



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 723583



RE⁴ Project

REuse and REcycling of CDW materials and structures in energy efficient pREfabricated elements for building REfurbishment and construction

D9.2 Monitoring and Evaluation Plan

Public summary of deliverable

Author(s) ¹ :	CETMA
Date:	07/09/2018
Work package:	WP9 - Project Management
Distribution ²	This document is a public summary of the confidential deliverable D9.2.
Status ³ :	Final
Abstract:	The Monitoring and Evaluation Plan, described in this document, defines strategies, methods and tools to manage the Project and track its progress with respect to the Strategic Action Plan (SAP), as well as plan and undertake corrective actions and changes.
File Name	RE4_D9.2_Monitoring and Evaluation Plan_Final_V3.0_Public Summary

Version	Date	Description	Written By	Approved by
V3.0	07.09.2018	Public Summary of D9.2	CETMA	PC

¹ Just mention the partner(s) responsible for the Deliverable

² PU: Public, RE: restricted to a group specified by the consortium, CO: Confidential, only for members of the consortium; Commission services always included.

³ Draft, Revised, Final

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Purpose and scope

The **Deliverable D9.2** (Monitoring and Evaluation Plan – M&EP) belongs to the *Monitoring and Evaluation Task* (T9.3) of the *Project Management Work Package* (WP9). According to the Description of the Action (DoA), the scope of M&EP is to manage the Project and track its progress with respect to the Strategic Action Plan (SAP), as well as plan and undertake corrective actions and changes.

Monitoring and evaluation plan – methodological approach

The Methodology adopted by RE⁴ to perform the Monitoring and Evaluation activities is based on a self-assessment. RE⁴ staff constantly monitors its activities and functioning, and this is ensured by the Management structure of the Project as described in the Strategic Action Plan (D9.1). This allows fast detection of problems and immediate take up of recovery actions. In addition, a more formal self-assessment is planned on a quarterly and semi-annual bases due to the instruments (tools) defined for this purpose. This Monitoring and Evaluation Plan is carried out through combined use of two types of performance indicators: **process indicators** and **result indicators**.

Monitoring activity

In any R&D project, several related elements must be monitored so as to allow for the control of the project activities. These are:

- The technical elements of the project i.e. the tasks to be performed;
- The timing and duration of each task;
- The cost of each work package and/or of the Project as a whole.

The above-mentioned three requirements are represented in the following schema.

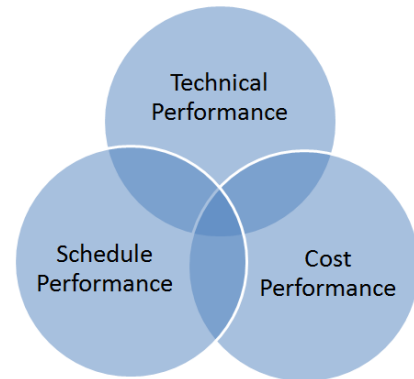


Figure 1 - Elements of R&D Project Monitoring and Control

If the monitoring activity shows that the Project is deviating from planned targets, one solution is to re-plan the particular parameters involved. This is a legitimate control strategy as long as it is not abused. Before doing that, it is necessary to verify that the cause of deviations from planned targets does not depend on some kind of inefficiency (wrong use of resources / materials, poor management, etc.).

The **technical performance** is concerned with the quality of the Project and may refer to the manner in which the Project is carried out or in the scientific structure of the results. A project that has a high degree of technical performance is one whereby researchers involved will consider if to have been soundly planned and properly executed.

The **time-schedule performance** refers to the ability to complete the various tasks in the Project within the time allocated to them. However failure to meet a given deadline should be carefully evaluated before a decision can be made what might have gone wrong. This evaluation should be able to show whether failure to maintain time deadlines was due to controllable or uncontrollable factors.

The **cost performance** refers to the ability to complete the Project within the funding limitations set out in the Project plan. For this reason, ability to complete the Project within the limits set may be the key determinant to whether the Project will be a success or not.

Evaluation activity

The evaluation process contributes to improve decision making and management, by keeping the Project on track towards achieving the outcomes and development objectives and by integrating lessons learnt into planning.

Tools: Monitoring and Evaluation Matrix

The Monitoring and Evaluation (M&E) matrix is a participatory tool, which describes how the whole M&E system for the Project works. The M&E matrix is structured as a “living” document to be updated periodically on the basis of the information collected throughout the implementation phase.

The structure of the matrix includes (per each indicator):

- the description of indicator and its category
- the target that must be achieved in a specific period of the Project
- the actual value of the indicator that is recorded
- the monitoring method(s) and/or tool(s) used to collect information
- the M&E plan roles and responsibilities
- the evaluation schedule (intermediate and final)
- the notes field.

Roles and responsibility

In this paragraph is listed each role in the Project and its specific responsibilities in the monitoring and evaluation process. This may

include collecting data, checking data, conducting analysis, reviewing reports, making decisions based on the data.

- **Project Management Committee (PMC)**
→ Making decision (whenever necessary)
- **Project Coordinator (PC)**
→ Conducting analysis
→ Evaluation
→ Making decision (whenever necessary)
- **Scientific and Technical Committee (STC)**
→ Conducting analysis
→ Evaluation
→ Making decision (whenever necessary)
- **Scientific and Technical Manager (STM)**
→ Conducting analysis
→ Evaluation
- **Risk and Quality Manager (RQM)**
→ Collecting data
→ Monitoring
→ Conducting analysis
→ Evaluation
- **Dissemination and exploitation Manager (DEM)**
→ Collecting data
→ Monitoring
→ Conducting analysis
→ Evaluation
- **Financial Responsible (FR)**
→ Collecting data
→ Monitoring
→ Conducting analysis
→ Evaluation
- **Technical team**
→ Collecting data
→ Monitoring

Conclusions and recommendations

The M&EP aims to manage the Project and track its progress with respect to DoA, as well as plan and undertake corrective actions and changes. The Methodology adopted by RE⁴ to perform the Monitoring and Evaluation



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activities is based on a self-assessment. RE⁴ staff will constantly monitor its activities and functioning, and this is ensured by the Management structure of the Project as described in the Strategic Action Plan.

This plan should be read in association with all the interlinked documents (in particular D8.2 Communication and Dissemination Plan and D9.1 Strategic Action Plan), appendices and including the EC Grant and Consortium Agreement.

The core of this document, the M&E Matrix is a “living” document, in excel format, and in order to be constantly updated is stored into RE⁴ dropbox. The up to date versions of the M&E Matrix at month 18, 30 and 42 will be uploaded in the Restricted Area of the Project website.

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