

Preliminary version

Step 10

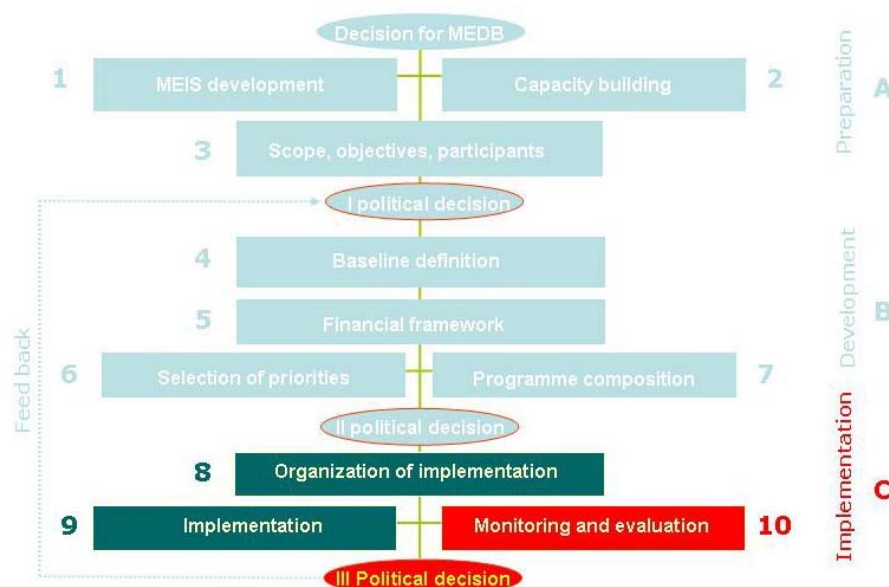
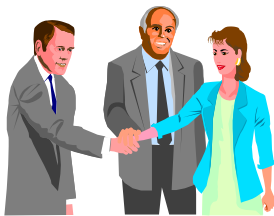
Monitoring and evaluation

Introduction

Upon completion of the installation works and the implementation of each individual project, as well as upon the expiration of the period for the overall implementation of the programme, a quantified expression may be given to the realised changes. The easiest way to do this is through comparisons using data about:

(a) the state of the sites, which have been the object of impact, and the municipality as a whole, prior to and after the implementation of the programme

(b) the total amount of energy saved for the entire period of implementation of the programme and the projections for a certain future period, using data from real measurements and forecasts based on the actual results from the implemented measures.



Baseline comparison

The comparisons can be performed by using the baseline established at the start of the project (step 4) and the forecast calculations about the estimated state of the sites/municipality and the energy savings. The evaluation of the programme should include also a comparison of the achieved results for each of the set quantitative and qualitative objectives of the programme – alleviation of the burden of energy costs, reduction of emissions, improvement of the quality of energy services and other indicators subject to ascertaining and measurement.

The primary units of measure with respect to the success of a municipal energy programme are as follows:

- (a) achievement of the preliminary set objectives
- (b) creation of conditions for replication of the successful implementations on the area of the municipality or in other municipalities
- (c) degree of impact of the programme on other spheres of planning and development in the municipality.

The above listed indicators for the success of the energy programme may be watched in the course of the programme implementation and/or after its completion. For this purpose sufficiently long and well organised monitoring should be performed. This step is particularly important for guaranteeing the sustainability of the achieved results and avoidance of errors made, as well as omissions and weaknesses identified during and after the project implementation.

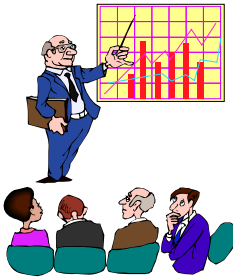
Monitoring procedures

Monitoring and evaluation may cover various stages and aspects of the MEP process. It usually starts from the very first steps and continues after the completion of the programme implementation. It is strongly recommended to continue M&E long after the programme period expires in order to establish the long- term impact of

the programme on the local economy, the energy sector, the environment and on human behaviour.

Monitoring of M&E

Monitoring of the management and operation of the MEP is critical. It could be organized locally (within the municipal administration) or externally (outsourcing independent monitoring company).



When monitoring focuses on the management of the MEP implementation, outsourcing for the M&E execution may well ensure objectiveness and transparency. Independent monitoring may also give a valuable feedback to the municipal management.

In all cases monitoring and evaluation of the M&O should be carried out on the base of pre-defined indicators, approved by the municipal administration.

Success indicators

The identification of success indicators is a task of greatest responsibility. The following ones could serve as an example and guidance:

- (a) Reaching the preliminary stated qualitative programme goals and objectives.
- (b) Reaching the preliminary stated quantitative programme goals and objectives.
- (c) Creation of conditions for replication of successful practices in the same and/or other municipalities.
- (d) Impact of the programme implementation on other planning & development sectors of the municipality.
- (e) Effectiveness of the programme management.

Success indicators should not be numerous, but clear, measurable and easy to follow and verify.

Feed back

The implementation of the MEP is the last step of the planning process, but it is not the end of the planning activities. They usually start from the very beginning of every new mandate of the municipal administration. The lessons of the implementation are useful base for the next planning cycle and the M&E report plays critical role in this respect.

Most usually, the M&E report is subject of a political sanction, which is taken by the Municipal Council. As soon as the political management approves the MEP itself, the impact of its implementation should also be a subject of a political decision. This is the third political decision in the MEP process.

Third political decision (TPD)

Purpose Once the term of implementation of the programme has expired, it is necessary to report the results using data from the performed monitoring of the implementation. As noted, the evaluation of the implementation is performed by comparing the achieved results with the baseline and the baseline scenario. Besides the objective technical and economic results, it is necessary to report also the non-quantifiable outputs, as well as the indirect results.

As a result of the evaluation amendments to some of the objectives and parameters of the programme may be proposed, as well as changes in the tools for its implementation during the next term of office. This is a subject of the Third Political Decision (TPD). Thus, the M&E report and the decision of the Municipal Council gives a valuable feed-back to the next planning cycle.

Main elements of the TPD

Most usually the Third Political Decision consists of the following core elements:

- (a) Adoption of the Monitoring & Evaluation Report for the overall implementation of the MEP
- (b) Adoption of the quantitative & qualitative results of programme implementation.
- (c) Adoption of the achievements as the baseline for the next planning period.
- (e) Adoption of recommendations for the next mandate of the municipal administration (next planning cycle).



Conclusions

The third political decision adopts the programme results on the base of the monitoring report and additional surveys (when necessary).

The TPD gives evaluation of the lessons learnt and formulates recommendations for further replication of the successful practices identified during the programme implementation.

The TPD gives valuable feed-back to the next municipal management to determine the baseline for the next mandate and identify the goals and objectives of the next stage (next planning period) of the Municipal Energy Programming.

Monitoring and evaluation should cover both the management and the implementation of the programme.

Adequate outsourcing of monitoring and evaluation activities may provide an objective feed-back to the municipal management to improve the implementation in motion.

Programme indicators that will be monitored should be carefully selected and endorsed by the municipal management before the start of the programme implementation.

