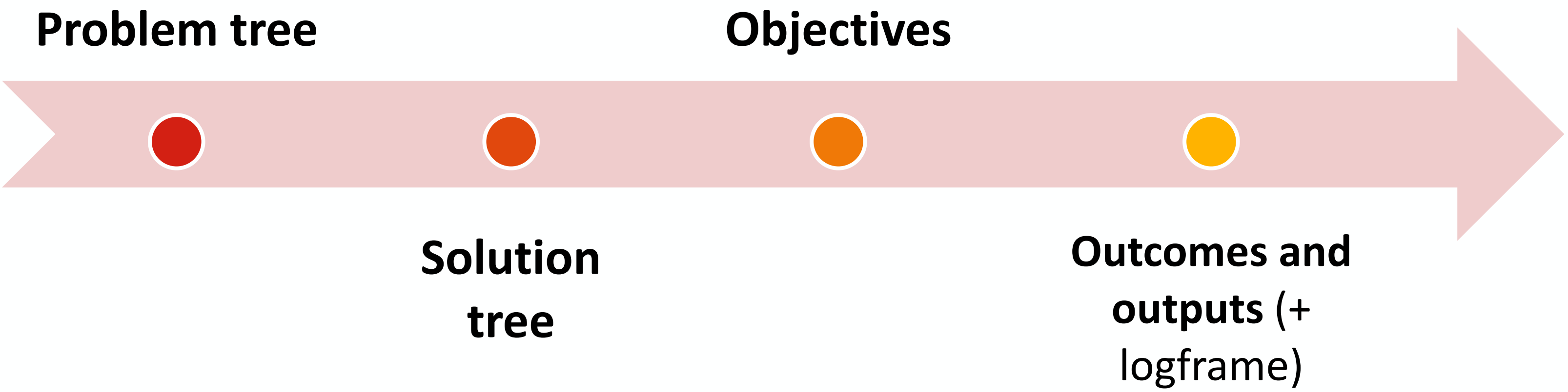
From needs assessment to targets using problem and solution trees



Stakeholder analysis and risk assessment are done in parallel and updated as more information emerges (**stakeholders start getting identified at Problem Tree stage**).

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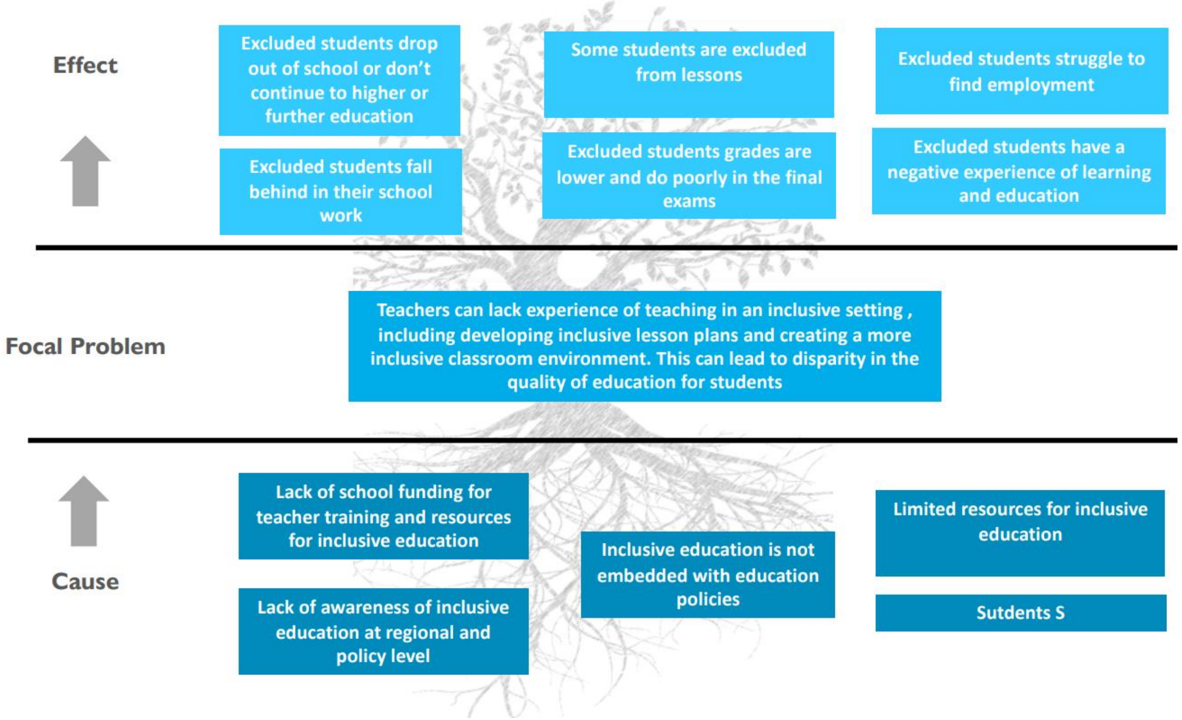

Example of a problem tree. Source: https://impactinfocus.com/wp-content/uploads/2020/06/Theory-of-Change-Guide-No.-1-The-Situation.pdf

Look for the deep causes and select those that your project can address.

We **work backwards** (backward mapping): e.g. *5 why's method*. and **find logical links** between causes and effects.

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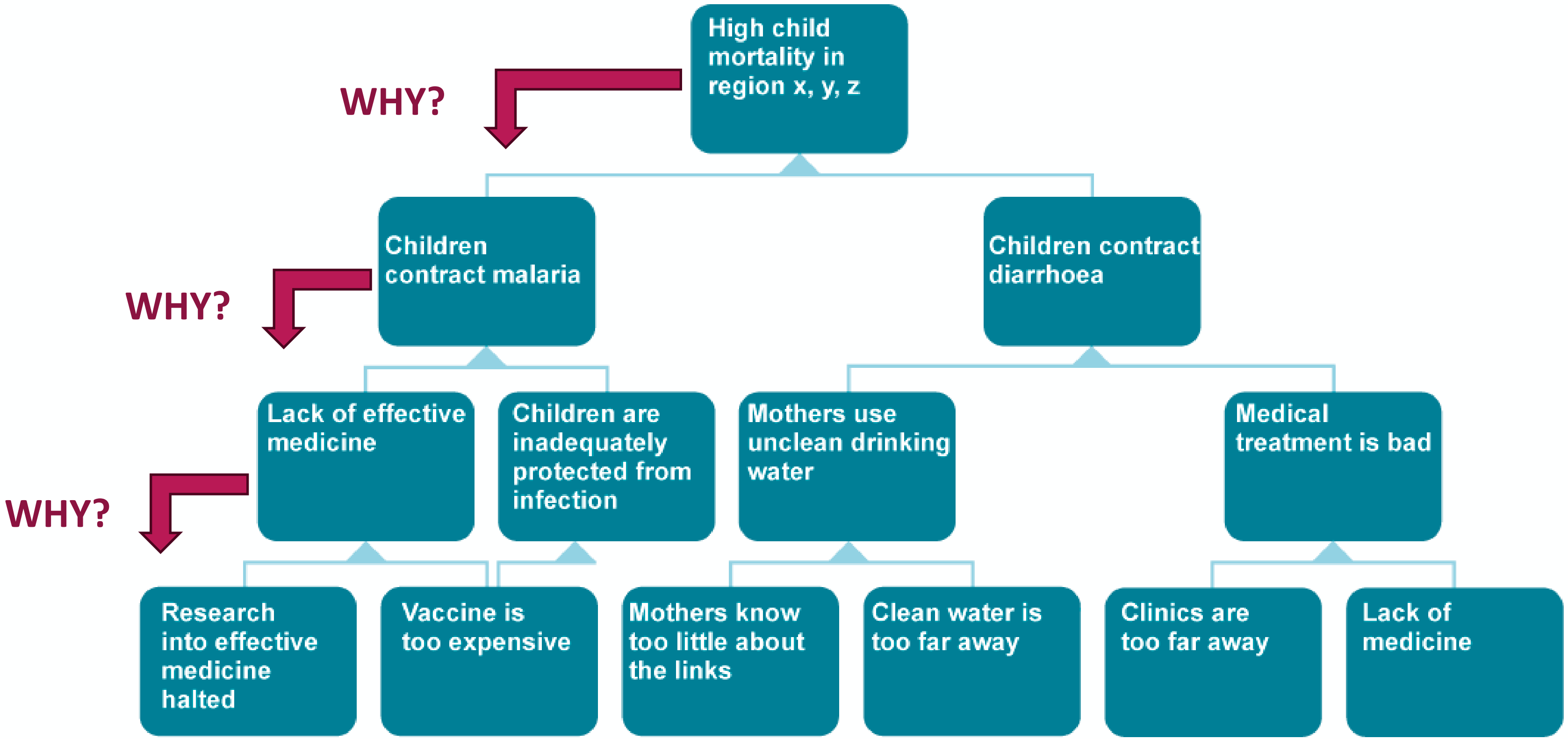

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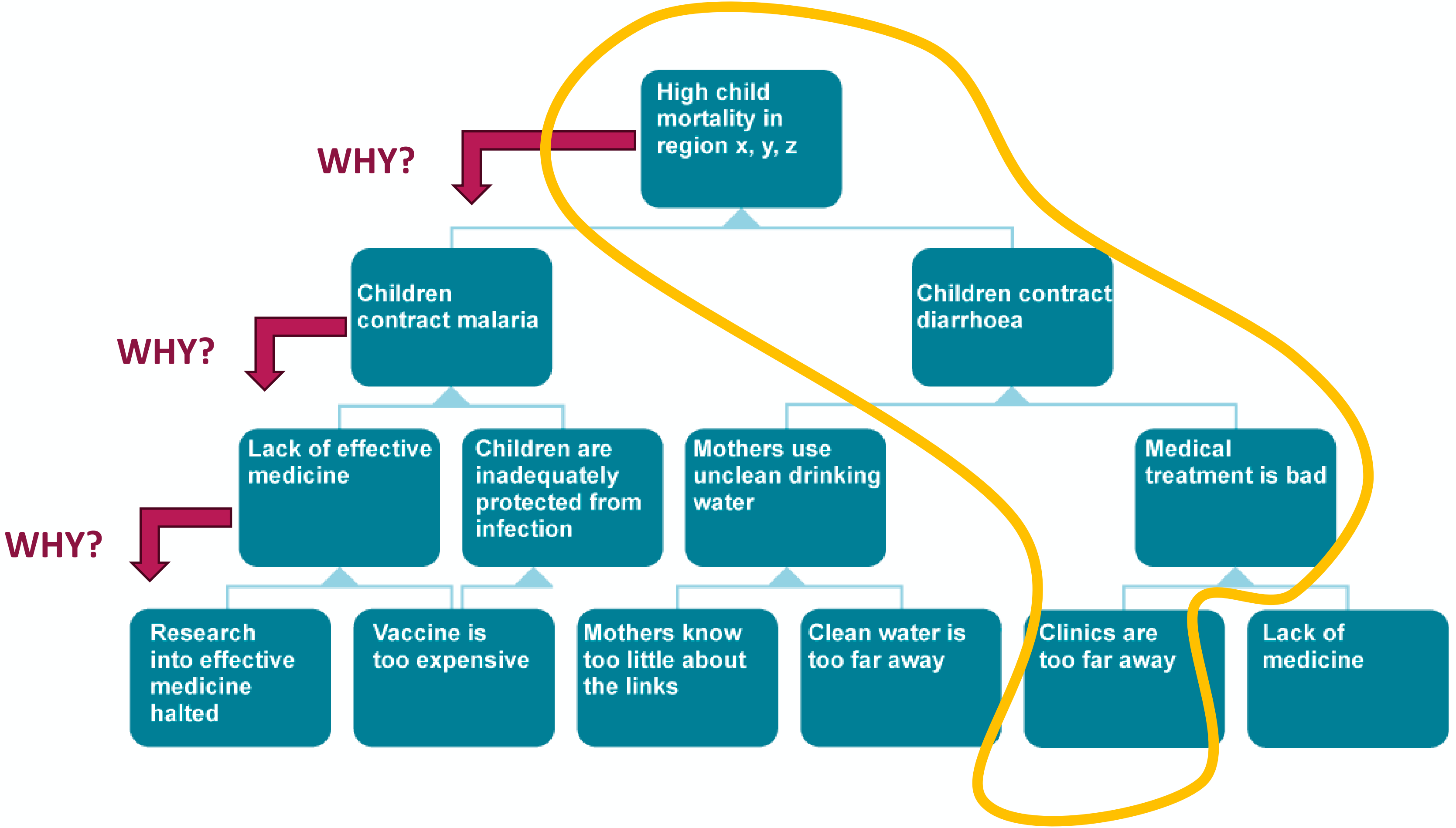
Example of a problem tree. Source: https://zewo.ch/en/problem-analysis



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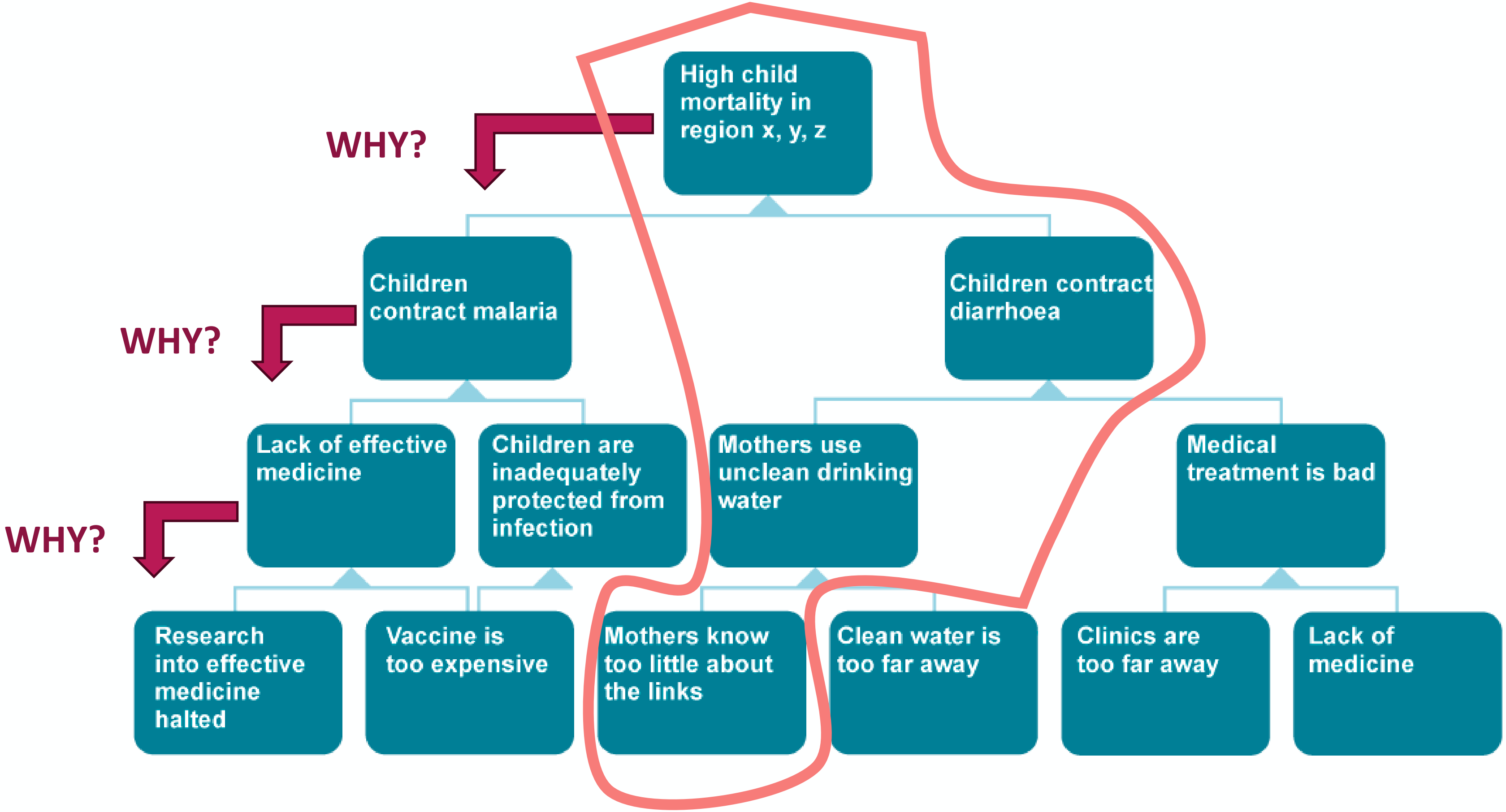

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Example of a problem tree. Source: https://zewo.ch/en/problem-analysis

Identify cause and effect
(evidence-based - must be participatory)

Problem trees (causes) → **Solution trees (objectives)**

Rephrase the negative statements (problems) from the problem tree **to positive statements (goals, objectives)** on a solution tree.

Choose those elements you will address with your project or programme (usually just part of the tree)

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Stand out!

Risk analysis

Risk factor	Consequence	Response / mitigation measures
Short description	Description	Description

What’s wrong with this table?

Risk analysis: what it should be like

Risk factor	Likelihood (probability)	Severity (impact)	Consequence	Mitigation measure	Strategy	Owner	Status
Description – keep it short and list **all in the same format**.	- Very low - Low - Medium - High - Very high	- Minor - Moderate - Major/severe - Fatal/ catapstrophic	Description	Description, including what happens in a worst-case scenario. **Stick to one format!**	- Accept - Avoid - Reduce - Transfer	Who is responsible for monitoring & handling this risk?	Happened ?

GO INTO RISK MATRIX (FOR SCORING)

Risk assessment is not pessimism. We prove we are prepared for the worst-case scenario, we hope it never happens but we aren't naive. **Preparing for worst-case scenario is not a waste of resources** – we are **making sure taxpayers' money will be spent with optimal care.**

The more risk factors you list, the better – it shows you have done your homework and are competent to safeguard the money you're applying for. **Don't appear to be hiding risks or simply copy-pasting from previous applications – it's a major red flag.**

Risk analysis: risk scoring

PROBABILITY AND IMPACT	CATASTROPHIC	MAJOR	MODERATE	MINOR
VERY HIGH				
HIGH				
MEDIUM				
LOW				
VERY LOW				

TIP: it's especially useful for projects with multiple pilots that result in the complexity of the type of activities, the number of stakeholders, project partners involved as Task Leaders.

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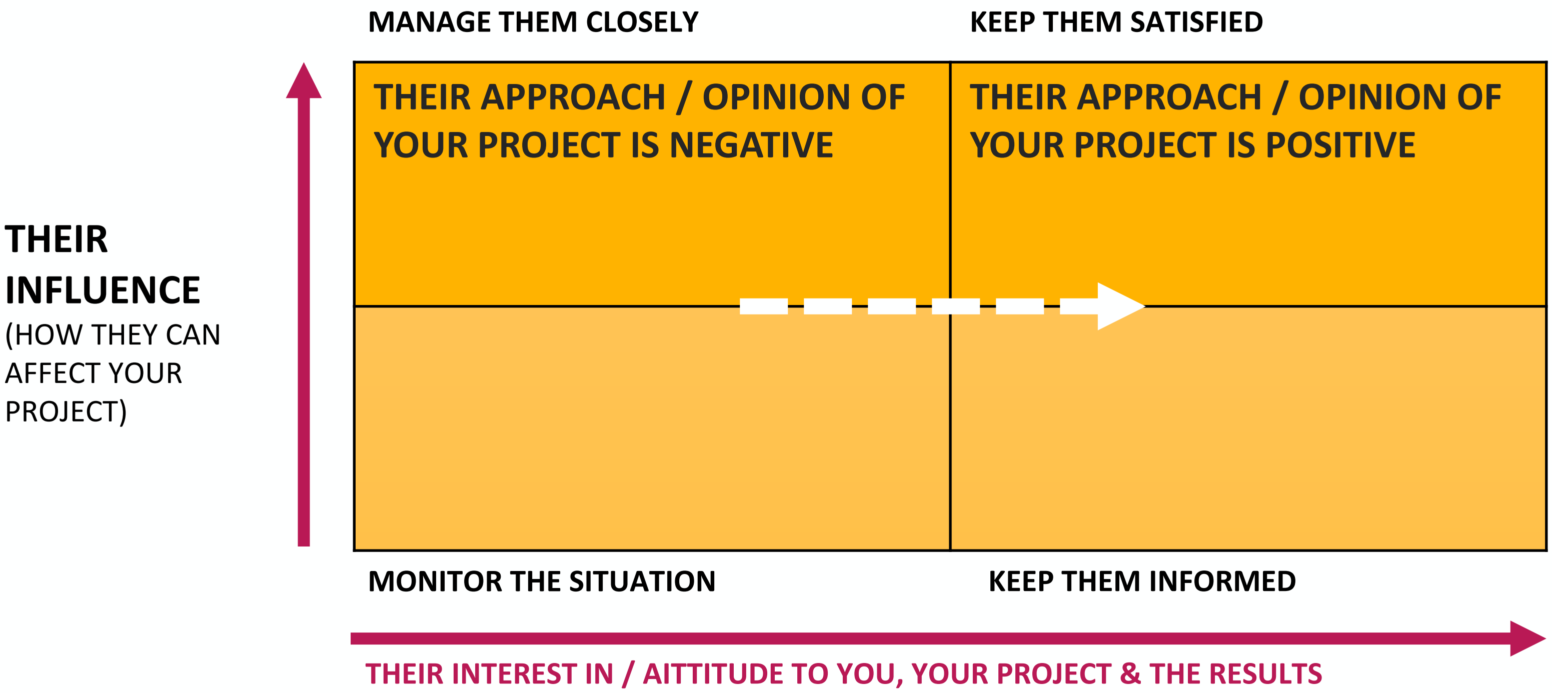
Stakeholder mapping and analysis



Logframes:

your entire project in one table

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The results chain (reminder)

Inputs	Activities	Outputs	Outcomes	Impact
		• **Number of established** after-school programs. • Number of health check-ups conducted for children with follow-up consultations. • Number of workshops on child nutrition held for parents. • Number of built safe recreational areas.	• **10% increase** in school attendance rates among migrant children. • **15% improvement** in children's test scores. • **20% reduction** in incidences of childhood obesity tracked. • Enhanced social integration of migrant children in schools, measured by a 25% increase in positive peer interaction surveys.	• *25%** **long-term improvement** in children's overall health and wellbeing (measured by annual health surveys). • *20%* **increase** in graduation rates (tracked annually). • *15%* **reduction** in discrimination incidents. • *20%* **decrease** in poverty rates among children from disadvantaged backgrounds.
Resources	Actions leading to outputs	Products and services delivered (binding – basis for the budget)	Direct effects of the products and services (binding – basis for grant)	Long-term effects, usually <u>beyond our control</u> (not binding)
IMPLEMENTATION		RESULTS		
			EFFECTS	

Logframe: example

Hierarchy of objectives Strategy of Intervention	Key Indicators*	Baseline	Target	Data Sources Means of Verification	
Impact (Overall Goal)	Impact Indicators**				
The improved health and living conditions for the population in the covered region and improved environmental conditions, particularly with regard to the quality of air, in valuable natural reserves incl. NATURA 2000 areas.	Mortality rate related to respiratory diseases			National/regional health statistics Air monitoring reports in the target area - the Voivodeship Inspectorate for Environmental Protection	
	Morbidity rate related to respiratory factors				
	Quantity of** CO_2, SO_2, NO_2, PM_{10} in the air in x/x				
Outcomes	Outcome Indicators***	Baseline	Target****		External Factors (Assumptions & Risks
Outcome 1 Social ecological awareness increased	Percentage rate of target households reducing conventional energy sources	0	10	Project documentation Statistical data	Risks: Emissions from other so quality significantly. Worsening global or dor conditions. Assumptions: Individual and public ber ecological solutions mor future. Rationalisation of energ consumption is constant Target area is promoted clean region (Natura 20(Project provides a demc pilot character / replicati
	Percentage rate of public buildings reducing conventional energy sources	0	8		
	Percentage rate of residents attracted by RES	0	50		
Outcome 2 Low emissions of air pollutants reduced	Reduction of pollutant emissions in t/a in total and by a pollutant: total CO_2 SO_2 No_2 PM_{10}	0 0 0 0 0	5'654'2 5'597.99 0.06 0.34 50	Air monitoring reports in the target area - the Voivodeship Inspectorate for Environmantal Protection	
Outcome 3 Utilisation of RES increased	Reduction of consumption of gas in m^3/a in public buildings	0	95'231	Project documentation RES central server database	
	Reduction of consumption of coal in t/a by a type of a building: public residential	0 0	327'443 2'032		
	Reduction of consumption of fossil fuels in MWh/year by a type of RES: PV systems solar collectors	0 0	337 16'830		
	Increase of energy production in MWh/a by a type of RES: PV systems solar collectors	0 0	more than 314.2 10'000		
	Increase of energy savings in MWh/a in the target buildings	0	10'782.8		
Outputs (per outcome)	Output Indicators	Baseline	Target****		

Outputs (per outcome)		Output Indicators	Baseline	Target****		
For outcome 1:						
Output 1	Promoted RES	Number of conferences	0	2	Project documentation: Promotional activities reports Lists of participants On-site control	Assumptions: Final beneficiaries are attracted by RES benefits. Final beneficiaries implement and exploit RES knowledge. Final beneficiaries apply best practice acquired during study visits.
		Number of conference participants	0	100		
		Number of information meetings for residents and employees	0	20		
		Number of information meetings participants	0	1'000		
		Number of visited households to be attracted by RES	0	12'500		
		Total number of distributed promotional materials	0	77'740		
		Number of press conferences	0	1		
		Number of press conferences participants	0	10		
		Number of promotional movies produced	0	1		
		Number of TV spots produced	0	2		
Output 2	Improved knowledge of target groups on RES	Number of hours of training sessions	0	68		
		Number of training sessions participants	0	850		
		Number of training sessions participants by a group: large families foster families families with a low income disabled persons households in the NATURA 2000 area	0 0 0 0 0	to be defined		
		Number of study visits	0	2		
		Number of study visits participants	0	30		

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Logframe: example

IMPROVED Logframe Matrix of the Project			
Strategy of Intervention	**Key Performance Indicators**	**Means of Verification**	
Outputs per outcome	**Output Indicators**		
For outcome 1: BI/BC teach banking concepts and tools according to international standards **For outcome 2**: BI/BC students/graduates handle concepts and terminology according to international standards			
1.1 Modules implemented to the satisfaction of directors and course participants (lecturers) according to agreed plan 1.2 Lessons complemented with concise handouts and references 1.3 Lessons enriched with case studies and business games that can be applied in BI/BC as well 1.4 Learner-centred teaching methods applied and modelled in all courses **1.5 Full understanding of concepts and tools demonstrated by lecturers** 1.6 Coaching for lecturers provided for the transfer of the newly acquired skills and knowledge to classroom	1.1.1 5'000 person training days = 50 days of training attended by 50 BI +50 BC lecturers 1.1.2 80% of the lecturers are "satisfied" or "very satisfied" with each module. 1.2 1 handout per module with all related tools and a reader or commented bibliography 1.3 16 case studies or business games (∅ 2/training week) 1.4 40% of time classroom used for learner-centred methods **1.5 90% of the lecturers attending the courses receive a certificate of completion** 1.6 50% of teachers ask for voluntary coaching. 80% of them are satisfied or very satisfied with the coaching service provided.	1.1.1 List of participants 1.1.2 Standard questionnaire at the end of each module 1.2 Compilation of handouts and teaching materials 1.3 Compilation of Case Studies and Business Games 1.4 Randomised classroom observation during training modules 1.5 Mark sheet 1.6 Coaching agenda and anonymous, independent survey	• BI/BC select participants who can bring about change due to their standing in the faculty. • BI/BC give participants enough time for attending the courses and doing the self-study. • Participants remain at BI/BC after the training.
For outcome 3: BI/BC and banks cooperate regarding the curriculum and standards (concepts and tools)			
3.1 New curricula for training modules developed together with BI/BC and representatives of banking sector. 3.2 Academic Advisory Board with representation of the banking sector institutionalised	3.1 Signatures on new curricula for BI/BC. 3.2 At least 2 meetings of Academic Advisory Board per year	3.1 Record of original curricula 3.2 Minutes of meetings of Academic Advisory Board	• Authorities permit and encourage changes in curricula.

Observation: Teaching and learning are the two sides of the same coin. Therefore we can define together the outputs for the two outcomes

Source: https://www.seco-cooperation.admin.ch/dam/secocoop/de/dokumente/resultate/monitoring/quali-primer.pdf.download.pdf/Primer%20on%20Results-Based%20Management.pdf

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Choosing and formulating indicators

Output and outcome are usually binding at project completion.

Outcome usually shows change (**increase or decrease by** [unit] or %).
Outputs are usually expressed as units.

Impact (sometimes also long-term outcomes) is beyond the project's implementation period or/and control. Not binding* but **subject to ex-post evaluation and learning (for everyone!).**

For each indicator, we include **clear assumptions, data source and means of verification.**

Needs assessment should allow you to **establish the baselines to track and understand the change** that will take place thanks to your project.

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Group exercise

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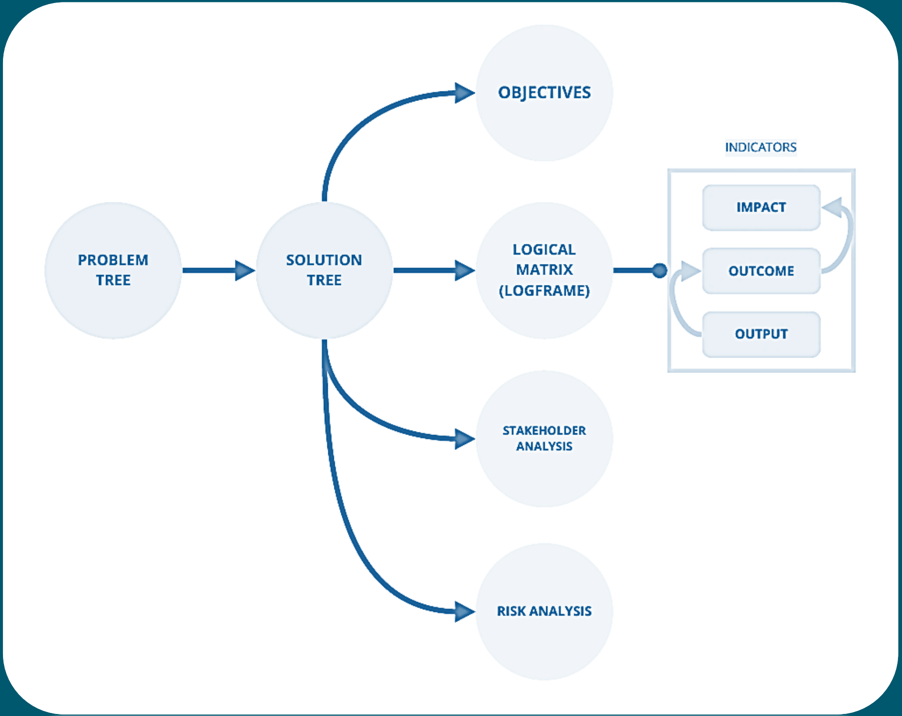
Avoid shortcuts:



Evaluation survey

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Thank you!

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