

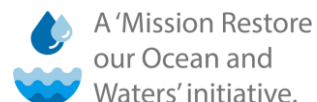
Interactive Workshop

Harmonizing KPIs and approaches to support development of joint Mission Ocean and Waters monitoring framework

When and Where

Date: Monday, 3 March 2025
Time: 1.30 h, 2 pm – 3.30 pm
Venue: Charlemagne Building

This Workshop is planned as part of the European Ocean Days 2025 Match-Making event. Please find more information in the following link:
[European Ocean Days - European Commission](#)



What's in it for You?

By participating, you'll gain first-hand insights into KPIs and monitoring strategies tailored to Mission Ocean objectives. You'll also ensure your project benefits from the latest methodologies, including **PESTEL analysis and the Theory of Change (TOC)/Impact Pathway (IP) framework**, designed to harmonize monitoring efforts across the lighthouse areas.

Outcome:

Co-created solutions for harmonized KPIs and monitoring approaches across all Mission Ocean areas, enabling Innovation Actions to enhance their impact while contributing to a collective European effort.



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Interactive Workshop

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WELCOME

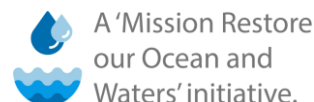
Caecilia Managò,
ERINN Innovation
PREP4BLUE



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“Wheels to drive the 2nd implementation phase of the Mission, after 2025”



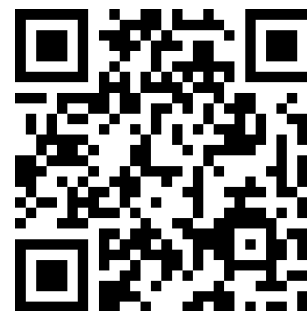
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AGENDA for the coming hour

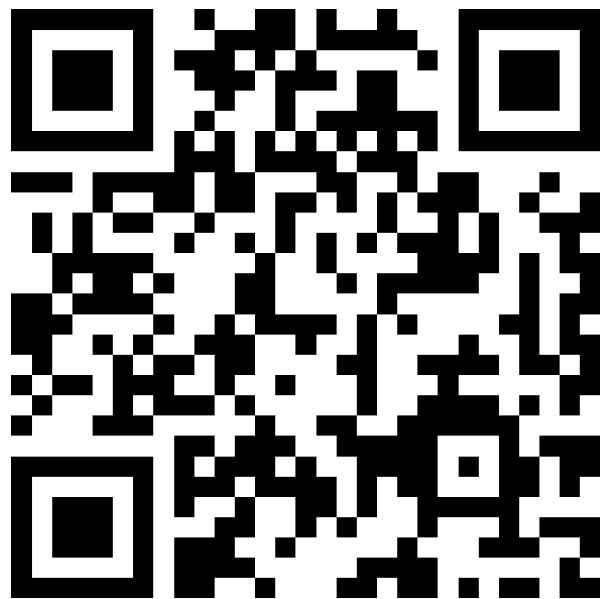
1. **Welcome & Workshop Introduction**, *Caecilia Managò (P4B)*
2. **Conceptual Framework** *Harald Hasler-Sheetal (BMAA, BMB)*
3. **Overview of Monitoring Approaches Per Lighthouse & CSA**; *Harald Hasler-Sheetal, BlueMissionAA (BMAA), Lotta Purkamo, BlueMissionBANOS (BMBANOS), Nikos Streftaris, BlueMissionMED (BMMED), Caecilia Managò PREP4BLUE (P4B)*
4. **Challenges in KPI Identification, Implementation & Scalability**, *Nikos Streftaris (BMMED)*; **Panelists**: *Representatives from Mission Projects*
5. **Mission Ocean Monitoring Implementation & Measuring Impact**, *Jacques Delsalle (European Commission)*
6. **Ensuring KPI Adoption & Integration into Mission Projects**, *Lisa Waldenberger (EcoDaLLi)*; **Panelists**: *Representatives from Mission Projects*
7. **Summary & Closing Remarks**



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Who are you? Slido.com

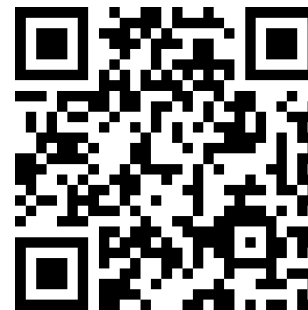


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Conceptual framework: Using PESTEL & Pathways to Impact & Theory of Change (ToC/PtoI) for Monitoring & KPI harmonization

Harald Hasler-Sheetal, BMAA, BMB, (ICES)



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Why are we here?

The Mission Ocean & Waters programme requires **harmonized monitoring & indicators** across projects (and time).

Current KPIs vary between projects and need **alignment** for meaningful impact assessment.

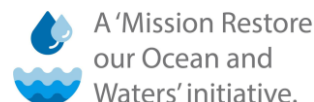
Every of the <40 funded projects (EUR 242M) **demonstrates measurable progress**.

Without alignment, **fragmentation weakens comparability & scalability**.

How can we structure monitoring frameworks and indicators across lighthouses and projects for better comparability?



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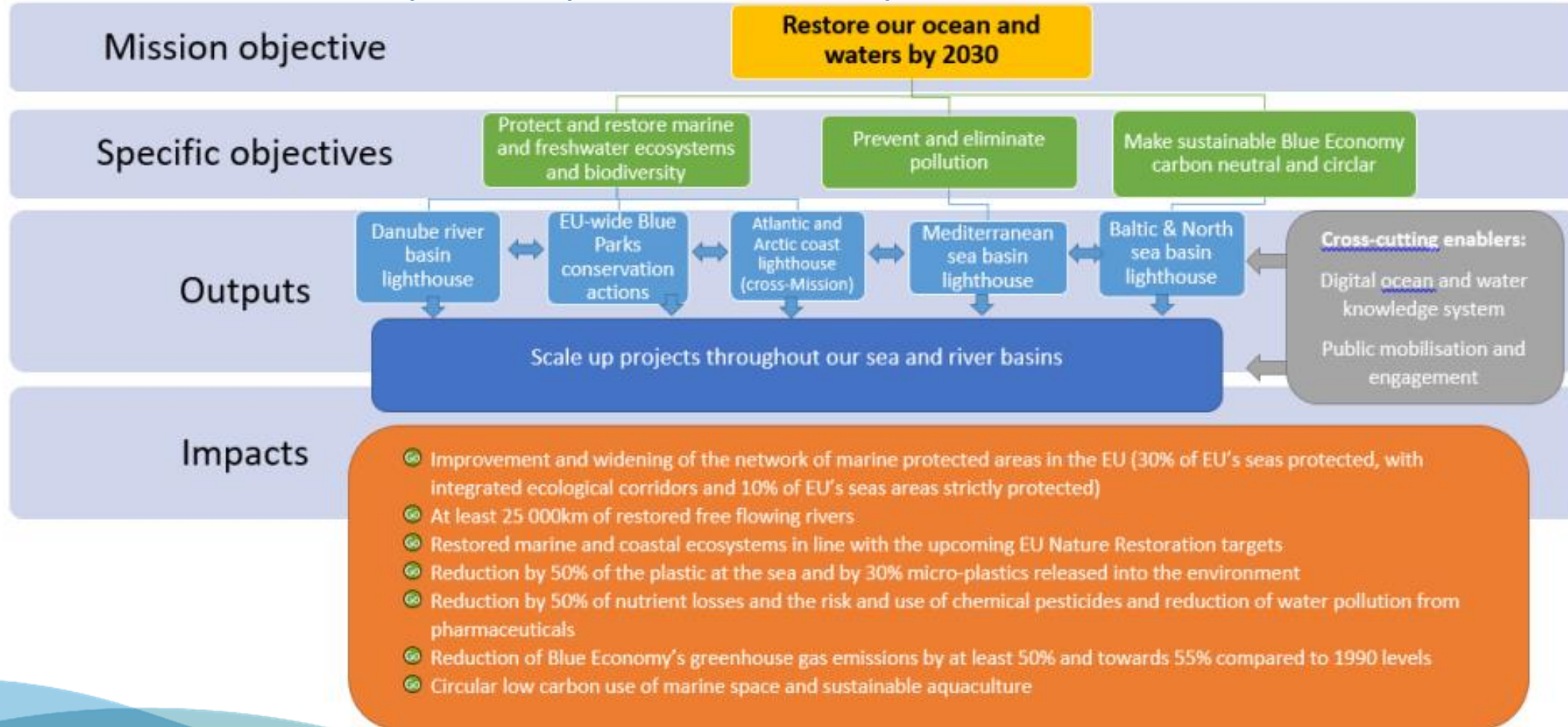
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Mission Implementation and Impact Logic

Mission Ocean sets clear objectives, expected outcomes & impacts



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Source: European Mission Restore our Ocean and Waters by 2030 Implementation Plan

Portfolio of Projects set to deliver Mission Impact

Projects are set to deliver Mission's Impact



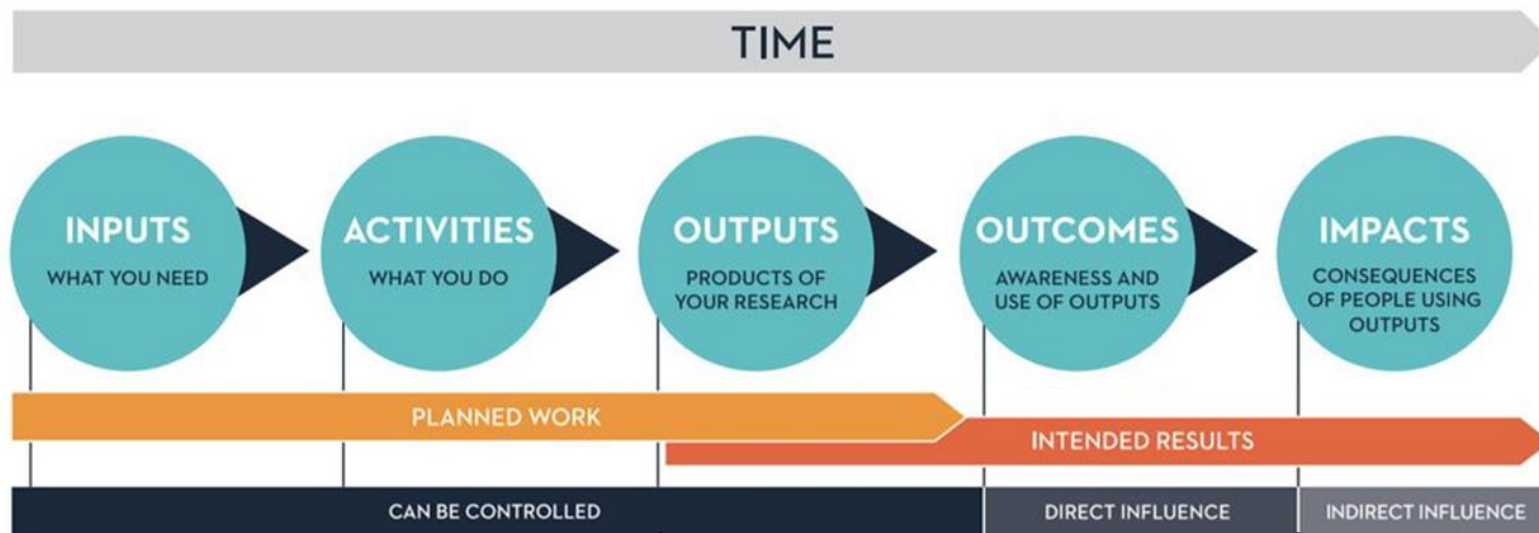
→ SCOPE

→ EXPECTED OUTCOME

→ LINK MISSION IMPACTS

Pathways to Impact & Theory of Change

Structuring a roadmap for change



● **Impact KPIs** – measure long-term changes (e.g. biodiversity index, water quality index improvements aligned with mission goals).

● **Outcome KPIs** – measure if behaviors or conditions are changing (e.g. % increase in fish population, adoption of new policies or practices).

● **Outputs KPIs** – measure if activities are delivered (e.g. # of workshops held, # of mangroves planted).

Source: Impact journey - Research Impact Toolkit (UCD)

PESTEL Analysis – A holistic context tool - Understanding external factors

P

Political

measuring if political conditions are favourable or improving

Track governance and policy support such as

- # policies or management plans influenced by the project
- # level of government engagement (e.g. participation in project events)
- # new partnerships or commitments

E

Economic

measuring if economic viability and benefits are captured

Monitor economic factors & benefits such as

- # budget efficiency and funds leveraged
- # jobs created in restoration activities
- # economic value of ecosystem services restored

S

Social

social dimension of success (community buy-in is critical for e.g. marine conservation)

Monitors community and stakeholder aspects such as

- # stakeholder participation counts (workshops, citizen science)
- # public awareness or attitude shifts (survey results)
- # social acceptability of interventions.

T

Technological

technology can amplify impact – tracking its deployment shows capacity building

Include metrics on innovation and tech usage such as

- # of new tools/protocols developed (eDNA assays, monitoring devices)
- # data collected (volume, quality via new tech)
- # platform usability stats

E

Environmental

traditional ecological KPIs indicating on-the-ground impact

Track changes on ecosystem and environmental aspects such as

- # area of habitat restored; biodiversity indices (species abundance/diversity)
- # water quality improvements
- # climate resilience metrics

L

Legal

covers the legal enabling environment for sustainability

Track legal/regulatory changes such as

- # new protected areas designated (hectares under protection)
- # compliance rates with conservation rules in project sites
- # integration of project results into law or official guidelines



PART OF THE
EU MISSIONS
RESTORE OUR OCEAN & WATERS



A Mission Restore
our Ocean and
Waters' initiative.



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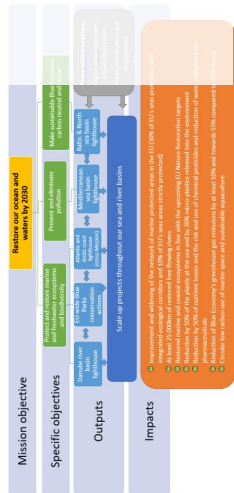
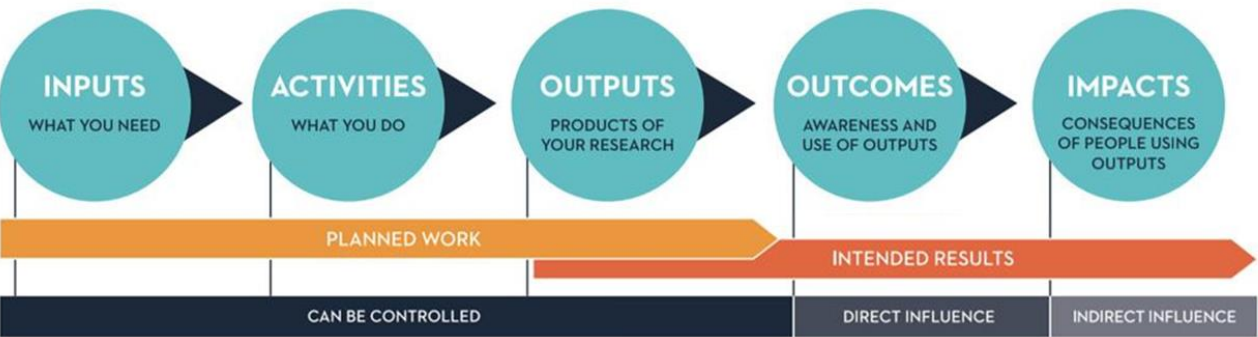
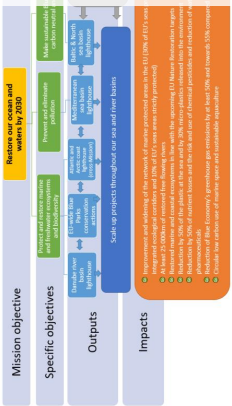
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Integrating PESTEL and ToC for KPIs – building a robust monitoring framework

Why Integrate? PESTEL provides the **context lens**, while ToC provides the **process lens**. Combining them ensures **KPIs cover both internal progress and external conditions**.

This integrated approach answers: “Are we doing what we planned? And is the surrounding environment enabling success?”



PESTEL

PESTEL

PESTEL

PESTEL

PESTEL

PESTEL

PESTEL

SLIDO Poll:

What is the biggest challenge in monitoring project impact
Results shown during Panel Discussions and Closing.



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Approaches on Indicators, KPIs and Monitoring across the Mission CSAs

- **BlueMissionAA**, Harald Hasler-Sheetal (ICES)
- **BlueMissionBANOS**, Lotta Purkamo (GTK)
- **BlueMissionMED**, Nikos Streftaris (HCMR)
- **PREP4BLUE**, Caecilia Managò (ERINN)



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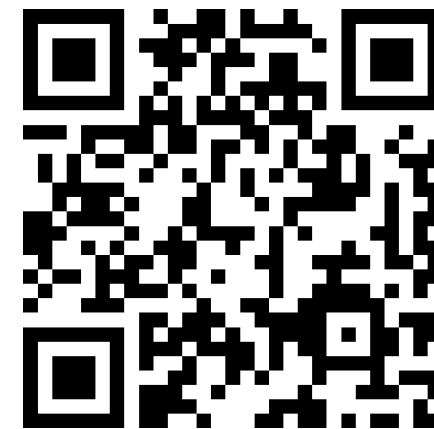
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Monitor the implementation and achievement of the Mission Ocean objectives in the area of restoration of marine ecosystems

Atlantic / Arctic Lighthouse

BLUEMISSION AA

Harald Hasler-Sheetal (ICES)



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A 'Mission Restore
our Ocean and
Waters' initiative.



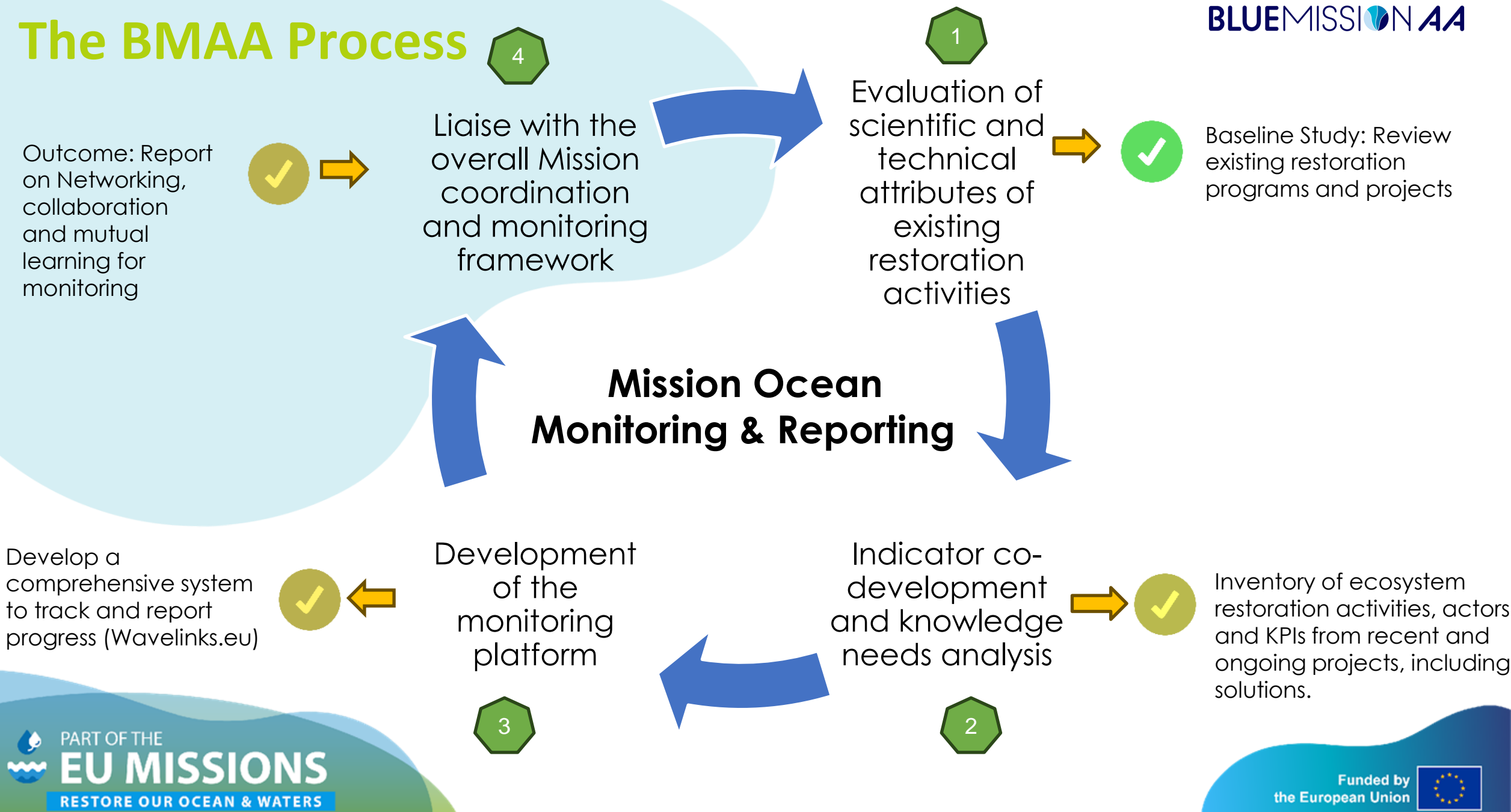
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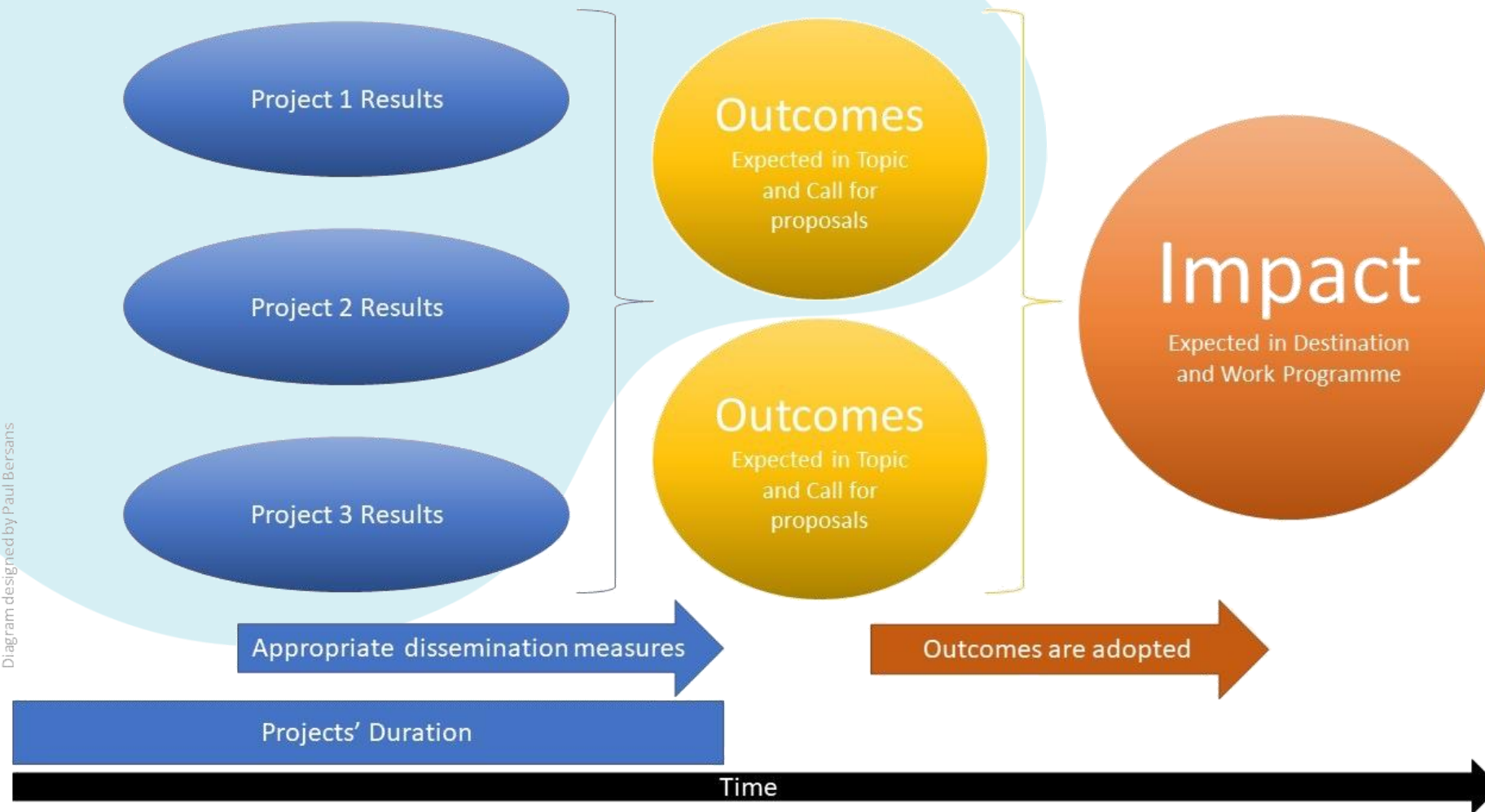
The BMAA Process



Indicator Development - Co-Creation process

- ✓ Short-, medium-, and long-term indicators
- ✓ Stratification by PESTEL categories
- ✓ Integration into Pathways to Impact (Ptol) framework
- ✓ Mission alignment & scalability

Indicator Category	KPIs from D2.4	PESTEL	Unit	Expected Data Sources	Frequency	Lighthouse Area	Mission Objective & Target	Aggregation Level	Data Availability
Output	# of restoration projects implemented	Env	Count	Project reports, national databases	Annual	Atlantic & Arctic Danube	Objective 1: Restoration	Regional/National	High
Outcome	Area of restored marine habitats (e.g., seagrass, reefs)	Env	Area	Remote sensing, national reporting	Biennial	Atlantic & Arctic	Objective 1: Restoration	Basin Level	High
Impact	Biodiversity recovery in restored habitats	Env	Index score	Long-term biodiversity monitoring programs	Annual	Atlantic & Arctic	Objective 1: Restoration	EU Level	Low



Next steps

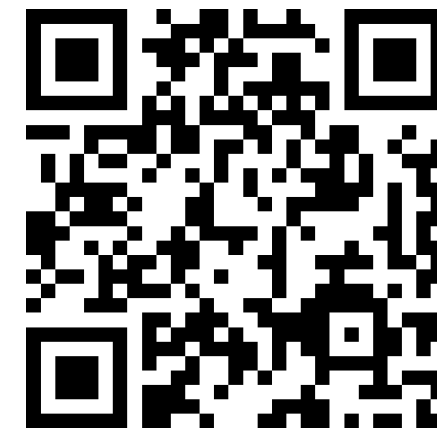
- ✓ **Evaluation & Refinement (Workshop of nature restoration (WKREST), March 2025, ICES HQ, Copenhagen, further workshop with Sister CSAs, Mission Projects and Mission Monitoring).**
- ✓ **Presentation at UN One Ocean Conference (June 2025, Nice)**
- ✓ **Final recommendations in October 2025 preferably in a syerngy report across light houses.**

👉 Next Steps:

- ◆ Apply this framework across projects in the AA lighthouse.
- ◆ Identify key gaps in existing indicators using PESTEL insights.
- ◆ Ensure KPIs align with Mission Ocean objectives for scalable impact tracking.



Approaches on Indicators, KPIs and Monitoring across the Mission CSAs



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Lotta Purkamo (GTK)



Monitoring needs in the context of BMBANOS

Our approach:



collection of existing KPIs
(>400)

Divided to general or the sectors
defined in EU Mission

Outcome-Output-Impact

Stakeholder workshop



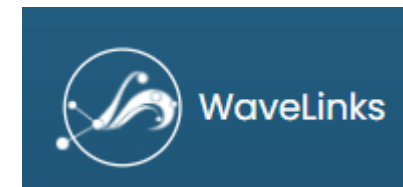
Shortlisting of KPIs
Expert workshop



Validation of KPIs
Definition of the baseline
Future monitoring needs
Data availability
An online questionnaire
Expert workshop



50 KPIs (10 for each sector)
Evaluated readiness level
Framework (PESTLE)
Stage (Outcome, Output, -Impact)
Data availability
Defined baseline
WaveLinks



Monitoring activities:

Support evidence-based decision-making for sustainable blue economy initiatives

Track progress toward carbon neutrality, circularity, and ecosystem health in the BANOS region

Approaches on Indicators, KPIs and Monitoring across the Mission CSAs



**SUPPORTING THE MEDITERRANEAN SEA BASIN
FOR THE IMPLEMENTATION OF THE EU MISSION
RESTORE OUR OCEAN AND WATERS**

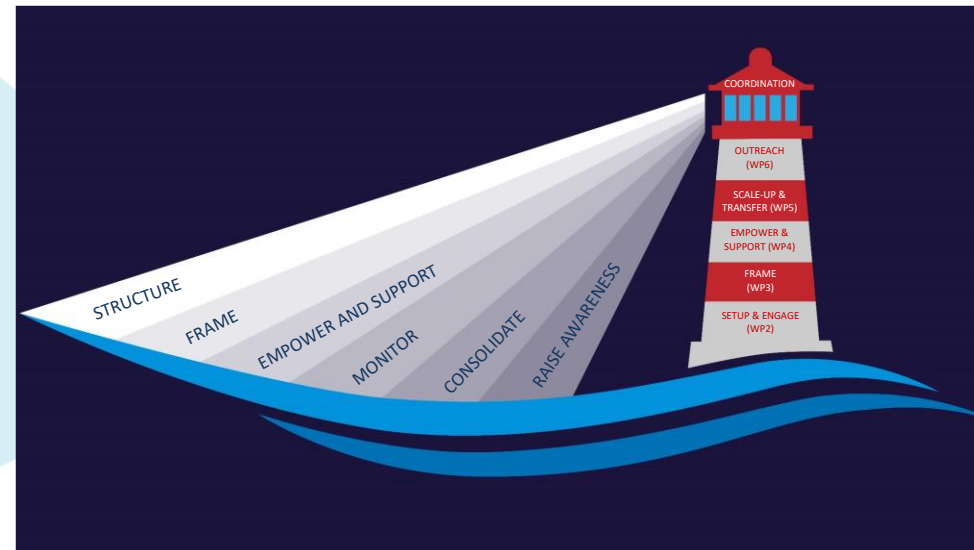
Nikos Streftaris (HCMR)



Indicator development Background

To reach its objectives, BMM defined measurable, verifiable, realistic and achievable **STRATEGIC OBJECTIVES (SO)** and underlying **Operational Objectives** and corresponding expected **RESULTS**

To achieve impact BMM project will contribute to the **6 EXPECTED OUTCOMES (EOs)** of the call



The **PATHWAY TO IMPACT** is enabled by the Work Packages' workflow, i.e. including interlinks among tasks, and related intervention logic (inputs > outputs > outcomes > impacts), with the ultimate goal to deploy the MED LH monitoring framework.

BMM will contribute to the six Expected Outcomes, through its Strategic Objectives

Will provide a narrative of the planned activities

and highlight expected Results/Outputs (KPI) and Target Users.

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BMM Strategic Objectives (SO)	
SO1	Structuring the Mediterranean Sea basin LH governance and networking
SO2	Framing Ecosystem's opportunity, needs and gaps
SO3	Empowering and supporting the Mediterranean Sea basin innovation ecosystem towards Mission Implementation
SO4	Contributing to Mission implementation's monitoring in the LH area
SO5	Consolidating the BlueMissionMed experience and lessons learned into recommendations for transferability and replicability
SO6	Increase the awareness about the Mission and promote the "emotional" connection and involvement of citizens in its implementation

Expected Outcomes (EO)		EOs relation to SOs
EO1	Structuring effect to consolidate and engage a wide community of relevant stakeholders across the Mediterranean Sea basin, able to ensure an effective governance structure for the achievement of the Mission objectives	SO1
EO2	An effective governance structure ensuring coherence and alignment of policies, initiatives and actions at EU, national and local level;	SO1, SO3, SO5
EO3	Well-coordinated activities underpinned by a consistent monitoring framework to assess the implementation and achievement of the Mission objectives	SO2, SO4
EO4	Effective provision of technical services, governance and business models to support and guarantee a sustainable socio-economic development of the Mediterranean Sea basin	SO3
EO5	Well-functioning basin scale innovation ecosystem attractive to investors and businesses;	SO3
EO6	Increased awareness about the Mission and involvement of citizens in its implementation in the Mediterranean Sea basin and beyond.	SO6, SO4

BMM Indicator Development

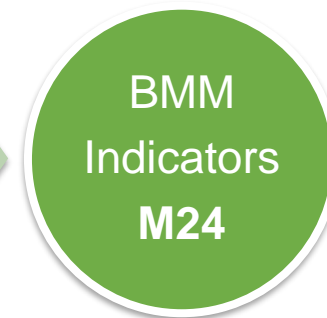


Initial Indicator development based on

- European Missions - Restore our Ocean and Waters by 2030 - Implementation Plan
- Baseline study for the implementation of lighthouses of the Mission 'Restore our ocean and waters by 2030': Atlantic, Arctic, Danube and Mediterranean lighthouses
- MED projects Indicators
- Internal consultation



13 Output,
11 Outcome
2 Impact



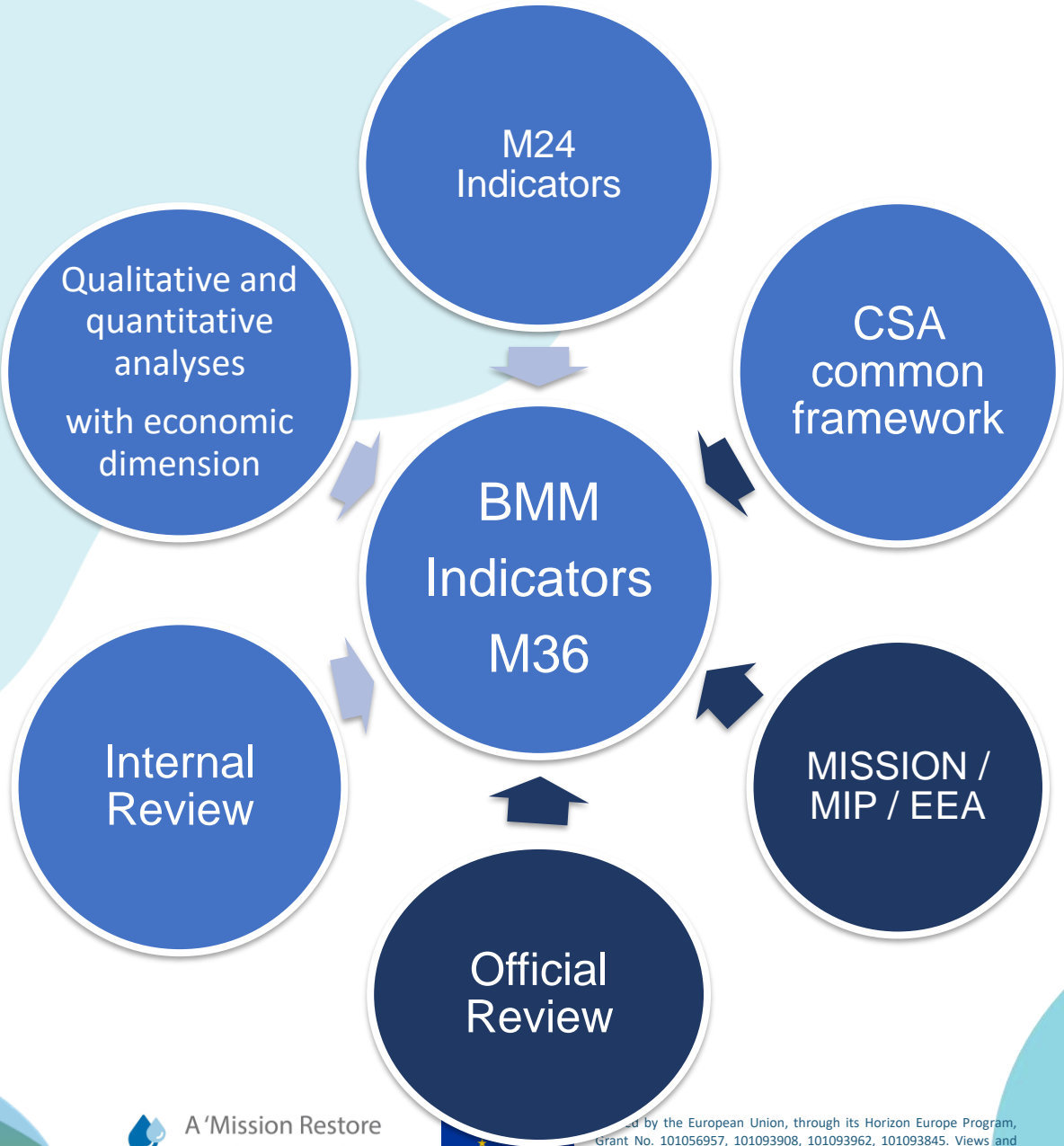
41 Output,
21 Outcome
3 Impact



Next Steps

Initial Indicator development based on

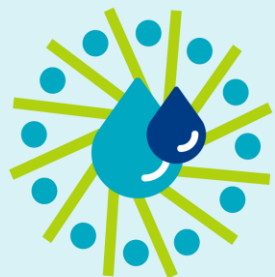
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Check our deliverable:



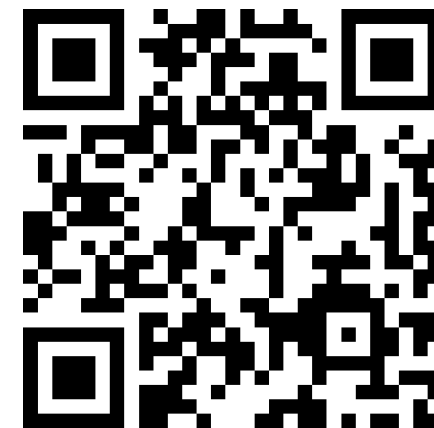
Approaches on Indicators, KPIs and Monitoring across the Mission CSAs



PREP4BLUE

METHODS AND TOOLS FOR MISSION OCEAN & WATERS

Caecilia Managò (ERINN)



PART OF THE

EU MISSIONS

RESTORE OUR OCEAN & WATERS



A 'Mission Restore
our Ocean and
Waters' initiative.



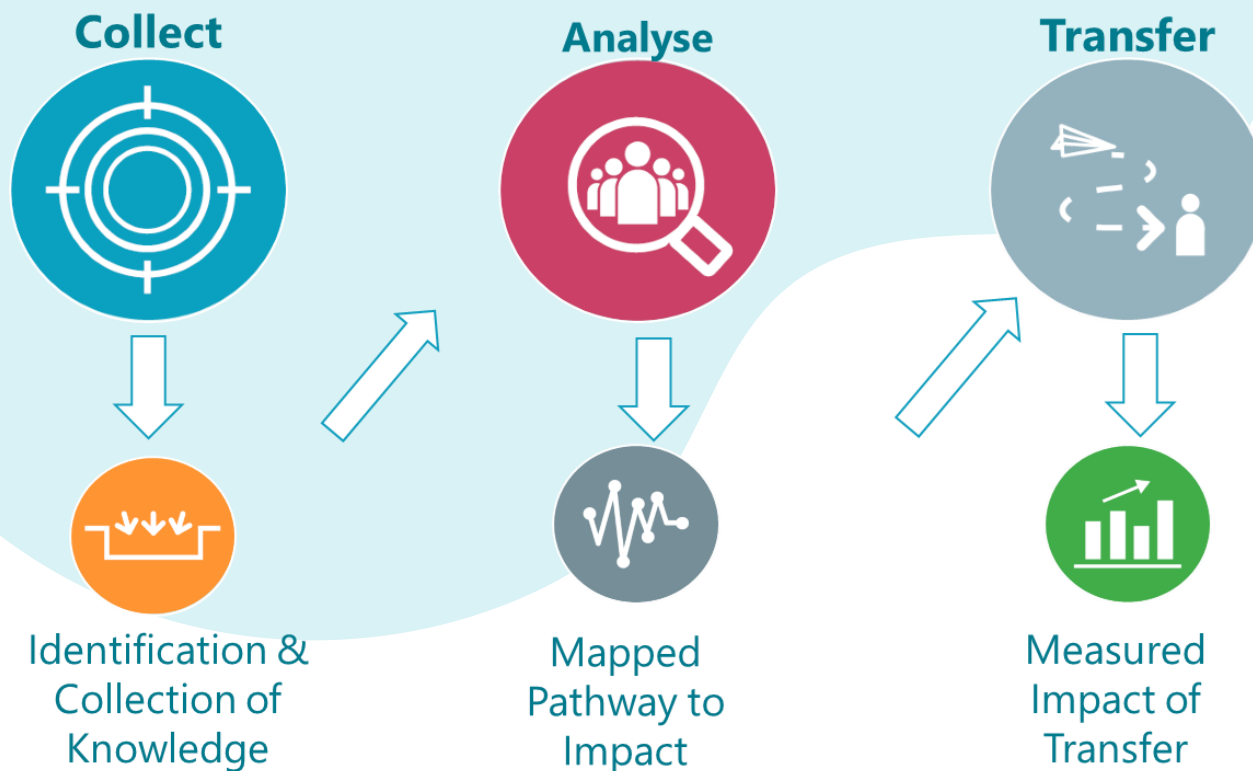
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APPROACH IN PREP4BLUE

Knowledge Transfer Methodology by ERINN Innovation

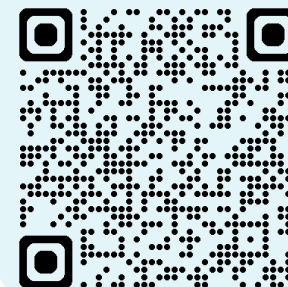


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Analysis Criteria and underlying Indicators support identification of Mission-relevant solutions, the most efficient pathway to impact and impact indicators

Criteria	Suitability* / MISSION FIT	Application and Impact potential* By 2030	External factors and other considerations
	Mission Objectives*, Targets*, Enablers*	Maturity*: Achievable Readiness-level (TRL, BRL, MRL, SRL, IRL)*	Market (CAGR, need, readiness) and market share (TAM, SAM, SOM)
Indicators	Policies, regulations or legislations the Mission is expected to contribute to (e.g. GreenDeal, SDG*)	Scale-up* and scale out potential to maximise impact	User (identified, known, clear need identified, gains and pains across the value chain addressed)
	Protect and restore the health of our ocean and waters, climate neutrality, nature restoration	Replicability* (Geographical, Sectorial etc.)	Feasibility (e.g. a new standard to be implemented into a member state)
	Contribution to target impacts in a specific Lighthouse area	Uptake potential (COM-B, TAM, TAC, BCW)*	Competitors (strong competitor landscape or solution easy to copy)
	Innovativeness (transformative*, incremental, disruptive)*, beyond the State of the Art	Systemic application* (sub-system, system, ecosystem)	Resources needed for scaling (time, funds)
	Not highly innovative but high value to create impact.	Negative impacts (collaterals, risks, barriers, trade-offs)	Domain-specific considerations

Check our deliverable:



PATHWAY TO IMPACT

Development of Pathways to Impact



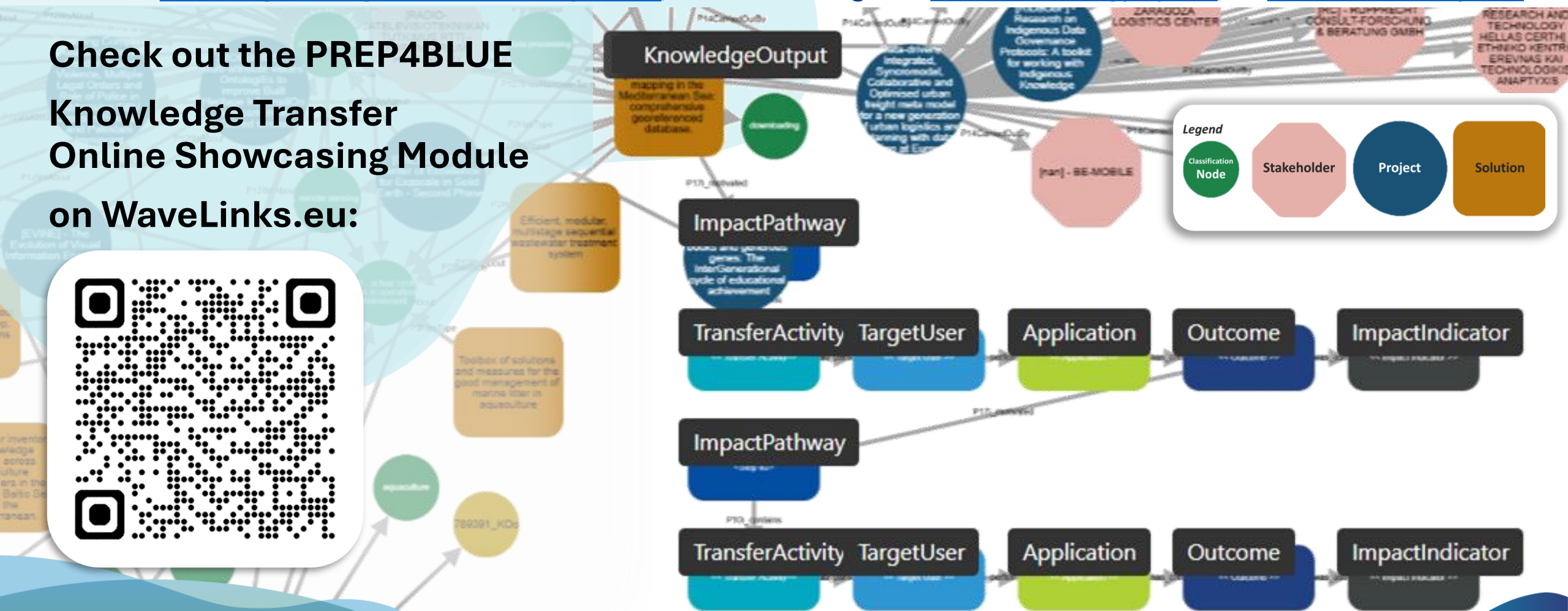
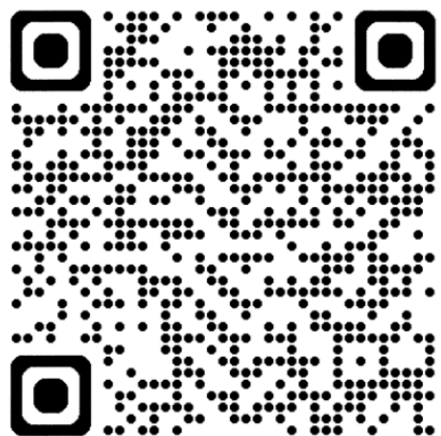
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IMPACT MONITORING

Based on [Knowledge Management Method by ERINN](#), informed through the [Mission Ontology by FhA](#), on [WaveLinks.eu](#), by SDU

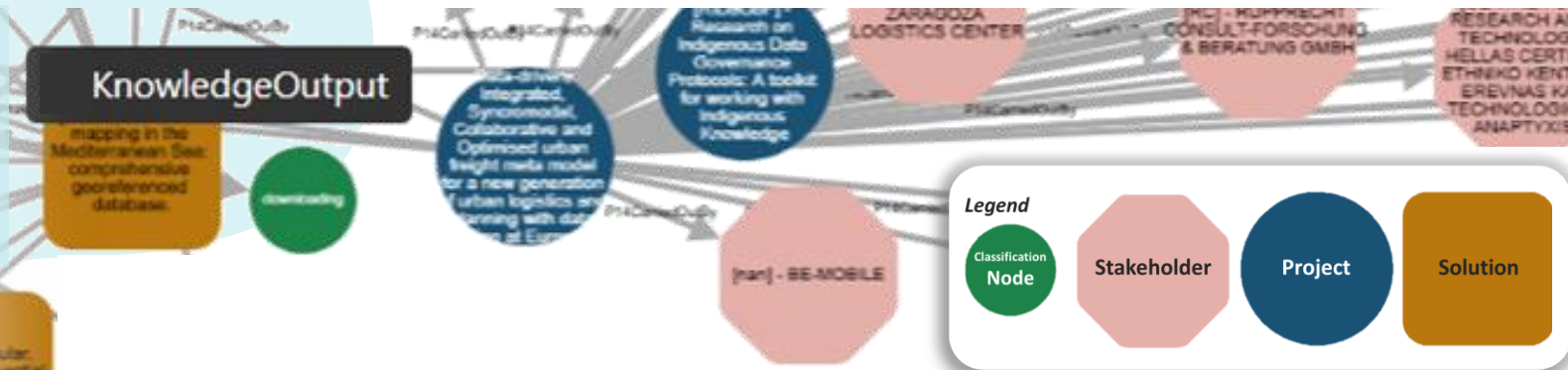
Check out the PREP4BLUE
Knowledge Transfer
Online Showcasing Module
on WaveLinks.eu:



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Knowledge Transfer
Online Showcasing Module
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The Knowledge Transfer Online Showcasing Module allows you to:

- Find solutions to a specific topic/ issue/ need
- Enhance visibility and findability of your Knowledge Output
- Map stakeholders working in your area of interest
- Draft Pathways to Impact in a graphical representation
- Identify Synergies among Solutions, Projects and Stakeholders
- **Monitor impact based on the outcomes and impact indicators**

Knowledge Transfer Methodology by ERINN Innovation



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Multiplatform tracking and wireless communication system enabling precision fish farming and ecosystem welfare



Panel 1: Challenges in KPI Identification, Implementation & Scalability

Facilitator: Nikos Streftaris (BMIMED)

Panel:

Alex Ziemba, Ultfarms, BANOS LH
Sophie Jensen, BIOPROTECT, AA LH
Marton Pesel, DALIA, DBS-LH
Lorenzo Proia, SEACURE, MED-LH

Question	Respondents
What are the most critical KPIs currently used in your project?	Alex Ziemba
Which KPIs align well with the Mission Ocean objectives?	Sophie Jensen
What challenges do you face in measuring long-term impact?	Marton Pesel
Are there overlooked dimensions in the monitoring frameworks that should be integrated?	Lorenzo Proia

Slido in parallel:



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Approaches on Indicators, KPIs and Monitoring across the Mission CSAs

Jacques Delsalle (European Commission)



Mission Ocean and Waters Monitoring Framework

On-going building of the indicators framework, based on Mission Implementation Plan, Report of Commission Expert Group on Mission Monitoring, OECD Mission Lab, etc

Integration of indicators into [Mission Monitoring Dashboard](#) on the Mission Service Portal

Resources/Activities/Outputs	Outcomes	Impacts
<ul style="list-style-type: none">• Indicators being developed by the Mission Implementation Platform service contract• Currently covers HE Mission WP21-23 projects and Charter pledges<ul style="list-style-type: none">• Further extension to wider portfolio of projects / activities foreseen• Indicators linked to assessment questions, e.g.<ul style="list-style-type: none">• Are the resources used at the planned rate?• Are the right stakeholders attracted?• Is the focus of outputs per Mission objective sufficient?• How are mission actions deployed across the EU?	<ul style="list-style-type: none">• Indicators under developments• Source: RTD expert assessment of expected outcome of the 67 HE 21-23 funded mission projects + selected charter actions<ul style="list-style-type: none">• New knowledge• New technologies and innovative solutions• Business innovation and new business models• Social innovation and water literacy• Transition in governance• Delivery by Q2 2025	<ul style="list-style-type: none">• Indicators being developed by the European Environment Agency (EEA) under the Service Level Agreement with DG MARE• Assessing the contribution of the Mission activities to achieve its policy objectives and targets by 2030<ul style="list-style-type: none">• Q2 2025: Methodology for impact indicators related to Mission Specific Objectives and Targets + 1st Monitoring report• Indicators to be made available under WISE-Marine, link to be provided in the dashboard

Link with Key Impact Pathways 5 (Missions) indicators developed for HE evaluation

KIP5 short-term

- Number of outputs such as publications; IPR applications innovative products, processes or methods, including exploitable foregrounds, demonstrators, prototypes, applications, methodologies, processes, tools, etc.

KIP5 medium-term

- Number (and share) of innovations (by type of innovation and research results from FP projects, including those from awarded IPRs, that address a particular mission

KIP5 long-term

- Targets achieved in specific EU mission

Panel 2: Ensuring KPI Adoption & Integration into Mission Projects, Facilitator: Lisa Waldenberger (EcoDaLLi)

Panel:

Alex Ziemba, Ultfarms, BANOS LH
Sophie Jensen, BIOPROTECT, AA LH
Marton Pesel, DALIA, DBS-LH
Uros Novak, REMEDIES, MED-LH

Question	Respondents
<i>What resources (funding, technology, training) would help in scaling impact measurement?</i>	Alex Ziemba
<i>How can we ensure that KPIs remain flexible yet standardized across different sea basins?</i>	Uros Novak
<i>What challenges do you face in measuring long-term impact?</i>	Sophie Jensen Marton Pesel

Slido:



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Final Remarks

BlueMissionAA, Harald Hasler-Sheetal (ICES)

BlueMissionBANOS, Lotta Purkamo (GTK)

BlueMissionMED, Nikos Streftaris (HCMR)

EcoDaLLi, Lisa Waldenberger (BOKU)

PREP4BLUE, Caecilia Managò (ERINN)



Results of the SLIDO Poll

Harmonizing Monitoring Approaches & KPIs Across CSAs and IAs

Engaged participants



70 out of 87 Slido participants engaged with polls or Q&A.

Participants asking in Q&A	0
Participants up or down voting in Q&A	0
Participants voting in polls	70

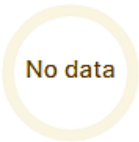
Engaged participants score

i

81%

Q&A engagement

Your Q&A received no questions.



Slido Q&A can drive better meeting engagement.

[Learn more](#)

Poll engagement

70 out of 87 Slido participants voted in a poll.



Total poll votes	251
Polls with responses	6
Average votes per poll	42

Poll engagement score

i

81%



Results of the SLIDO Poll



What sector do you work in?

Wordcloud Poll



72 responses



50 participants



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RESTORE OUR OCEAN & WATERS



A Mission Restore
our Ocean and
Waters' initiative.



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PREP4BLUE
METHODS AND TOOLS FOR MISSION OCEAN & WATERS



BLUE MISSION BANOS




BLUEMISSION AA



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Results of the SLIDO Poll

 Where is your company based?
Wordcloud Poll  53 responses  47 participants



Results of the SLIDO Poll



Are you involved in a Mission Ocean project?

Multiple Choice Poll



60 votes



60 participants

Yes - 49 votes



82%

No - 11 votes



18%



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Results of the SLIDO Poll



What is the biggest challenge in monitoring project impact? Please rank from most challenging (1) to least challenging (4).

Ranking Poll 44 votes 44 participants

1. Difficulty measuring long-term impact.



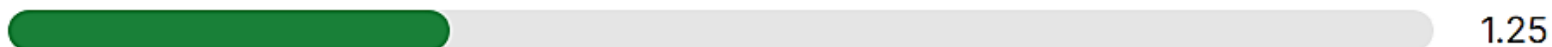
2. Lack of comparable indicators across projects.



3. Lack of alignment with governance, policy needs & funding.



4. Gaps in technological capacity for real-time monitoring.

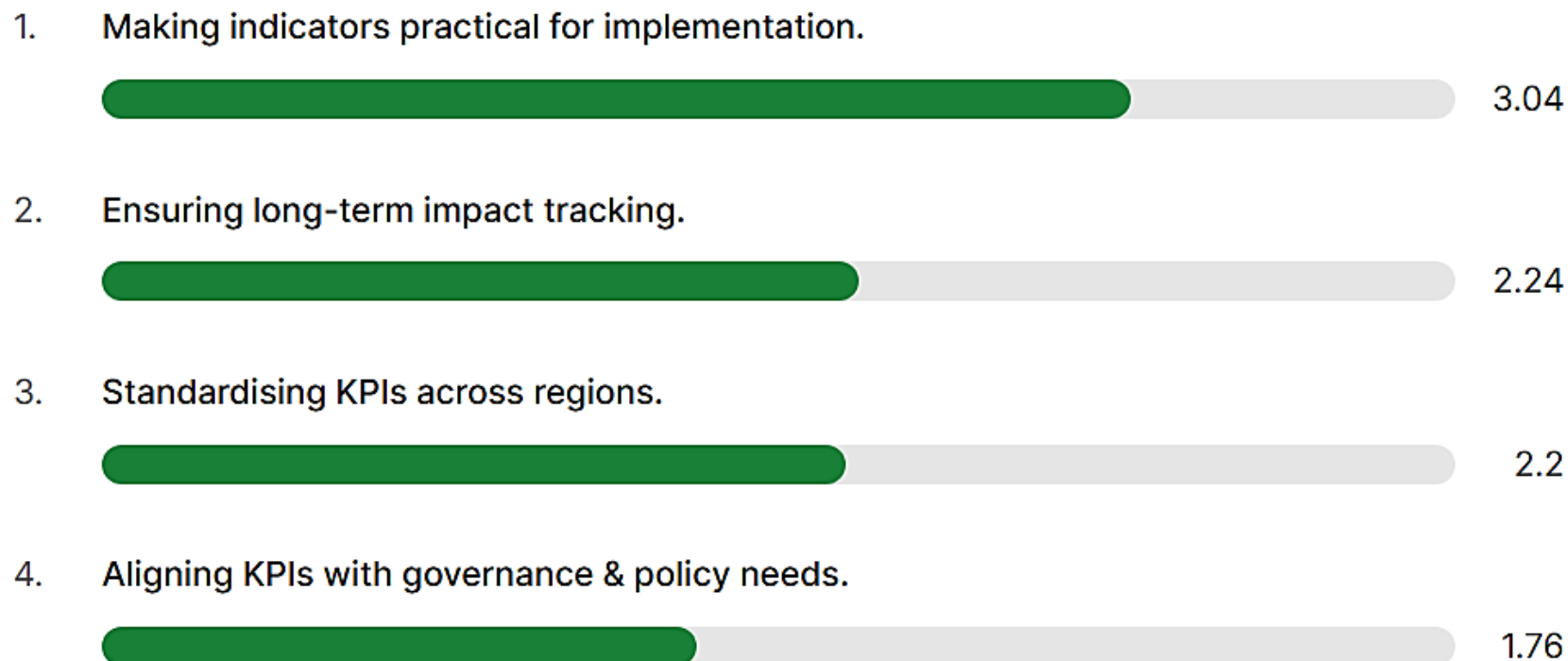


Results of the SLIDO Poll






What is the biggest challenge in KPI alignment across projects? Please rank from most challenging (1) to least challenging (4).

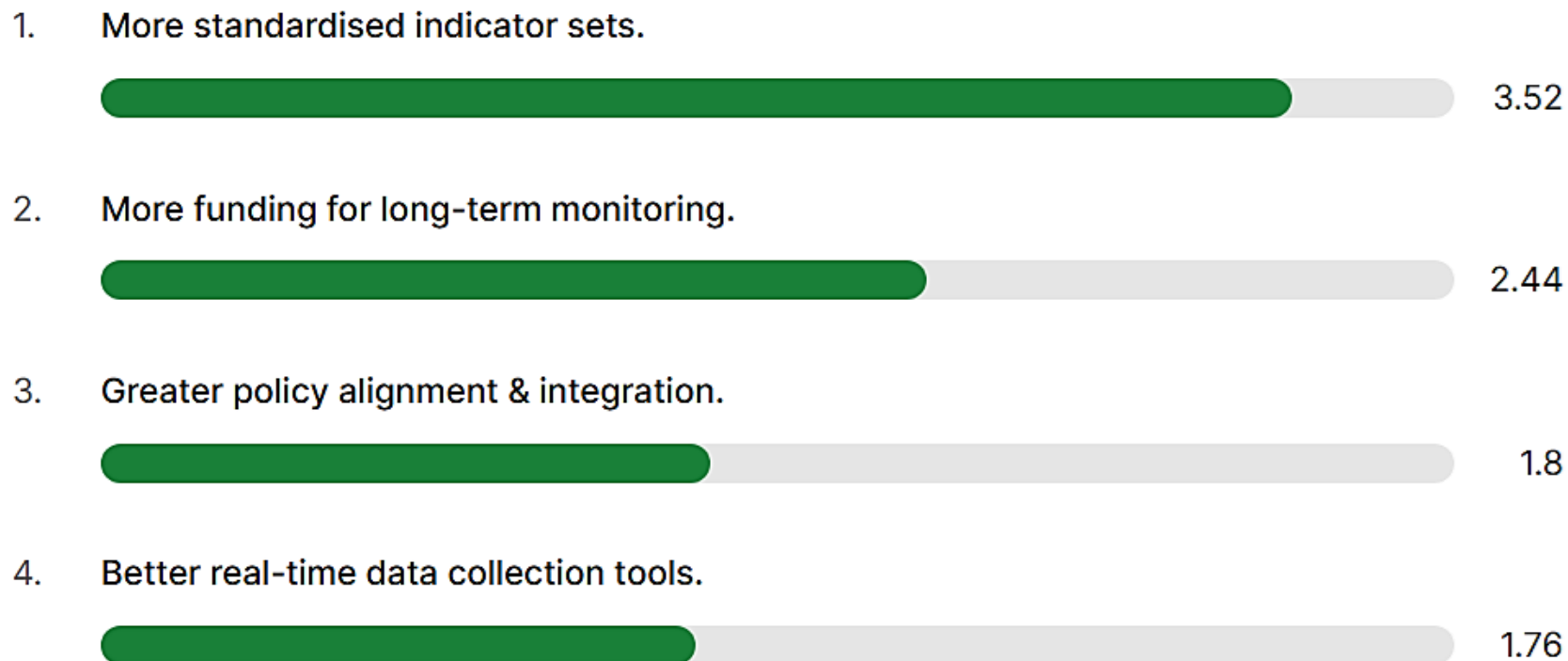
Ranking Poll 25 votes 25 participants



Results of the SLIDO Poll

 What would most help Mission Ocean projects implement effective KPI tracking? Please rank from most helpful (1) to least helpful (4).

Ranking Poll  25 votes  25 participants



Thank you for your attention



For any question, please do not hesitate to contact us (from left to right in the photo)

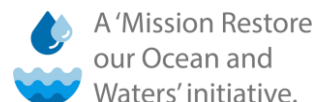
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