Zielony
Lider

SCENARIO

MONITORING AND EVALUATION
THE IMPACT OF GREEN PROJECTS
AND PROGRAMS
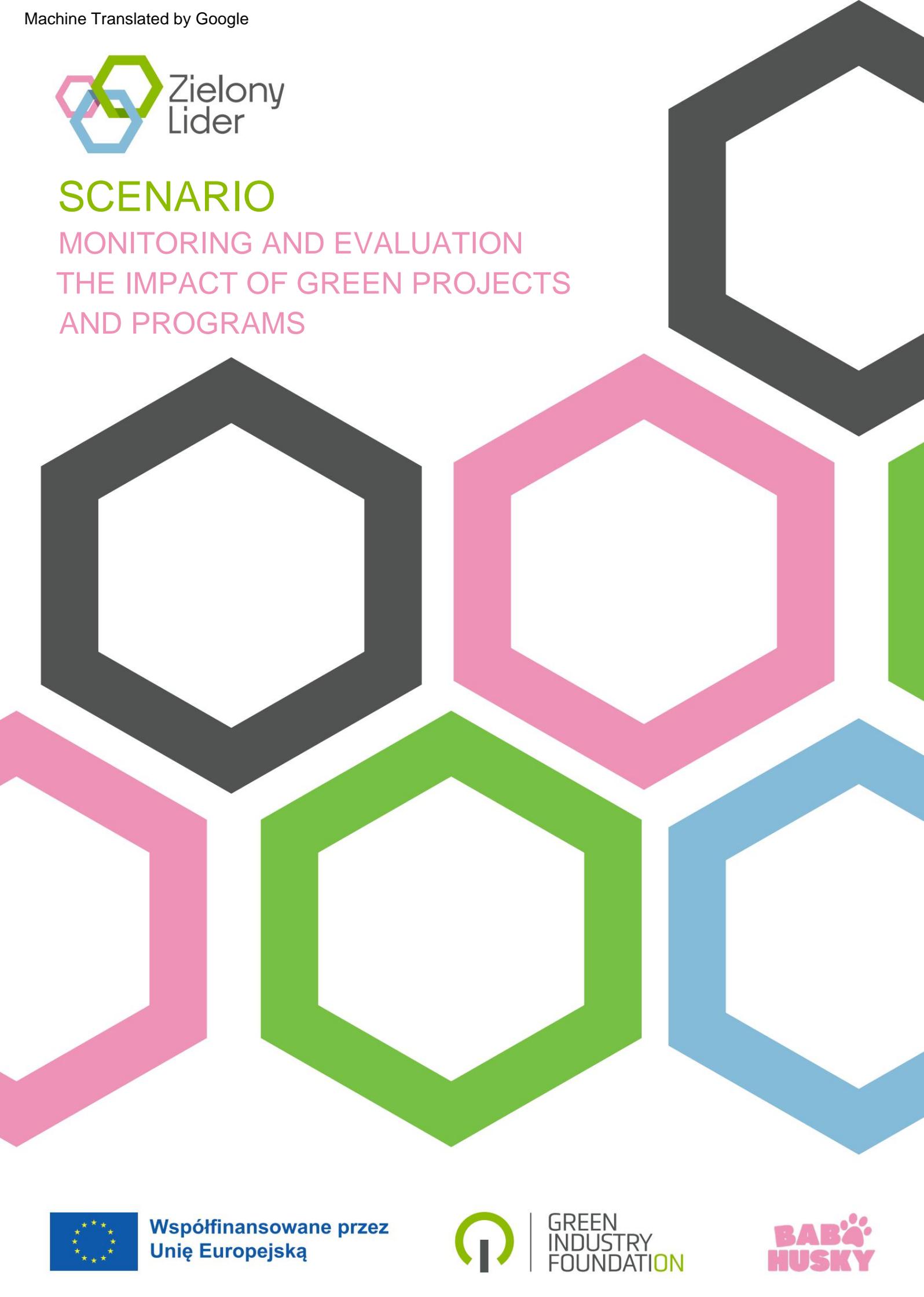
GREEN
INDUSTRY
FOUNDATION

BABA
HUSKY

Module 5: "Planning and implementing activities"

Topic: "Monitoring and assessing the impact of green projects and programs"

Duration: 8 hours (depending on the size of the group and advancement, the duration of the module can be changed flexibly)

Participants: Green Leaders working in the local environment

Description: The "Monitoring and assessing the impact of green projects and programs" training was prepared for leaders who want to...

Training goal: The "Developing and implementing green initiatives in the workplace" training aims to show green leaders how to properly manage a project and what tools to use. It will explain how to overcome challenges that may arise during project implementation and will also present monitoring and evaluation processes, which are key from the perspective of project management, and will show how to use them properly.

Learning outcomes:

After completing the training

- Participants will be able to properly formulate goals and tasks at the implementation planning stage green initiative

- Participants will acquire skills that will allow them to better plan green projects.
   This will result in greater effectiveness of their implementation.

- Green leaders will be able to prioritize individual goals and tasks within the framework ongoing project.

- Thanks to the acquired skills, participants will be able to independently prepare an action plan that will outline specific steps required to achieve their goals and tasks.

- Leaders will understand the importance of proper planning and allocating necessary resources to implement the project and will acquire knowledge on how to do it effectively.

- Participants will learn to properly prioritize tasks and goals within a complex project.
   here.

- Participants will be ready to plan specific initiatives for environmental protection ska and sustainable development.

FRAMEWORK PROGRAM

Part 1: Introduction

- Welcome of the participants and introduction of the presenter
- Presentation of training objectives
- Getting to know the expectations of the participants
- Discussion of the Agenda and training program

Part 2: Project management

- Explanation of what the project is.
- How to effectively implement a project.
- Indication and description of tools necessary for effective implementation of the project.
- How to create and what is the purpose of a project schedule
- What are milestones and how to use them during project implementation. Exercises
- summarizing the topic.

Part 3: Overcoming challenges

- What are project risks?
- How to analyze project risks
- Discussion of methods for overcoming stakeholder resistance during project implementation
- Discussion of ways to deal with problems resulting from lack of funds during project implementation

- Exercises summarizing the topic

Part 4: Monitoring and evaluation

- What is evaluation?
- What are its functions, purposes and types
- Overview of evaluation criteria
- What is monitoring?
- What are its types of goals and tasks?
- What are Key Performance Indicators (KPIs)
- What role do they play in monitoring and evaluation?
- Exercises summarizing the topic

Part 5: Conclusion

- Participants' summary of the main issues and techniques discussed during the training.

- Highlighting the most important conclusions and recommendations

- Training evaluation and participants' comments.

Course of classes:

The trainer has at his disposal:

- •Multimedia presentation and various types of additional substantive materials scenario to be used during the lecture, discussion and exercises

- •A podcast that can be shown to participants as an introduction or listened to at home as a form of summary •15

Worksheets – tasks/practical exercises

PART 1

INTRODUCTION
BASED ON THE POINTS OF THE FRAMEWORK PROGRAM.

Tips.

- •Welcoming the participants and introducing the presenter. The educator starts the meeting, welcoming participants and introducing themselves.

- •Presenting the training objectives. The instructor discusses the main goals of the training.

- •An exercise allowing participants to get to know each other and present their expectations regarding the training. The leader proposes an exercise aimed at getting to know each other and sharing expectations towards the training. This could be, for example, a short round of self-presentation in which participants present their name, profession, a short statement about their experience in environmental protection and one expectation they have from the training.

- •Discussion of the agenda and training program. The instructor presents a detailed training plan, specifying subsequent sections, their duration and the main issues that will be discussed. It assures participants that they will have the opportunity to ask questions and actively participate in all parts of the training.

Below are examples of questions that are worth asking in order to integrate the group and establish interaction between participants:

- • Do you think that project management is important in the work of a Green Leader?

- • Do you have experience in implementing green initiatives? If so, what?

- • Were there any challenges that you faced while working on green initiatives? problematic?

- • What are your main goals for participating in this training? What would you like to achieve? or learn?

- • What difficulties or challenges related to planning the implementation of green initiatives will are you guarding?

After completing the introductory part, take a short break or exercise.

PART 2

PRINCIPLES AND TOOLS OF PROJECT MANAGEMENT.

- •Project management. The leader explains what the project is and what are the rules for its effective implementation. It also presents the basic tools necessary for its implementation. An introductory exercise

to the topic.

The leader hands out Worksheet No. 1 to the participants. Then the leader discusses the exercise, explaining what should be done.

After the exercise, participants present their solution. The exercise must be discussed, participants should present their ideas, opinions, doubts and be able to ask questions.

A project is a unique undertaking that lasts for a specified period of time and serves to achieve a specific goal. It has a beginning and an end. A project is an action undertaken using specific expenditures in order to improve the situation of beneficiaries.

Let's analyze the individual elements of the project definition.

• **Unique** – the project is not a routine activity, but each of them has its own specific conditions, goals and problems. In other words, no two projects are the same, which makes their implementation more difficult and demanding.

• **Lasting for a set period of time** – projects have a set start and end. This means that they last until we achieve our goals or – for various reasons – we abandon the implementation of a given project. The duration of the project may be short, as in the case of the above-mentioned organization of a birthday party, or relatively long, as, for example, in the case of a corporation introducing a new product to the market.

• **Venture** – it is a conscious, organized effort that involves coordinated activities and uses various resources.

• **Serving to achieve a specific goal** - the project is aimed at achieving a specific result or creating new value. Implementing a project means focusing on this specific goal and taking actions to achieve it. As previously mentioned, it may be a business, personal, social or other purpose.

The project, with its uniqueness and clarity, can be compared to a journey. Every journey has a beginning, an end and various stages. It also has its own purpose and is unique (even if its route is identical to another journey), because it may differ in terms of the company and the time in which it takes place. It's similar with projects. Each has its own specific goals, resources, schedule, budget and stakeholder group.

"Project management" is the application of skills, tools and techniques to project activities to achieve a project goal.

The goal is to maximize the return on project investment so that the project is completed on time, within budget and scope, and to achieve appropriate quality measures.

As the definition indicates, in its essence, project management is about creating a structure enabling management of the process leading to achieving the project goal.

In order to successfully implement a given project, certain principles of its implementation must be applied. John Bing points them out in the book "Principles of project management". As the author emphasizes, this list has been developed over the years based on critical reviews and audits of dozens of projects. With the exception of wars and natural disasters, virtually all project failures - that is, projects that do not achieve their goals - result from failure to follow one or more of these principles.

The order of this list is not intended to indicate the relative merits of each policy. However, they are part of the normal sequence of activities at the project conception and planning stage, so they can be viewed as building blocks, one after the other. The failure of one can jeopardize everything that follows.

1. There must be one leader (project manager) experienced and willing to take responsibility tions for work.
2. There must be informed and supportive management that delegates appropriate authority to the project manager.
3. A team of qualified people must be appointed to carry out work on the project.
4. The purpose of the project and the priorities of the stakeholders should be clearly defined.
5. There must be an integrated plan specifying the actions required to achieve the goal.
6. There must be a schedule specifying the project's time goals.
7. There must be a budget for the costs and/or resources required for the project.

Ad. 1 There must be one leader (project manager), experienced and willing to take responsibility for the work. Probably the first empirical principle that evolved in the development of project management methodology - if you want to do some work, you must assign it to one person and hold him accountable for the results. The experience required of a project manager concerns both business or technological issues related to the project, as well as project management.

Ad. 2 There must be informed and supportive management that delegates appropriate authority to the project manager. This principle is directly related to point 1 above, which defines the Project Manager as the person responsible for the project. If a person is given responsibility for something, he or she must also be given the authority to complete the task. Conscious and competent managers understand the value of assigning responsibility for achieving results to one person.

Ad. 3 A team of qualified people must be appointed to carry out work on the project.
Team members should specifically identify with the project from the point of view of personal responsibility. This is the opposite of assigning work to a larger group of anonymous people. The fact that team members should have qualifications is obvious, although it cannot be ruled out that the project may be a training ground for new employees. In such cases, novices must learn under the supervision of qualified supervisors.

Ad. 4 The purpose of the project and the priorities of the stakeholders should be clearly defined. If you don't know where you're going, how will you know you've arrived? Project management is a goal-oriented management system, and the first thing is to define the project goal in the simplest and clearest way possible. Once this goal is established, stakeholders should indicate which of the three basic goals of all projects will be their priority: for example, short schedule, low cost, or highest quality. Because these three goals conflict with each other, initial goals are usually compromises to achieve a practical or optimal overall goal. However, the project manager must know the priorities in order to make future decisions and tr So, if time is of the essence and the schedule is falling behind, you may need to spend additional money to maintain this goal.

Ad. 5 There must be an integrated plan specifying the actions required to achieve the goal. After defining the project goal, the project manager must establish the action plan necessary to achieve this goal. The analogy to travel is that we may know what city we're going to, but we need a map to show us how to get there. But no old map will work. It must be a map or plan that takes into account all the factors affecting the journey and all the people involved. All factors must be considered and conflicts resolved, otherwise the original plan will fail when inevitable problems arise.

Ad. 6 There must be a schedule specifying the project's time goals. A fundamental part of the integrated plan is a schedule of all activities reflecting the duration of each activity and the interrelationships between them. For example, before building the walls, the foundation must be poured. There are many types of schedules, and the type selected by the project manager should be the most appropriate to the project conditions.

Ad.7. There must be a budget for the costs and/or resources required for the project. To control the cost of a project, you must estimate the total cost of the project, as well as a cost breakdown for each task. These costs may be expressed in dollars, labor, materials, or equipment. As the project progresses, the project manager can compare actual costs with estimated costs, so deviations can be quickly responded to.

Project management tools are designed to help project managers quantify their results and ensure that project goals are aligned with the planned schedule. They enable teams to collaborate effectively, closely monitor issues, assess potential risks, and stay on top of key updates.

Almost everything we do – from building a sandcastle to revamping a website or building a skyscraper – is a project with an associated goal. A simple project does not require extensive design tools for us to plan its schedule; everyday

a to-do list will do the trick. On the other hand, a complex project requires the help of project planning tools to break it down into smaller, manageable parts.

Basic tools used in project management:

1. Gantt chart.
2. Work Breakdown Structure.
3. Communication management plan.

A Gantt chart is a visualization of the project timeline and the relationships between various work elements. It is helpful in tracking the project schedule, checking deviations from the project plan and identifying delays. You can use a Gantt chart to help you stay on track with your planned schedule and budget. And if things don't go as planned, you can also use these charts to spot key tasks that will ensure your project is completed on time. Gantt charts are one of the most important tools used in project management. They provide a complete picture of the work breakdown structure and help in the efficient allocation of resources, be it time, money or people. These charts also map the interdependencies of various work elements, help prioritize critical tasks, and reduce scope shifting.

A work breakdown structure is a hierarchical division of a project goal into work items that can be completed. The WBS is based on a hierarchy in which the end goal is divided into steps that can be further divided into tasks or sub-tasks. This helps you plan every aspect of your project, leaving nothing to chance. The breakdown provides clarity on the time and resources needed and helps establish planned project constraints. WBS also helps in the project implementation phase. Work is performed in parts that create a whole. These parts are easier to manage when it comes to tracking work and responding to failures.

The project communication plan ensures a regular, appropriate flow of information between project members, clients and other stakeholders. While many project planning tools are designed to keep everyone informed about current events, this particular tool helps you maintain relationships and provides detailed information on who communicates what to whom and how often. Keeping stakeholders in the loop has an obvious benefit because meeting their needs is integral to the success of the project. A communication plan will help you address any risks that may arise and improve cooperation between team members.

Exercises summarizing the topic. After completing the presentation and discussion on the discussed issue, the instructor moves on to a practical exercise.

The facilitator now moves on to Worksheet No. 2. The facilitator then discusses the exercise, explaining what needs to be done.

After the exercise, participants present their solution. The exercise must be discussed, participants should present their ideas, opinions, doubts and be able to ask questions. The leader should summarize the exercise appropriately.

- Project Schedule. The presenter describes what the project schedule is and what it is used for. It also discusses the tool for creating it and explains the role and importance of milestones in creating a project schedule.

A project management schedule visually represents the project lifecycle, including all its tasks, stages, and goals. It outlines the scope of the project, identifies its needs and helps team members better understand their roles. The schedule also indicates the project completion date and the deadlines for the implementation of individual products and milestones.

A project management schedule can help you divide your projects into phases and better understand their scope, allowing you to see how long each phase might take.

Creating a schedule requires identifying project elements such as goals, participants, deliverables, resources, milestones, deadlines, requirements, risks, opportunities, and dependencies.

Project managers can use it to facilitate the planning process, explain to team members how and when to perform their responsibilities, and track issues during the project. This tool can also help managers allocate resources on time, better manage budgets, and identify any decisions that may need to be made.

The basic and most commonly used tool for creating a schedule is the Gantt chart. It presents a list of activities (or tasks) along with their duration in time. You can easily read when each activity starts and ends. Additionally, you can immediately see parallel tasks performed. And that's why this chart is primarily used as a project management tool.

A Gantt chart is a type of bar/column chart used to illustrate plans and schedules. The rows represent activities and the columns are used as a time scale.
The duration of each activity is represented by the length of the bar plotted on this time scale. The beginning of the bar is the beginning of the activity, and the end is the point at which the activity should end. Color-coding the bars allows you to divide activities into groups. To show the percentage of completion of an activity, the bar can be partially filled, shaded differently, or used a different color to distinguish what has been done from what remains to be done.

To properly prepare a Gantt chart, you need to properly define the scope of the project by creating the so-called WBS (Work Breakdown Structure), i.e. a work breakdown structure.

Steps to create a Gantt chart:

Step 1: Create a list of sentences to be completed in the project

Step 2: Assigning people responsible for their implementation

Step 3: Estimation of how many business days a given task will take

Step 4: Determining what actions determine the start of a specific task

Step 5: Determine when the first task in the project starts

Step 6: Based on this information, complete the start and end dates for individual tasks

In project management, a project milestone can be defined as a way of observing, measuring, and monitoring a project's progress and performance. Having a project milestone means that the project manager or team designates certain tasks and steps that will need to be completed before the project can be completed.

Defining project milestones is important to help complete the project on time and track project progress. Thanks to project milestones, you can present defined project tasks to interested parties and provide a timeline for achieving them. In short, milestones are checkpoints along the project journey.

Project milestones help divide the project into smaller sections so that we have a clear idea of what tasks need to be completed and by when. Unlike deadlines and goals, which may refer to smaller, more specific tasks, milestones mark the project's roadmap and are part of the larger project picture. Project milestones serve as a method for defining important phases of a project. They can mark major points of progress, or they can be broken down into smaller target points.

Milestones allow your team to focus only on the task that needs to be completed to move to the next phase of the project. This helps you track the progress of your project as it moves from one stage to another.

Exercise summarizing the topic. After completing the presentation and discussion on the discussed issue, the instructor moves on to a practical exercise.

The teacher now moves on to Worksheets No. 3, 4 and 5. Then the leader asks the participants to divide into 3 teams. Each team receives a different Worksheet. The instructor then discusses the exercise, explaining what needs to be done.

After the exercise, participants present their solution. The exercise must be discussed, participants should present their ideas, opinions, doubts and be able to ask questions. The leader should summarize the exercise appropriately.

The trainer's summary of the exercise is the closing element of this part of the program. him.

PART 3
OVERCOME CHALLENGES

- Overcoming challenges. The instructor explains what project risks are and how they should be analyzed. Discusses methods of overcoming the most common challenges that occur during project implementation, i.e. stakeholder resistance and lack of financing.

Implementing sustainability initiatives can face a number of challenges.
It is worth carrying out a project risk assessment before implementing a given initiative.
It is a formal process aimed at identifying and analyzing the risks to which a project is exposed.

For this purpose, you should first try to identify all possible risks of the project. Then determine the likelihood and potential impact of each risk. When assessing project risk, both positive and negative risks should be analyzed. Negative risks are events that may derail a project or significantly reduce its chances of success. Negative risks become more dangerous when they have not been identified or a plan in place to deal with them.

The project risk assessment also takes into account positive risks. Positive risks, also called opportunities, are events that may bring additional benefits related to the implementation of the project. These risks must also be assessed to be able to take advantage of opportunities when they arise

Generally speaking, there are five important elements to consider when analyzing risk:

- •risk event: identifying circumstances or events that may have an impact on the
- project. risk timeframe: determining when these events are most likely to occur.
- •probability: an estimate of the probability of an event occurring.
- •impact: determining the impact of an event on the project.
- •factors: identification of events that may occur before the risk occurs or that may trigger a risk event.

Types of risk according to their probability:

Necessary risk - risk that must occur in the project. To achieve the project goals, they must be undertaken. When developing a new, innovative product, there is a risk that it may not be liked by users and may not be successful on the market. This happened with many products that were supposed to revolutionize the market. This does not mean, however, that companies that want to develop should completely abandon attempts to eliminate or reduce this risk.

Normal risk - risk that is typical for a given type of project. When building a house, a normal risk is the possibility of delays due to bad weather or difficulties in access to materials - this is typical for this type of project and the team must take it into account in the plan.

Rare risk - a risk that is unlikely to occur. For companies dependent on global supply chains (i.e. producers from other countries), there is a risk that events such as natural disasters, wars or global pandemics may completely disrupt these chains. Such events, although rare, can lead to project failure or

difficulties in its implementation.

Types of risk due to its impact on the project

Tolerable Risk - The risk that the project team can afford. You can take action to minimize this risk or accept that it may affect the project implementation to some extent. In a software development project, the risk that some planned features will not be ready in the first version of the product may be considered an acceptable risk.

Unacceptable risk - A risk that significantly exceeds the level of tolerable risk because it will result in serious project delays, large budget overruns, or complete project failure. Setting a date for preparations for a sports tournament for a school volleyball team consisting of 4th-grade high school students during the final exams will result in the students' attendance at training being low (or - even worse - it will make it difficult to implement another important goal). purpose, i.e. obtaining good results at the high school leaving exam).

Risk management methodologies that allow you to estimate the cost and time of a given threat and plan appropriate actions:

Risk avoidance - involves eliminating threats by removing the causes of their occurrence. In project management, risk avoidance involves changing the project in such a way that the threat has no impact on the project at all. A specific type of risk avoidance is abandoning the project.

Risk transfer - a strategy that assumes the transfer of responsibility for the risk and its consequences to other project participants, i.e. engaging a third party to take responsibility (usually financial) for the possible materialization of the risk. An example is purchasing an insurance policy.

Mitigating (reducing) risk includes activities aimed at both reducing the probability of a threat occurring and reducing its effects. Risk sharing is a way of engaging an external organization so that it shares in the profits/
losses. An example is a contract in which the payment for the delivered system depends on the number of completed transactions.

Risk acceptance - acceptance by the investor, contractor and user of all risk consequences and observation of the risk status.

Exercise. After completing the presentation and discussion on the discussed issue, the presenter moves on to a practical exercise.

The facilitator now moves on to Worksheet No. 6. The facilitator then discusses the exercise, explaining what needs to be done.

After the exercise, participants present their solution. The exercise must be discussed, participants should present their ideas, opinions, doubts and be able to ask questions. The leader should summarize the exercise appropriately.

One of the most common challenges when implementing sustainability initiatives is stakeholder resistance.

These are effective methods for overcoming stakeholder resistance to sustainable development initiatives

ÿIdentifying stakeholders and setting priorities - the first step is to determine who the stakeholders are and what their expectations, needs and concerns regarding sustainable development initiatives are. This will help prioritize communication and engagement strategies and tailor them to the specific characteristics and preferences of each stakeholder group.

ÿCommunicating the benefits of implementing your initiative - the next step is to clearly and consistently communicate the benefits and value proposition of your sustainability initiatives to your stakeholders. You need to show them how sustainability can bring them positive results, such as savings, improved reputation, innovation or competitive advantage. You also need to consider any potential costs, trade-offs, or barriers they may face and provide solutions or incentives to overcome them. You can use various channels such as reports, newsletters, webinars, workshops or social media to communicate your news and showcase your achievements and best practices.

ÿEngaging and strengthening the participation of stakeholders in the project - the third step is to engage and strengthen the position of stakeholders in the process of designing, implementing and evaluating sustainable development initiatives. You must create opportunities for dialogue, feedback, collaboration and co-creation with your stakeholders and respect their opinions and viewpoints. You also need to provide them with the resources, tools and training they need to effectively participate and contribute to the SDGs. In this way, you can build trust, commitment and sense of responsibility among stakeholders and use their knowledge, skills and networks.

ÿRecognizing and rewarding stakeholders for their contributions - the fourth step is to recognize and reward your stakeholders for their contributions and achievements in supporting sustainability initiatives. You need to acknowledge their efforts and express your appreciation and gratitude. You also need to provide them with tangible or intangible rewards such as recognition, feedback, incentives, or opportunities that match their expectations and motivations. In this way, you can reinforce positive behaviors, increase loyalty and satisfaction, and inspire continuous improvement and further innovations in the field of sustainable development.

Another common challenge when implementing local initiatives related to sustainable development is the lack of funds. Overcoming this challenge requires a combination of strategic approach, community engagement, and creative solutions.

Here are some practical solutions to address your financing challenges:

- ÿDiversify funding sources - explore a variety of funding options, including grants, corporate sponsorships, private donations, government grants and community contributions. Diversification of sources reduces dependence on a single funding stream and increases the resilience of the initiative.
- ÿCrowdfunding - Start a crowdfunding campaign in your community to raise funds for your sustainability initiative. To reach a wider audience, you can use platforms such as Kickstarter or GoFundMe. Clearly communicate the project's goals, benefits and the positive impact it will have on the local community.

- ÿEstablish public-private partnerships: Establish partnerships with private entities to pool funding and resources. Private companies may be willing to invest in sustainability initiatives that align with their corporate social responsibility (CSR) goals. Negotiate partnerships that include financial support, expertise and shared responsibilities.

- ÿSeek support from local authorities: Work with local government officials to lobby for financial support and resources. Participate in meetings and meetings of local administrative bodies, present the benefits of the initiative and emphasize its compliance with local sustainable development goals. Look for opportunities to secure government grants or inclusion in municipal budgets.
- ÿCreate income-generating activities: Develop income-generating activities that support your sustainability initiative. This may include environmentally friendly products or services, workshops or events that not only raise funds but also contribute to the overall project goals.
- ÿDemonstrate return on investment (ROI): Clearly demonstrate the social, environmental and economic benefits of sustainability initiatives. Provide evidence of potential return on investment, with an emphasis on long-term savings, improved community well-being and environmental protection.
- ÿBuild community support: Mobilize community members by building awareness about the importance of the initiative and the positive impact it will have on their lives. Encourage local residents to support the project by donating, volunteering or attending related events.
- ÿAdopt a phased approach: Implement your sustainability initiative in phases, allowing for incremental progress based on available funding. This approach can produce tangible results, making it easier to obtain additional financing as the project progresses.

By using a combination of these strategies and adapting them to the specific needs of the local community, it is possible to overcome the challenges of lack of funds and make significant progress in implementing sustainable development initiatives. Effective communication, community engagement and strategic partnerships are key elements to achieving success despite financial constraints.

Exercise summarizing the topic. After completing the presentation and discussion on the discussed issue, the leader moves on to a practical exercise

The leader now moves to Worksheets No. 7 to 10 and asks the participants to divide into 4 teams. Each team receives a different Work Card. The facilitator then explains the exercise, explaining what they have to do in teams and what the purpose of this task is.

After the exercise, participants share their observations.
The trainer's summary of the exercise is the closing element of this part of the program.

HELLO 4

MONITORING AND EVALUATION

• Monitoring and evaluation. The presenter explains what monitoring and evaluation are. Indicates their role and application within the scope of the project. It also explains what they are and discusses the role of key performance indicators (KPIs) in monitoring and evaluation processes.

Monitoring in design practice is an internal project management mechanism. Monitoring project implementation is an integral part of everyday management. Monitoring is the process of systematically collecting and analyzing quantitative and qualitative information on the implementation of the project in financial and material terms. It is a systematic observation of specific indicators showing progress in project implementation, aimed at providing feedback on the compliance of the project implementation with the assumed schedule and budget.

We distinguish the following types of monitoring:

material - involves ongoing verification of the implementation of project work - the project manager monitors whether all activities are performed correctly in terms of content and in accordance with the adopted time schedule.

financial - it is a systematic observation of the implementation of the project budget, i.e. verifying whether the project funds are spent in accordance with their intended purpose.

For the effective implementation of the project, especially at the stage of its launch, one of the most important tasks for the project management team is to develop the necessary monitoring tools, i.e. various types of forms, forms, templates, tables and sheets that will enable the measurement of material and financial progress.

The following monitoring goals are also indicated in the literature:

• measuring progress in project implementation in terms of planned budget, assumptions, activities and results

• collecting data for reports • ongoing

identification of existing problems

• documents the progress of the project (e.g. indicates that the planned task has been completed)

• it is a key source of information necessary to conduct the evaluation. We distinguish the

following monitoring tasks:

1. Monitoring for reporting purposes (internal and external reports).

• Data collected during the monitoring process is analyzed and used to prepare substantive and financial reports both for the needs of the implementers themselves, for redistribution to the implementing teams, and to develop and present the required periodic and final external reports.

2. Monitoring for quality management purposes.

• Quality in a project is understood as the degree to which the needs of the project recipients are met and their requirements are met.

• Quality management means, therefore, monitoring the development of the desired project effects, comparing them adequately to expectations and accepted/binding norms and standards, and taking remedial actions when deviations are identified.

3. Monitoring for change management.

• Supporting the decision-making process, enables information management, facilitates finding solutions in situations where threats have been identified, allows for correcting deviations, amending plans, thus fulfilling the role of an early warning system about possible irregularities and allowing for the introduction of necessary corrective actions. changes (amendments).

4. Monitoring for evaluation purposes (interim and final assessment - valuation).

• Monitoring effects will be a key source of information for ongoing assessment and interim and final evaluation.

• Periodic evaluations are of an improving nature and indicate directions for possible changes in project provisions.

• Final evaluations in projects most often focus on assessing the project in the context of achieving the assumed goals and achieved results in relation to important evaluation criteria such as adequacy, effectiveness, usefulness, efficiency, or durability.

There are many definitions of evaluation in the literature:

- Systematic examination of the value of the project, using specific adopted criteria, aimed at its improvement, development or better understanding.

- Collecting, analyzing, interpreting and communicating information about the importance and value of the project, paying attention to issues important to those interested.

- Reporting the course and results of activities, both positive and negative pages.

- Evaluation is the collection, analysis and interpretation of data about the meaning and value of what is being studied, paying attention to issues that are important to those interested.

The main elements repeated in various definitions of evaluation tell us that:

- it is an examination and assessment of the

value of the project, •aims to understand, improve, develop,

- is carried out from the point of view of the adopted criteria (including effectiveness, efficiency, usefulness, durability).

One way to answer the question of what evaluation is may also be to indicate what evaluation is not, i.e. what distinguishes it from the most related fields.

Evaluation therefore:

• it is not a scientific study - despite the use of analogous methods, the main goal of evaluation is not only to increase the knowledge base, but also to formulate specific recommendations to improve the implementation of specific public interventions;

• is not a control or audit - the subject of control or audit is the compliance of activities carried out with procedures, while evaluation also assesses activities in the context of the effects that they bring;

• it is not monitoring - the task of monitoring is only to "register" the most direct effects of implementation (products), while evaluation allows for establishing relationships between the actions taken and the effects obtained, especially in the medium and long term (results).

We can also distinguish three most important functions of evaluation:

- conclusive – allows summarizing the effects of activities undertaken as part of a given intervention, establishing cause-and-effect relationships between activities and effects; increases our knowledge about the impact of interventions (cognitive nature of evaluation);

- formative – serves to improve the quality of activities undertaken as part of current and planned interventions; thanks to the implementation of recommendations, it allows to increase the effectiveness, efficiency and usefulness of the intervention; serves mainly internal entities; socio-political –

- allows for increasing the level of socialization of the intervention; contributes to increasing social and political support for interventions; serves to increase the motivation and co-responsibility of actors involved in the implementation; increases the transparency of activities and legitimizes the actions of public authorities.

The following evaluation goals are also indicated in the literature:

- examining the quality of the project and the degree of achievement of results
- continuous improvement of project effectiveness and efficiency
- supporting the decision-making process
- identification of the project's strengths and weaknesses
- objective assessment of the project at all its stages
- signaling problems
- assessment of the value of undertaken project activities,
- determining the degree of compliance of the project implementation with the assumptions
- researching the needs
- increasing the professionalism of the services provided

Evaluation should improve project implementation. Therefore, we should consider how evaluation will be useful to us and what information we need to improve the project and examine its effects.

Evaluation, which assesses our project to assess the effectiveness of the activities undertaken, should provide us with information on how different groups use the assistance offered and whether the project implementation brings specific effects.

Due to the implementation time, we distinguish the following types of evaluation:

- ex-ante evaluations – carried out just before the end of the project;
- mid-term evaluations – carried out approximately halfway through the project implementation;
- on-going evaluations – carried out during project implementation; ex-post
- evaluations – carried out after the project ends.

If evaluation is to be useful and its conclusions are to be used in practice, we need to look for information that we really need.

Much depends here on accurately asked evaluation questions and well-constructed indicators of goal achievement.

Asking **evaluation questions** is the moment when we decide what we want to find out through the evaluation, what information we will collect and which of it is more and less important to us.

In turn, by creating **indicators,** we decide how we will know that the program is heading in the right direction and achieving the planned goals. The selection of research methods and the shape of research tools depend on evaluation questions and indicators.

Evaluation is not a simple assessment using an appropriate scale or a conclusion that something is working well or poorly. Evaluation is determining the value of a given phenomenon or process based on appropriate criteria. The criteria direct the evaluator's attention to the issues most important for a given project/program. The use of different criteria can lead to extremely different assessments. For example: a project may be considered effective because it achieved its objectives, but is ineffective because excessive resources were involved, or useless because it does not meet the needs of beneficiaries.

The following evaluation criteria help in asking the right questions:

- Relevance/adequacy – the degree to which the adopted project objectives correspond to the identified problems in the project area and/or the real needs of the beneficiaries (application: ex-ante, mid-term and on-going evaluation).

- Effectiveness/efficiency - assessment of the level of "economics" of the project, i.e. the ratio of expenditure incurred to the results and results obtained, where expenditure means financial resources, human resources and time spent (application: ex-ante, mid-term, on-going evaluation, ex-post).

- Effectiveness - assessment of the degree to which the objectives of the project, defined at the programming stage, will be/have been achieved (application: ex-ante, mid-term, on-going, ex-post evaluation).

- Utility - the degree of meeting the needs of beneficiaries as a result of achieving the results of undertaken operations (application: on-going, ex-post evaluation).

- Sustainability - assessment of the fact whether the positive effects of the project at the objective level can last until the end of external financing and whether it is possible to maintain the impact of this project in the long term on development processes at the sector, region or country level (application: ex-post evaluation).

Criterion 1. Relevance

• Are the adopted goals and tools used adequate?

• Do the expected project outcomes meet the needs of final beneficiaries and provide appropriate solutions to problems in the target areas or sectors?

• Should the project be continued in its current form, or should it be changed to a large extent or allowed to end in its current form, but without further continuation of similar projects?

• To what extent do the project's goals meet the needs of a given community?

Criterion 2. Efficiency

• Effectiveness focuses on the relationship between results, results and/or impacts and the resources (particularly financial resources) intended to achieve them.

- How various activities within the available resources translated into the planned results in terms of quality and quantity.

- The fundamental question is 'was the workmanship good' and therefore relates to value for money.

- To what extent was it possible to achieve the assumed goals at a lower cost?

Criterion 3. Effectiveness

- Did the target groups actually benefit from the implementation of the project?

- Compares what has been done with what was originally planned, for example actual results and results with expected or estimated results and results and/or impacts.
not M.

- What changes occurred as a result of the project implementation - assessing the actual and planned benefits achieved by the beneficiaries as part of the project implementation.

- Which of the instruments used were the most effective?

- Could better results be achieved using other tools, if so which ones?

Criterion 4. Usefulness/Impact

- Refers to the direct and indirect effects of a program or project - positive and negative changes caused by the project.

- Reflects the degree to which the benefits accrued to intended beneficiaries have had a broader, overall impact, recognizing that the project is usually only one of many elements contributing to the overall effect.

- Impact determines the relationship between the purpose of the project and the benefits achieved by the beneficiaries, as well as the assessment of their impact on a specific group of people in a given sector/region/country.

- The analysis, which should be quantitative and qualitative, should take into account the fact that it is a criterion of the degree to which the general objectives have been achieved

Criterion 5. Durability

- Will the products and achievements of the project at the level of specific objectives be continued after the end of external financing?

- Can the long-term impact on the broader development process be sustainable at the level of a sector, a region or the entire country?

- Horizontal issues such as gender equality, environmental impact and good governance, or other cross-sectoral issues such as poverty eradication, impact sustainability from the start of the project

- To what extent will the effects be achievable after the end of the program/project?

Exercise. After completing the presentation and discussion on the discussed issue, the presenter moves on to a practical exercise.

The instructor now moves on to Worksheet No. 11. The instructor then discusses the exercise, explaining what needs to be done.

After the exercise, participants present their solution. The exercise must be discussed, participants should present their ideas, opinions, doubts and be able to ask questions. The leader should summarize the exercise appropriately.

KPI (key performance indicators) – an abbreviation for key performance indicators, i.e. an indicator measuring the implementation of previously defined tasks.

We distinguish the following types of indicators used in the monitoring and evaluation process:

- Product indicators – they are used to count the goods and services produced in the program. They are useful primarily in reporting on the implementation of planned tasks - e.g. the number of trees planted, Result
- indicators - they are used to measure the planned results and determine the extent to which they have been achieved - e.g. the number of people using the community composter, the number of people setting up their crops in a community community garden

- Impact indicators – are used to measure the expected long-term impact of the program. They help determine whether the program contributes to achieving the overarching goals common to many programs and initiatives - e.g. % of residents declaring in a survey that they feel better in the estate after the launch of the community garden than before.

Thanks to indicators, it becomes clear how we will know whether the program has caused the expected change and how it should be measured. The value of the indicator shows the extent to which the program achieves the assumed goal. Fundamental questions about results usually cannot be answered without indicators, and their selection significantly affects the evaluation results.

Here are some reasons why KPIs are important for monitoring and evaluation:

ÿMeasure progress towards achieving goals and objectives - KPIs provide a clear and measurable way to track progress towards achieving project goals and objectives. By regularly monitoring KPIs, project managers can determine whether a project is on track to achieve its goals or whether changes need to be made.

ÿIdentify areas for improvement: KPIs help project managers identify areas where performance is lacking and needs improvement. By tracking KPIs, project managers can quickly identify trends or patterns that indicate areas where the project is not achieving its goals and take action to address these issues.

ÿFacilitate decision-making: KPIs provide project managers with reliable and objective data that they can use to make informed decisions about project management. KPIs can help project managers allocate resources effectively, identify risk areas, and make decisions about project priorities.

ÿProvide accountability: KPIs can be used to hold project managers, project staff and other stakeholders accountable for achieving project goals. By establishing KPIs at the beginning of a project, project managers can set expectations and ensure that all stakeholders are aware of the project's goals and objectives.

Interpretation of key performance indicators (KPIs) is a key element of monitoring and evaluation that enables project managers to make informed decisions based on progress in the implementation of project tasks and objectives.

It is important to note that interpreting KPIs and making decisions as part of the monitoring and evaluation process requires a continuous and iterative process involving all relevant stakeholders. By using KPIs to inform decision-making and learn from results, project managers can improve project effectiveness and impact.

Evaluation questions can be answered by conducting social research or using information collected in monitoring. Research can be conducted independently (own research) or entrusted with its implementation by evaluators-researchers (external research).

Examples of types of research through which data is collected as part of evaluation:

Individual interview - an individual interview is the most natural way to obtain information from people affected by the program. It differs from an ordinary conversation in that the "researcher" (called the moderator) wants to hear answers to certain specific questions from the "researched". Therefore, it is not a simple exchange of comments and opinions - the role of the researcher is to ask questions and listen carefully.

Group interview/workshop - in a group interview, we assume that listening to others will encourage participants to be more open, help them remember, name their own experiences, and crystallize their own opinions. Usually, 6 to 8 people are invited to the conversation, and in a larger group it is difficult to control its course. A group interview usually lasts 1.5-3 hours and, similarly to an individual interview, the starting point for the conversation is a previously prepared script. Workshops are also used in evaluation studies. They differ from group interviews in that the leader not only asks questions and moderates the discussion, but also sets a task for the group, the participants have to work out something and achieve something together.

Observation - sometimes we do not want to rely on the memory and assessment of other people's phenomena, we prefer to see with our own eyes (or the eyes of a trained researcher) what it is like. This is made possible by observation. It is a demanding, but also effective way of obtaining information. First of all, it allows us to directly access people's behavior and actions, feel the atmosphere, see the place (whereas in an interview we can learn someone's opinions on these issues). Observation brings with it a lot of additional information - information that we would not ask about when conducting an interview or developing a survey; allows you to feel and understand the essence of things.

Survey research - survey methods are usually used when we are interested in the frequency of occurrence of a certain opinion, feature, behavior, etc. If the evaluation question begins with "how many?", how often? or "if?", then it is possible that a survey is the right method in this case. This is the case, for example, when we ask: "how many training participants have found a job?", "how many program participants keep in touch with each other?" "Do the program beneficiaries use computers?"
Basically, in a survey we ask a larger number of people specific questions in a closed form (i.e. with previously defined answer options) or, less often, in an open form.

Exercise summarizing the topic. After completing the presentation and discussion on the discussed issue, the instructor moves on to a practical exercise

The leader now moves to Worksheets No. 12 to 15 and asks the participants to divide into 4 teams. Each team receives a different Work Card. The facilitator then explains the exercise, explaining what they have to do in teams and what the purpose of this task is.

After the exercise, participants share their observations.

The trainer's summary of the exercise is the closing element of this part of the program.
him.

Tips for the trainer:

This is an ex-post evaluation, i.e. carried out just before the end of the project, therefore questions should be formulated excluding the relevance criterion.

PART 5

SUMMARY AND CONCLUSIONS

- Summary of the main issues and methods of communication by participants.
- Highlighting key takeaways and recommendations for fighting green leaders.
- Training evaluation and participants' comments.

At this point, the most important thing for green leaders is the summary of the workshop. The key issues discussed should be highlighted as an element that ties together all the content discussed during the training.

There is also time here for:

1. Questions for the group
2. Conclusions
3. Evaluation survey
4. Diplomas for participants