



TESIM

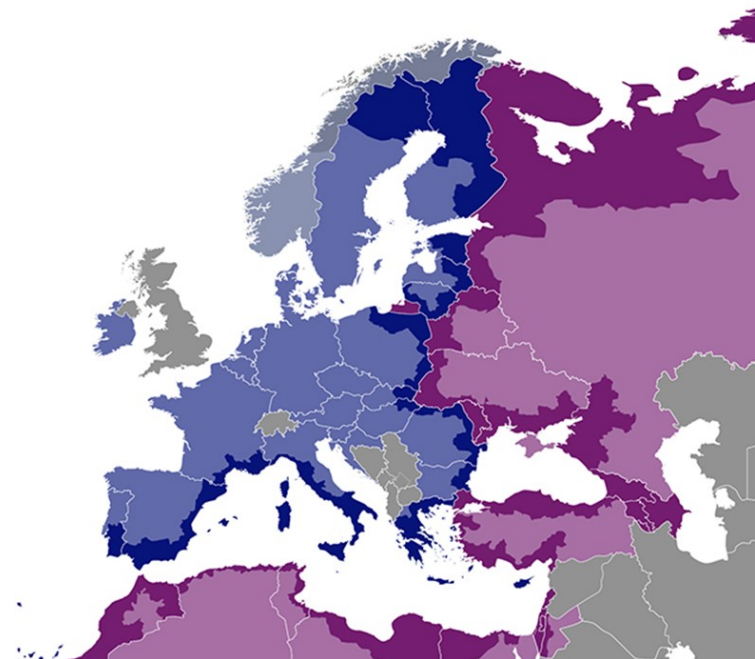
Technical support to the implementation
and management of ENI CBC programmes

ENI CBC on-line events on monitoring and evaluation:

- *Practical aspects of the result-oriented
monitoring of projects*

(30 March and 7 April 2020)

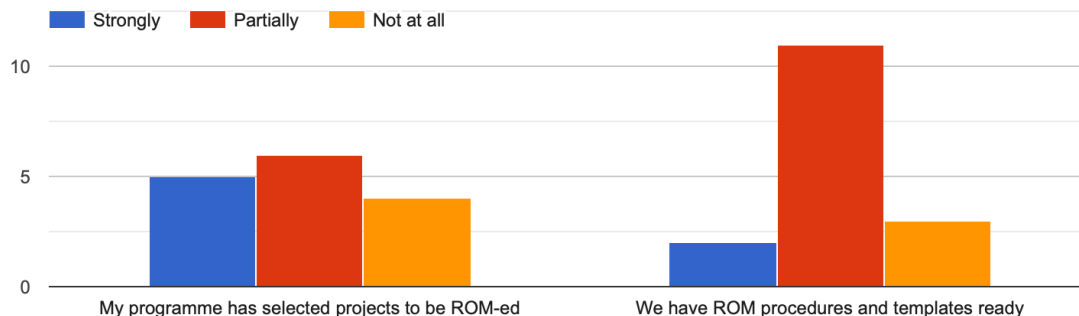
Meeting notes



Introduction

On 31 March and 7 April TESIM organised two on-line events on the **practical aspects of the result-oriented monitoring (ROM) of projects**. These events replaced the Monitoring and evaluation labgroup meeting that could not take place in the original planned format due to the COVID-19 outbreak. In total, 42 programme practitioners attended them.

The topic was selected based on the feedback received from the programmes, as the ROM that has to be carried out by the Managing Authorities, on top of the day-to-day monitoring of projects, is a new requirement compared to the previous programme periods. A survey was carried out before the meeting, and 15 respondents from eight ENI CBC programmes indicated their level of readiness to go on with project ROM.



This shows that the timing of the event was most convenient, as the programmes are about to finalise their procedures and templates and launch the exercise itself. In order to bring experience and practices in carrying out ROM, an experienced ROM monitorer - Liliana Lucaciu - was invited as speaker.

ROM of projects

During the introduction, and after receiving the necessary technical information, participants were invited to build a word cloud with the adjectives that they associate with ROM. The results of both groups are seen below:



The main part of the event was devoted to the practical information delivered by Liliana Lucaciu. She structured this information around the five main challenges that a ROM expert faces:

1. Understanding the project;
2. Efficient desk research: structured approach to processing large amount of information;
3. Capturing the essential using the result-oriented monitoring tools;
4. Focusing on the "results" perspective;
5. Synthesizing the collected information based on the questions in the checklist.

During her presentation, she stressed the need to differentiate clearly what has been planned in the project and what is actually being implemented and achieved, and concentrate on the latter, as well as the need to look for evidence to provide credible and robust answers to the ROM questions.

The expert carrying out ROM has to know and understand well the questions used in the exercise, as several questions are similar, but the information that is requested in them actually covers different aspects of e.g. capacities, sustainability, delays. Examples of these questions can be found in the slides.

Both the interviews (including the desk phase before them) and the synthesis/ reporting phase are equally important, and a sufficient amount of time has to be allocated to each of these steps. Desk research will partly provide inputs to many questions, and the interviews will confirm, provide further hints and additional information. All in all, the expert has to be positive and constructive, build on the strengths of the project, and encourage and support them rather than chasing the problems.

For the reporting phase, the typical difficulties faced by the ROM experts are:

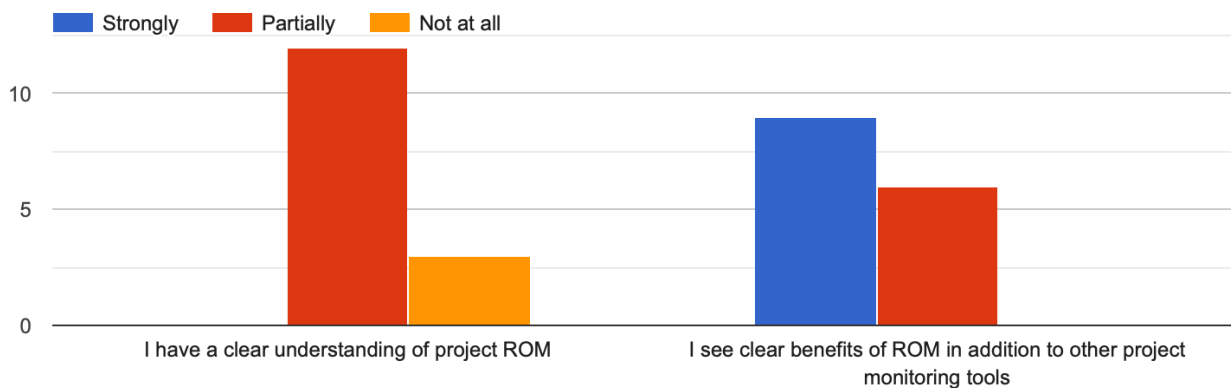
- **Wrong answer or duplication risk**
- **Too many findings and miss to answer the question**
- **Not enough space for so much information we collected**
- **Answers to the question**
 - Findings not supported by evidence (examples)
 - Unstructured, lack of clarity, difficult to read
- **Lack of clarity of the conclusions and related recommendations**

In order to overcome them, the persons carrying out ROM need to:

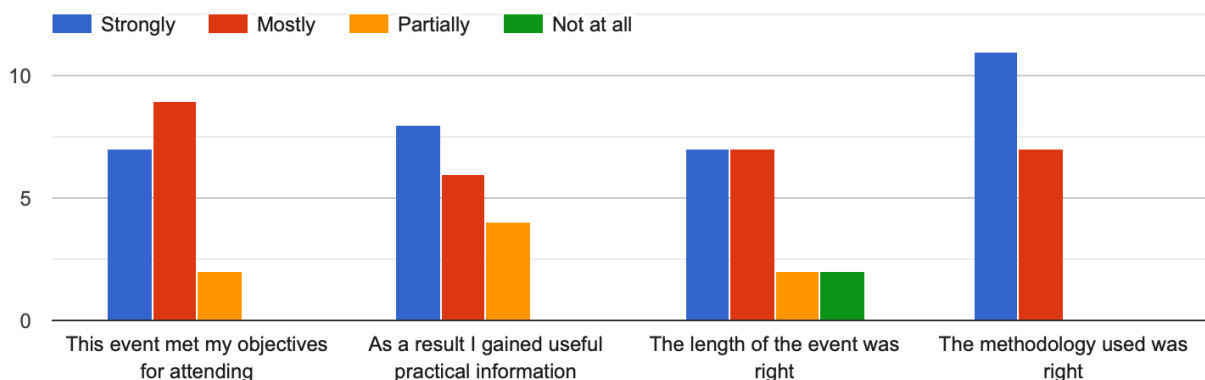
- Exchange and get support from experienced colleagues;
- Revise their reports several times until the result is satisfactory;
- Develop their own writing skills and reporting style. For this, reading reports of others might help as well;
- Have a really good understanding of the ROM criteria and the project intervention logic;
- Develop their assessment skills in formulation of findings and recommendations.

Conclusions and follow-up

Before the meeting, responses to the survey showed that participants clearly saw benefits of the ROM. However, they also acknowledged that their understanding of project ROM was not very good:



Responses after the event showed that the majority of the participants were satisfied with the information provided to them and that, as a result of the webinar, they had received practical information that they can further use in their work. Also, the methodology used in the event was deemed appropriate. There were several comments related to the duration of the event stating that the amount of information that was provided required more time. These comments will be taken into account in organisation of further online events by TESIM.



In addition to these notes, questions asked during the event - as well as those collected in the surveys before and after it - will be summed up in a 'question and answer' document.