

Welcome!

Navigating Project Monitoring: practices,
challenges, and new perspectives

Monika Balode, Besiana Ninka, Sanna Erkkö | Interact | 17-18 March 2026, Helsinki

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Insights: new trends in the project management

Monika Balode | Interact | 17.03.2026

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Objectives of the session



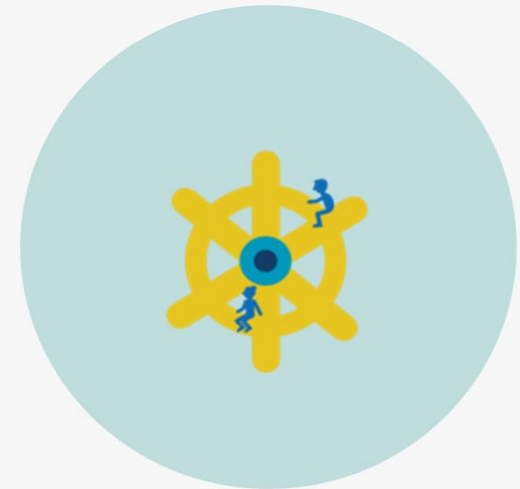
Explore

emerging trends in
project management



Reflect

on what it means for
Interreg



Look ahead

What to explore next



Reflection

What new trends or shifts have you noticed in project management and monitoring recently - especially beyond Interreg?

This could be:

- a big trend
- a small change in how partners implement pr or how communicate
- a new tool or way of working
- a shift in values or expectations
- or maybe a need for the new approach from our side

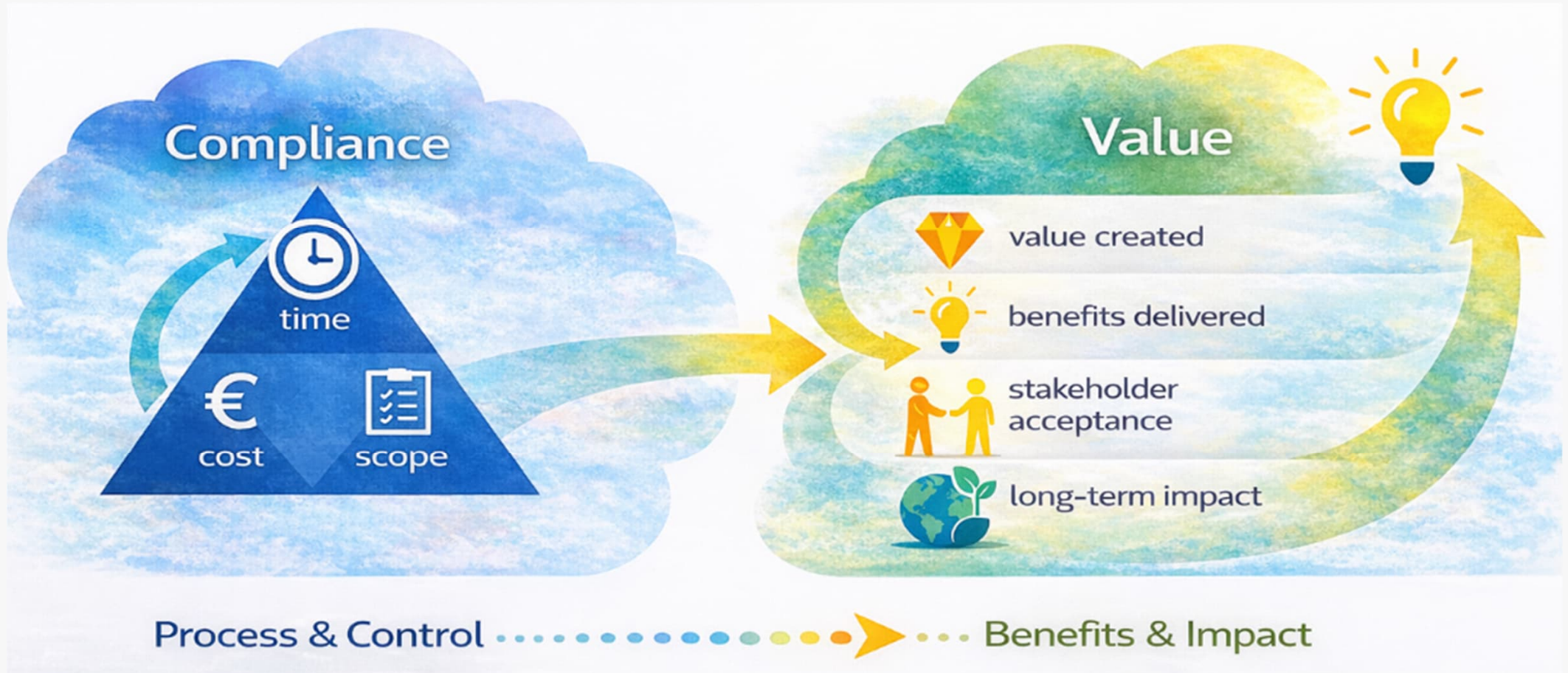
Instructions:

1. Reflect on your own 1 min. and write 1 idea per post it
2. Discuss with your neighbour 2 min.
3. Exchange in group (8 min.

Group ideas and put on flip chart

a) values, b) way of working, c) technology

1. From compliance to value



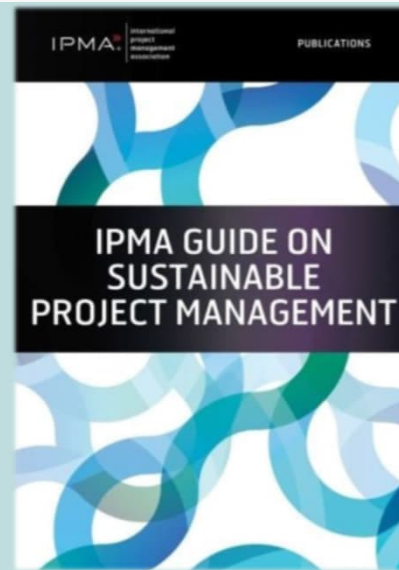
2. Sustainability: project management process



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Projects aligned with sustainability perform significantly better:

55% achieve high customer satisfaction vs. 33% of others.



+
certification



GPM-b+ Certified green project manager

PMI (Project management institute) [website](#) section on sustainability: resources for free

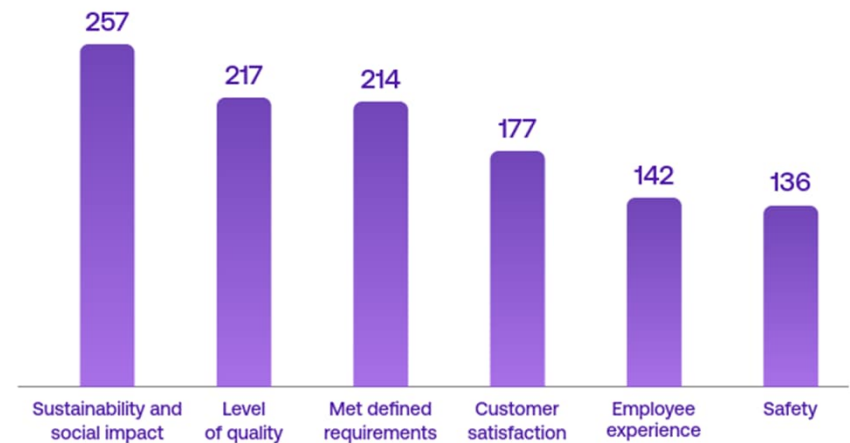
Online sustainability summit (2025, 2026)

Top predictors of the project success



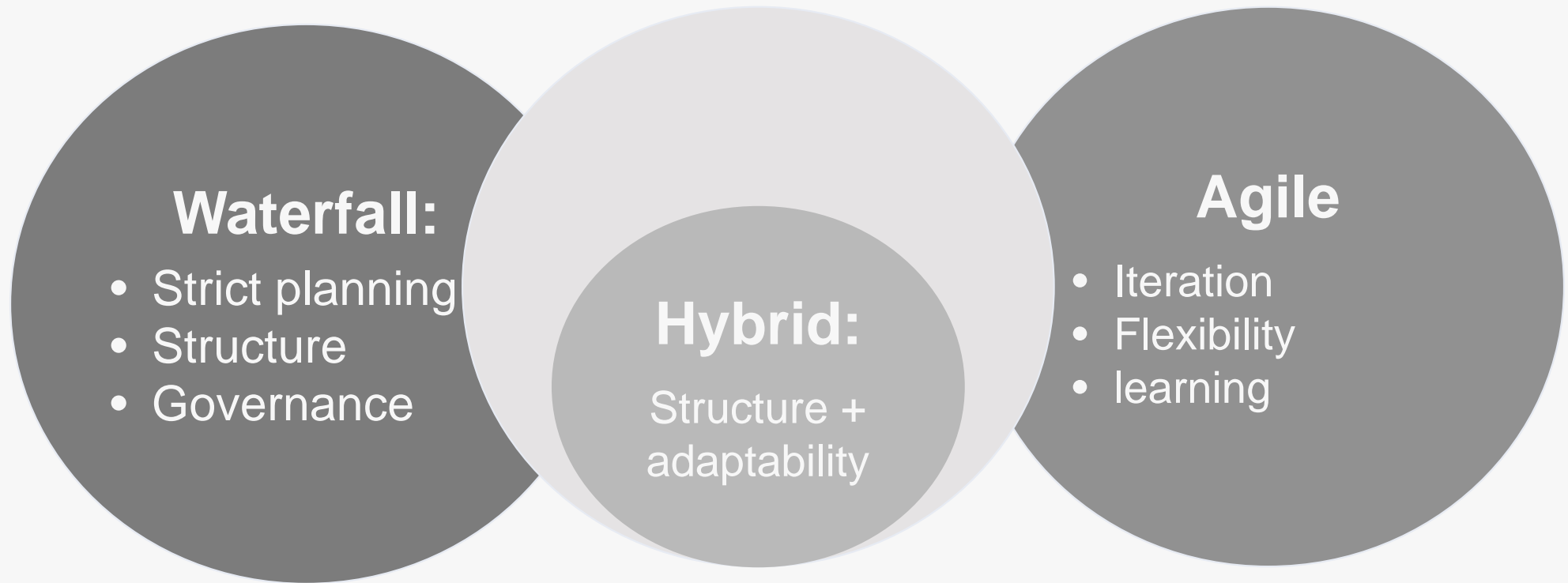
Figure 5 – Top Performance Themes with Their Scores

Top performance themes with their scores* are:

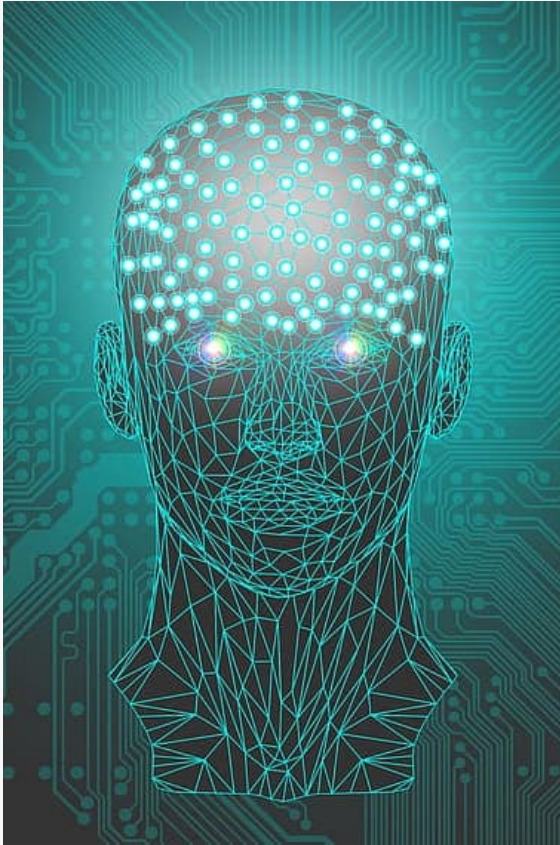


*Note: Of the 21 performance themes tested, these emerged as the most predictive of achieving the perception that a project was successful. The highest score was 257, the lowest was 8, the average score was 100.

3. Hybrid /fit-for-purpose methodology



RESEARCH: the strong governance can coexist with flexibility
(allowing projects to adapt and refine, and incorporate stakeholder feedback)



4. AI

According to Gartner's estimates, by 2030, 80% of the work in today's project management will be eliminated as AI

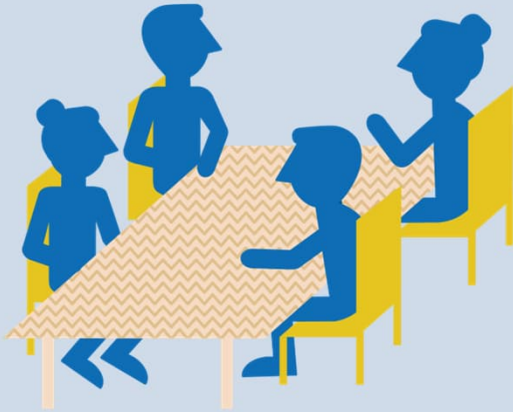
PMI: AI technologies (machine learning, NLP, etc.) are already used in 23% of organizations for project forecasting, resource allocation, and risk management
Source: PMI Pulse of the Profession® 2021

Project managers using AI complete tasks 40 % faster and reduce budget overruns by 20 % (McKinsey, 2023)

AI: some considerations

1. Adopt open mindset: AI won't take all jobs, but those who know how to use it effectively might
2. Generating effective prompts
3. Critical thinking when interpreting AI generated solutions and insights
4. Ethical and responsible use of the AI





5. Power skills

«Organizations that prioritize power skills report 72% more successful projects than those that don't» (*PMI Pulse of the Professions 2024*)

PMBOK 7: 12 project management principles (stewardship, team, stakeholders, systems thinking, tailoring, complexity, risk, adaptability and flexibility, change etc.)





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Change management

Every project introduces change

Managing people side of a change

Administrative management of project changes should be simple

Summary of new trends in project management

1

**Success = value,
not only outputs**
→ projects must
create **impact**

2

**Value must be
sustainable**
→ projects must
consider **people,
planet and
economy**

3

**hybrid / agile
approaches**
→ methods must
adapt to the type of
project and its
complexity

4

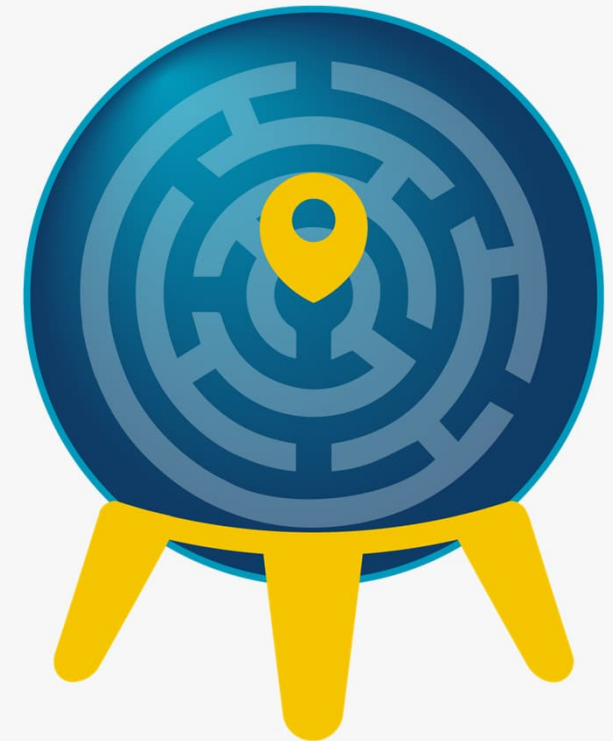
**Technology is
transforming
project work**
→ AI increasingly
supports project
management tasks

4

People remain central
→ power skills and
change
management
enable adoption of
results

Questions and reflections (15 m.)

- What resonated with you today - and why?
- What are the implications to Interreg?
- What tendency or topic (be as specific as possible) you would you like to learn more about in the future?



Smart monitoring in project start up phase

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Monitoring

continuous and systematic track of the project progress to ensure compliance with programme rules and to support projects in delivering high-quality relevant and lasting results

Project level

Project steering group,
partner meetings, partner
report



Programme level



How we monitoring: approaches

According to the Programme Manuals – the main tool –
reporting.

In reality combination of:

- Kick off meetings, on boarding meetings,
- Regular communication (emails, online meetings, participation in partner meetings)
- Following social media, websites
- Midterm reviews
- Visits to projects (e.g. it can be once per year)
- Final reports
- Durability checks



Why-what we monitor

What (scope of monitoring)

Scope (progress towards objectives, deliverables, outputs results **in cooperation**)

Cost (follow programmes rules and eligibility requirements)

Time

Quality

Why (scope of support)

identify risks early

guide projects during implementation – adjust support

facilitate the quality and better usability of project results



Project quality scope

According to:
[Project quality workshop](#)





What we will cover

1 Monitoring during project start up

2 Programme case: continuous mon. in Central Europe

3 Power skills: trust

4 Reporting – programme case: EURO Med programme

5 Project changes: more effective process

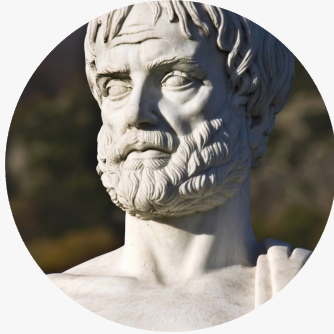
6 Reflection: monitoring, reporting, changes for future

7 Power skills: challenging conversations



When do we start monitoring?

As early as possible – during project start up phase



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Well begun is half done

Aristotetle



Start up support-monitoring

Connect

Establish cooperation, get to know project and LP

Align

Shared programme and project understanding of rules, expectations etc.

Scan

Identify risks early

Adapt

Adapt monitoring and support as needed



WORLD CAFE

- What is your programme approach to the chosen topic?
- What works well and why?
- What are the challenges? Solutions?

Instructions:

1. Choose your topic/group
2. Discuss in group 30 min.
3. Change the group (25 min.)
4. Joint exchange: 10 min.

World café – approaches to monitoring during project start

Kick off

How does your programme support projects in the first months?

Do you participate in kick-off meetings?

What do you focus on most?

Early risk detection

Do you assess risks when projects start? Later during the project? (do you have some formal approach to that)

What are your main red flags if you don't have methodology?

Monitoring

What is your monitoring approach?

What works well in your programme regarding monitoring?

What challenges do you face?

Navigating project monitoring: practices, challenges, and new perspectives

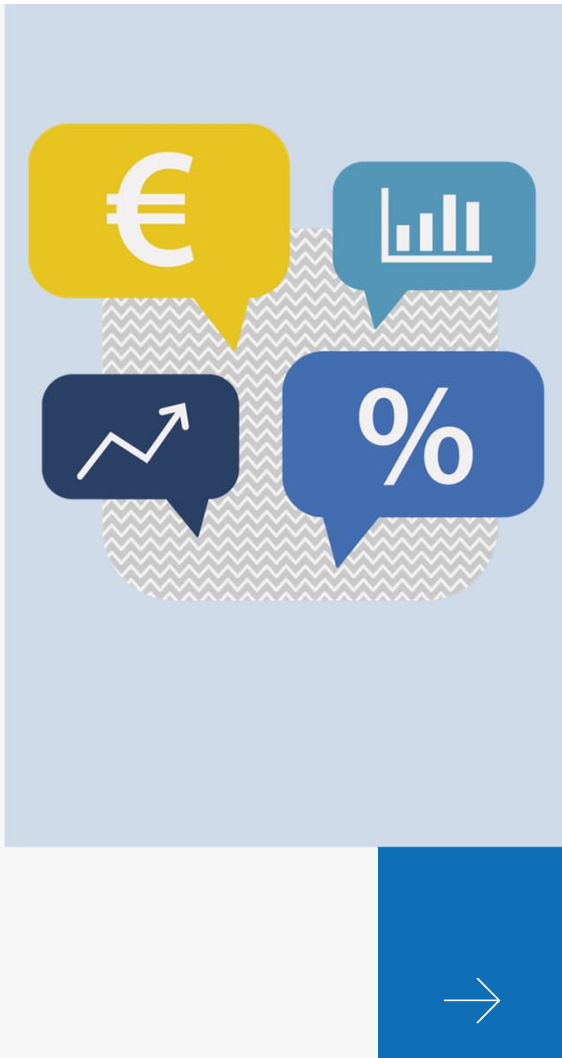
Project reporting

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Goal of the session

- Look at **why reporting matters beyond compliance**
- Explore **how reporting works in practice**
- Learn from your **programmes' approaches**
- Reflect on **how to simplify workflows**

WHY reporting?

Core regulatory framework

Art. 69 of CPR
Regulation (EU)
2021/1060

Requires Member States to have management and control systems that ensure the legality and regularity of expenditure.

Art. 26 of Interreg
Regulation (EU)
2021/1059

Defines the Lead Partner (LP) principle, making the LP responsible for ensuring that the entire partnership's expenditure corresponds to the agreed activities and has been verified.

Art. 26 of Interreg
Regulation (EU)
2021/1059

Sets out the legal obligations for transparency, communication, and visibility

Art. 46 of Interreg
Regulation (EU)
2021/1059

Mandates the appointment of controllers to perform management verifications before expenditure is reimbursed

Content of reports

Reporting serves both financial and qualitative purposes. Legal requirements for report content include:



Programm's approach

[Axel Rodriguez Garrote](#)
[Interreg Euro-MED programme](#)



Factors affecting Reporting & Monitoring

R&M workload is not just about forms or monitoring systems



Number of projects

Does reporting workload increase with more projects?



Types

Do certain types of projects create more reporting complexity?



Size of partnership and JS

How do the number of partners and available JS staff affect timeliness and quality?



Best practices

Can you identify best practices to manage these factors efficiently?

Thank you for being here!

Your opinion matters to us.

Please take a few minutes to provide us with feedback to help us improve our services.

Navigating project monitoring 17-18 March 2026| In-person



Cooperation works

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Portal.Interact.eu | Programme and Project Management

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Primary knowledge area

Project monitoring and reporting

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