



The European Union's Civil Society Facility for  
the Republic of Moldova 2015

# Monitoring System

May 2018

## Technical Assistance to Support CSO Development in the Republic of Moldova

Project Identification №:  
EuropeAid/138197/DH/SER/MD-Relaunch  
Contract №: 2017/388-484



An EU funded project managed  
by the Delegation of the European Union to the  
Republic of Moldova



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# Monitoring System

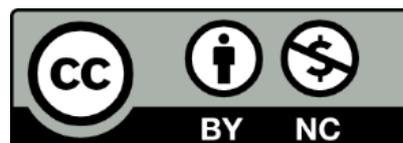
## Final version

## May 2018

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## List of acronyms and abbreviations

AA	Association Agreement
CA	Contracting Authority
CfP	Call for Proposals
CSF	Civil Society Facility
EU	European Union
EUD	European Union Delegation
GBs	Grant Beneficiaries (of the grant scheme EuropeAid/152768/DH/ACT/)
M&E	Monitoring & Evaluation
OVI	Objective Verifiable Indicators
TA	Technical Assistance
TAT	Technical assistance team
TA ME	Monitoring expert within the TAT
SSF	Single Support Framework





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# 1 INTRODUCTION

The present document is developed within the framework of the Technical Assistance to support CSO development in the Republic of Moldova, as a guidance instrument for the Technical assistance team, for the Delegation of the European Union (EU) to the Republic of Moldova and for other actors in charge of the monitoring of projects financed under EU Civil Society Grant Scheme, EuropeAid/152768/DH/ACT.

The Monitoring and Evaluation (M&E) system is prepared as part of Pillar I, Activity 1.3 Monitoring and Reporting on Grant Scheme Implementation, and it refers to the definition of the purpose and scope of the M&E system, the plan for data collection and data analysis, as well as the plan for information reporting and utilisation.

During the project lifetime, the M&E system will be periodically reviewed, and if deemed necessary, improved upon so that processes are refined and eventual arising problems and concerns are addressed.

The cooperation between the Republic of Moldova and the European Union is guided by the EU-Moldova Association Agreement (AA) signed on the 27<sup>th</sup> of June 2014. The success of the implementation of this agreement relies on the commitment of the Government of Moldova to implement reforms, as well as on the engagement of a strong civil society.

The AA highlights the need for key priority reforms in democracy, the rule of law, human rights and fundamental freedoms, good governance, a functioning market economy and sustainable development. The EU assistance is synchronised with the priorities and objectives set out in the AA and it is framed in the Single Support Framework 2014-2017 that foresees a specific agenda for complementary support for civil society engagement in non-focal sectors.

The overall objective of the proposed action for a Civil Society Facility in Moldova is to contribute to the development of civil society in becoming a stronger actor, including in actively participating in decision and-policy making and implementation processes of the EU Moldova AA with the aim to enhance domestic political and financial transparency and accountability.





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The objectives are, first to develop the internal capacity, professionalism, collaboration, ability to advocate for its enabling environment and to organise its representative and constituent structuring of the civil society sector and, second, to build partnerships between the Government, civil society and other socio-economic actors, including to contribute to the implementation of the AA in the fields of good governance, social and economic development, and social protection.

As a result of this action, it is expected that the civil society sector will be more evenly distributed, with more and stronger organisations, which have an increased capacity to create coalitions and consortia that would better coordinate civil society actors. The activities proposed should lead to increased participation in policy making and implementation, accompany AA implementation, as well as innovation in the field of social service delivery, while creating synergies with local governments<sup>1</sup>.

The M&E instrument aims to be a **pragmatic and practical tool and it will help European Union Delegation (EUD) to see to what extent the projects of the grant beneficiaries are achieving their goals, and small, grass roots organisations are engaged** to cooperate with larger, well-established applicants through the mechanism of financial support to third parties

The monitoring system will focus on ***the outcomes and the indicators*** to be overall achieved by the Call for Proposals (CfP), but yet it should focus on the ***monitoring of actions*** (i.e. projects) that will be implemented within the grant scheme, in order to collect the necessary data which will show if projects are contributing to the achievement of the expected outcomes and goals.

The monitoring of the actions, further referred to as monitoring at project level, focuses on monitoring projects for the ***technical issues***, which will be carried out by the Technical Assistance Team (TAT), complemented or assisted by the Contracting Authority. The purpose will be to review and assess the progress in the implementation of project activities, produced outputs and assessing their impact on the end beneficiaries. Furthermore, the aim of project visits will be to assess the quality of project implementation (i.e. on the project content and

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<sup>1</sup> Action Document for the Civil Society Facility (Moldova)- Annex 3 of the Commission Implementing Decision on the Annual Action Programme 2015 in favour of the Republic of Moldova





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management) and to check that the grant beneficiary is fulfilling its contractual obligations with regard to procedural regulations, related to procurement, filing, visibility, general management etc.

The monitoring of the ***contractual and financial issues*** will be carried out by the respective Contracting Authority at the level of contracts (which is not part of this guidance), and the TAT will not issue to the grant beneficiaries any judgement on eligibility of expenditure or contract compliance.





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## 2 MONITORING AND EVALUATION

### 2.1 Definitions and purposes. Differences

As defined by the Commission, **evaluation** is a “judgment of interventions according to their results, impacts and needs they aim to satisfy” (European Commission, 2000)<sup>2</sup>. The key notion in this definition is that it is a process that culminates in a judgment (or assessment) of an intervention. The aim is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact, coherence and EU added-value.

#### Understanding the terminology

Ex-ante evaluation: evaluation of the conditions/situation before the activity or the project. Ex-ante evaluation is used to assess the relevance of the project by comparing the objectives/activities with the present situation. Ex-ante evaluation (situation before the project) also facilitates the further ex-post evaluation (situation after the project).

Mid-term evaluation: evaluation of the results achieved during the implementation phase of a project.

Ex-post: evaluation of the impact after the completion of the action or the project.

Evaluation gives evidence of why intended changes are or are not being achieved. It seeks to address issues of causality<sup>3</sup>.

The purpose is to evaluate objectively and systemically the project design, its implementation and results. The evaluation provides information, which is truthful, useful and allows the integration of the accumulated experience into the process of decision-making both by the donor and the recipient sides.

The main purposes for carrying out evaluations are as follows:

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<sup>2</sup> SEC(2000)1051, Focus on Results: Strengthening Evaluation of Commission Activities.

<sup>3</sup> Jody Zall Kusek & Ray C. Rist, Ten Steps to a Results-Based Monitoring and Evaluation System





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- To contribute to the design of interventions, including providing input for setting political priorities;
- To assist in an efficient allocation of resources;
- To improve the quality of the intervention;
- To report on the achievements of the intervention (i.e. accountability).

**Monitoring** is a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an on-going intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds.<sup>4</sup>

Monitoring, while being focused on the input, activities, outputs and outcomes levels, aims at measuring progress in relation to the expected outputs, outcomes and impact of an intervention by means of indicators related to a baseline situation, defined during planning/programming. As such, monitoring is expected to support: i) effective and timely decision-making, ii) learning by interventions' stakeholders, and iii) accountability on the use of resources.

Although monitoring systems generally collect objective (e.g. factual, quantitative) evidence, it is also possible to put in place monitoring of subjective (e.g. opinion based, qualitative) evidence such as periodic opinion polls or surveys.

Monitoring is a management tool. Monitoring gives regular and systemic information on where an intervention is at any given time (and over time) with regard to respective targets and outcomes (and related indicators). It aims to identify successes, problems and/or potential risks so that corrective measures are adopted. Even though it focuses mainly on the intervention's inputs, activities and outputs, it should also look at how the outputs can effectively induce the outcomes that are aimed at<sup>5</sup>.

Monitoring and evaluations are interactive and mutually supportive processes. Good monitoring generates factual data to improve the quality of future evaluation and impact assessment. *Evaluation differs from monitoring in four respects:*

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<sup>4</sup> This is the definition given by the OECD-DAC in its 2002 Glossary of Key Terms in Evaluation and Results Based Management

<sup>5</sup> [http://ec.europa.eu/europeaid/monitoring-projects-and-programmes\\_en](http://ec.europa.eu/europeaid/monitoring-projects-and-programmes_en)





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- *its scope* (assesses whether the project has the right objectives and strategies for achievement),
- *its timing* (usually is carried out towards the end or after completion of the project),
- *by who does the evaluation* (as a rule the evaluation is carried out by independent/external expert/company/consortium to secure impartiality and validity)
- *who uses the results* (usually politicians and decision makers are involved in the strategy and programme definition and to a lesser extent the project executives).

*Evaluation at programme level* will be done by external consultants at a later stage and will be managed by the Contracting Authority (CA). In accordance with the Action Document for Civil Society Facility (CSF) Moldova 2015, mid-term evaluation will be carried out via independent consultant contracted by the Commission. Indicatively, one contract for evaluation services shall be concluded under framework contract indicatively in the third trimester of 2018.





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### 3 OBJECTIVES OF MONITORING

The monitoring at project level is one of the most important phases of the project cycle management and is a key element in the process of the implementation of projects, **leading to implementation of programmes.**

Monitoring is a continuous and systematic process carried out during the duration of an intervention, which generates quantitative data on the implementation of the intervention, but not usually on its effects. The intention is to correct any deviation from the operational objectives, and thus improve the **performance of the programme** as well as facilitate subsequent evaluation.

More specifically, the monitoring shall be focused on the progress in achieving **objectives and usage of resources**, management of the project, including **risk management, sustainability prospects and necessary corrective measures**. Monitoring has to be understood as a control of the project implementation as well as a support to the project partners.

The objectives of monitoring are:

- To contribute in securing the **technical and financial accountability** of the implementation of the Civil Society Facility (CSF 2015, Annex 3 to Commission Implementing Decision on the Annual Action Programme 2015 in favour of the Republic of Moldova financed from the general budget of the European Union);
- To facilitate through advice strict **abidance by the rules and procedures** set up in Grant Contracts (including all relevant annexes) as well as in other relevant regulations of the EU and national legislation;
- To provide **regular and accurate information** to the Contracting Authority on the status and **outputs** of the financed projects and the grant scheme within the programme;
- To verify the correlation between the information submitted in the interim reports and the **actual implementation of the project activities and achieved results** (check of the correctness, validity and reliability of the information submitted in the reports);





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- To **assess the efficiency in the usage of resources** towards the production of stated outputs and their contribution towards the fulfilment of the planned objectives and results;
  - To secure **timely identification of potential problems** and difficulties in the project implementation and recommend corrective measures to the Grant Beneficiaries;
  - To **facilitate decision making** by the project implementation teams through proposals, recommendations, and corrective measures;
  - To ensure active participation of the project stakeholders, evaluate the partnership arrangements and provide feedback to the financed action partners and management, including the **reconsideration of assumptions and risks** relevant to the specific action;
  - To facilitate the tendency for **sustainability of the project results and impact** and identify best practices with view of their dissemination and ensuring broader impact of the project;
  - To check that **sub-contracting** procedures are in place and applied;
  - To check whether the equipment purchased under the financed projects is used as planned in the action descriptions;
  - To safeguard the **observation of the project visibility requirements** and the publicity of the funds provided by the European Union.





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## 4 TYPES OF MONITORING

There are two types of monitoring:

- ***internal monitoring***, which refers specifically to monitoring that is undertaken by, and is the responsibility of grant beneficiaries, using their own (local) systems and procedures, to meet their own ongoing management information needs,  
and
- ***external monitoring***, – which is distinguished from ‘internal monitoring’ as it involves external agents (e.g. donor officials or contracted consultants), and the use of donor designed/approved monitoring methods and reporting formats, which are designed primarily to meet the donor’s own upward reporting and accountability requirements. The external monitoring is the responsibility of the relevant Contracting Authority – EUD, which has signed the grant contract with the grant beneficiary. While the CA can monitor grants through different modalities, the role of the **Technical Assistance (TA) is to monitor and follow-up projects** (grant beneficiaries and partners and their sub-grantees), **through on the spot visits;**

The CA and TA will closely cooperate in the monitoring process and ensure **regular exchange of monitoring documents**. The grant beneficiaries should be prepared for external monitoring/field visits by TA and/or CAs and be **ready to provide all required information/documents**.

A key tool for the external monitoring are the site visits. During implementation, projects will be visited by the CA and/or TA staff in charge of monitoring.





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## 5 MONITORING INSTRUMENTS

The main monitoring instruments to be used during the project implementation will be:

- Logical Framework (Logframe) matrix and performance indicators;
- Timeline of activities, as indicated in the project proposal;
- Interim and final reports;
- Monitoring plan of visits to be defined by the TA in consultations with EUD;
- Monitoring, early warning report and physical check.

### Using Performance Indicators

An indicator is a characteristics or feature, which can be measured to assess a project from the perspective of the **products, outcomes and impact** that it has generated. As a rule, the indicators are very simplified in comparison to the complex reality that they represent.

Performance indicators are set out in the logical framework matrix, which is one of the annexes to the grant project contract (filled in by the Beneficiaries).

The indicators are used to assess the project implementation against initially defined Outcome and the Goal.

The types of indicators, used during the monitoring process are:

- **Input indicators** – measure the resources and means provided by donors and implementers; monitoring actual use of resources against planned ones;
- **Output indicators** – implemented activities against planned ones; show the degree of achievement of the direct products of an activity or set of activities. They are by nature activity-specific. They are typically produced in the framework of the classical project approach, when they follow the implementation of activities;
- **Result/Outcome indicators** – monitoring the direct effect of the products of the project activities and the changes which have been





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generated as a result; signal whether the short to mid-term desired changes are happening.

- **Impact indicators** – evaluating the long-term effect of the project on the end beneficiaries; signal to which extent the overall (mid and long-term) objectives of an action (the strategic objectives or goals) have been achieved.

The following types of objectives correspond to these indicators:

- **Operational** – production of outputs, i.e. building of an information centre;
- **Specific** – the results, i.e. number of visitors;
- **General** – through the impact, i.e. extension of the tourist season.

The *indicators for inputs* are easy to measure and they can be easily verified during the monitoring process. The *indicators for results and impact* are as a rule more difficult to measure and such measurement requires more time and more resources. This is why sometimes indirect indicators may be used to assess whether a project has achieved its objectives/goal.

Usually results and impacts are estimated using percentage rates of achievement or the following rough assessment evaluation:

- HS - Highly successful
- S - Successful
- U - Unsuccessful
- HU - Highly Unsuccessful





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## 6 MONITORING TASKS AND RESPONSABILITIES

In order to properly perform their responsibilities, the TAT and experts in charge of monitoring at the project level shall:

- Collect background documents and familiarise themselves with projects documentation and signed grant contracts; review of the indicators in the logical frameworks of the different projects; review the interim and final reports submitted (if applicable) by the grant beneficiaries before monitoring visit takes place;
- prepare a **monitoring plan** and submission of the plan to the CA within the first 3-6 months of the implementation of the grant contracts;
- Introduce data needed to **produce the initial risk assessment for each project**, as soon as all necessary information is made available. Where such data is missing, an estimation based on available information will be used, if possible;
- Prepare an **indicative monitoring visit schedule for each project**, to be submitted to the CA for approval/endorsement; the plan should reflect the risk level and consequent timetable of monitoring visits. In drafting such an indicative schedule, the following aspects should be taken into consideration to the fullest possible extent:
  - 1) **Conduct first (early) monitoring visit** (i.e. in the first 6 months of the grant beneficiary project implementation) to check that sub-granting procedures are in place and in all those cases where the risk index was found to be high, or whenever insufficient information was available when preparing the initial risk assessment;
  - 2) Conduct one on-the-spot monitoring visit per project **after the first interim report** (i.e. in the 2<sup>nd</sup> year of project implementation) and one on-the-spot monitoring visit per project **during the last months** of the implementation;
  - 3) Conduct on-the-spot monitoring visits to **sub-grantees**, that will be done on a sample basis. For the rest of sub-grantees (who will not be visited) the data will be collected through questionnaires and surveys, as much as possible. The results will be presented through reports.
- Prepare one monitoring report following on-the-spot visits and submit it to the CA informing about the progress of implementation of the grant contracts and provide any other information requested by the CA;





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In summary, the following must be ensured:

- the TA is carrying out monitoring at a grant contract level<sup>6</sup>;
- in order to perform proper monitoring, the TA must have access to all necessary documents (grant contracts, revised budgets and logical framework matrixes, revised descriptions of action, possible addenda, notifications, important correspondence). Collaboration from the CA should be sought whenever any such document is not available.
- the TA will closely coordinate its monitoring visits with the Contracting Authority, particularly after the submission of interim reports by the grant beneficiaries. The aim of coordination (among other reasons) is to ensure, whenever possible, that representatives of the CA pay a common visit with the TA staff;
- TA will use for the purpose of monitoring the forms that will be agreed with the CA, (see the list of Annexes);
- TA will collect and process data at the project level (e.g. checking reports, circulating to CA documents for information);
- Monitoring visits' findings shall result in a single report. In case the TA monitoring expert will conduct separate visits to grant beneficiaries, and/or partners and/or sub-grantees, the data and findings will be aggregated/combined at project level and a single report compiled;
- Grant beneficiaries should usually be granted the right to comment on the report issued by the TA prior to its submission to the CA, unless the TA can provide sound reasons not to do so;
- the TA does not have (nor can be delegated to it) any decision-making discretion or executive powers. In line with this, the TA shall not issue to the grant beneficiaries any judgement on eligibility of expenditure or contract compliance; please note that the only body that can judge on final eligibility of expenditure and contract abidance is the CA. TA has to keep in

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<sup>6</sup> Monitoring at contract (or project) level **focuses** on monitoring projects for the technical issues, which will be carried out by the TAT, complemented or assisted by Contracting Authority, see page 4.





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mind that its role is purely advisory and supportive vis-à-vis the grant beneficiaries.





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# 7 MONITORING STEPS

The monitoring activities will mainly include the **assessment of the available data/information and submitted reports** by the grant beneficiaries (where available), conducting **on-site monitoring visits** on the basis of the established schedule and risk assessment and **other reporting by the bodies involved in the implementation** of the CfP. The following chapters provide detailed explanation on chronological steps that will need to be taken by the TA during the implementation of grant contracts.

## 7.1 Step 1: Preparing Risk Assessment

An appropriate approach in planning monitoring activities, also for cost-efficiency considerations, is to start from a proper risk assessment. The Monitoring expert within the TAT (TA ME) should perform a Risk Assessment after the signature of the grant contracts, in the beginning of the implementation period, -but not later than 6 months from the start of the projects.

The purpose of the Risk assessment (*Annex 1 – Risk Assessment/Early Warning Tool*) is to assess the weight of certain risk factors and their potential influence on the implementation of each project.

It consists of two worksheets:

- *The Project information worksheet* provides basic administrative information on the project (project number and final assessment score), as well as the table showing the circulation route from project risk assessment preparation to its endorsement and distribution to the CA/EUD. It further gives an instant view of the risk (low, medium or high) for the main intervention (overall) and its two sub-categories (design and implementation).
- *The methodology and checklist worksheet* provide detailed list of predefined risk types. Each risk is defined by its potential impact and probability to happen defining the risk level indicator. Each risk level indicator defines the control measure which is accompanied by the mitigation strategy. The strategy proposed is a reaction/response to a specific risk and is to be developed by the TA ME.

Subject to the findings of the risk assessment, the TA shall define the timing and frequency of on-the-spot project visits and will prepare the initial monitoring visit





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schedule. The higher the risk level is, the more closely the project is to be followed/monitored and the sooner and/or more frequently should it be visited.

Detailed information is included in Annex 1, Risk assessment guidance.

## **7.2 Developing an Indicative monitoring on-the-spot visit schedule**

An indicative schedule of monitoring visits per contract shall be developed by the TA.

The indicative schedule shall take into account a) the size of a project, b) the duration of project implementation, c) the project complexity and number of partners, d) the number of (foreseen) sub-grantees, e) the procurement (number and size of foreseen contracts), f) the quality of the progress report (if applicable) (the points are further elaborated below).

Ideally, there should be **three** monitoring visits per grant contract. In principle, the TA shall conduct one on-the-spot monitoring visits per project in the **first 6 months** in order to check the approach in launching sub-granting activities and the initial implementation modalities. One on-the-spot monitoring visit per project shall be conducted **after the submission of the first interim report**, and one on-the-spot monitoring visit per project toward **the last months** of the implementation.

The specific needs, the character and the frequency of the monitoring visits will be mainly defined based on the latest updates of the risk assessment. The months for project visits, during project implementation and following its end, should be indicated in the monitoring visit schedule (*Indicative monitoring on-the-spot visit schedule*).

In principle the riskier the projects are, the sooner the visit should take place. In addition, the timing of the project visits should be based on:

- The amount of project budgets (the higher they are the sooner they should be visited);
- The starting and finishing dates of the projects (they should be visited in time to allow corrective actions);





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- The number of partners (ample number of partners might lead to issues on coordination, consequently implementation);
- The number of sub-grantees (ample number of sub-grantees might lead to issues on coordination, consequently implementation);
- The amount of procurement in a project;
- The quality of interim report(s), or whether important issues arise from the same documents (e.g. failed tender, staff turnover, delayed activities, force-majeure, etc.);
- The history of the beneficiary (e.g. problematic implementation of past projects, difficulties reaching agreement during the budgetary clearing);
- Other relevant factors (e.g. the general project environment such as local elections); The project visit schedule is indicative and does not need to be followed exactly.

Indicative schedules should be communicated to the CA for the sake of coordination of visits (CA might want to accompany TA at the visits).

### 7.3 On-the-spot monitoring visits

The purpose of the regular monitoring visits is to review and assess periodically the **progress in the implementation** of the project activities and the **produced outputs**. They will also assess their **impact** on the end beneficiaries.

Furthermore, the main aim of project visits is to check on project progress in greater detail than allowed by interim reports. As such it should focus on **assessing the quality of project implementation** (i.e. on the project content and management). A secondary aim is to check that the grant beneficiary is fulfilling its **contractual obligations** with regard to procedural issues (usually relating to procurement, filing, visibility and general management) and how the **sub-granting** is managed.

The monitoring visits will ensure **constant collection of data and information** and will aim at providing support to the project management for smooth implementation of the planned activities, in compliance with the project objectives and the signed contract.





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As already mentioned, it is advisable to conduct the **first** monitoring visit **within maximum six months after the start of each project** (due to large sub-granting). The first monitoring visit will focus on updating the relevant aspects of the project such as schedule of activities, technical and financial parameters (such as disbursement schedule, ensuring co-financing, financial threats to project completion, a.s.o) of the project. During this visit the grant beneficiaries will comment with the TA ME the strategy of implementation, possible risks and difficulties, which may put at risk the implementation of an activity, possible solutions as well as the overall management of the project and the roles and functions of the partners, the team and sub-grantees.

The Grant Beneficiaries' (GBs) project team will also have the opportunity to discuss with the TA ME the project implementation and **optimize the input, output and impact indicators**, which will be used in the monitoring and evaluation of the project and the verification means.

More specifically, the **first monitoring visit** can encompass the following topics:

- Strategy and methodology applied to implement the project and its feasibility;
- Risk/problems, which may threaten the project implementation;
- Possible changes in the project and how they should be implemented;
- Organisational capacity to manage the project;
- Discussing and fine-tuning the project indicators and verification means;
- Clarification on the report templates, which the project manager has to produce and submit;
- Discussing sub-granting procedures and getting specific information on the projected procurement procedures, the plan for promotion/visibility of the project.

### Preparation

The visit shall be first announced and the date and time shall be agreed with the grant beneficiaries by e-mail (Annex 3). The general subjects to be covered and a list of any particular questions will also be communicated to the beneficiary by e-mail. In principle, visits should be announced at least two weeks in advance. However, in the case that urgent issues arise, the TA may visit projects immediately without the two-week notice.





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The final arrangements will be copied to the Contracting Authority in case they wish to accompany the TA's staff.

Monitoring checklists

The main monitoring tools to be used for on-the-spot checks **during the project implementation** and **toward the end of project implementation** is a Monitoring Checklist. Questions in the check list should be adapted accordingly.

Monitoring **during project implementation** will cover:

1. Project aims, activities and present state of play
2. Project progress and results (activities, outputs/results, indicators, disbursement, reports, including EU visibility guidelines)
3. Project management and filing (staff capacity, oversight of project, cooperation with partners, knowledge of procedures, general filing, procurement filing, payments filing)
4. Sustainability
5. Summary findings on sub-granting (financial support to third parties)
6. Procurement (progress and procedures used)
7. Problems/deviations
8. Key lessons learnt (also for future planning)
9. Recommendations to Beneficiary: (activity, responsibility, deadline)
10. Recommendations to Contracting Authority (i.e. whether the project needs to be visited again)
11. Overall summary of project implementation. Was the risk ranking of the project confirmed? Will it need to be visited again? Did the major issues arising from the interim report prove to be serious ones?).

Monitoring towards the end **of the implementation** period will cover:

1. Project aims, activities and present state of play
2. Project results (outputs/results, indicators, reports, visibility)
3. Summary of findings on Sub granting
4. Procurement (procedures used)
5. Summary of findings on Impact
6. Problems/deviations
7. Recommendations to Beneficiary: (activity, responsibility, deadline)





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## 8. Overall summary of project implementation.

The TA should fill in the checklist during the monitoring visits simply by replying YES, NO or N/A and it should provide specific comments on items checked. Following each visit, the TA shall draft a monitoring report.

### Documentation Review

Information on the project team, management, activities and other important aspects of the project can be obtained from the administrative project documentation.

In addition to monitoring checklists, the TA should conduct the on-the-spot visit with reference to the following documents:

- the contract, the logframe matrix, the timetable (Gantt chart) of implementation, addenda, reallocations/amendments;
- interim and final reports, depending on the time of the visit;
- minutes of any meetings or previous project visits;
- project/beneficiary website.

The review of such documentation prior to the monitoring visit can be very useful in formulating questions and a starting point for inquiring additional information on specific issues and problems. When monitoring visits are conducted following the receipt of Interim Report(s), the TA should prior to the visit, analyse them and pay particular attention to potential bottlenecks in the implementation of the project, as well as pay particular attention to the achievement of project indicators (Objective Verifiable Indicators (OVIs) from the logframe).

## **7.4 Drafting Monitoring reports**

The TA ME shall finalise the on-the-spot check report within one week after the monitoring visit to the grant beneficiary. There will be one single report per project with the signature of the beneficiary (where the signature of the GB shows acknowledgment of the report).

The reports shall include a description of the visit, an indication of project progress, conclusions and recommendations (for on-going projects) for follow-up action by concerned parties (i.e. beneficiary, TA, Contracting Authority).





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The report shall be sent by e-mail to the beneficiary and any other bodies which attended the visit (i.e. Contracting Authority) for comments. The TA shall incorporate comments within one additional week and send the final report to all concerned parties by e-mail (beneficiaries, Contracting Authority).

If the monitoring was conducted during the project implementation, the TA shall ensure a follow up action on its part and will monitor the implementation of any recommendations in the context of interim reports.





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## 8 LIST OF ANNEXES

Annex 1 –Risk assessment - guidance and template

Annex 2 - Indicative monitoring visit schedule

Annex 3 – Guidelines for setting up project visits and letter template

Annex 4 - Guidelines on conducting project visits

Annex 5 – Checklist for on-the-spot checks during project implementation

Annex 6 – On the spot visit report

Annex 7 – Monitoring & Evaluation Plan Template

Annex 8 - Monitoring checklist and monitoring report sub grantees

