



6. MONITORING



Monitoring is a crucial activity for effective project management as it allows continuous learning at all levels. It is also a duty of the LB (GC. Art. 5.f) and a responsibility of the MA (art. 16.5). The ENI CBC MED follows the Results Oriented Monitoring (ROM) approach based on two founding principles:

1. “Action-oriented”: monitoring must produce concrete recommendations for the upcoming activities;
2. “Partnership-oriented”: recommendations are expected to be agreed and adopted by the LBs and partners.

ROM implies a focus on timely delivery of high-quality outputs and a continuous analysis of lessons learned throughout a periodic quality assessment by the JTS/MA of project contribution to the Programme expected results, complemented by a quantitative measurement of relevant results and outputs indicators.

Thus ROM helps to:

- Review the performance of the project/ programme;
- Assess the likelihood that project/ programme objectives will be achieved;
- Evaluate the need for action

Therefore, project monitoring is closely interlinked to Programme monitoring since results and output indicators at project level have been designed by mirroring results and output indicators at Programme level. This approach is translated in the reporting template (see chapter 4). Monitoring represents a two-layer learning platform both for the project and for the JTS/MA.

For the project, it allows the LB and all PPs to understand if project activities are effectively and efficiently leading to the completion of all planned outputs and, therefore, how they are contributing to the Programme results, outputs and their indicators.

Being “on track” means to ensure “quality” and “timing”.¹ For example: **Priority A.1.1** “Support innovative start-up and recently established enterprises...”, the Expected **Result 1.1.1** is “Innovative start up enterprises having a cross-border dimension, managed by youths (graduates or equivalent between 24 and 35 years old) and/or women (all ages) sustainably grow their share in traditional and non-traditional sectors”. The **indicator**

¹ For more information on project management, monitoring and other relevant project components visit: <https://www.goforenicbc.eu/index.php/en-projectimplementation/>



1.1.1.A is: Number of new jobs (contracts) created in knowledge intensive MSMEs for young people. The project target value is 100 new jobs. Therefore, the LB has to monitor whether and how the project is creating innovative start-ups, if it will achieve the stated value for the concerned indicator (100) AND reasons for deviations, if any.

For the JTS/MA, it provides information for the Annual Implementation Reports (AIR) to be approved by the JMC and the EC. The AIRs include all indicators of the JOP, which are also part of the projects e-forms.

Therefore, the LB has to provide quantifications of achieved target value for each indicator/reporting period, and support them with detailed source of verification. Formats are available in the MIS and are to be kept among the project files for any check.

How will the Programme bodies will monitor projects?

Monitoring will be carried out by the JTS and the MA on the basis of:

- ✓ **Day-to-day interactions with the LB, PPs and key stakeholders.** Attendance at project kick off events allows the JTS, MA and/or BOs to recall the milestones of the Programme, rules and principles governing its implementation. Moreover, it will be considered as an opportunity to review project scheduled activities, verify partnership commitment and consider potential risks and opportunities. The LB is expected to play an active role, closely supported by all PPs, in order to establish smooth working relations within the management structure (i.e. Project Steering Committee, Project Management Group, etc.) and all relevant stakeholders. Moreover, on-site visits by the MA/JTS can be also useful for monitoring purposes, as in these visits not only the delivery and eligibility can be checked, but also conclusions on the effectiveness/ efficiency of the expenditure can be drawn.
- ✓ **Analysis of progress reports.** Monitoring includes gathering information on actual progress and performance, assessing deviations from targets, analysing possible causes and taking remedial actions, as the case may be. The process of identifying both positive and negative deviations from planned activities is crucial for monitoring. Progress reports will be analysed on the basis of their compliance with the relevant technical, financial work plan and contract provisions. All reports will be scored and commented by the JTS in order to have a short summary on the implementation and recommendation for the next steps;
- ✓ **ROM missions.** Field missions carried out by MA and/or JTS experts are performed on the basis of a risk analysis. During monitoring missions, concrete project



achievements will be analysed. Qualitative interviews with local actors, on-site analysis of relevant documents and any other source of information may be considered. After each ROM mission, the MA/JTS will carry out an analysis of the ROM results and ensure uptake of the relevant recommendations.

The ROM reviews use the following four criteria :

Relevance and quality of project design	<p>Relevance is the extent to which the objectives of the project are consistent with the needs of the target groups and the priorities and policies of the partner organisations, as well as their regions and countries.</p> <p>As things change over time, relevance becomes a question of whether the objectives in the intervention logic of the project are still appropriate given changed circumstances.</p>
Efficiency	<p>Efficiency considers the relationship between the resources (funds, expertise, time) used by an intervention, and the changes it generates.</p>
Effectiveness	<p>Effectiveness is the extent to which the intervention’s outputs, results and objectives are achieved, or are expected to be achieved.</p>
Sustainability	<p>Sustainability is the continuation of benefits from an intervention after major support has been completed, the probability of continued long-term benefits, and the resilience to risk of net benefit flows over time.</p>