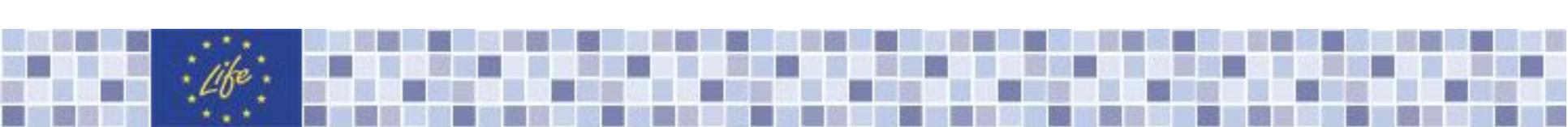




This presentation is from JNCC's UK LIFE Application writing workshop held in Cardiff 2016.

If you would like to see more presentations from this event or if you would like more information on LIFE please see JNCC's LIFE webpages at:
jncc.defra.gov.uk/UKLIFE



From good design to measureable impacts: monitoring a LIFE project

A Donald Lunan
NEEMO LIFE Monitoring Team presentation
delivered by Amanda Gregory

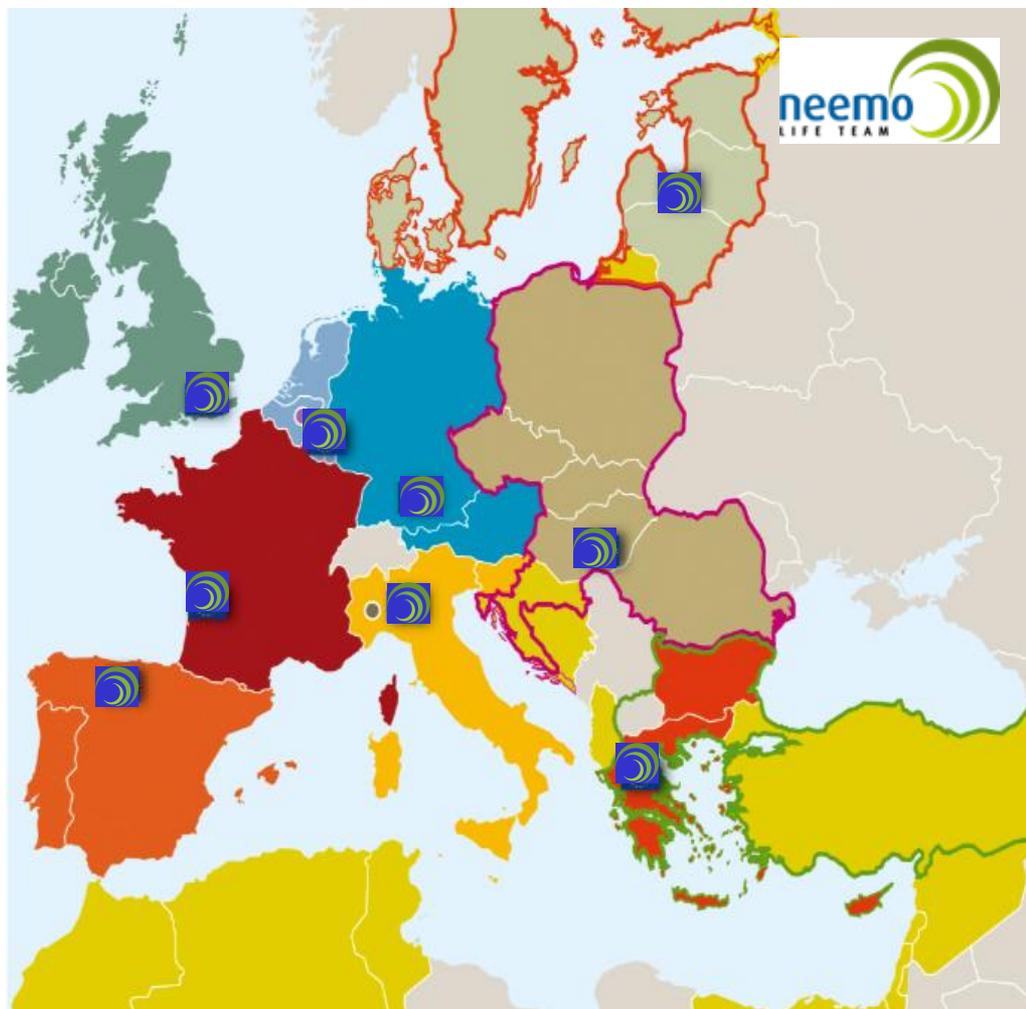


An increasing focus on long-term sustainability

- ❖ With each successive LIFE programme there is an increasing emphasis on looking beyond the 'project period' to long-term sustainability.
 - ❖ There is now an obligation to monitor the impact of project actions throughout the project.
 - ❖ Output and outcome indicators are now built into the programme
 - ❖ What can we learn from project monitoring?
-

NEEMO Life-team

- Monitoring contract for LIFE+
- Consortium of established companies in regional offices
- Brussels-based Central Team
- DAI Europe is UK company
- UK and Ireland team has 7 members
 - Donald Lunan
 - Chris Rose (RC)
 - Neil Wilkie
 - Lynne Barratt
 - John Houston
 - Karen Lunan
 - Chris People
- 50 current projects





LIFE Monitoring Team

- Limited human resources at the LIFE Units
 - Broad spectrum of themes
 - Technical advice to evaluate project performances and output
 - National/regional knowledge and physical presence
 - Visits to projects at least once a year
 - Supports communication activity
 - Informs other DGs (e.g. Nature Unit)
 - Ex-post monitoring missions (closed projects)
-

What this talk will cover...

From the perspective of ex-post studies:

- The need to build **sustainability** into project design
 - The importance of measuring **results, outcomes** and **impacts**
 - The need to keep up to date with **policy issues**
 - The obligations for **dissemination**
 - The importance of **networking**
 - The need to include issues such as **socio-economic impact** or **ecosystem services**
-



LIFE beyond the 'project'

The application process already encourages **you** to look beyond the project period through;

- Your overall (long-term) objectives
 - Your output and outcome indicators
 - Monitoring the impact of project actions
 - Self-assessment of success
 - After-LIFE plans
 - Web-sites and dissemination
-



What we look for in your Final Reports

LIFE-Environment

- Technical and commercial application
- Environmental benefits
- Relevance for policy areas
- Long-term sustainability
- Environmental, economic and social benefits
- Demonstration, transferability, cooperation
- Innovation

LIFE-Nature

- Environmental benefits
- Policy and legislation implications
- Conservation status improvement
- Short-term leverage effect
- Long-term sustainability
- Regional / National / International impact
- Innovation, demonstration value
- Socio-economic effects



Ex-post evaluation

- Introduced in response to Court of Auditors' reports
 - Recommended in evaluations of the LIFE programme
 - Evaluations by monitoring team
 - Linked to log frame approach
 - Usually 5-10 years after completion
 - Random and thematic evaluations
 - Expect c. 10% of projects to be evaluated
 - Synthesis reports produced
-



Ex-post methodology linked to Log Frame

Categories	Questions
Relevance	Were the project objectives right?
Design	Did the design support the project objectives?
Efficiency	Were results achieved at reasonable cost?
Effectiveness	Did the results achieve the project objectives?
Impact	Did the project contribute to wider policy and sector objectives?
Sustainability	Will the benefits of the project be sustained?



The importance of design

Good design

- Motivated and full time project manager
- Motivated consortium
- Complete consortium
- Important stakeholders integrated
- User is part of team
- Solid research of pre-situation
- Clear objectives

Common problems

- Poor partnership
- Partners don't fit regarding know-how, language or interest
- Insufficient consultation
- Over-optimistic
- Insufficient background information
- Lack of initial stakeholder support
- Objectives too broad

Better to submit a project later than rush in a poorly prepared application



Project efficiency and effectiveness-additional points

Good design

- Lean project team and management
- Project is part of business model
- Strict planning
- Time is right for the solution
- Economic benefit
- Visible environmental benefit
- Project part of a long-term strategy

Common problems

- Too many partners
- Change of project manager
- Parts of the results never used
- Language barriers of stakeholders
- Administrative delays
- Technical problems
- Problems with authorities
- Lack of follow-up funding



Key factors for sustainability- general

- Included in project design
 - Institutional structures & willingness to support work
 - Funding mechanisms
 - Good reputation
 - Sound demonstration
 - Based on solid scientific data
 - Financial incentives
 - Stakeholder support, participation and engagement
-



Sustainability of LIFE-Nature Projects

- Funding for recurring activities
- An organisation for maintaining planned post-project measures
- The formal participation of relevant authorities
- Land purchase leading to full control of land use
- Effects of a targeted awareness-raising campaign
- Legal protection and /or enlargement of Natura 2000 sites
- One-off measures for nature conservation which have a sustainable character (e.g. drain blocking)

These factors can be used in the evaluation of LIFE Nature projects to give an overall measure of sustainability

From inputs to impacts-Nature

			Effects		
			Short-term	Medium-term	Long-term
Inputs	Activities	Outputs	Results	Outcomes	Impacts
Funds/ resources available to support activities	Activities conducted to achieve desired outcomes	Count of products and/ or services delivered,	Change in: Knowledge Skills Awareness Attitude Motivation	Change in: Behaviour Practice Policy Procedure	Change in situation: Environment Economic Social

Application

Project delivery

Sustainability

From inputs to impacts-Environment

Table from Thomas Mayer-NEEMO

Inputs	Activities	Outputs	Effects		
			Immediate Results	Follow-up Outcomes	Long-term Impact
Funds/ resources/ experts available	Things you do	Concrete products Installed plants Process steps Certificates. Services delivered Set-up network or organisational structure.	Technical process or product	Decrease of environmental load.	Improved environment
			Proof of feasibility.	Replication of solution.	Mass implementation.
			New solution.	Refined solution.	Standardisation.
			More knowledge.	Change of practices and procedures.	Economic and social impact.
			Change awareness.	Shift of policies and market demand.	Impact on legal conditions

Design	Efficiency	Effectiveness	Impact	Sustainability
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For LIFE Environment the most important factor is Motivation and the most important criterion is Effectiveness



Importance of links to policy

- Increasingly important to show relevance to policy in application and throughout project
 - Project would be expected to keep up to date with policy
 - Opportunities should be taken to engage with policymakers
 - Now more interest from Commission in thematic studies (waste, water, air etc)
 - What is the impact of LIFE projects on policy? Questions of interest to European Commission, Court of Auditors and EU Parliament
-



Dissemination and networking

- An obligation and an opportunity yet often poorly delivered
 - Interest in dissemination should be made clear in application
 - Projects should be attending events such as Green Week
 - Nature projects must promote Natura 2000
 - All projects can benefit from a communication plan and identification of Main Target Audiences
 - Assess value of networking before, during and after project.
 - MEPs, MP and local politicians have an interest
-



Pitfalls-barriers to long-term success

Nature

- Continuation of threats
- Uncertain funding
- Poor dissemination of results
- Lack of interest from authorities
- Loss of public support
- Little impact on younger stakeholders
- Lack of monitoring

Environment

- Not all technical problems resolved
- Motivation does not last beyond project
- User is not involved from the beginning
- Poor dissemination of results
- Changes in Public sector
- Effect of solution not visible enough

But “failure is a natural companion of innovation”. Thomas Mayer/NEEMO

Other tips

- The link between projects and ecosystems service, climate change mitigation and adaptation and socio-economic benefits is becoming increasingly important
 - The use of English for all projects should improve knowledge transfer
 - Projects should subscribe to newsletters and research papers, follow websites and contribute to case studies
 - Use your reports to make your points to the Commission
-



Good Luck!

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