



Тема 6 Индикаторы и средства верификации

*Программа территориального сотрудничества
Беларусь – Украина*

Подготовка и управление проектами

Георгий Баранец

г. Ровно, 23-26.09.2014

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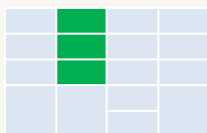
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Objectively verifiable indicators



- Describes the overall and specific objectives, results and activities in **operationally measurable terms**
- Are used for the monitoring and evaluation
- Show/indicate to what level/extent project objectives and results are achieved and activities are implemented
- Provide the basis for designing an appropriate monitoring system

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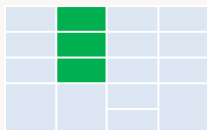
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Объективно проверяемые индикаторы



- Описывают общие, конкретные цели и результаты в **оперативно измеримых величинах**
- Используются для мониторинга и оценки
- Показывают в какой степени цели и результаты проекта достигнуты и реализованы мероприятия
- Являются основой для создания системы мониторинга

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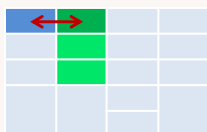


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Objectively verifiable indicators



Level of Overall Objective(s)

- Indicate wider impact beyond the immediate target group
- Measure the long-term consequences of the project outcomes
- Relate to the consequences of the implementation of the project

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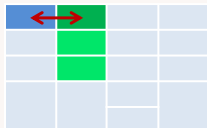
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Объективно проверяемые индикаторы

Уровень общей цели(ей)



- Определяют более широкое влияние вне непосредственной целевой группы
- Измеряют долгосрочные эффекты результатов проекта
- Относятся к последствиям реализации проекта

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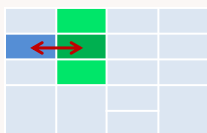
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Objectively verifiable indicators

Level of Specific Objective(s)



- Are linked to the effects of the implementation of the project
- Give the information related to changes e.g. characteristics of physical environment or in awareness, knowledge and skills of the target group

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Объективно проверяемые индикаторы

Уровень конкретной цели(ей)



- Связаны с непосредственными эффектами реализации проекта
- Предоставляют информацию о непосредственных изменениях, например, физической среды, осведомленности, знаний и навыков целевых групп

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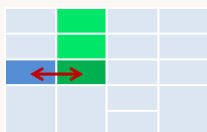
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Objectively verifiable indicators

Level of Results



- Output indicators measure the immediate and concrete consequences (products or services) of the activities implemented and resources used
- Outcome indicators measure the results in terms of target group benefits (changes)

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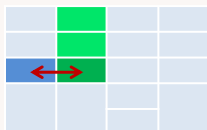
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Объективно проверяемые индикаторы

Уровень результатов



- Индикаторы результатов измеряют непосредственное и конкретное следствие (продукт или услуга) использованных ресурсов и реализованных мероприятий
- Индикаторы результатов относятся к позитивным изменениям на уровне целевых групп

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S-M-A-R-T indicators

S	- Specific	its measurement and interpretation should be identical by different persons
M	- Measurable	in units: all this leads to precise measurement
A	- Available	at an acceptable cost (make sure that it is really available)
R	- Relevant	with regards to the objectives and results concerned, and cover it
T	- Timely	available when it will be useful to managers

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S-M-A-R-T индикаторы

S	-Specific -Конкретный	независимые измерения должны давать идентичные результаты
M	-Measurable -Измеримый	в измеримых величинах: возможность точного измерения
A	-Available -Доступный	приемлемость затрат на такие измерения
R	-Relevant -Уместный	по отношению к соответствующим целям и результатам
T	-Timely -Своевременный	доступными тогда, когда это необходимо

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Defining indicators

Indicator is verifiable statement describing objective or result in terms of

- **quality (nature),**
- **quantity,**
- **place and**
- **time of performance**

with regards to the specific **target group(s)**

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Определение индикаторов

Индикатор – это поддающееся проверке утверждение, описывающее цель или результат в части

- качества (природы),
- количества,
- места и
- времени проявления

по отношению к конкретной **целевой группе (группам)**

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Defining indicators – specific objective/result level

Objective: Developed cycling roots' network in the inner city

Set target groups (who):	all population of the city
Set quality (the nature):	cycling along newly arranged and marked routes
Set Quantity (how much):	20 km
Set Time (when):	by the year 20XX
Set place (where):	in the inner city

Indicator: By the year 20XX population of the city have opportunity for cycling along 20 km of newly arranged and marked routes in the inner part

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Определяя индикатор – уровень конкретной цели / результата

Цель: Развитие сети велосипедных маршрутов в центральной части города

Целевая группа (кто):	все население города
Качество (природа):	передвижение на велосипедах по новым размеченным маршрутам
Количество (сколько):	20 км
Время (когда):	к 20XX году
Место (где):	в центральной части города

Индикатор: К 20XX году население города получит возможность передвижения на велосипедах по 20 км новых размеченных маршрутов в центральной части города

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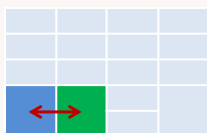


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Means



Physical and non-physical resources (often referred to as 'inputs') that are necessary to carry out the planned activities and manage the project:

- personnel / staff resources
- supplies / equipment
- services (trainings required)
- studies, operational facilities etc.

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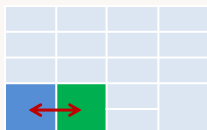


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Средства



Материальные и нематериальные ресурсы (часто именуемые как 'вклад'), необходимые для осуществления запланированных мероприятий и управления проектом :

- персонал / человеческие ресурсы
- поставки / оборудование
- услуги (необходимое обучение)
- исследования, помещения и т.п.

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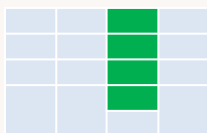


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Sources and means of verification



Indicate **where** and **in what form** information on achievement of the overall objective(s), specific objective, results and implemented activities can be found

Main function:

- allow the management of the project and the monitors to verify whether the project achieves the planned level of indicators

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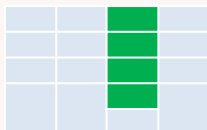


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Источники и средства верификации



Определите **где и в какой форме** можно получить информацию о индикаторах общих и конкретных целей, результатов и реализованных мероприятиях

Основная функция:

- позволяют руководству проекта и мониторам проверить, достиг ли проект запланированных индикаторов в достаточной мере

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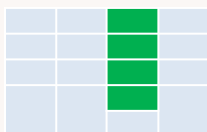


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Sources and means of verification



Where can you find information about achieved indicators? Possible sources:

- internal project documentation e.g. reports or specific research
- external data:
 - official statistics or
 - external research

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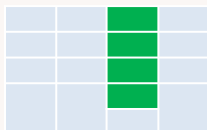


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Источники и средства верификации



Где можно найти информацию о достигнутых индикаторах? Возможные источники:

- внутренняя документация проекта, например, отчеты или конкретные исследования
- внешние данные:
 - официальная статистика
 - внешние исследования

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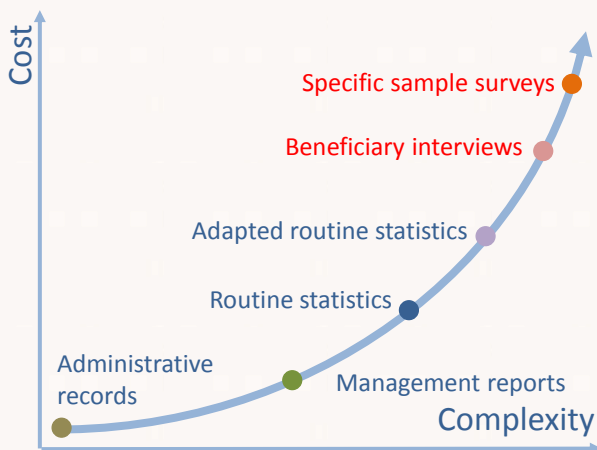
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Sources of verification

Indicator should be measured at the expense of reasonable amount of

- time
- money and
- effort



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Источники верификации

Индикатор должен быть измерен с приемлемыми затратами

- времени
- денег и
- усилий



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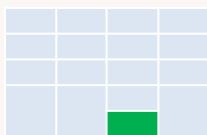


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Costs



- Costs are the translation into financial terms of all the identified resources ("means"):

What costs are required to mobilise means necessary for implementing the planned activities according to the project budget breakdown?

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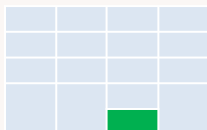


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Затраты



- Затраты – это финансовое выражение необходимых ресурсов (“средств”):
Какие затраты необходимы для мобилизации средств, необходимых для реализации запланированных мероприятий в соответствии с разбивкой по статьям бюджета?

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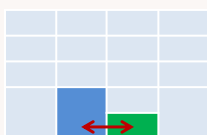


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Costs



- What costs will be required to implement activities by the means as defined?
- Classification of the costs requiring for implementation of each activity according to the budget lines

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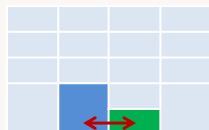


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Затраты



- Какие затраты необходимы для реализации мероприятий с использованием определенных средств?
- Классификация необходимых затрат в соответствии со статьями бюджета

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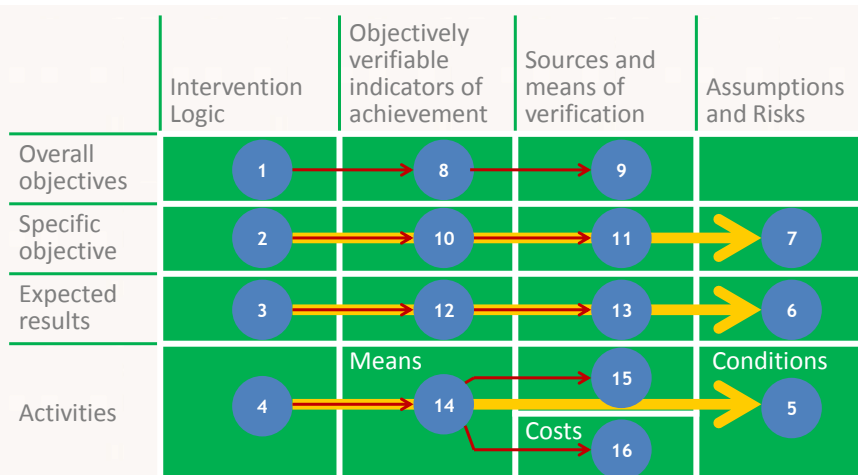


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LFM development logic



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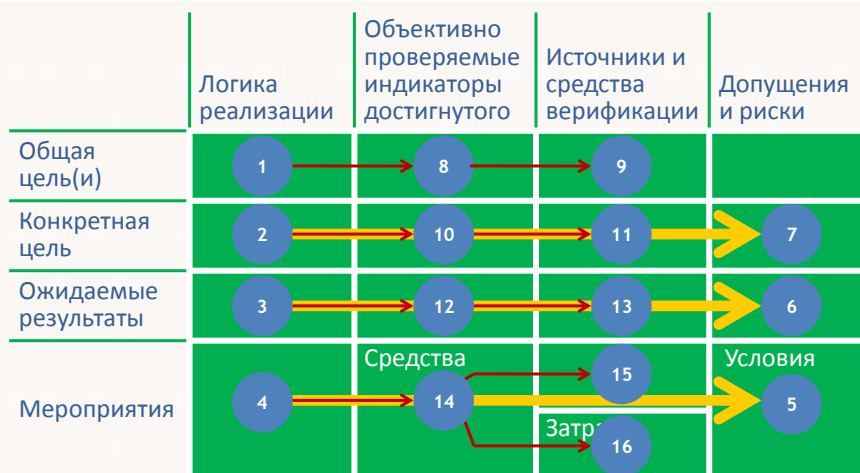


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Логика разработки ЛСМ



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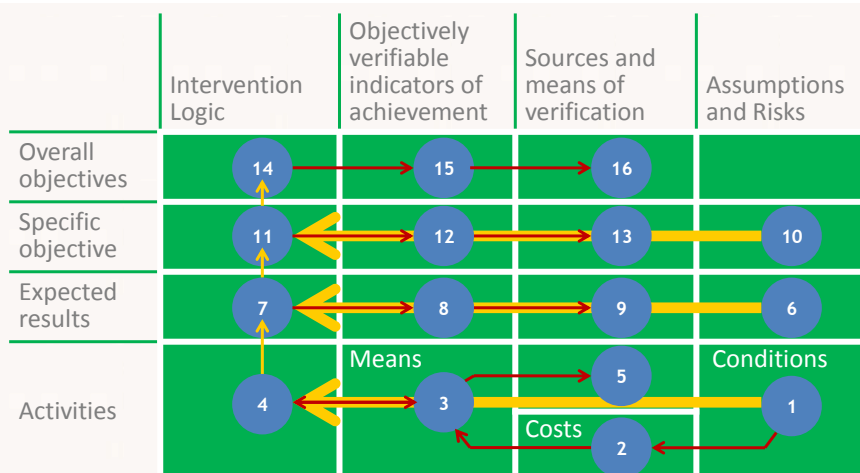


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LFM checking logic



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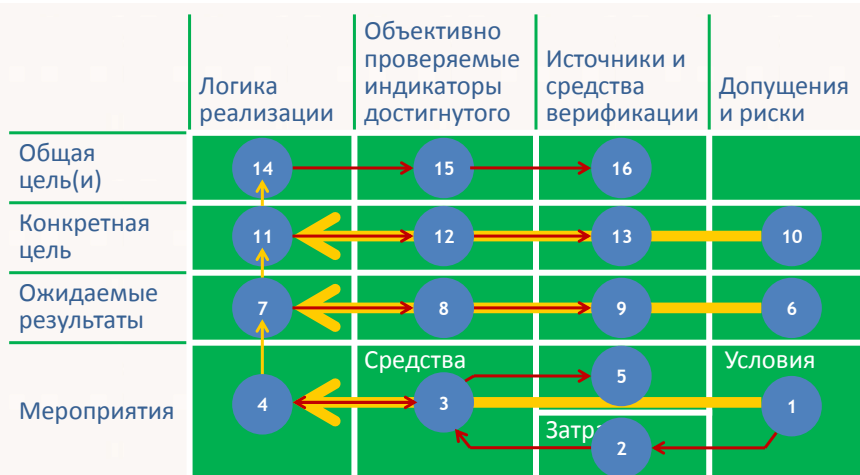


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Логика проверки ЛСМ



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Reviewing your project outline Обзор плана проекта (1)

- Is the vertical logic complete and accurate? – Совершенна ли и точна логика по вертикали?
- Are the indicators and sources of verification available and reliable? – Доступны ли и надежны индикаторы и источники их проверки?
- Are assumptions and preconditions realistic? – Реалистичны ли допущения и предварительные условия?
- Are risks acceptable? – Приемлемы ли риски?

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Reviewing your project outline *Обзор плана проекта (2)*

- Is the probability of achieving the objectives relatively high? –
Действительно ли высока вероятность достижения цели?
- Are equality issues taken into account ? (gender equality, participation of beneficiaries, management possibilities, etc.)
– *Приняты ли во внимание вопросы равенства? (равенство полов, участие бенефициариев, возможности управления, и т. п.)*
- Are the expenses justified by the expected benefits? –
Оправданы ли затраты ожидаемой выгодой?

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Thank you for your attention!
Благодарю за внимание!

Georgii Baranets

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