



Interreg



EUROPEAN UNION

Alpine Space

AlpSib



EUROPEAN REGIONAL DEVELOPMENT FUND

Social Impact Measurement in the SIB model: Monitoring & Evaluation

Monitoring & Evaluation

Monitoring is the observation of project/programme implementation and performance through a continuous and systematic process of generating quantitative and in many cases qualitative information.

To monitor means to observe. Monitoring of outputs/outcomes means to observe whether intended products are delivered and whether implementation is on track.

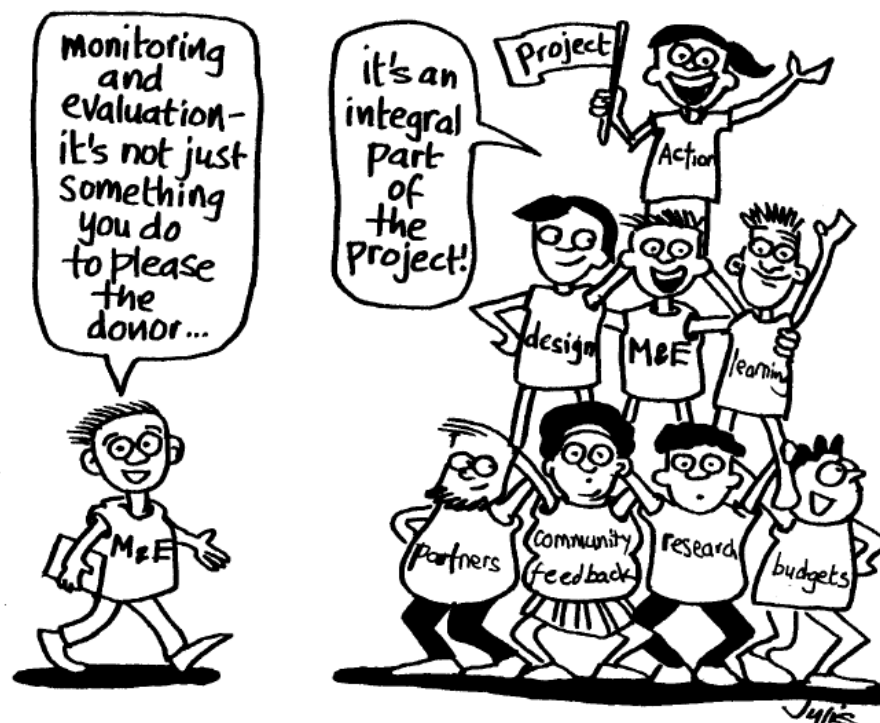
Indicators enable the monitoring of the progress. Indicators should be clearly defined, be relevant and measureable and clearly link the activity to expected outputs and results.

Monitoring & Evaluation

Evaluation examines the **implementation and impact of the activities that have been delivered**, to what extent the outputs and outcomes can be attributed directly to those activities and looks at whether the anticipated effects and benefits have been realised. **The questions are: Does it work? Is there a causal link? “why and how it works?”**

For evaluation to be effective, it needs to be viewed as an ongoing process within which monitoring takes place, rather than a retrospective review of project's success. **It is therefore essential to engage with monitoring and evaluation during the early stages of developing your operation.** Leaving it until later on carries the risk that you will not have sufficient, appropriate or robust data to undertake evaluation, as a consequence of which you may be unable to demonstrate that you have delivered against the original project objectives or demonstrate value for money.

Monitoring & Evaluation



Monitoring & Evaluation

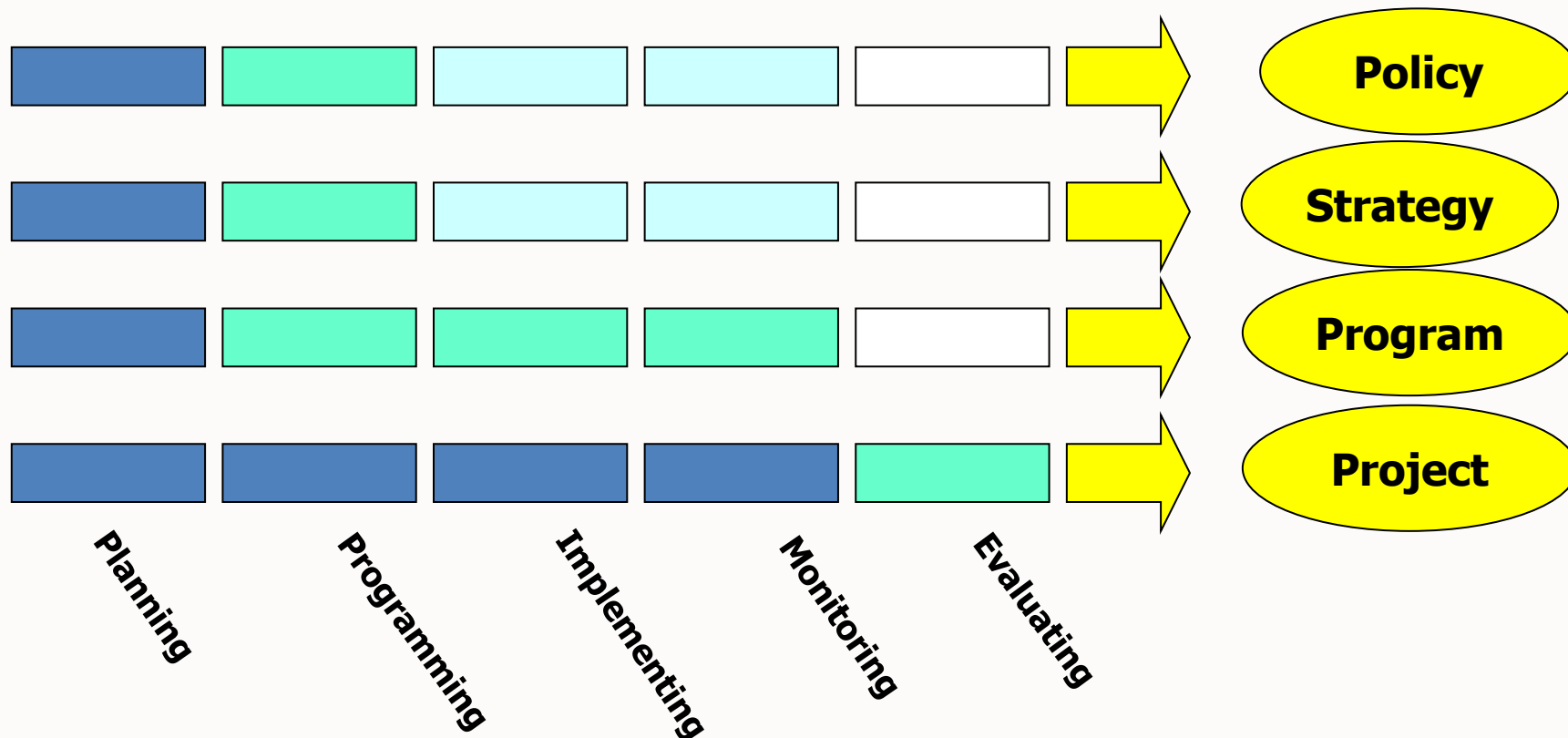
To ensure that monitoring and evaluation is **relevant to your stakeholders** it is important that you consider their **information needs, as well as your own.**

You will therefore **need to identify the key internal and external stakeholders**, and decide how to involve them in the design, implementation, analysis and/or communication of findings.

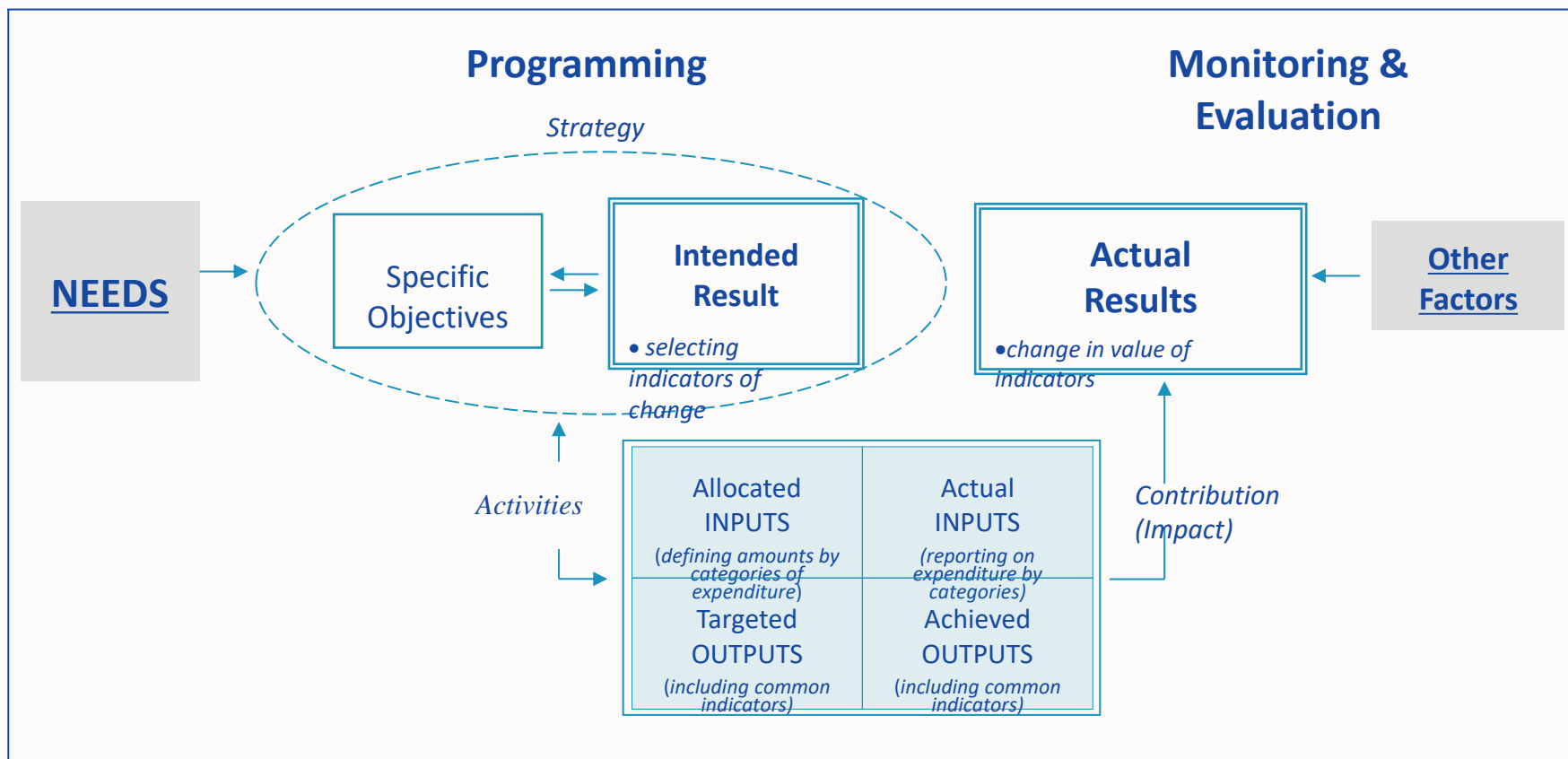
Monitoring & Evaluation

- Monitoring and evaluation is essential part of any programme and project cycle (slide 8).
- In the programming period 2014-2020 the cohesion policy pursues a result-oriented policy in order to better contribute to the Europe 2020 strategy. For programmes including the Interreg programmes that means moving away from a focus on the absorption of funds to a clearer articulation of the results - a result-oriented approach based on the theory of change (slide 9).
- Setting up monitoring and evaluation system should start at very beginning (slide 10).
- Adequate monitoring and evaluation system is pre-condition for Social impact measurement (slide 11).

Programme / Project cycle



Intervention Logic – Cohesion Policy 2014-2020



Monitoring & Evaluation



Key steps in social impact measurement in the SIB model

Transform objectives into measurable results

- Outputs
- Outcomes
- Impacts

Define indicators and target values

- Output indicators
- Outcome indicators

Calculate outputs and outcomes

- Collect the data about the indicators
- Compare the indicators to target values

Adjust the outcomes and get estimates of the impacts

- Adjust the observed outcomes for the results that would happen even without the intervention, results of other factors, possible negative effects elsewhere etc.
- If this is not possible, at least acknowledging the factors that may cause that the outcomes are not equal to the impacts

Monitoring & Evaluation hints

- How to determine, monitor and evaluate outcomes of SIBs (Disley, 2016):
 1. Select indicators of the outcome and identify a data source.
 2. Attribute the outcome to the intervention (establish a counterfactual).
 3. Decide duration and frequency of measurement.
 4. Identify who should measure the outcomes (including collecting data, checking data, conducting analysis, reviewing reports, making decisions based on the data, etc.).
 5. Prevent gaming and perverse incentives (as „cherry-picking“).
- Distinction between evaluation and monitoring is important. Evaluation looks at how and why outcomes were achieved, and looks for unintended consequences. Impact is the change that can be credibly attributed to an intervention.
- No 'right' way to measure SIB outcomes.

Reference

1. Disley, E. 2016. Determining, monitoring and evaluating the outcomes of Social Impact Bonds: lessons from the UK. How to implement Social Impact Bonds in Poland? Rand Europe.
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3. EC. 2015. Monitoring and evaluation of European cohesion policy European social fund: Guidance document. EC.
4. EVPA. 2015. A practical guide to measuring and managing impact. EVPA.
5. School of Geography & Environment, Oxford University. 2014. Step by Step Guide to Monitoring and Evaluation. Oxford University.