

How to do it!

ANALYSE AND UTILISE THE LESSONS LEARNT FROM THE PROJECT

What?

The researchers involved in the project monitor the planning and implementation of the measures. During the project, the researchers collect materials by observing events and meetings, distributing survey forms to the operators participating in the project and conducting interviews with the project's participants. It is also recommended that quantitative materials be collected where possible. A follow-up report will be written based on the materials collected, summarising

the good practices identified in the project and exemplifying processes that could still be improved. The follow-up report can also bring up bottlenecks in the licensing and planning processes that make it more difficult to put resource-smart solutions into action, for example. The follow-up report's materials will be used to develop the operating methods of organisations and utilised in the planning of new projects.

When should monitoring be started?

Monitoring should be started in the planning phase of the project, as important decisions that determine the project's operating methods are made in the initial stages. These decisions impact the entire lifecycle of the project. It is recommended that the opinions of the different operators be mapped during the initial stage of the project, as this information is valuable not only for the

follow-up report but also for the project's implementation. The information collected in the early stages also provides a good point of comparison for the materials collected at the end of the project, making it possible to evaluate the change achieved by the project. Long-term post-project monitoring is also recommended where possible in order to gain information on the permanence of the project's achievements.

How?

- 1** Involve the researchers from the planning stage onwards. This provides them with a comprehensive picture of the project throughout its life cycle.
- 2** Explore research literature on the subject in depth well in advance.
- 3** It is recommended that the researchers participate in as many of the project's events and meetings as possible. Although the events may not necessarily seem relevant to the research work, they may help to accumulate a great deal of tacit knowledge on the project's various operator groups and the organisation's dynamics, which will highlight relevant themes for the follow-up report.
- 4** If you are collecting qualitative materials with the help of interviews, for example, try to identify the key operators in the project. Projects often involve a great number of operators, and there are usually not enough resources to survey everyone's opinions.
- 5** Consider what the target group of the follow-up report is and edit your text accordingly. For example, a report targeted at municipal decision-makers will deviate from a publication targeted at academic readers.
- 6** Reserve enough time for analysing the materials and perfecting the report.
- 7** Publish the report and inform the target group of it.