

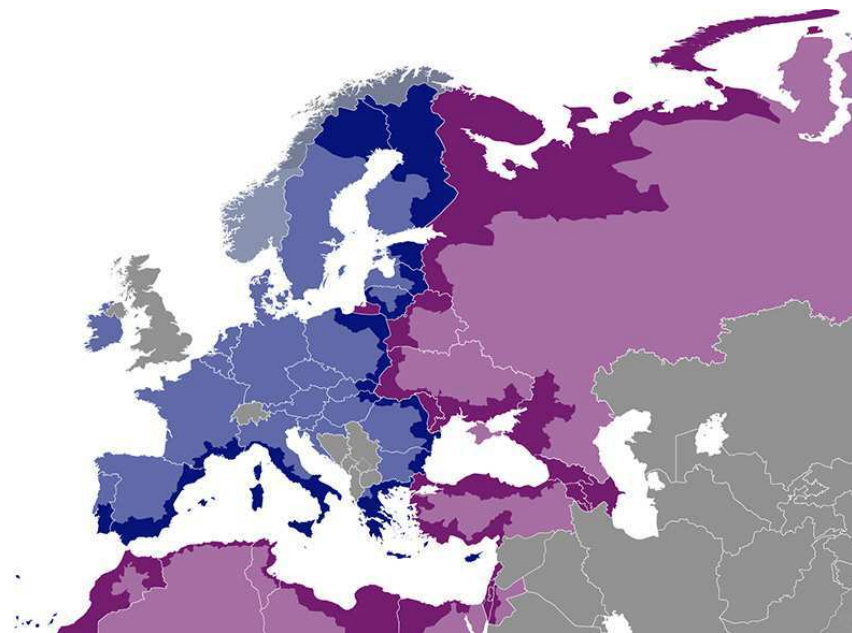


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Technical support to the implementation
and management of ENI CBC programmes

Results-oriented monitoring in practice

31 March 2020 – 7 April 2020



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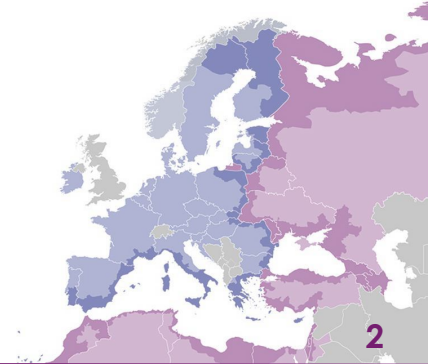
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Present – Debate - Inspire

- ☐ Share experience
- ☐ Discuss the challenges
- ☐ Find solutions to potential problems

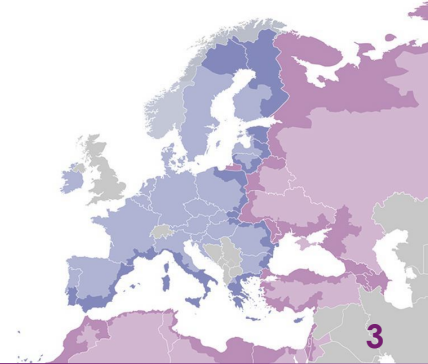
How to deliver in the most efficient way ROM exercises?



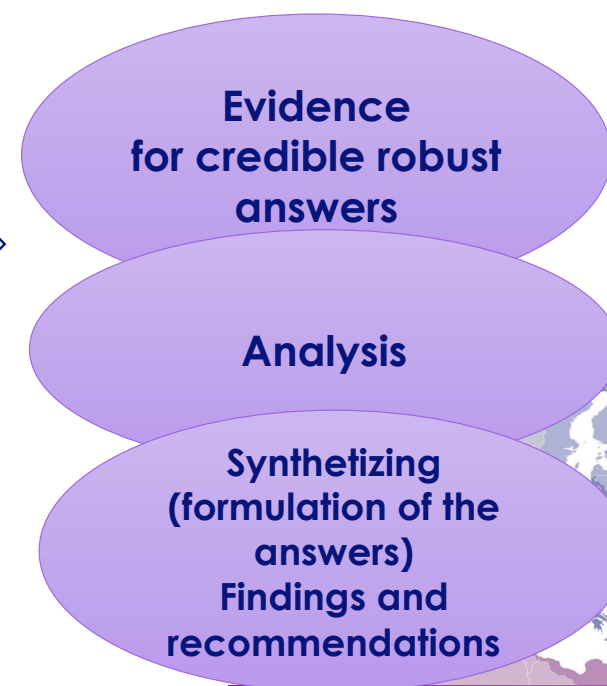
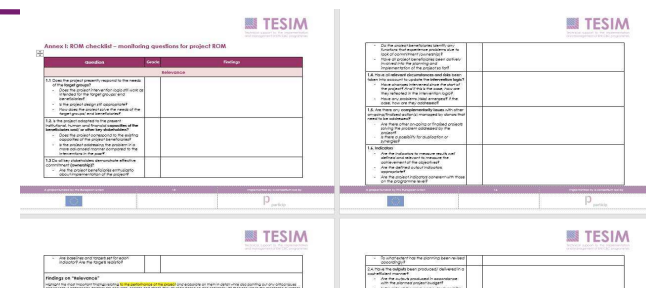
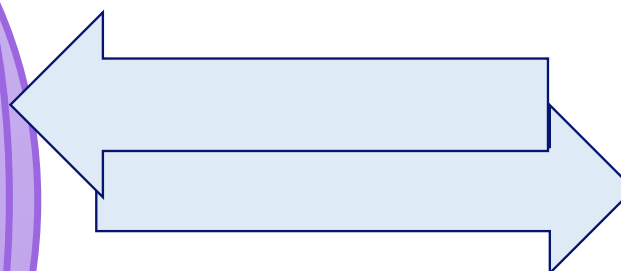
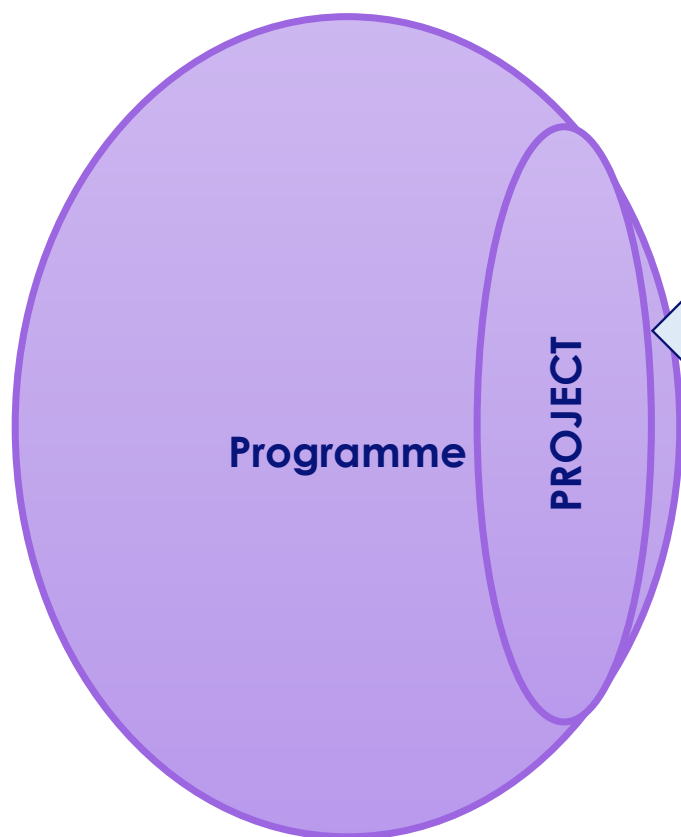
ROM 5 KEY CHALLENGES



1. Understanding the project
2. Efficient desk research: structured approach to processing large amount of information
3. Capturing the essential with result –oriented monitoring tools
4. The RESULTS perspective
5. Synthesizing
 - ❑ answer the questions,
 - ❑ be credible,
 - ❑ be short,
 - ❑ be specific and consistent with other ROMs



The process helicopter view



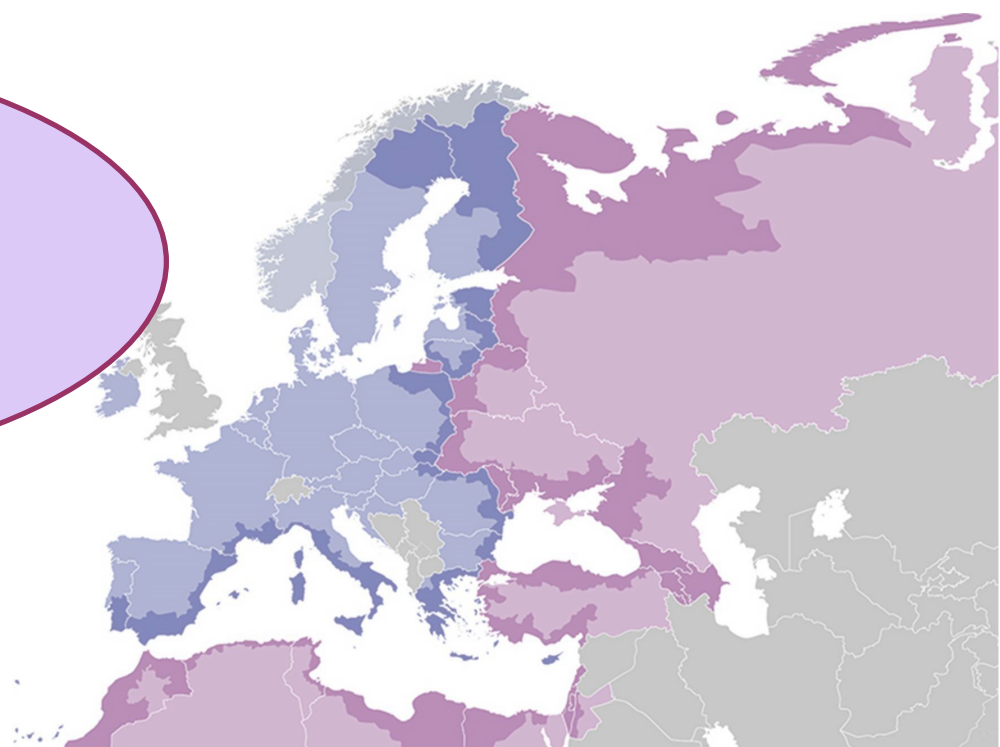


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HAVE IN MIND

**ROM is a highly codified
approach: we work within a
~~strict~~/ flexible methodology.**



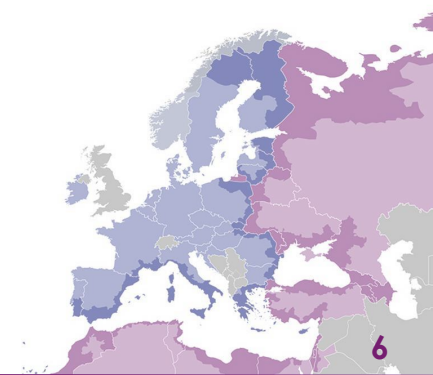
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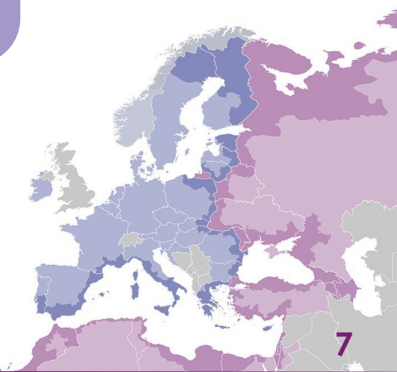
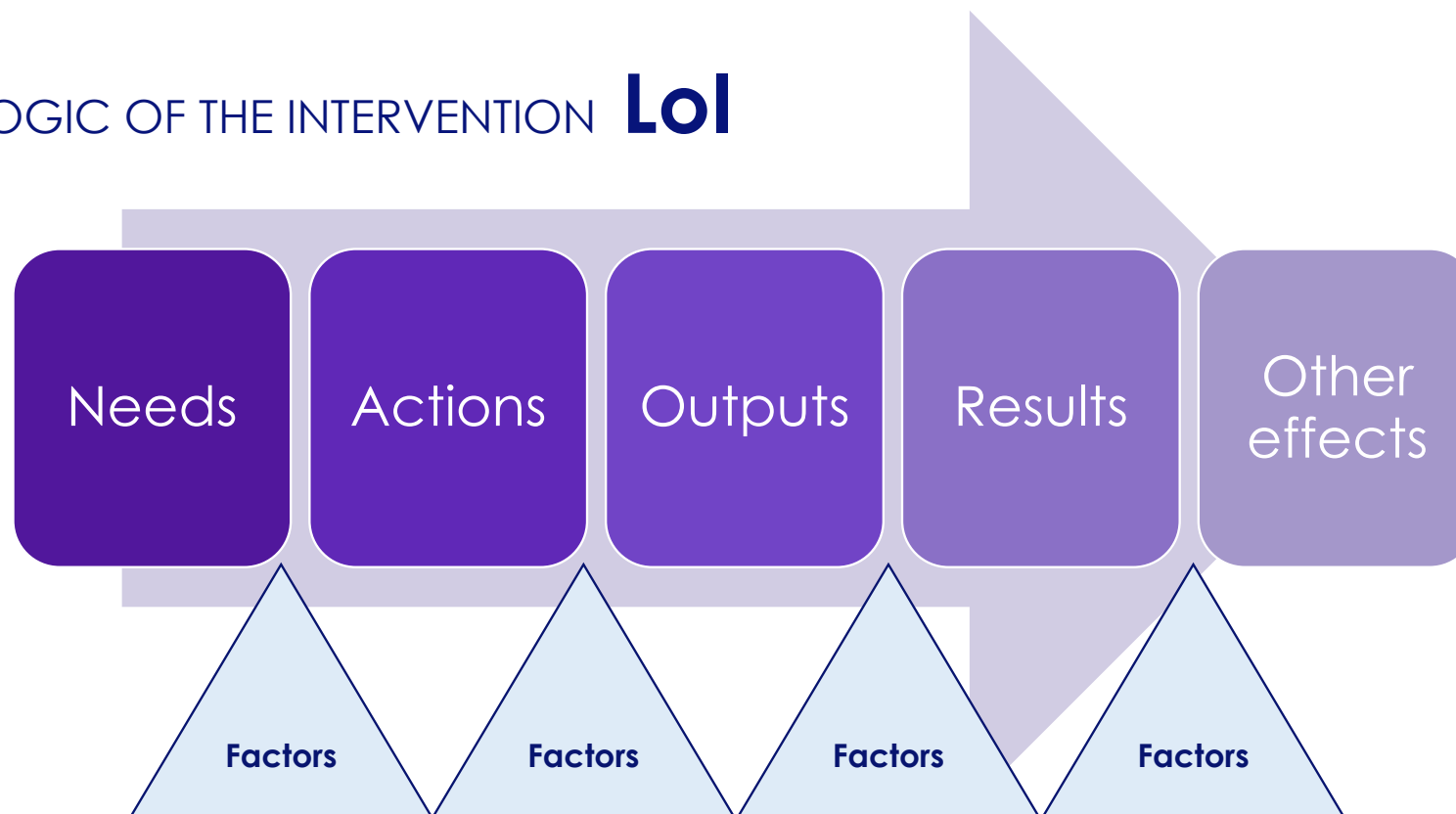
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Q & A



1. Understanding the project (1)

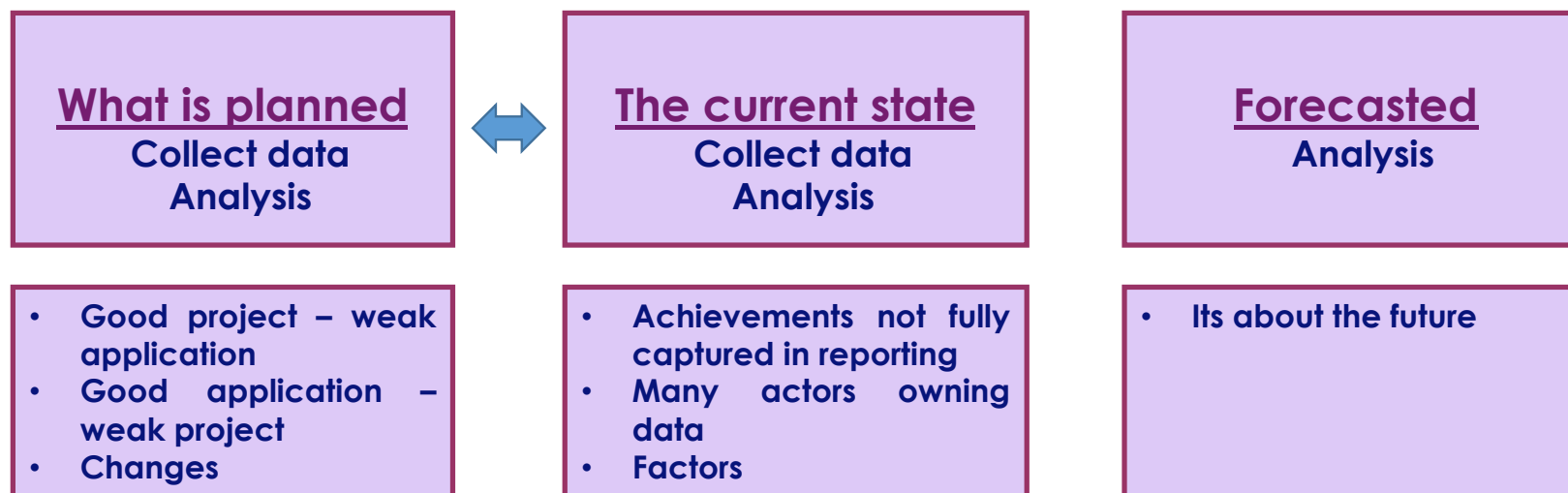
□ THE LOGIC OF THE INTERVENTION **Lol**



1. Understanding the project (2)

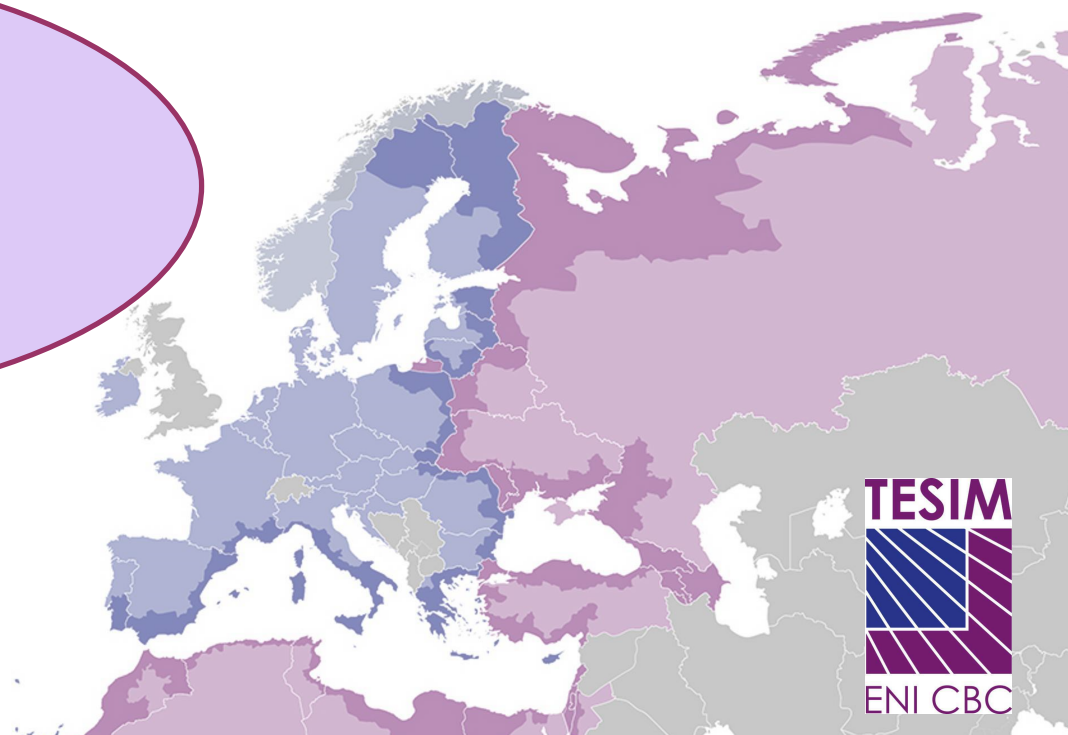
How difficult is?

What can be difficult?

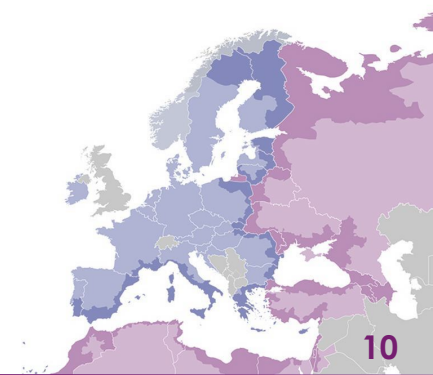


HAVE IN MIND CLEAR DISTINCTIONS

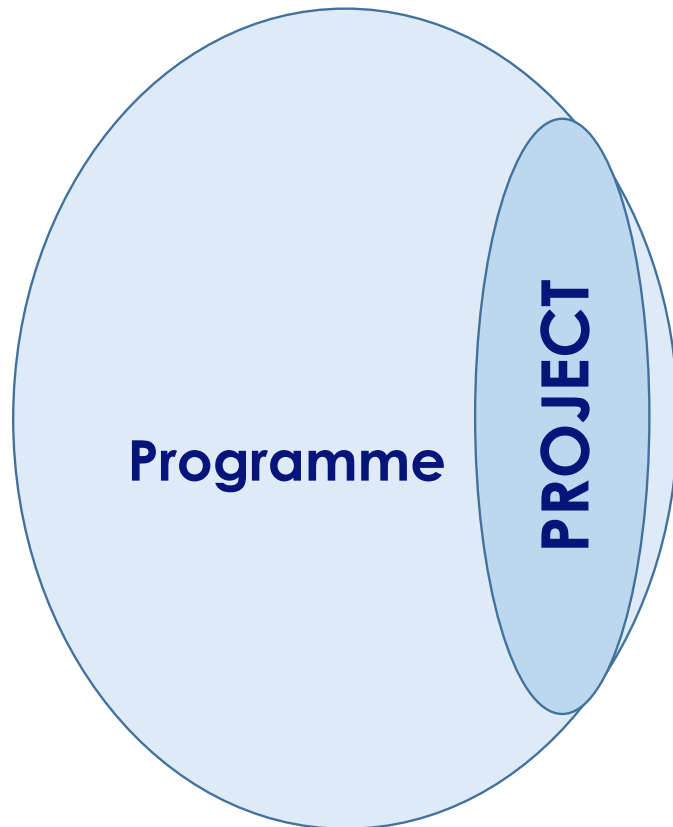
Planned – achieved
Tools - facts



Q & A



Data Collection



10 – 20 %

Desk research

Interviews

80 - 90%

Evidence
for credible robust
answers

Analysis

Synthesising
(formulation of the
answers)
Findings and
recommendations

What is your opinion?



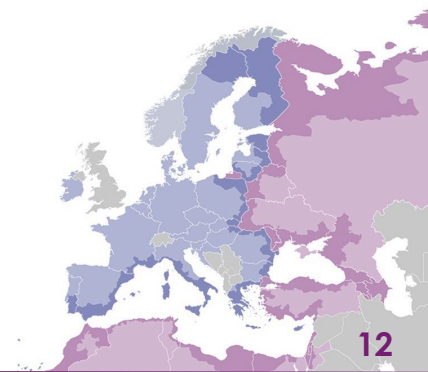
In a ROM exercise
80 - 90% of the data - from interviews
10- 20% from desk research

Answer 1: I agree this as plausible.

Answer 2: I think between 70- 90% are collected from interviews and the rest from the desk research.

Answer 3: I think less than 60% are collected from interviews and the rest from the desk research.

menti.com





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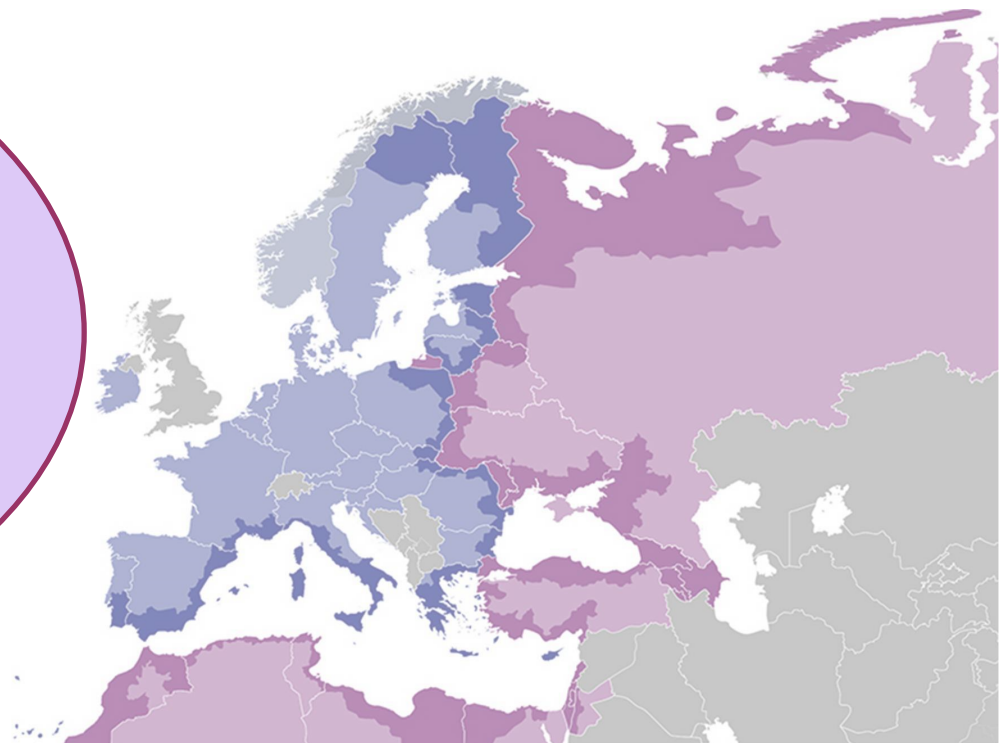
Count more on desk research

From practice:

Already feed the questions with data from
desk research

« Interviews confirm, gives hints, open new
subquestions »

You have go back to research



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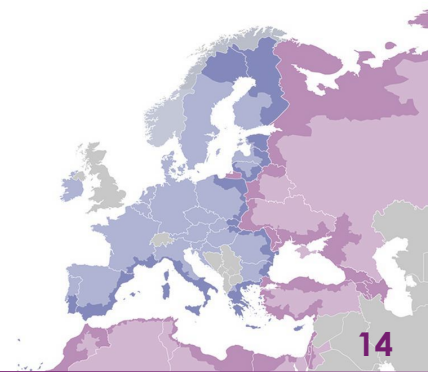


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You will need more time than allocated

- **Desk research (possible advantage)**
- **Reporting**
- **The time of the stakeholders, interviewees**
 - Do your best to save their time, respect their time





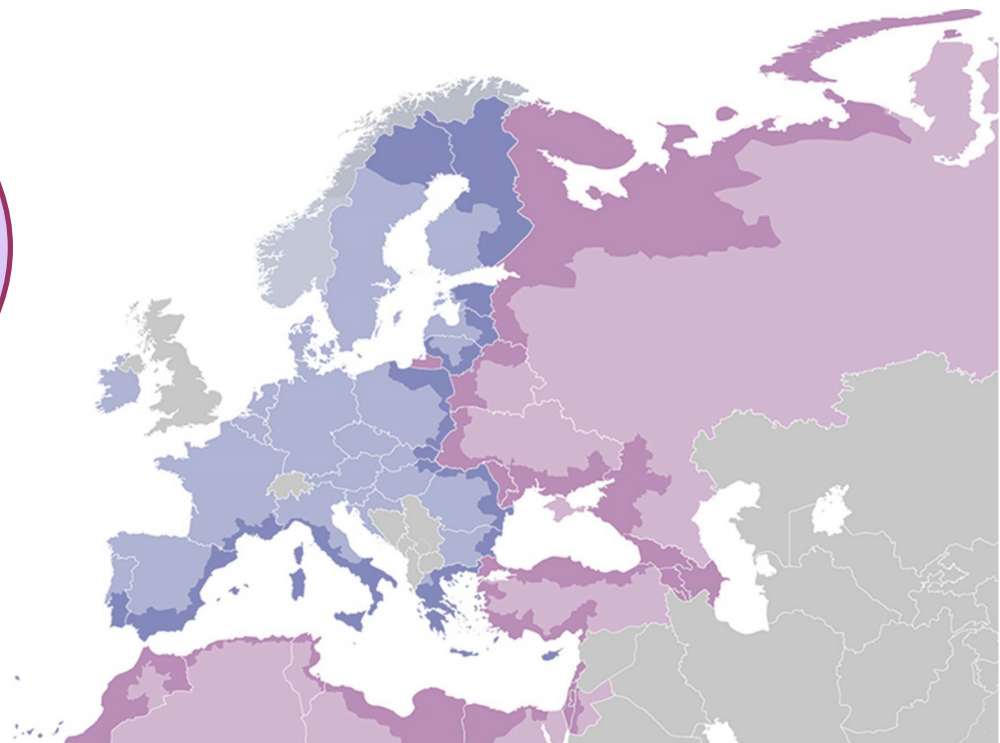
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DATA COLLECTION

TIME CONSUMING

LET'S TALK ABOUT TIME



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Efficient data collection (2)



Structured approach

Systematic collection

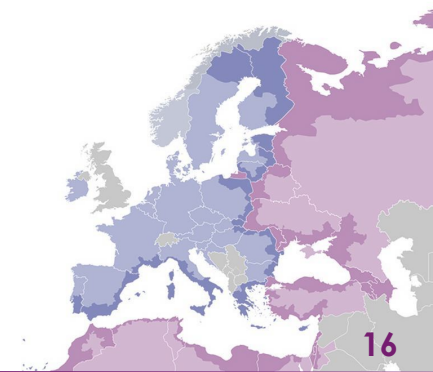
Create your own tools, style and harmonize

Link

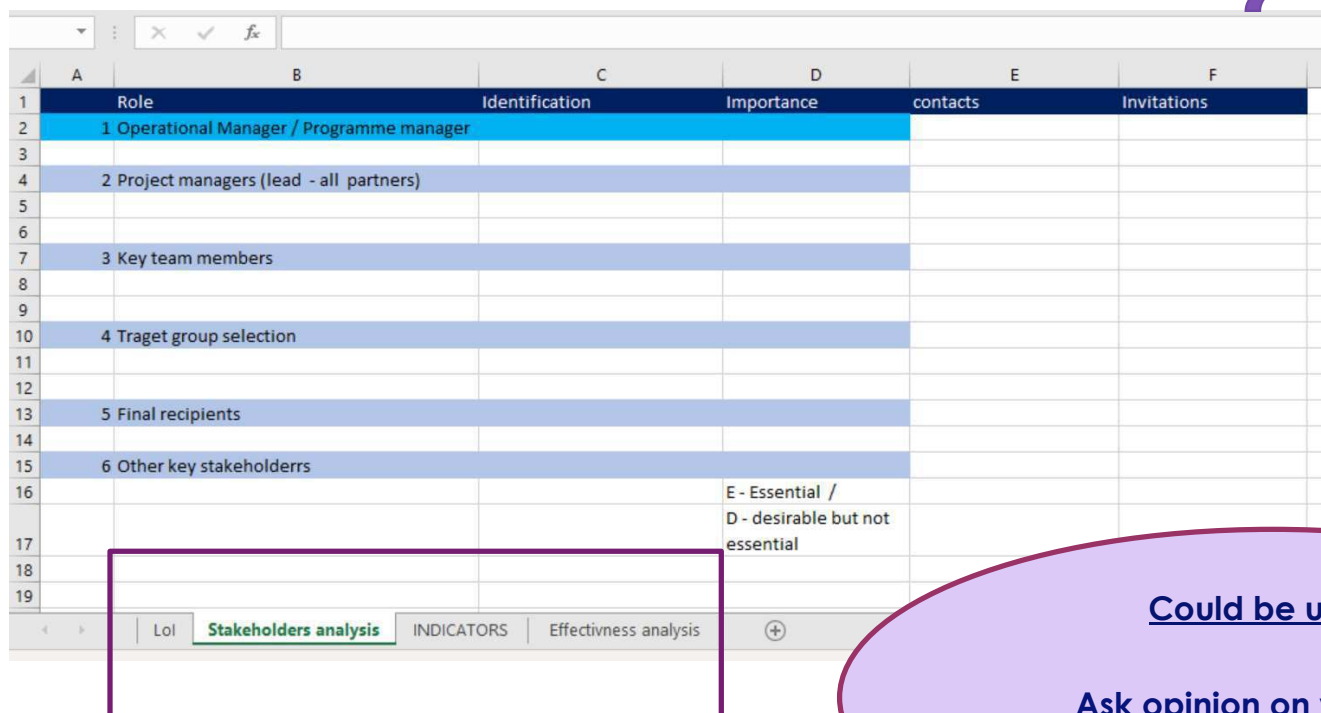
ROM questions with the – Lol – and data sources

Examples of tools

- **A MUST :**
 - Lol (with details)
 - Stakeholders analysis
 - Indicators analysis
 - Effectiveness analysis



Example of tools



	A	B	C	D	E	F
1	Role	Identification	Importance	contacts	Invitations	
2	1 Operational Manager / Programme manager					
3						
4	2 Project managers (lead - all partners)					
5						
6						
7	3 Key team members					
8						
9						
10	4 Target group selection					
11						
12						
13	5 Final recipients					
14						
15	6 Other key stakeholders					
16				E - Essential / D - desirable but not essential		
17						
18						
19						

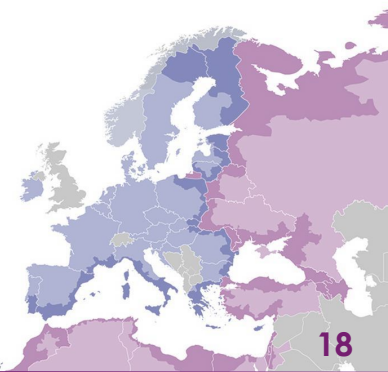
Below the table, a purple box highlights the 'Stakeholders analysis' tab in the spreadsheet's tab bar.

Interviews Plan

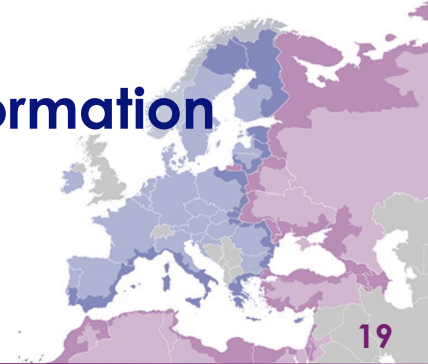
Could be useful

Ask opinion on your plan
Customise your tools on your style
Have in mind what you need (the
Qs)

Q & A



- Understand the ROM Qs
- What are the specific key issues
- Understand what is useful to say about the project
- Study and learning from experience
- Read through the lines
- Scoping interviews
- Continue to screen information





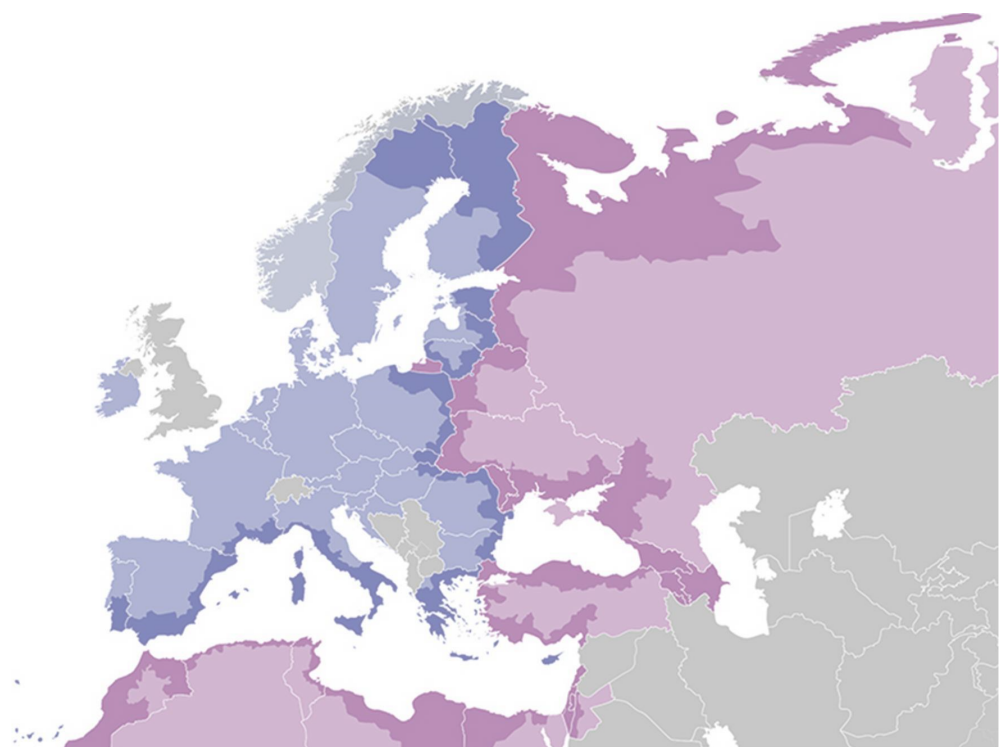
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Capturing the essential

Does not mean chasing problems
Be positive constructive
Build on strengths

How?
Use the intervention logic
The positive mind set



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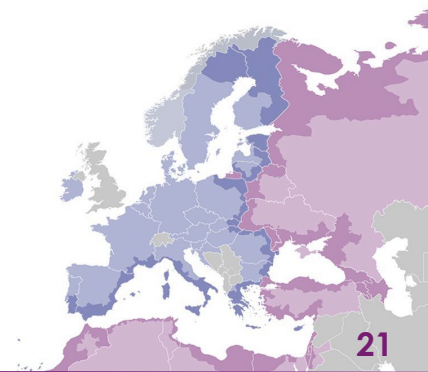
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From the desk research you find an issue.

A touristic promotion center is created in the eligible area, but there is no clear evidence that there will be a demand for these services. There is no indicator related to the effective use of this infrastructure with a significant cost in the project.

Where this issue will be reflected in your report?

Explore the Qs and suggest the relevant sections.





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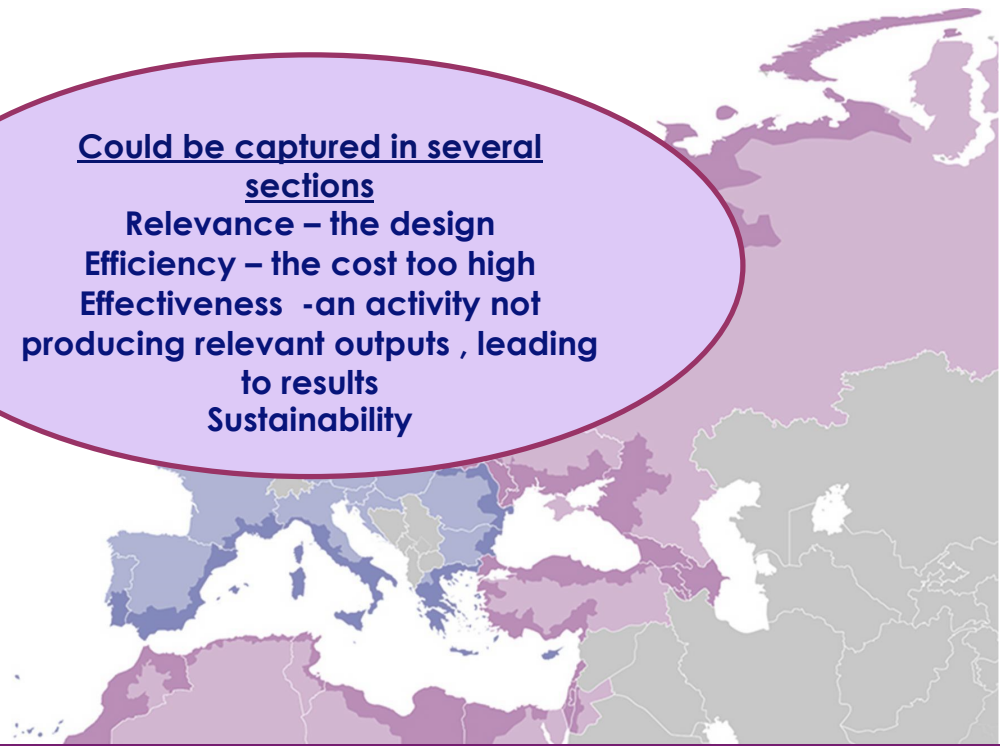
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Advice

Good analysis - Good
understanding of the Qs

Could be captured in several sections

Relevance – the design
Efficiency – the cost too high
Effectiveness -an activity not
producing relevant outputs , leading
to results
Sustainability



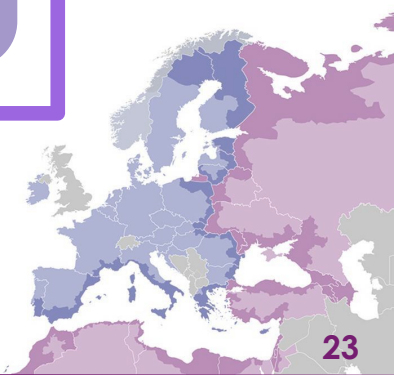
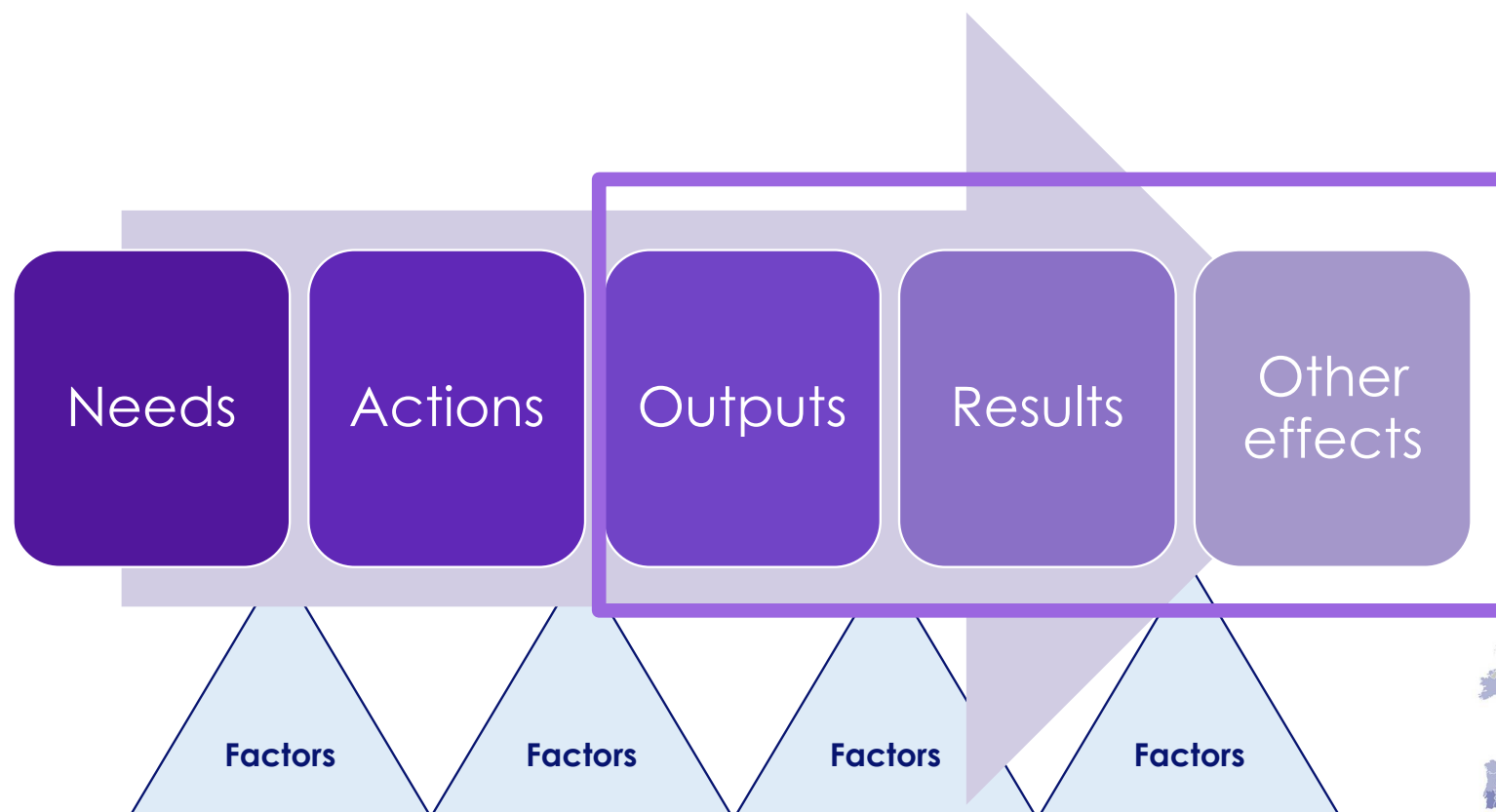
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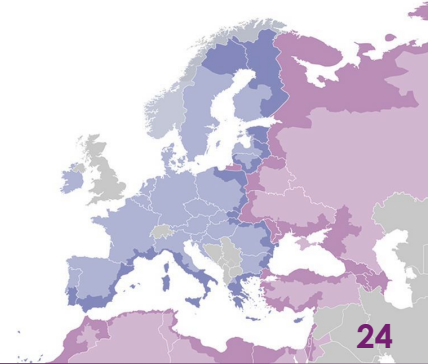
The “RESULTS” perspective



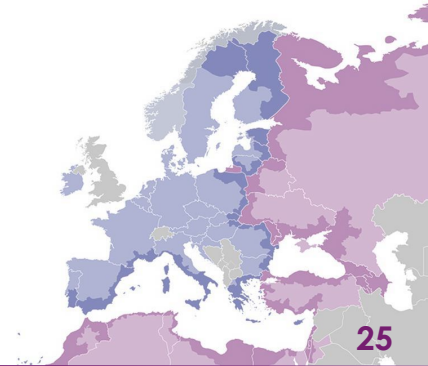
Synthesizing

- ☐ answer the questions,
- ☐ be credible,
- ☐ be short,
- ☐ be specific and consistent with other ROMs

Content - synthesis –writing skills



- **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**



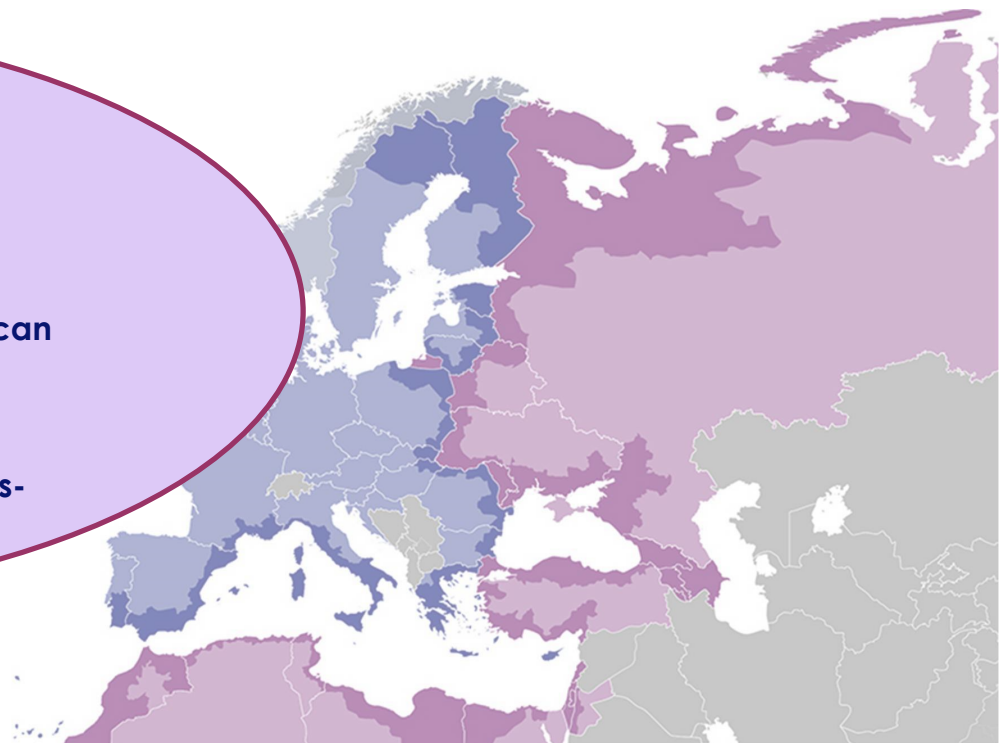


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Advice

1. A quality control from an experienced person is useful
2. Several revisions are needed
3. Read good reports to develop your own style (can not be copied)
4. Develop your writing skills considering
5. In-depth understanding of the criteria and Lol
6. Specific assessment skills (formulation of findings-conclusions and recommendations)



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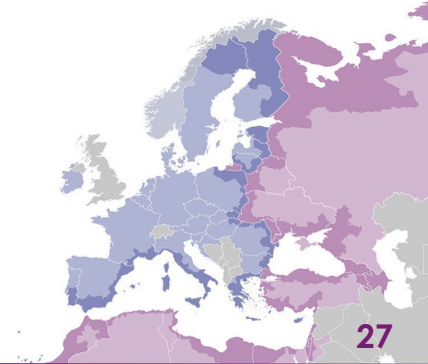
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The duplication threat



Take a quick look through the four sections and the Qs
Do you find duplications? Maybe not.

Practice. You will duplicate and you will find hard not to in several answers.



Potential duplications: example 1

1.6. Indicators

- Are the indicators to measure results well defined and relevant to measure the achievement of the objectives?
- Are the defined output indicators appropriate?
- Are the project indicators coherent with those on the programme level?
- Are baselines and targets set for each indicator? Are the targets realistic?

3.2. Is the quality of outputs satisfactory?

- Based on your experience, what is the quality of outputs?
- Do these outputs meet expectations of the grant beneficiaries and the target group(s)?

3.3. Are the outputs still likely to lead to the expected results?

- What is the level of achievement of results as reflected by indicators covering the specific objective?
- Will the results be obtained within the set timeframe?
- Are any corrective measures needed?

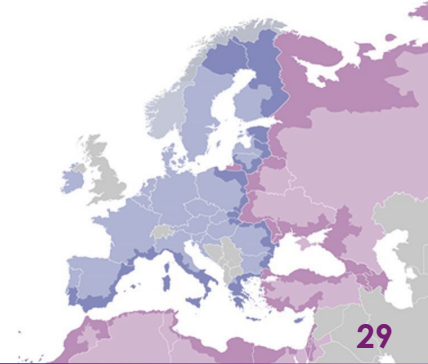
Potential duplications: example 2

2.3 Delays

- If there are delays, how important are they and what are the consequences?
- What are the reasons for these delays and to what extent have appropriate corrective measures been implemented?
- To what extent has the planning been revised accordingly?

3.1. Is the progress of each output conforming to plan?

- Is the delivery of outputs in line with the plan?
- To what extent is the expected progress in terms of outputs satisfactory?
- If there are deviations, what are their implications?



Potential duplications: example 3



1.2. Is the project adapted to the present institutional, human and financial **capacities of the beneficiaries and/ or other key stakeholders?**

- *Does the project correspond to the existing capacities of the project beneficiaries?*

Is the project addressing the problem in a more advanced manner compared to the interventions in the past?

2.1. Are the chosen project implementation mechanisms conducive for achieving the expected results?

- Are the **roles and responsibilities well divided and clear to all beneficiaries?**

Is the internal communication and coordination clear to all beneficiaries and is it working?

4.1. Are key stakeholders acquiring the necessary **institutional and human capacities** to ensure the continued flow of benefits?

Is there evidence of strengthening the human, organisational capacities?

Is there an adequate level of human and institutional capacity put in place to continue delivering project's benefits upon finalisation of the project implementation period?

Do not expect rich inputs on some questions

4.2. Is **access to the benefits** affordable for **target groups** on the long term?

- *What is the financial contribution necessary to use the project benefits by the target groups?*
- *Can the target groups afford to cover the future running costs related to the continued access to the benefits of the project?*

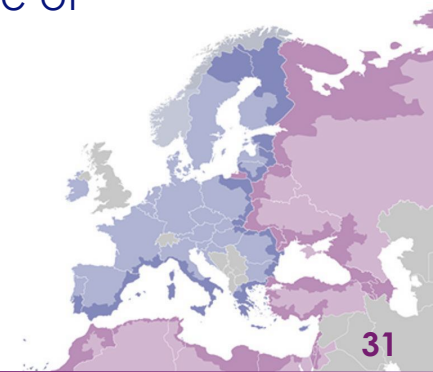
4.4. Has the **private sector** been involved to ensure sustainability of the project?

5.4. Have the necessary measures been taken to address the environmental sustainability?

5.5. Have the necessary measures been taken into account to enhance the role of women?

Advice

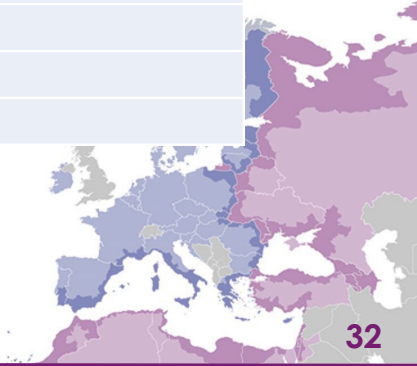
ROM expert indepth understanding
Guide the interviewees to find together evidence



Tools example



Main Outputs (all priorities)		Main Outcomes	
Type and quantity	Likelihood of realisation of (output) quantities required	Type and quantity	Likelihood of realisation of (outcome) quantities required



Formulate findings clearly but modestly, since the evidence base in certain cases will be thin

e.g.

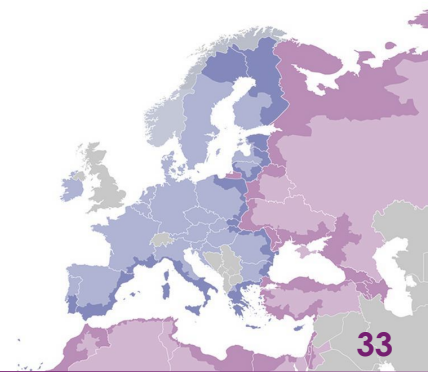
... is broadly satisfactory but there is room for improvement.

... the mechanism functions generally well

... we found evidence of good capacity

Conclusions and recommendations

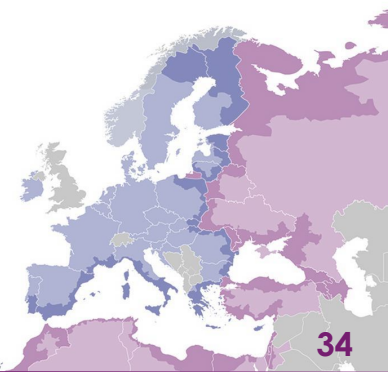
- general rules
- style



Examples and interpretation of Qs



- Distinguish need v demand, target group – final beneficiaries
- Look for capacities in section 2 (in the context of the implementation system) and 4 (sustainability)
- **Example of coherence and judgement**
 - In section 2.4 delays are mentioned and reasons including public procurement
 - In section 3.1 achievement of the outputs is affected by delays due to public procurement'



Examples

+ and - , is anything to improve as logic or formulation?

Example 1.

There is evidence of insufficient capacity of the project team, such as [...]. Therefore the project team needs to be urgently and significantly strengthened.....

Example 2.

In section 2.4 delays are mentioned and reasons including public procurement. In section 3.1 it is mentioned that the achievement of the outputs is affected by delays due to public procurement as follows:

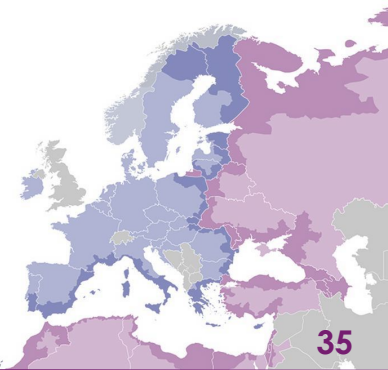
“ The ROM expert considers that once the contracts were awarded, the revised implementation plan will allow a smooth implementation of the project and achievement of the project outputs”

Example 3. Conclusion

- a. All partners confirmed they are fully committed to achieve the project objectives, providing all the necessary resources.*
- b. In order to ensure the project effectiveness that target groups should be better analysed, to avoid*

Example 4. Recommendation

In order to improve the capacity of the stakeholders is needed to

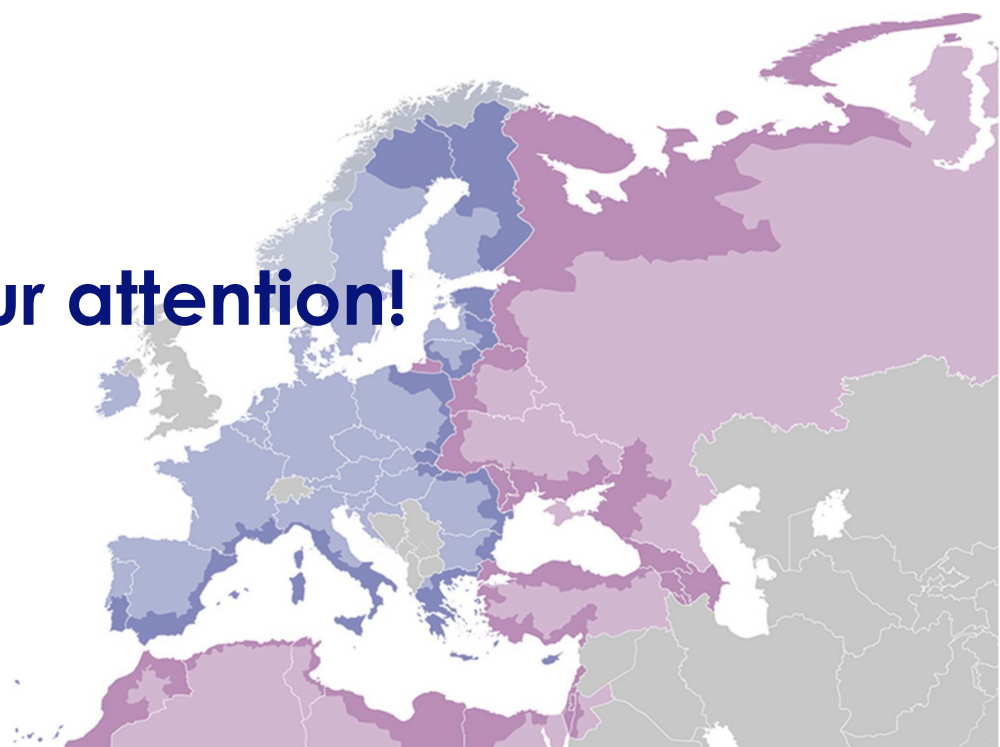




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Thank you for your attention!



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