

An integrated management approach to guide peer review at the FNR

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- 1st generation of programmes
 - Selection criteria for peer review
- 2nd generation of programmes
 - Programme Cycle Management: an integrated management approach
 - Logical framework
 - Streamlining selection criteria for peer review

1st generation of programmes - Selection criteria for peer review

Criteria

1. Scientific Quality
2. Socio-economic value
3. Cost-effectiveness
4. Consistency with the objectives and priorities set out in the programme
5. Realistic nature of the project within the Luxembourg context
6. Mobilization of national resources
7. Budget breakdown

Specific criteria

1. Creation of new skills in Luxembourg
2. International cooperation
3. Perspectives for the project beyond FNR involvement

1st generation of programmes - Selection criteria for peer review

- Various origins of criteria
 - Law of establishment of FNR
 - Specific criteria as ad-hoc response to short term problems
- No a priori weighting of criteria → implicit weighting of criteria by peers
 - (all criteria formally on the same level, even though implicitly scientific quality has always been considered the most important)
- Criteria without added value by peer review
- Exact objectives of certain criteria unclear to peers
- Peers were unable to evaluate certain criteria

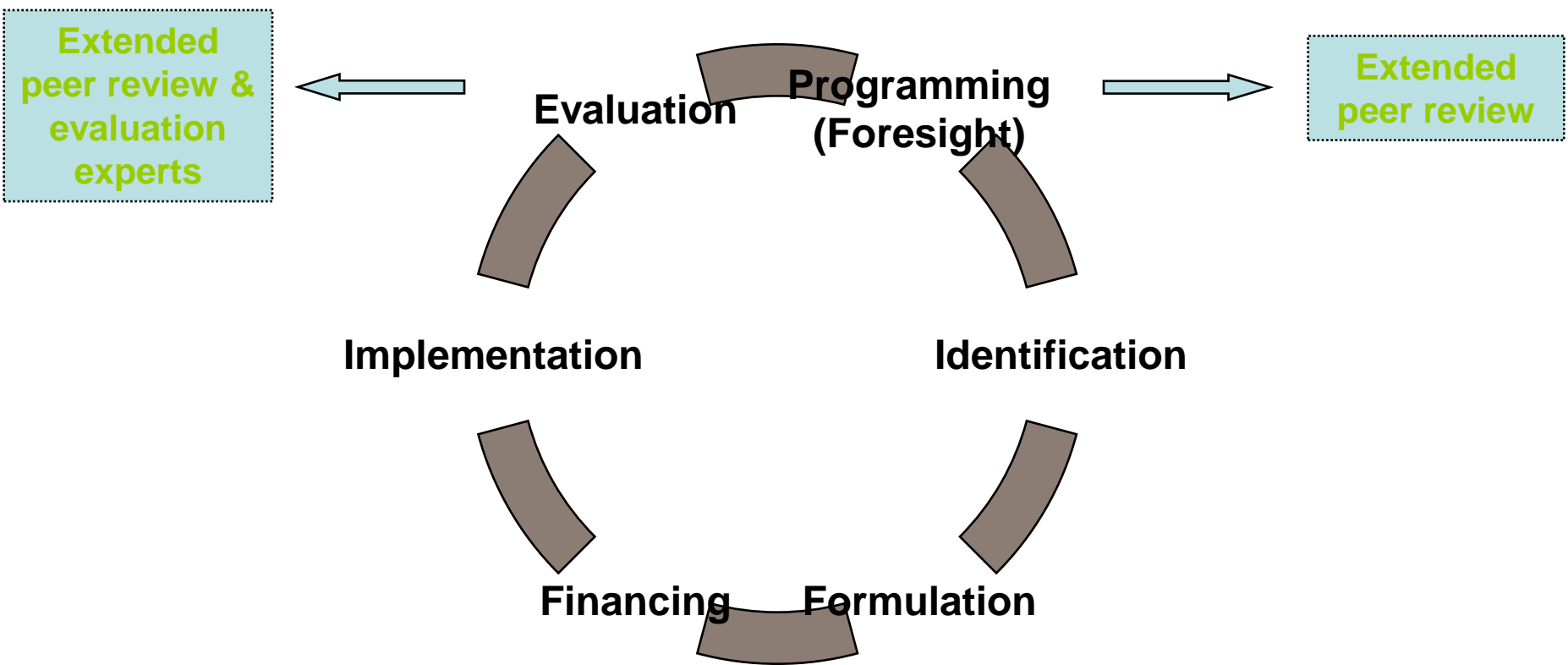
→ Lack of coherence

2nd generation of programmes

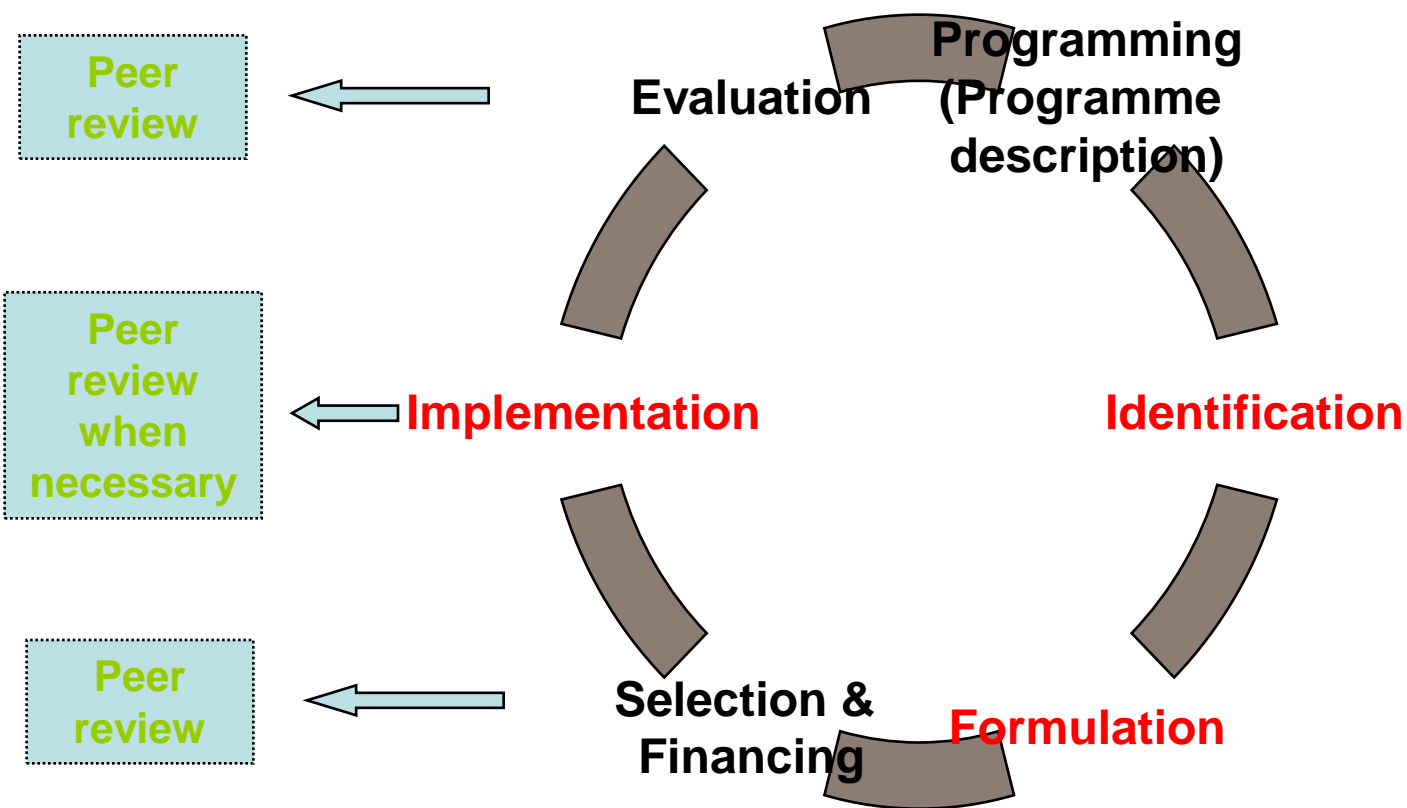
- Integrated management approach to define new programmes
- Use of the *logical framework* as tool for management by objectives
- Peer review as tool for
 - selection and evaluation of projects
 - evaluation of programmes (extended peer review)

→ Overall coherence of management

Programme cycle management - An integrated management approach



Project cycle management - An integrated management approach



Projects: Steps in red managed by researchers

Logical Framework

- Management tool used within Project Cycle Management
- Planning, implementation and evaluation of projects and programmes
- Links objectives with purpose, results and activities
- Indicators show how results will be achieved and measured

Format of a Logical Framework Matrix

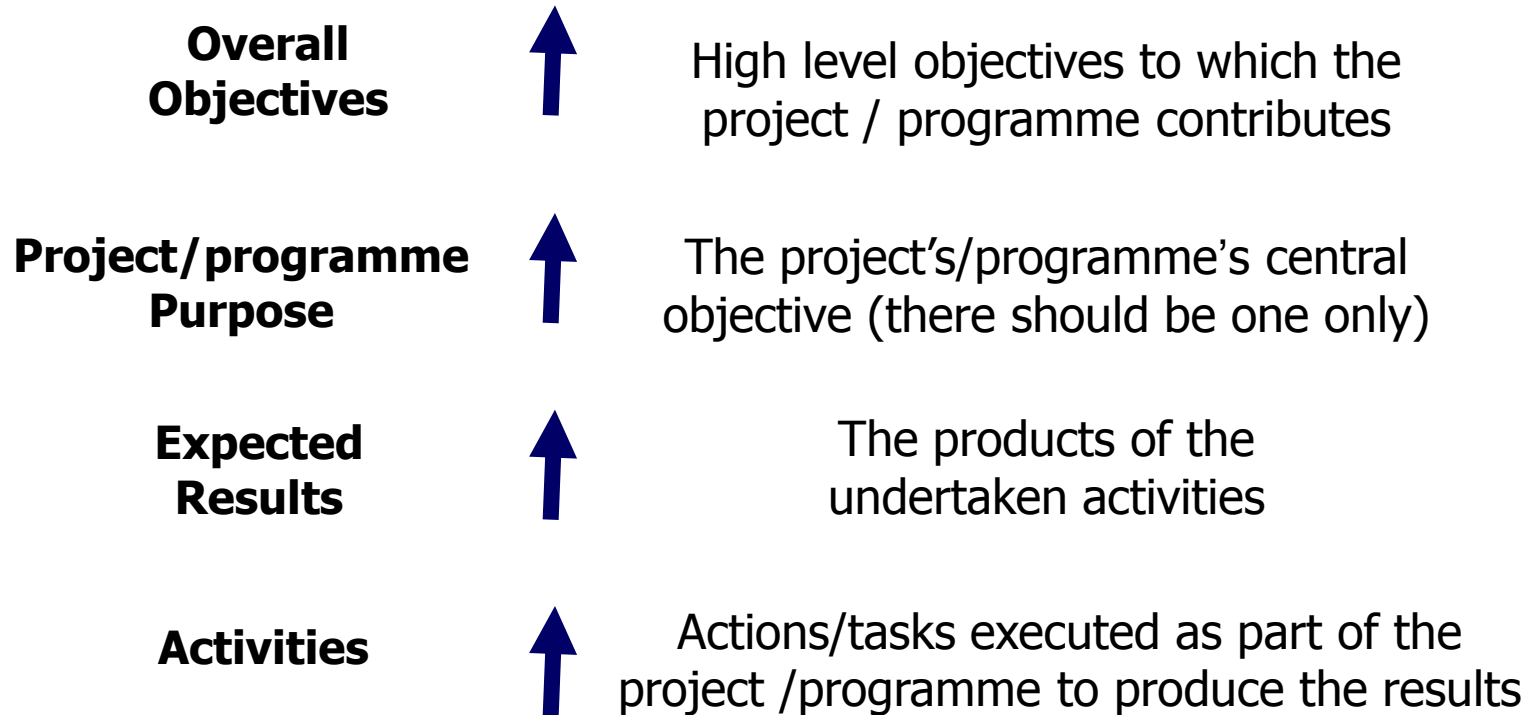
Summary of key aspects of a project/programme:

- **why** a project/programme is carried out (*Intervention Logic*)
- **what** the project/programme is expected to achieve (*Intervention Logic, Indicators*)
- **how** the project/programme is going to achieve it (*Activities, Means*)
- **which external factors** are crucial for its success (*Assumptions*)
- **where** to find the **information** required to assess the success of the project/programme (*Sources of Verification*)

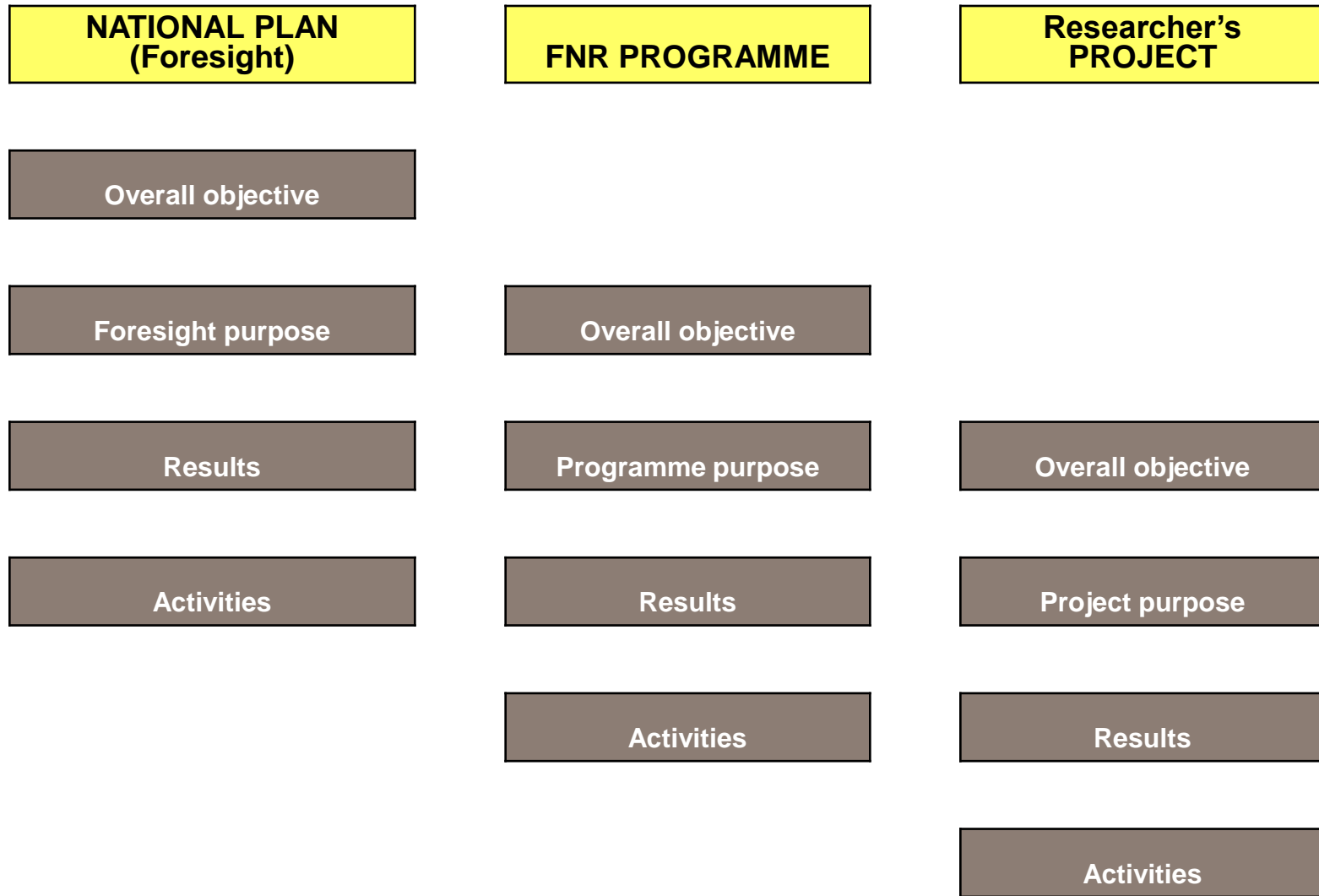
Description / intervention logic	Indicators	Sources of verification	Assumptions
Overall objective	Impact Indicators		
Purpose	Outcome Indicators		
Results	Output Indicators		
Activities	Means		



Logical Framework – intervention logic



Drop-down logic of Logical Framework



Logical Framework of an FNR Programme (ex.: Education & Labour Market)

Description / intervention logic	Indicators	Sources of verification	Assumptions
Foresight objectives Contribute to evidence-based policy making	Impact Indicators (Programme) <ul style="list-style-type: none"> • Policy changes inspired by research results • Public awareness 	<ul style="list-style-type: none"> • Changed/new laws and regulations • Survey of greater public 	
Thematic Programme objective Advancement of knowledge, people and institutions in domain	Output/Outcome Indicators (Programme) PhDs, Publications, Number of international collaborations, etc.	<ul style="list-style-type: none"> • Statistics from monitoring reports • Survey of researchers 	Openness of decision makers, administration and private sector to research results
Programme Management objectives State of the art management	Outcome Indicators (Programme Management) Satisfaction of stakeholders (e.g. Ministry, researchers, experts) etc.	<ul style="list-style-type: none"> • Survey by independent body 	
Results	Output Indicators (Programme Management)		
Activities			

Indirect influence

Direct influence

2nd generation of programmes – Selection criteria for peer review

Criteria	Weight	Old Criteria
Coherence with programme theme	Yes/No	<ul style="list-style-type: none"> Consistency with the objectives and priorities set out in the programme
Scientific Quality/ Original. of project	Very High	<ul style="list-style-type: none"> Scientific quality
Quality and efficiency of project plan	High	<ul style="list-style-type: none"> Cost-effectiveness Budget breakdown
Intended outcomes and impacts	Medium	<ul style="list-style-type: none"> Socio-economic value Perspectives for the project beyond FNR involvement
<p>→ Rational for the choice of remaining criteria</p> <p>→ Removing criteria which a peer cannot evaluate</p> <p>→ Removing criteria which are inappropriate on a project level</p>		<ul style="list-style-type: none"> Creation of new skills in Luxembourg International collaboration Realistic nature of the project within Luxembourg context Mobilization of national resources

Conclusion

- Integrated management increased organisational performance by
 - Aligning project, programme and foresight objectives
 - Coherent monitoring
 - Continuous feedback in the process to match objectives
- Advantages for peer review
 - Logical link between programme objectives and selection criteria
 - Getting rid of superfluous criteria not to be addressed through peer-review
 - Coherent criteria for peers: ask the right questions to right people at the right time

More information

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