

A graphic on the left side of the slide showing three stylized human figures in blue and white, appearing to be climbing or standing on a set of stairs. Several yellow stars are scattered around the figures and the text.

Regional JTS Workshop

Monitoring System

24 May 2017

Durres, Albania



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Monitoring system – the approach



- **User friendly system, easy to use**

- No particular IT skills needed by the users, nor special software, no particular hardware to support it.
- Based on excel tables, no maintenance needed by the users
- As long as file names are correct and files are placed in the correct folder, everything is done automatically

- **Bottom-up collection of data**

- Tables of indicators customized for each project prepared by the JTS (with the assistance of CBIB+) and distributed to projects
- Tables completed by project teams on regular intervals (e.g. quarterly) and sent to the JTS
- JTS places these table to specified folder and sends the automatically generated summary table for further aggregation on regional level (e.g. by CBIB+)
- Data is then aggregated by the project on regional level



Monitoring system – the approach

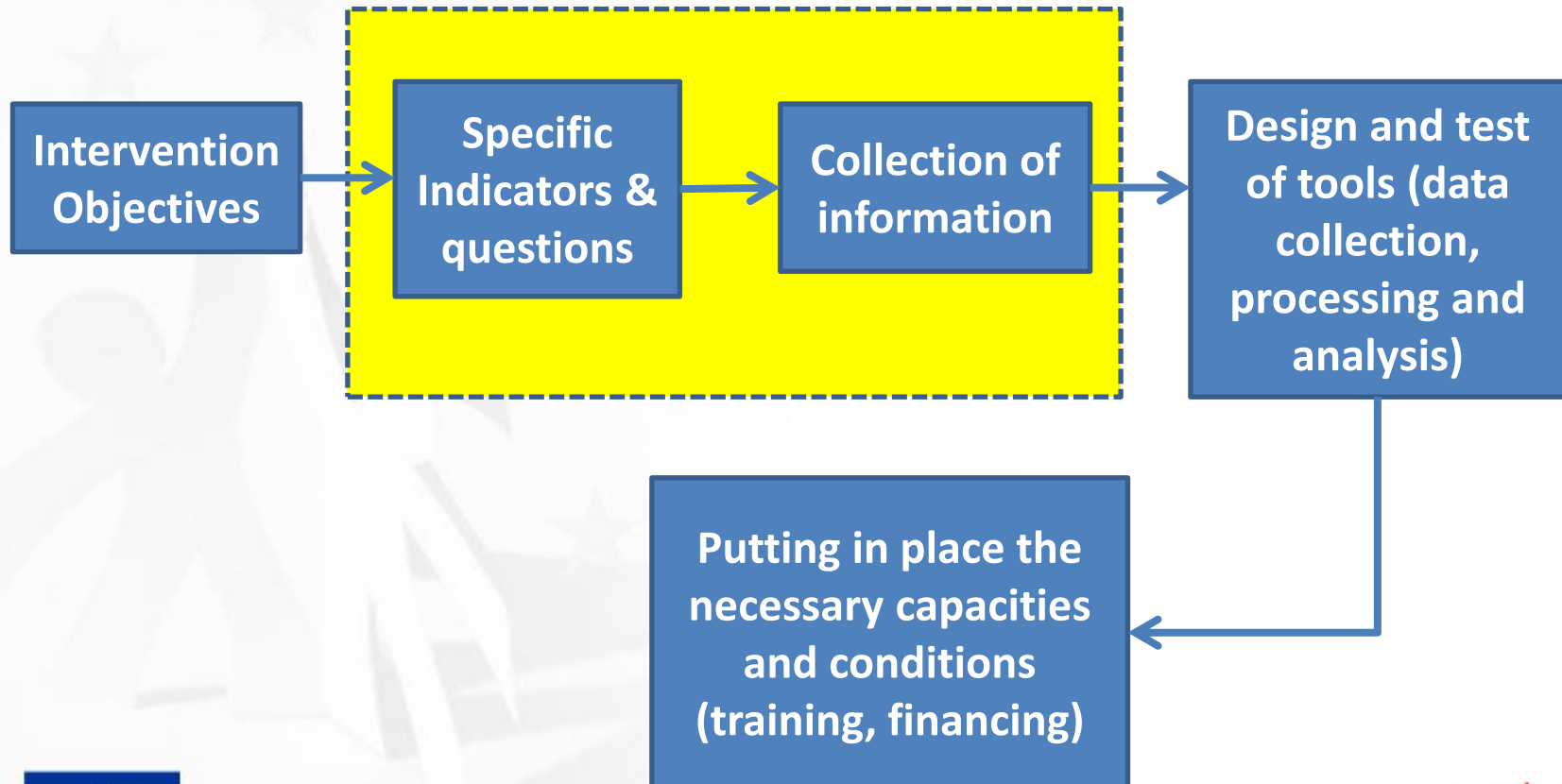
- **Automatic aggregation of data**
 - No efforts needed for aggregation of data – tables are filled-in automatically
 - Aggregation is done per programme, per thematic priority, specific objective, result, etc.
- **Effective presentation of information and statistics**
 - Many different types of graphs can be created, according to the needs and excel features
 - Statistical information is easily extracted: by project, by sector, by type of beneficiary, by call for proposals, by year, by programme, etc.
 - Information required for reporting purposes (e.g. for AIR) easily extracted from the table
 - Creation of custom tables, as per particular needs not difficult for an advanced excel user (CBIB+ support will be available)



Building a Monitoring system



Components of the monitoring system



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Main principles for the proposed monitoring system



- Useful quantified output indicators (with explanatory value where its needed in order to be able to provide info needed for improving the performance)
- Designation of a small number of outcome indicators as “core indicators” that: a) are realistic, and b) are collected without fail.
- Some sort of allowance can be made for qualitative / soft indicators (as “supplementary indicators”?) or if no such indicators are going to be used some plausible explanation should be offered (e.g. beneficiaries are asked to cover them somehow in their reports).
- Avoiding to have much dead weight info in the system, meaning collection of data without clear use or users.



Monitoring system - design



- Starting point: table of indicators per programme

PERFORMANCE INDICATORS for the IPA II CBC The former Yugoslav Republic of Macedonia - Albania						
The table summarises indicators gathered for all projects that are implemented at given moment - reference date.						
Code	Description of the thematic priorities, specific objectives and related indicators	Baseline		Current value		Target <date>
		Date	Value	Date	Value	
	Thematic Priority 1: ENCOURAGING TOURISM, CULTURAL AND NATURAL HERITAGE					
	Specific objective 1.1: To develop the potential of tourism by promoting cultural heritage and values					
	Result 1.1.1 Business opportunities for local service providers and operators in the field of tourism are increased					
	<i>General output indicators</i>					
3.1.1	Number of initiatives implemented in relation to this result					
3.1.2	Number of organisations cooperating in this type of initiatives (to be disaggregated per type of organisation)					
3.1.2.1	Local government units					
3.1.2.2	National government units (ministries, agencies)					
3.1.2.3	Non-governmental organisations (NGOs, CSOs)					
3.1.2.4	Enterprises (private and publicly owned)					
3.1.2.5	Regional Development Agencies					
3.1.2.6	Educational institutions					
3.1.2.7	Cultural institutions					
3.1.2.8	Public utility companies					
3.1.2.9	Other entities (please specify)					

Encompasses all thematic priorities, specific objectives and results for the programme. Contains all programme indicators, plus additional indicators (around 200 per programme).

Monitoring system - design



- Custom table made for a particular project

PERFORMANCE INDICATORS for the IPA II CBC The former Yugoslav Republic of Macedonia - Albania						
Please fill the columns related to the current values of the indicators in the table below only for the result thereof under which your action could be classified. This table is meant to provide an indication of your project's contribution to the attainment of indicators at cross-border programme level. Note that the indicators that were originally included in the programme document are highlighted in yellow colour						
Code	Description of the thematic priorities, specific objectives and related indicators	Target <date>				
	Thematic Priority 1: ENCOURAGING TOURISM, CULTURAL AND HERITAGE					
	Specific objective 1.1: To develop the potential of tourism by cultural heritage and values					
	Result 1.1.1 Business opportunities for local service providers and operators in the field of tourism are increased					
	<i>Output indicators</i>					
3.1.PO10.3	Number of new/improved products developed	2016	0		0	2 (2017) 5 (2020)
3.1.PO10.4	Number of new/improved ideas developed	2016	0		0	
MK-AL-111.O2	Number of trainees in hospitality industry	2016	0		0	50 (2017) 500 (2020)
MK-AL-111.O2.1	Out of which women				0	
	<i>Outcome or result indicators</i>					
3.1.R1.3	Number of new products commercialised				0	
3.1.R3	Number of partnerships fostering entrepreneurship in the tourism sector				0	
3.1.R5	Number of historical and natural sites and buildings newly open to public visits				0	
	Percentage of tourism enterprises benefited by the CBC initiatives adopted by					

Contains only indicators relevant to the project (estimated to 10-20 indicators)

Monitoring system - design



- Table for aggregating data on yearly basis

PERFORMANCE INDICATORS for the IPA II CBC The former Yugoslav Republic of Macedonia - Albania									
The table summarises indicators gathered for all projects that are implemented at given moment - reference date.									
Code	Description of the thematic priorities, specific objectives and related indicators	Baseline		Values on specific dates in 2017				Increase in 2017	Target <date>
		Date	Value	31/03/2017	30/06/2017	30/09/2017	31/12/2017		
	Thematic Priority 1: ENCOURAGING TOURISM, CULTURAL AND NATURAL HERITAGE								
	Specific objective 1.1: To develop the potential of tourism by promoting cultural heritage and values								
	Result 1.1.1 Business opportunities for local service providers and operators in the field of tourism are increased								
3.1.4.6	over 50 years			0					
3.1.5	Direct or indirect			0	0			5	
3.1.PO10.1	Number of new/improved products developed	2016	0	0	0			2	2 (2017) 5 (2020)
3.1.PO10.2	Number of new/improved ideas developed	2016	0	0					
3.1.PO10.3	Number of new/improved products developed	2016	0	0					
3.1.PO10.4	Number of new/improved ideas developed	2016	0	0					
MK-AL-111.O2	Number of trainees in hospitality industry	2016	0	0	0				30 (2017) 500 (2020)
MK-AL-111.O2.1	Out of which women			0	0	0	0	0	
	<i>Outcome or result indicators</i>								
3.1.R1.1	Number of new services commercialised			0	0	0	1	1	

Every indicator has a unique code that will not be visible in the tables distributed

Values for each quarter updated automatically

Cell formulas will be locked, must not be altered

Monitoring system - design



- Table for aggregating data for whole financial perspective

PERFORMANCE INDICATORS for the IPA II CBC The former Yugoslav Republic of Macedonia - Albania										
The table summarises indicators gathered for all projects that are implemented at given moment - reference date.										
Description of the thematic priorities, specific objectives and related indicators	Baseline		Values on specific dates in 2017						Increase total	Target <date>
	Date	Value	31/12/2017	31/12/2018	31/12/2019	31/12/2020	31/12/2021	31/12/2022		
Thematic Priority 1: ENCOURAGING TOURISM, CULTURAL AND NATURAL HERITAGE										
Specific objective 1: Development of cultural heritage										
Result 1.1.1: Development of cultural heritage operators										
<i>General</i>										
Number of operators			1					1	1	
Number of operators disaggregated per type			5	7	5	5	5	5	5	
Local government units			0	0	0	0	0	0	0	
National government units (ministries, agencies, offices...)			2	0	2	2	2	2	2	
Non-governmental organisations (NGOs, CSOs, associations...)			3	4	3	3	3	3	3	
Enterprises (private and publicly owned)			0	0	0	0	0	0	0	
Regional Development Agencies			0	2	0	0	0	0	0	
Educational institutions			0	0	0	0	0	0	0	
Cultural institutions			0	1	0	0	0	0	0	
Public utility companies			0	0	0	0	0	0	0	
Other type (please specify)			0	0	0	0	0	0	0	
Number of inter-sectoral (local authorities-CSOs-private sector-public agencies-research and educational institutions) partnerships implementing this type of initiatives			1	5	1	1	1	1	1	
<i>General impact indicators</i>										
Number of direct beneficiaries involved (disaggregated by gender and age)			928	1,970	928	928	928	928	928	

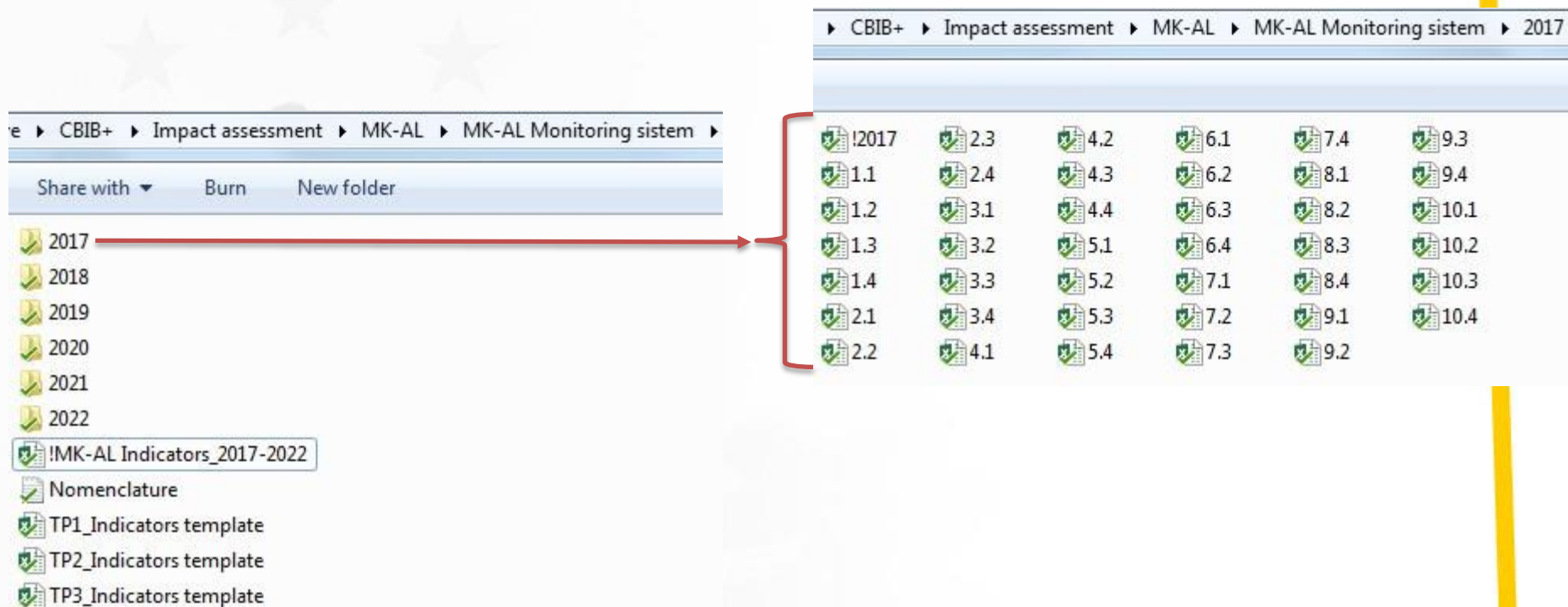
Baselines for majority of indicators are yet to be determined

Values for each year updated automatically

Monitoring system - design



- Structure of folders and files in the system



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Monitoring system – Design – Problems to overcome



No.	Thematic priority/programme	AL-MNE	AL-KSV	BiH-MNE	MK-AL	MK-KSV	KSV-MNE	RS-BiH	RS-MNE	RS-MK
TP 1	Promoting employment, labour, mobility and social inclusion across the border									
TP 2	Protecting the environment, promoting climate change adaptation and migration, risk prevention and management									
TP 3	Promoting sustainable transport and improving public infrastructures									
TP 4	Encouraging tourism and cultural and natural heritage									
TP 5	Investing in youth, education and skills									
TP 6	Promoting local and regional governance, planning and administrative capacity building									
TP7	Enhancing competitiveness, business and SME development, trade and investment									
TP8	Strengthening research, technological development, innovation and ICT									

It seems ideal most of the programmes have same TPs, but what is going on with SOs and Results?



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Monitoring system in Practice



Thematic priority	Specific objective	Result	AL-XK	BA-ME	RS-ME	XK-MK
Encouraging tourism and cultural and natural heritage	2.1 Tourism, cultural and natural heritage is valorised as a way to promote the economic development of the area	2.1.1 The quality of tourism services and products is improved to become more competitive	x			y
		2.1.2 Cultural, historical and natural heritage is better preserved and promoted	x			y
	3.1 The quality and diversification of the tourism offer building on natural and cultural heritage is improved	3.1.1a The number of tourists in rural and natural protected areas are increased	y			y
		3.1.1b The image and tourist attractiveness of the cross-border region as a multi-ethnic and culturally diverse European destination is improved				y
	1.1 The competitiveness of the tourism sector is enhanced by the economic valorisation of the cultural and natural heritage	1.1.1 The quality of tourism services and products is upgraded	y	y		y
		1.1.2 Cooperation in the field of cultural and natural heritage preservation is increased (e.g. around the Shkoder/Skadar Lake area)	y	y	x	y
	3.1 Improve the volume, quality and visibility of tourism related to valorisation of cultural and natural heritage and values	3.1.1 More people become entrepreneur in tourism			x	y
		3.1.2 The hotel industry services enhanced	y	y	y	y
		3.1.3 Sites and buildings with a cultural and natural value conserved, revitalised and open to public	y	y	y	y
		3.1.4 The offer of active tourism services improved	y	y	y	y
	1.1 To develop the potential of tourism by promoting cultural heritage and values	1.1.1 Business opportunities for local service providers and operators in the field of tourism are increased	y		x	y
		1.1.2 Mutual co-operation, understanding and respect of cultural heritage and values are furthered	y		x	y
	3.1. Increasing the contribution of tourism to the socio-economic development of the programme area	3.1.1 The offer and quality of tourism products and services is furthered based on joint efforts and initiatives	y	y		x
		3.1.2 New sustainable employment and business opportunities in the tourism sector opened by joint cross-border efforts			y	x
	3.2 Strengthening the cultural	3.2.1 Sustainable cultural and sport exchanges across the border are fostered				x

Differing too much from one programme to another, impossible to aggregate

Monitoring system in Practice



Thematic priority	Policy sector	Programme							
		AL-XK	BA-ME	ME-AL	ME-XK	MK-AL	RS-BA	RS-ME	XK-MK
Promoting employment, labour mobility and social and cultural inclusion across borders	1.1 Employment and labour mobility	AL-XK-3.1.1	<u>BA-ME-1.1.1</u> BA-ME-1.1.2		ME-XK-1.1.1 ME-XK-1.1.2		RS-BA-1.1.1 RS-BA-1.1.2 <u>RS-BA-1.1.3</u> RS-BA-1.2.2	RS-ME-1.1.1	
	1.2 Social and cultural inclusion						RS-BA-1.2.1 RS-BA-1.2.3	RS-ME-1.2.1	
Protecting the environment and promoting climate change adaptation and mitigation, risk prevention and management	2.1 Protecting the environment	AL-XK-1.1.1				AL-3.1.1	<u>RS-BA-2.1.1</u> RS-BA-2.1.2	<u>RS-ME-2.1.1</u> RS-ME-2.2.1 RS-ME-2.2.2	<u>XK-MK-3.1.1</u> XK-MK-3.1.2
	2.2 Risk prevention and management					<u>MK-AL-3.1.2</u>	RS-BA-2.2.1	RS-ME-2.2.3	
Encouraging tourism and cultural and natural heritage	3.1 Quality of tourism products and services	AL-XK-2.1.1	<u>BA-ME-3.1.1</u> BA-ME-3.1.2	ME-AL-1.1.1	<u>ME-XK-3.1.1</u> ME-XK-3.1.2 ME-XK-3.1.4	MK-AL-1.1.1	<u>RS-BA-3.1.1</u> RS-BA-3.1.2	<u>RS-ME-3.1.1</u> RS-ME-3.1.2	XK-MK-2.1.1 XK-MK-2.1.2
	3.2 Cultural and natural heritage	AL-XK-2.1.2		<u>ME-AL-1.1.2</u>	<u>ME-XK-3.1.3</u>	MK-AL-1.1.2	<u>RS-BA-3.2.1</u> RS-BA-3.2.2		<u>XK-MK-2.1.3</u>
Investing in youth, education and skills	4.1 Youth networking and exchanges	AL-XK-3.1.2							
Enhancing competitiveness, the business environment and the development of small and medium-sized enterprises, trade and investment	5.1 Strengthening of the SMEs					MK-AL-2.1.1			
	5.2 Intensifying cross-border trade and access to regional and international markets								XK-MK-1.1.2

With policy sectors defined, much easier to aggregate

Programmes' results



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Monitoring system in Practice



Indicators for 1 programme for 1 policy sector for 1 year (provisional values for testing purposes)

Thematic priority	Type	Definition of indicators				Value of indicators at pre-defined cut-off dates (cumulative values)					
		Code	Policy sector (common indicators)	No of repetitions	Definition	Baseline 31/12/2016	31/03/2017	30/06/2017	30/09/2017	31/12/2017	Yearly increase in 2017
QUALITY OF COOPERATION (encompasses all TPs and SOs for all 9 programming borders)	Result (Outcome)	QoC-PS-31.1	3.1 Quality of tourism products and services		Number of initiatives implemented in relation to this specific objective (to be disaggregated by specific objective)	0	3	3	3	3	3
QUALITY OF COOPERATION (encompasses all TPs and SOs for all 9 programming borders)	Result (Outcome)	QoC-PS-31.2	3.1 Quality of tourism products and services		Number of organisations cooperating in this type of initiatives (to be disaggregated per type of organisation and per type of initiative)	0	12	17	17	17	17
QUALITY OF COOPERATION (encompasses all TPs and SOs for all 9 programming borders)	Result (Outcome)	QoC-PS-31.3	3.1 Quality of tourism products and services		Number of inter-sectoral (local authorities-CSOs-private sector-public agencies-research and educational institutions) partnerships implementing this type of initiatives (to be disaggregated by type of partnership)	0	4	4	4	4	4
QUALITY OF COOPERATION (encompasses all TPs and SOs for all 9 programming borders)	Result (Outcome)	QoC-PS-31.4	3.1 Quality of tourism products and services		Number of direct beneficiaries involved (disaggregated by gender and age)	0	120	257	299	350	350
QUALITY OF COOPERATION (encompasses all TPs and SOs for all 9 programming borders)	Result (Outcome)	QoC-PS-31.5	3.1 Quality of tourism products and services		Percentage of population (disaggregated by gender and age) in the programme area having direct or indirect benefits as a result of the operation undertaken	0	1	2	4	6	6
Encouraging tourism and cultural and natural heritage	Result (Outcome)	AL-XK-211.R2	3.1 Quality of tourism products and services	8	Number of new services/ideas/products commercialised (to be disaggregated)	0	0	0	1	3	3
Encouraging tourism and cultural and natural heritage	Result (Outcome)	AL-XK-211.R3	3.1 Quality of tourism products and services	8	Number of stakeholders participating in those cross-border connections/networks/clusters (to be disaggregated)	0	0	23	24	25	25
Encouraging tourism and cultural and natural heritage	Result (Outcome)	AL-XK-211.R5	3.1 Quality of tourism products and services	8	Number of partnerships fostering entrepreneurship in the tourism sector	0	1	1	1	1	1
Encouraging tourism and cultural and natural heritage	Result (Outcome)	BA-ME-311.R4	3.1 Quality of tourism products	8	Number of training courses developed and certified for continuity in meeting the demands of	0	0	2	5	5	5

Monitoring system in Practice



Indicators for 1 programme for 1 policy sector for all IPA II (provisional values for testing purposes)

Thematic priority	Definition of indicators					Value of indicators at the end of each year (cumulative values)					
	Type	Code	Policy sector (common indicators)	No of repetitions	Definition	Baseline 31/12/2016	31/12/2017	31/12/2018	31/12/2019	31/12/2020	Total increase under IPA II
QUALITY OF COOPERATION (encompasses all TPs and SOs for all 9 programming borders)	Result (Outcome)	QoC-PS-31.1	3.1 Quality of tourism products and services		Number of initiatives implemented in relation to this specific objective (to be disaggregated by specific objective)	0	3	3	7	7	7
QUALITY OF COOPERATION (encompasses all TPs and SOs for all 9 programming borders)	Result (Outcome)	QoC-PS-31.2	3.1 Quality of tourism products and services		Number of organisations cooperating in this type of initiatives (to be disaggregated per type of organisation and per type of initiative)	0	12	17	23	25	25
QUALITY OF COOPERATION (encompasses all TPs and SOs for all 9 programming borders)	Result (Outcome)	QoC-PS-31.3	3.1 Quality of tourism products and services		Number of inter-sectoral (local authorities-CSOs-private sector-public agencies-research and educational institutions) partnerships implementing this type of initiatives (to be disaggregated by type of partnership)	0	4	4	6	8	8
QUALITY OF COOPERATION (encompasses all TPs and SOs for all 9 programming borders)	Result (Outcome)	QoC-PS-31.4	3.1 Quality of tourism products and services		Number of direct beneficiaries involved (disaggregated by gender and age)	0	120	257	299	350	350
QUALITY OF COOPERATION (encompasses all TPs and SOs for all 9 programming borders)	Result (Outcome)	QoC-PS-31.5	3.1 Quality of tourism products and services		Percentage of population (disaggregated by gender and age) in the programme area having direct or indirect benefits as a result of the operation undertaken	0	1	2	4	6	6
Encouraging tourism and cultural and natural heritage	Result (Outcome)	AL-XK-211.R2	3.1 Quality of tourism products and services	8	Number of new services/ideas/products commercialised (to be disaggregated)	0	0	0	1	3	3
Encouraging tourism and cultural and natural heritage	Result (Outcome)	AL-XK-211.R3	3.1 Quality of tourism products and services	8	Number of stakeholders participating in those cross-border connections/networks/clusters (to be disaggregated)	0	0	23	24	25	25
Encouraging tourism and cultural and natural heritage	Result (Outcome)	AL-XK-211.R5	3.1 Quality of tourism products and services	8	Number of partnerships fostering entrepreneurship in the tourism sector	0	1	1	1	1	1
Encouraging tourism and cultural and natural heritage	Result (Outcome)	BA-ME-311.R4	3.1 Quality of tourism products and services	8	Number of training courses developed and certified for continuity in meeting the demands of the labour market in tourism	0					0
Encouraging tourism and cultural and natural heritage	Result (Outcome)	BA-ME-311.R5	3.1 Quality of tourism products and services	8	Number of historical and natural sites and	0	0	0	2	6	6

Monitoring system in Practice



Indicators for all programmes for 1 policy sector for 1 year (provisional values for testing purposes)

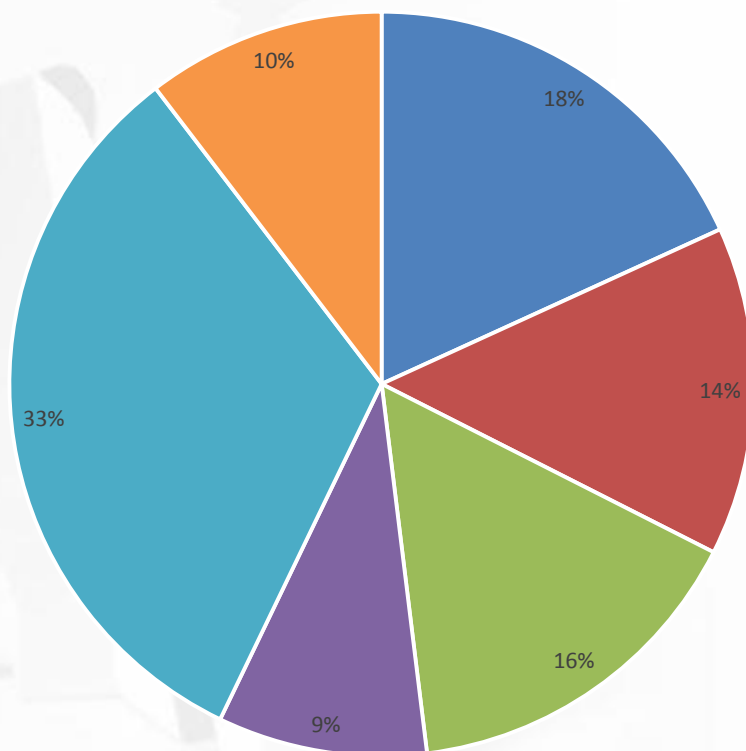
Indicators	31 March 2017									30 June 2017							
Definition	AL-XK	BA-ME	ME-AL	ME-XK	MK-AL	RS-BA	RS-ME	XK-MK	Total	AL-XK	BA-ME	ME-AL	ME-XK	MK-AL	RS-BA	RS-ME	
Number of initiatives implemented in relation to this specific objective (to be disaggregated by specific objective)	1	3	4	1	2	3	4	1	19	1	3	4	1	2	3		
Number of organisations cooperating in this type of initiatives (to be disaggregated per type of organisation and per type of initiative)	3	12	13	4	5	6	9	3	55	4	17	14	7	5	7		
Number of inter-sectoral (local authorities-CSOs-private sector-public agencies-research and educational institutions) partnerships implementing this type of initiatives (to be disaggregated by type of partnership)	0	4	2	1	1	5	2	1	16	0	4	2	1	1	5		
Number of direct beneficiaries involved (disaggregated by gender and age)	21	120	45	10	43	93	149	38	519	35	257	230	10	86	101	3	
Percentage of population (disaggregated by gender and age) in the programme area having direct or indirect benefits as a result of the operation undertaken	0.10	0.30	2.10	1.35	4.80	0.30	2.90	0.90	1.59	0.17	2.00	3.80	1.35	5.40	0.45	4.00	
Number of new services/ideas/products commercialised (to be disaggregated)		0							0		0						
Number of stakeholders participating in those cross-border connections/networks/clusters (to be disaggregated)		0							0		23						
Number of partnerships fostering entrepreneurship in the tourism sector		1							1		1						
Number of training courses developed and certified for continuity in meeting the demands of the labour market in tourism		0							0		2						
Number of historical and natural sites and buildings newly open to public visits		0							0		0						

Monitoring system in Practice



Examples of graphs (simulation)

No of projects per specific objective RS-BA, 2017



- 1.1 Employment and labour mobility
- 1.2 Social and cultural inclusion
- 2.1 Environment
- 2.2 Risk prevention
- 3.1 Quality of tourism products and services
- 3.2 Cultural and natural heritage



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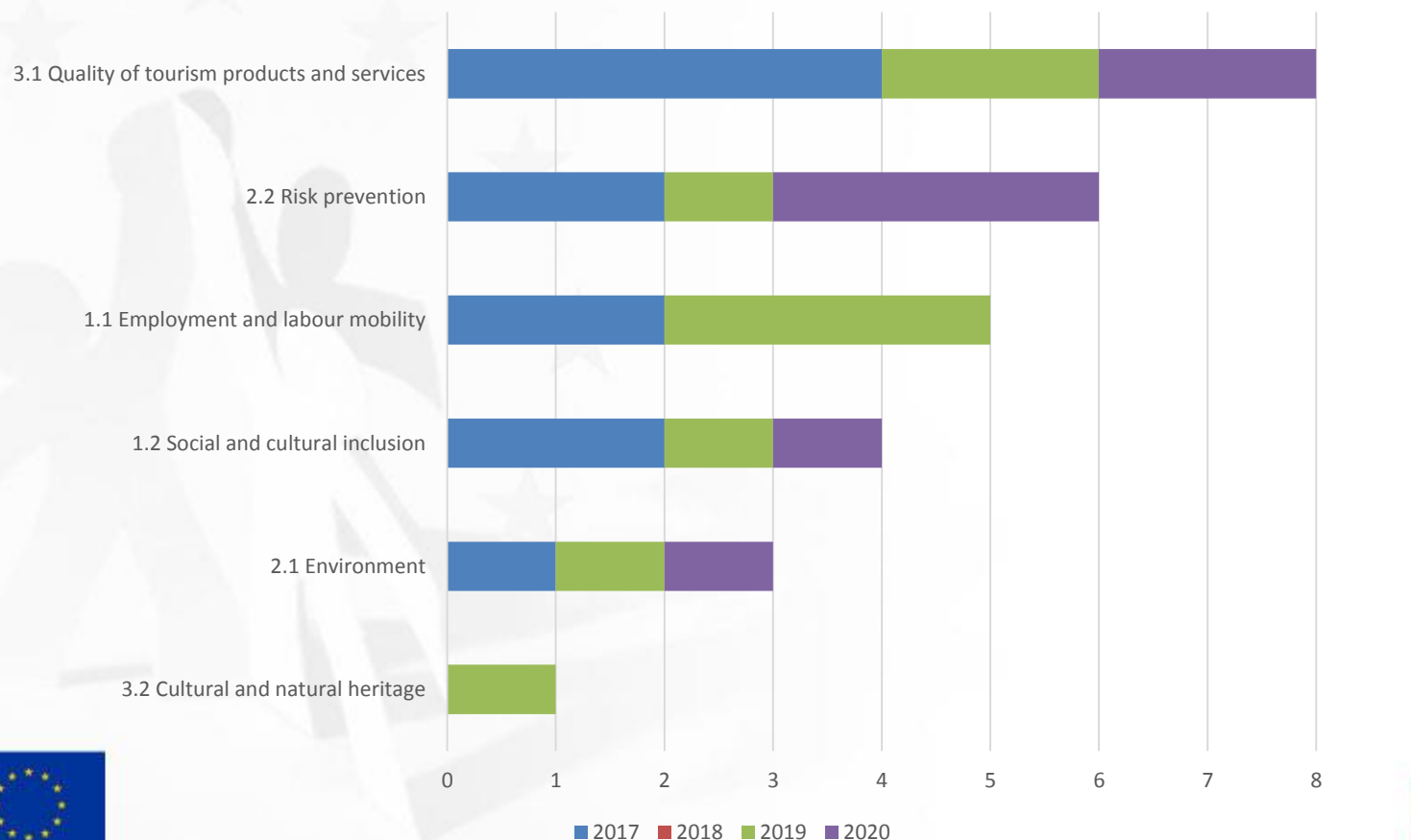
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Examples of graphs (simulation)

Number of inter-sectoral partnerships per specific objective, per year, RS-BA



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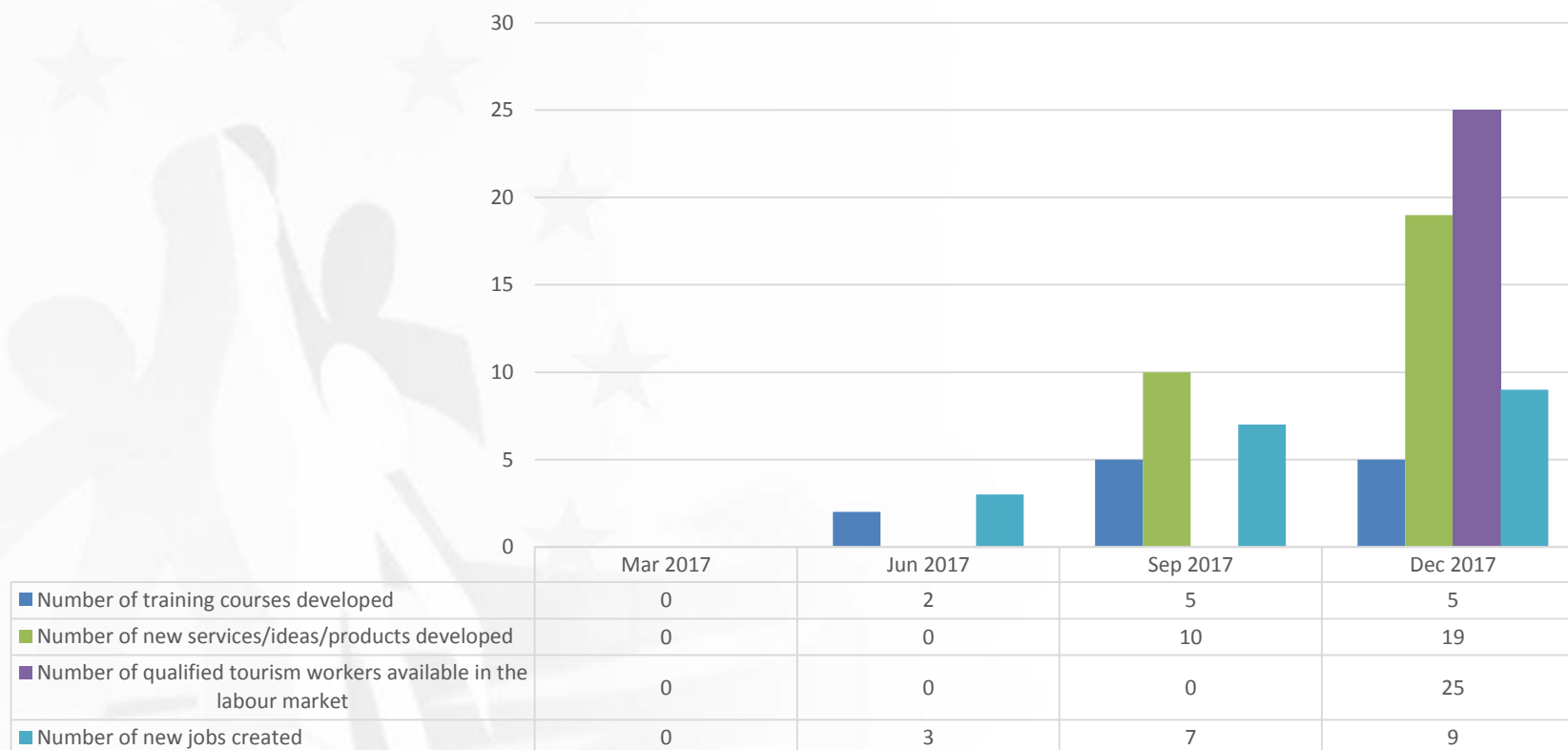
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Examples of graphs (simulation)

Employment opportunities in tourism sector RS-BA, 2017



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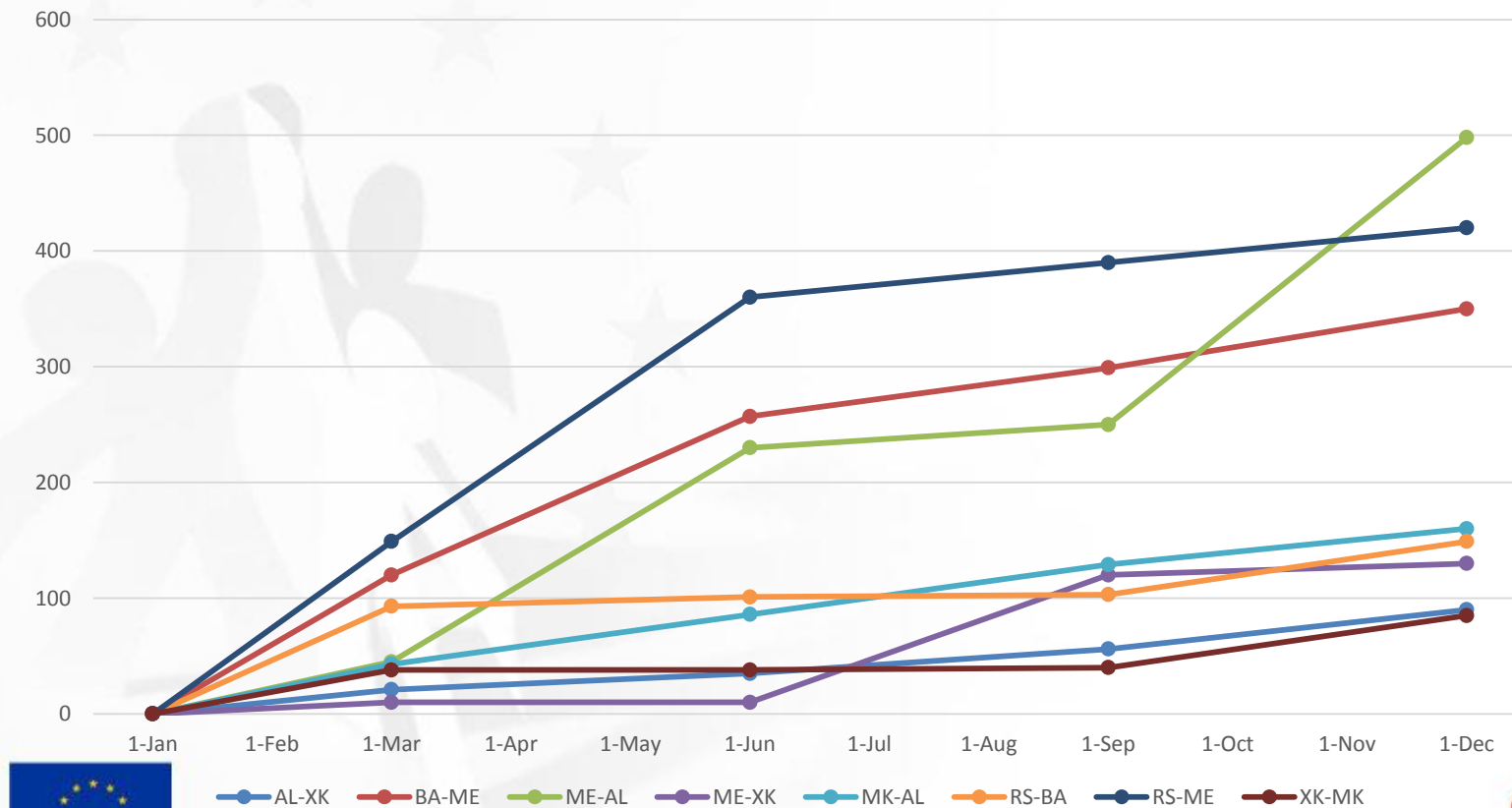
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Examples of graphs (simulation)

Number of direct beneficiaries participating in projects' activities per programme for 2017



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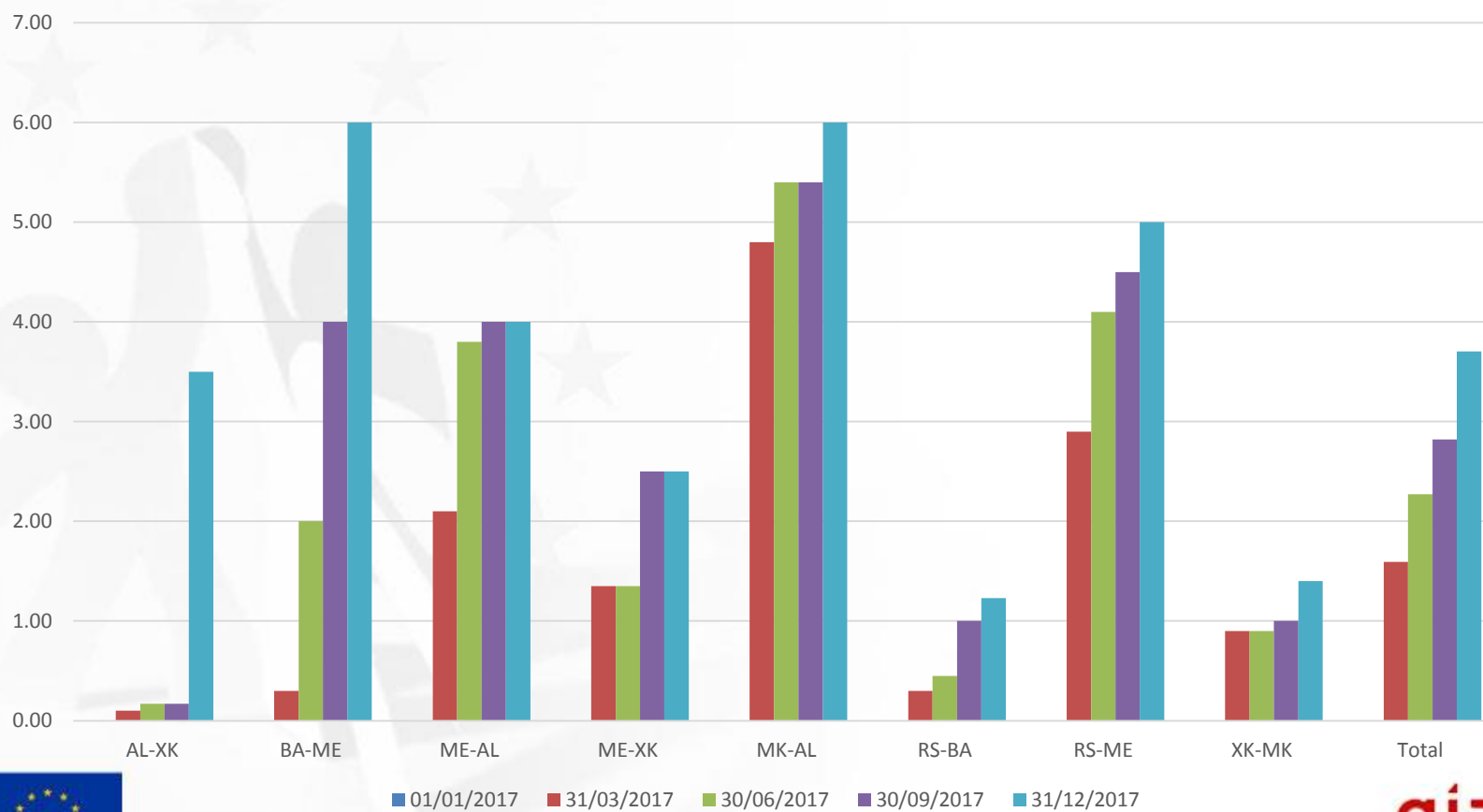
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Examples of graphs (simulation)

Percentage of population having benefits of the actions, all programmes, 2017



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Further actions by CBIB+2

1. Capacity building events

Two groups

Group A: JTS, OS, CA

- Monitoring and Evaluation – the indicators
- Collecting, analyzing and reporting

Group B: GBs

- Establishment of Monitoring system, collecting, analyzing and reporting

2. Booklet with instructions for the JTSs, other relevant materials



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