

Example of Guidelines on Structured Review Meetings

RisiAlbania

Risi's MRM system is designed as a management system: all the information gathered needs to be carefully analyzed in order to answer the questions: did the change happen and why/why not? To what extent and for how many? Is it likely to be sustainable? Are there signs of systemic change? Is it due to the project?

The collection of data following the measurement plan produces a lot of data that needs to be analyzed, summarized and documented under the responsibility of the respective intervention manager. For example, conclusions need to be drawn from several field observations, and documented.

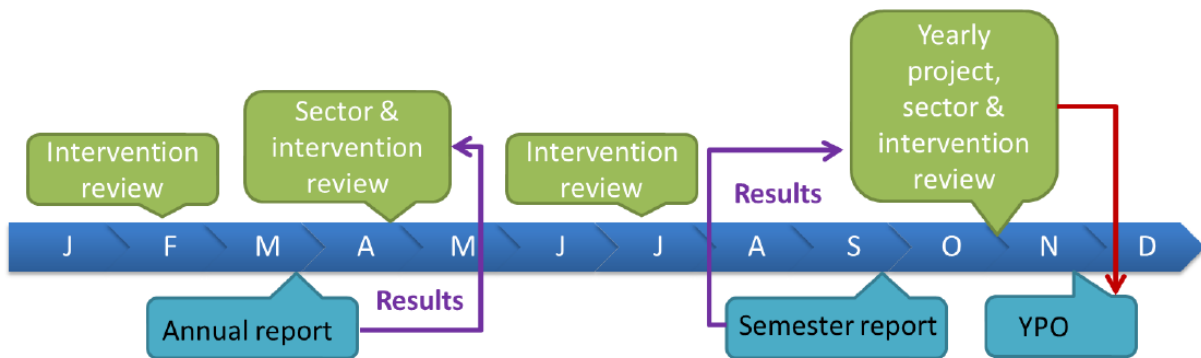
Measurement plans are elaborated to maximize efficiency, in particular in terms of scheduling. Based on each measurement plan, key moment of analysis and reflection should become apparent, in particular after key data collection events. These moments will result in information analysis and discussion meetings which occur more frequently for the monitoring of activities and outputs, less frequently for higher level results. The following key moments of reflection are regularly scheduled:

- **The weekly team meetings** every Monday morning will allow for a regular analysis and monitoring of project activities, including reflection on field observations. The focus centers rather on the intervention activities themselves and eventual modifications, revisions of the approach, etc. are discussed. These team meetings will also help to assess whether a more in-depth intervention review is required (in addition to the scheduled ones reviews, see below).
- **Quarterly intervention reviews** are carried out in a small team consisting of the IM, the PM, the MRM focal point and the GSE focal point. They represent a joint moment of reflection where each intervention is assessed based on the measurement of results. In this occasion, the intervention concept and plan (including RC) are re-evaluated and adjusted if necessary. Annex 12 and 13 provide respectively the outline and template for the review and the reporting format.
- **Six-monthly sector reviews** will see the re-evaluation of each sector as a whole, in the presence of the whole project team: relevance and performance of the portfolio of interventions and overall sector strategy. Comparison between interventions will be carried out and the performance of the sector as a whole will be discussed, based on aggregated results for the sector. It will also be the time to discuss signs of systemic change using the adopt-adapt-expand-respond framework described earlier. These reviews will also include the quarterly reviews of the respective sector interventions. Annex 12 and 13 provide respectively the outline and template for the review and the reporting format.
- **Yearly project reviews**, during which the portfolio of different sectors will be assessed and evaluated. The relevance and performance of each sector, and the synergies between them, will be analysis and discussed. The overall project strategy will also be

discussed, based on aggregated results. The project review will allow the Risi to confirm or revise the choice of sectors as well as suggest logframe revisions where necessary (especially in terms of projections and targets). Annex 12 and 13 provide respectively the outline and template for the review and the reporting format.

Yearly project reviews are essential to feed into the next years' planning and therefore need to be performed before the Yearly Plans of Operations are due. Similarly, the different reviews produce essential information regarding (aggregated) results needed for official reporting purposes. Therefore, these reviews will be scheduled carefully in order to match the reporting requirements of the project as much as possible. However, the schedule also needs to make sense for each intervention or sector. For example, a tourism sector review in the middle of the touristic season makes little sense, as critical data on business performance will only be gathered once the season is over. In that sense, the learning and steering agenda of each of the reviews should take precedence over the donor reporting requirements.

The graph below shows an example of the main review and reporting events in a project year.



For more, see the RisiAlbania Monitoring and Results Measurement Manual Version 2 (p. 23-24) and Annex 12 and 13.

RisiAlbania Monitoring and Results Measurement Manual Ver. 2 (p. 23-24).