Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

IPA II (2014 - 2020)

Avrupa Birliği Bakanlığı
IPA II Teknik Destek Projesi

Ministry for EU Affairs
Technical Assistance for IPA II

"IPA II: Taking EU funding to the next level"

12.-14.12.2017 – Training on Monitoring

Ivana Varga

CFCU

EY Building a better working world

College of Europe
Collège d'Europe
Brugge Natolin

REPUBLIC OF TURKEY MINISTRY FOR EU AFFAIRS

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

IPA II (2014 - 2020)

Training on Monitoring

Day 2
13.12.2017

CFCU
EY Building a better working world
College of Europe
Collège d'Europe
Brugge
Natolin
REPUBLIC OF TÜRKİYE MINISTRY FOR EU AFFAIRS

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Training Agenda – Day 2

IPA II (2014 - 2020)

Sessions	Topic
9:30-10:45	Welcome Review of Day 1 Monitoring of the activity outcomes Overview of main principles: focus on continuous relevance, efficiency, effectiveness and sustainability Link between the objectives and actual achievement (output / outcome indicators)
10:45-11:00	Coffee Break
11:00-12:30	Collection and verification of data on monitoring indicators – activity level
12:30-13:30	Lunch
13:30-14:45	Analysis, assessment and interpretation of the data on monitoring indicators Aggregation and contribution of activity level indicators to the monitoring of the efficiency and effectiveness of the actions and programmes
14:45-15:00	Coffee Break
15:00-16:00	Summarising the conclusions on the performance and preparation of the action plan (follow-up actions) Preparation of Monitoring Reports: focus on state of play, conclusions and corrective measures, if necessary
16:00-16:15	Questions & Answers for Day 2

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Performance monitoring - focus on results

IPA II (2014 - 2020)

- Regulation (EU) 231/2014, *Article 2*:

  „1. Assistance under this Regulation shall pursue the achievement of the following specific objectives according to the needs of each of the beneficiaries…

  2. Progress towards achievement of the specific objectives … shall be monitored and assessed on the basis of pre-defined, clear, transparent and, where appropriate, country-specific and measurable indicators…"

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Performance framework

IPA II (2014 - 2020)

- essential part of a broader process of performance-based management, the objective of which is to improve efficiency, effectiveness, and accountability
- this process involves the use of performance indicators to assess the degree to which intended results are being achieved
- the progress towards achievement of the objectives is measured, monitored and assessed by means of measurable *performance indicators and targets* established during the strategic and operational programming

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Strategic planning

IPA II (2014 - 2020)

- Main questions related to strategic planning and management:
  - Where are we now (the country, the sector, the organisation …)?
  - Where are we compared to the others (countries, sectors, organisations …)?
  - Where do we want to be in the future?
  - How can we achieve what we want?
  - How do we know if we are achieving our targets?

Strategic indicators

- measure overall progress to the general and specific policy objectives, defined in Articles 1-3 of IPA II Regulation and the Indicative Strategy Paper for Turkey
- measure the combined impact of national government efforts and programmes, IPA II programmes, other donors' and other development actors' interventions
- the contribution of IPA II actions to the strategic objectives / indicators can be established only by evaluations

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Operational indicators

IPA II (2014 - 2020)

- have to be linked to the sectoral performance framework
- monitor the performance of IPA II assistance
- have to include output indicators on key outputs, which are expected to be delivered by IPA II implemented actions
- the outcome indicators have to measure changes for the direct beneficiaries of assistance or target groups directly influenced by the IPA II actions (e.g. ‘jobs created in the assisted SMEs’).

Operational indicators

- targets on operational indicators have to be linked to IPA II actions, otherwise they may not be used for monitoring of the performance of IPA II assistance
- operational indicators capture changes in outputs and outcomes
- the connection between the action and operational indicators is closer than for strategic indicators
- operational indicators are basically output indicators with some process and outcome indicators, and should be formulated in the action document

Logframe matrix

- the tool for planning of the action where is defined the main logic of the action:
  - What shall be realised with the action? – which RESULTS?
  - How can we reach the results? – which ACTIVITIES we have to implement?
  - How shall we know if we have reached the results? – how to MEASURE the RESULTS?
  - What will prove that we have reached the results? – how to PROVE it?
  - What kind of problems we can expect? – are we aware of ASSUMPTIONS and RISKS?

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Logframe matrix

IPA II (2014 - 2020)

Overall Objective	***Objectively Verifiable Indicators: OVI***	***Sources of Verification***	***Assumptions***
Project Purpose	***Objectively Verifiable Indicators: OVI***	***Sources of Verification***	***Assumptions***
Results	*Objectively Verifiable Indicators: OVI*	*Sources of Verification*	*Assumptions*
Activities	*Means*	*Cost*	*Assumptions*

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Logframe matrix

IPA II (2014 - 2020)

- IF the assumptions are fulfilled, THEN we can start the activities
- IF adequate inputs and means are ensured, THEN we can start the activities
- IF the activities are implemented, THEN the results can be achieved
- IF the results are achieved, THEN the project purpose shall be achieved
- IF the project purpose is achieved, THEN it can contribute to the overall objective

Monitoring of the action

- Monitoring and reporting is important for the action success as well as its planning:
  - We know where we are and where we are going;
  - We observe (in)compliance of current state and direction of development taking into account our strategy
- Otherwise we would „drive with eyes closed”
- Without adequate planning and clearly defined results which we want to achieve, it wouldn’t be clear what and how to monitor (necessary data wouldn’t be collected)

Monitoring of the action

- Main elements for continuous monitoring:
  - *Relevance* - the relationship between the needs and the objectives of an action
  - *Efficiency* - the relationship between the resources used by an action and the changes it generates (inputs to short-term outcomes)
  - *Effectiveness* - the extent to which the intervention's specific objectives were achieved, or are expected to be achieved (objectives – outcomes)
  - *Sustainability* - the continuation of benefits from an intervention after the IPA support has been completed

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Outputs vs outcomes

IPA II (2014 - 2020)

- **Outputs** are *'direct products or services delivered by activities, directly influencing the achievement of outcomes'*, the transformation of inputs into activities and outputs is within the direct management control of the action
- **Outcomes** are '*short to medium term effects on the political, social, economic and environmental areas targeted by IPA II financed interventions and changes in behaviour of addressees of IPA II financed interventions*'
- For example, the *outputs* are the number of unemployed persons who completed training and *short-term outcomes* are the number of unemployed persons who are actively searching for a job or who find a job after training

Outputs vs outcomes

- the outcomes are not only a result of the outputs of an intervention, they are influenced also by other factors outside the action
- the monitoring system captures combined effects of the implemented intervention and external factors
- the actual short-term outcomes have to be monitored and compared with the planned ones and factors that influence outcomes have to be analysed (internal: related to the design and delivery of the action or external: related to characteristics of the target group or context)

Indicators

- quantitative or qualitative factors or variables that provide a practical, comparable and reliable means to measure achievements, to reflect the changes connected to an action, or to help assess the performance of an actor
- quantitative: measures of quantity
- qualitative: judgements and perception derived from subjective analysis
- the outputs, outcomes, impacts are measured respectively by output, outcome and impact indicators

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Indicative Startegy Paper for Turkey

IPA II (2014 - 2020)

- To ensure that the priorities for EU financial assistance for Turkey over the coming seven years are delivered, the Strategy Paper sets meaningful and realistic objectives, identifies the key actions and actors, describes the expected results, indicates how progress will be measured and monitored, and sets out indicative financial allocations … The priorities defined for financial assistance will serve as a basis for the (multi-) annual programming of IPA II funds between 2014 and 2020

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Indicative Startegy Paper for Turkey

IPA II (2014 - 2020)

- Turkey needs … to strengthen its capacity to absorb funds, achieve results and implement EU financial assistance in a timely manner
- The focus on more targeted multi-annual sector programmes will require greater ownership by the lead institution for each sector and stronger cooperation among stakeholders in order to improve efficiency and effectiveness

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Indicative Startegy Paper for Turkey

IPA II (2014 - 2020)

- Turkey's investment needs, in order to carry out reforms are far greater than the IPA II resources available
- Prioritising areas of assistance is … essential.
- Support will primarily be given … to carry out national reforms that match the EU's priorities

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Indicative Startegy Paper for Turkey

IPA II (2014 - 2020)

- For 2014-20, pre-accession assistance will fall under two pillars:
  - democracy and the rule of law
  - competitiveness and growth
- *Democracy and Rule of Law*:
  - judiciary
  - fundamental rights
  - home affairs
  - civil society
  - anti-corruption
  - public administration

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Indicative Startegy Paper for Turkey

IPA II (2014 - 2020)

- *Competitiveness and Growth*:
  - education, employment and social policies
  - environment and climate action
  - energy
  - transport
  - competitiveness and innovation

National Programme for Turkey - IPA I for the year 2013

- Examples of expected results (Judiciary and Fundamental Rights):
  - Increased efficiency of the judiciary through Justice Sector Performance system
  - Assurance of the rights and freedoms set forth in the Constitution and the Convention is fully secured at national level
  - Better access to justice through completed review of legal aid enhanced

National Programme for Turkey - IPA I for the year 2013

- Examples of expected results (*Migration and Border Management):*
  - A comprehensive migration management system aligned with national and international obligations … has been established as well as a well-functioning asylum system has been established
  - Enhanced customs surveillance functions especially as regards the yacht, marina and fishing port controls with improved technical capacity to patrol, search and intervene in crimes, …, improvement of coordination and cooperation mechanism so as to achieve an operational and result oriented system on customs surveillance functions

National Programme for Turkey - IPA I for the year 2013

- Examples of expected results (*Energy):*
  - Increase the absorption capacity of the private sector (SMEs) in energy efficiency and in renewable energy regarding financing provided by IFIs and the energy efficiency financing mechanism
  - Regulatory organizational structure, framework and capacity for nuclear safety improved

National Programme for Turkey - IPA I for the year 2013

- Examples of expected results (*Environment and Climate Change):*
  - Increased public understanding and enhanced stakeholder capacity on the required joint efforts on climate action

- What can we conclude? Do the examples of the expected results comply with the result oriented approach?

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Annual Action Programme for Turkey (2014)

IPA II (2014 - 2020)

- Example of expected results (*Regulatory Reform and Acquis Alignment Action*):
  - The absorption of programmed EU funds will have improved combined with an increased efficiency during implementation
    - number of total Project Preparation Facility (PPF) activities implemented
    - % of IPA II funded supply and works contracts for which PPF support has been used.

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Annual Action Programme for Turkey (2014)

IPA II (2014 - 2020)

– The alignment with EU acquis and the implementation capacity in relevant fields will have increased

- number of draft legislation in line with EU acquis, of regulatory frameworks in place, and of administrative structures and training systems established
- number of total Unallocated Institution Building Envelope (UNIBE) activities in line with eligibility criteria.

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Annual Action Programme for Turkey (2014)

Indicator	Description	Baseline (year)	Last (year)	Milestone 2017	Target 2020	Source of information
CSP indicator(s) – Progress made towards meeting accession criteria						*European Commission Annual Progress Report*
Action output indicator 1 Number of total PPF activities implemented		*10* *(2012)*	*9* *(2013)*	*30* *(2017)*	*30* *(2020)*	*MEUA and CFCU statistics*
Action output indicator 2 Number of draft legislation in line with EU acquis, of regulatory frameworks in place, and of administrative structures and training systems established	*Qualitative assessment only*					
Action output indicator 3 % of IPA II funded supply and works contracts for which PPF support has been used				*50%*	*70%*	*MEUA and CFCU statistics*
Action output indicator 4 Number of total UNIBE activities in line with eligibility criteria		*9* *(ESEI 2011- UNIBE Large Scale contracts)*		*5*	*10*	*MEUA and CFCU statistics*

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Annual Action Programme for Turkey (2014)

IPA II (2014 - 2020)

- What can we conclude? Does the example of the expected results and indicators comply with the result oriented approach:
  - Is the definition of the indicator and measurement unit clear enough and unambiguous?
  - Does the Indicator relate to the long term effects of the intervention (medium term outcomes and impacts)?
  - Are baselines and targets stated?
  - Are targets related to the IPA II implemented intervention only? (does not measure the outputs of other programmes)

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Output indicators

IPA II (2014 - 2020)

- Linked to activities of the project
- Capture what the resources are spent on
- Common output indicators relate to most frequently implemented actions
- Output indicators provide aggregate information for analysis & communication purposes
- Common and sector specific indicators

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Result indicators

IPA II (2014 - 2020)

- Relates to specific objective
- Captures the expected change

Examples of result indicators

Specific objective:

- Improve the accessibility of a region,
- Increase the employment of young people.

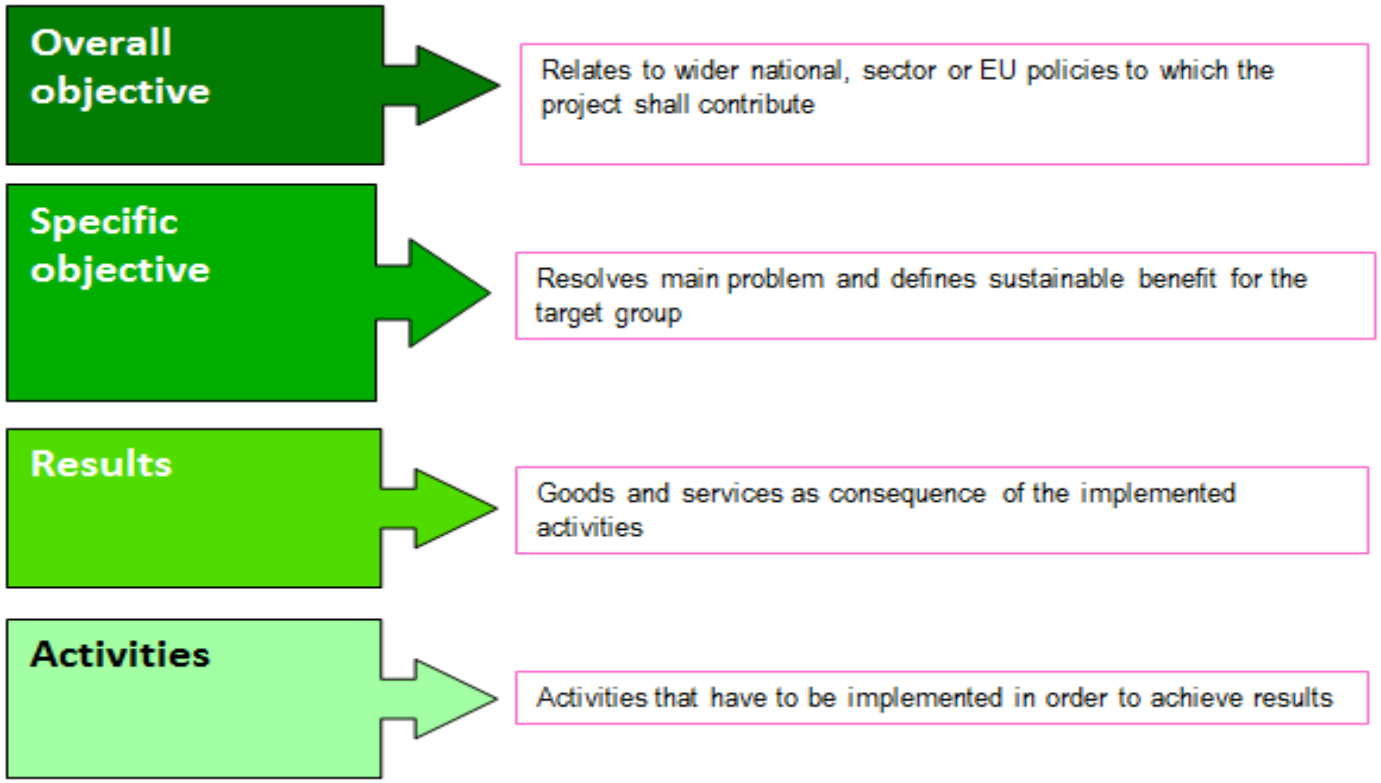
Example of result indicator:

- Reduction in travelling time;
- Young people in employment 6 months after training

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Overview of the action

IPA II (2014 - 2020)



Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Link between objectives and actual achievement

IPA II (2014 - 2020)

- Examples *(Croatian experience):*

Overall objective and indicators of achievement	State of achievement
Overall objective: **To foster structured dialogue and formalized consultation between Croatian civil society organizations (CSOs) and Croatian state administration/EU institutions within the process of shaping, monitoring and evaluation of public policies at the national and EU level.**	**Achieved**
Indicator of achievement: **100% increase in the cumulative number of Croatian CSOs directly participating in the Croatian pre-accession policy process over the two years of project implementation, in comparison to the two-year period prior to project implementation (baseline data for 2007-08).**	**Achieved**

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Link between objectives and actual achievement

IPA II (2014 - 2020)

- Examples *(Croatian experience):*

Overall objective and indicators of achievement	State of achievement
Overall objective: **To improve the animal health situation in Croatia as regards Rabies**	**Achieved**
Indicator of achievement: **Decrease in number of new rabies cases at least 10 percent yearly**	**Achieved**

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Link between objectives and actual achievement

IPA II (2014 - 2020)

- Examples *(Croatian experience):*

Overall objective and indicators of achievement	State of achievement	Comments
Overall objective: To further contribute to the development of an efficient and strengthened Croatian integrated border management system, which will establish greater security at international borders and diminish cross border crime and illegal migration.	Achieved	
Indicator of achievement: 20% reduction of illegal migration as well as greater detection and prevention of cross border crime.	Achieved	Reduction of 20 % related to the illegal migration could not be achieved due to high migration crisis in whole Europe and therefore the numerical indicator is not realistic due to the fact that it is impossible to achieve such results. However, greater security was achieved related to the control of cross border crime due to procured equipment.

Collection of data

- the OSs are responsible for the establishment of procedures for registration and verification of data on performance indicators, data entry and validation, processing and reporting
- for the majority of output indicators, the data has to be collected on contract level, therefore, the requirement for data collection has to be included in the ToR for the service contracts, Guidelines for Applicants for grant schemes and twinning fiches

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Collection of data

IPA II (2014 - 2020)

- in cases where outcome indicators relate to collection of data on the status of the beneficiary after the implementation of the contract and action, the end-beneficiaries/LIs have to develop a methodology for registration of outcomes
- where data is collected by recipients, it has to be verified at least for correct use of the definition of the indicators and for correspondence to executed activities

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Collection of data vs verification

IPA II (2014 - 2020)

- the LIs have to ensure that there is a system for data entry and data clearance, which will vary by programme depending on the size of the programme, from simple excel databases to MIS
- it has to be proved that the reported monitoring data is checked for the quality of the data and that the data collection systems are reliabile

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Data collection and verification

IPA II (2014 - 2020)

Responsibility	Tasks
Recipients (contractors, grant beneficiaries, etc.) or other bodies	Register data, aggregate and submit data/database extracts
End-beneficiaries	Verify submitted data and where necessary aggregate for the activity /action
OS – multi-annual programmes LI – annual programme	Establish a system for collection of data on monitoring indicators from actions/ activities and contracts; Include provision in contracts for collection of data and reporting on key performance indicators; Monitor performance of the data collection system; Verifies and aggregates data received from end-beneficiaries; Analyse data and report on indicators; Submits to NIPAC/enters in the MIS
M&E Unit – NIPAC Secretariat	Provides guidelines on preparation and check quality of indicator fiches; Monitors established data collection and reporting system; Controls quality of the received data; Reports on indicators

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Data collection and verification

IPA II (2014 - 2020)

- Reliability of the collected data is ensured by:
  - clear and precise definitions
  - explanation of specific terminology
  - clear explanation of the calculation method for measurement of the value of the indicators
  - using of reliable sources and methods for data collection and tolls for processing
  - ensuring in advance the data source and time period for data verification

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Data collection and verification

IPA II (2014 - 2020)

- it is important to establish adequate system for data collection and verification methods
- If the data is collected from the sources which don't represent official statistics, it is needed to describe the process of data collection in internal documents
- If the data for one indicators is collected from more institutions, it is necessary to establish uniform approach and procedure

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Data collection and verification

IPA II (2014 - 2020)

- When assessing the adequacy of the system for data collection and verification methods, the following should be taken into account:
  - Data source
  - Collection methods
  - Frequency of collecting the data
  - Cost of data collection
  - Challenges in data collection
  - Who collects the data / Who analyses the data

Verification of data

- The following aspects should be taken into account:
  - Whenever contract activities are implemented according to the schedule set in the Contract;
  - Whenever contract result and output indicators show acceptable progress or implementation and obligations set in the Contract
- In order to monitor the progress, the clarifications and documentary evidences shall be obtained from the beneficiary

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Verification of data

IPA II (2014 - 2020)

- The reporting on progress in achieving the objectives and indicators shall consist of:
  - ID, name and unit of *the indicator* which shall be indicated strictly following the information provided in the Contract
  - Baseline and target values of the indicator shall be specified according to the Contract
  - Actual value of the indicator shall be indicated in accumulated manner (growing), from the start of the implementation till the end of the reporting period

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Verification of data

IPA II (2014 - 2020)

- Additional information shall be provided on the achievement of the indicator. If the actual value is less or higher than planned, explanations are necessary
- References shall be made to the documents justifying the level of indicated achievement, e.g. invoice, agreement, acceptance certificate, license, report, study, etc.

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Systematic centralised data collection and verification

IPA II (2014 - 2020)

- Importance of monitoring of the „entire picture”
- Collection of all information and review in one place
- Better insight of the real situation and easier planning
- More possibility to unify the approach and methods
- More reliable data
- Timely estimation of risks and solving the problems
- Requires continuous updating and evaluation

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Standardisation and aggregation of the indicators

- Standardisation is important in order to be able to:
  - compare the performance of the projects, measures and priorities;
  - aggregate the indicators at higher levels

- Standardised indicators give the base for performance management

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Standardisation and aggregation of the indicators

- use the same indicators for similar types of actions
- IT system should be able to aggregate the same indicators from the lower levels
- it is not recommendable to use % types of indicators as base data
- close coordination and regular checks ensure reliability of data
- use thresholds to avoid extreme values (e.g. from the different unit of measurement: km vs. m)

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Indicator Module in IT system

IPA II (2014 - 2020)

- The Set of Indicators can be defined with minimum data fields:
  - Link to Programme / Action, Title, Version, Valid From - Valid To
- One Indicator can belong to one or none of the Set of Indicators
- The Indicator can have attributes: Active, Aggregable and Version
- Aggregable is a flag if it is possible do aggregate indicator to a higher level or not. Some indicators are too complex to aggregate and some are specific to that object

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Indicator Module in IT system

IPA II (2014 - 2020)

- The Indicator can be defined with following data fields:
  - Code, title, type (output, result), top object, measurment unit, frequency, data source, gender brakdown, baseline, target
  - link between individual indicator and related set of indicators
  - realisation: value, time of measurment (e.g. month/year), gender

Example

Output /Result indicator as presented in OP	Unit (as presented in OP)	Targets in the OP				Progress	
		Baseline value (2007)	Mid term (2012)	Target (2014)	Target (2016)	Rate of Physical progress by end 2011	Rate of Physical progress by 31.03.2013
1	2	3	4	5	6	7	8
Priority 1. Improving the development potential of lagging regions							
Jobs created within targeted regions	Number	0	20	70	200	7	63.5
SMEs established within targeted regions	Number	0	9	30	75	0	13
Priority 2. Enhancing the competitiveness of Croatian economy							
Turnover of SMEs increased	%	0	0	0	2	0	0

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Interpretation of data

IPA II (2014 - 2020)

- After the data is collected, verified and aggregated, it has to be analysed:
  - vs target values
  - vs previous period achievement
  - all discrepancies have to be identified, explanations obtained and evaluated against their relevance on the achieved values
  - Quantitative progress have to be supported with qualitative analysis

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Monitoring Report – Activity level

1. EXECUTIVE SUMMARY (0.5 page)

1.1. Project Title and Code
<to be inserted>

1.2 Project Stakeholders
<Project Stakeholders to be quoted. List only main players e.g. only those institutions and individuals who are directly involved in Project implementation>

1.3 Period Monitored by Task Manager

<This Monitoring Report has been prepared by …. during the period from … to…. and represent the Project's situation at …. the cut-off date for the Report.>

1.4 Contract data

1.4.1. Contract duration
Legal Start…….. Legal end……..

1.4.2. Addenda to contract
<Brief description of addendum/addenda subject and what was actually changed>.

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Monitoring Report – Activity level

IPA II (2014 - 2020)

2. PROJECT INFORMATION (0.5-1 page)

2.1 Overall Objective and Project Purpose (specify Operation Purpose if different)
< to be inserted >

2.2 Expected Results (according to ToR)
< to be inserted>

2.3 Key Assumptions
< to be inserted>

2.4 Provide brief chronological description of activities/works carried out [progress made so far before the reporting period]
< to be inserted>

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Monitoring Report – Activity level

IPA II (2014 - 2020)

3. PROJECT ACTIVITIES DURING MONITORING PERIOD (1 page)

3.1. Highlights

<Insert four or five headlines (bullet points) that effectively summarise most significant events or main conclusions reached during monitored period. Summarise any follow-up action requested under previous monitoring report and/or discussed during previous PSC meeting, and specify whether and how it was actually followed-up>.

Issues/questions raised at previous PSC meetings -date(s)	Follow-up action initiated	Responsibility	Status
Issue 1:			
Issue 2:			
Issue n:			

Report on monitoring activities undertaken during the monitoring period under reference.

Type of monitoring activity and date	Main findings, conclusions and recommendations
<Please insert type of activity. E.g.:QR report, interview with TL, site visit>	*<Briefly state findings, conclusions and recommendations>*

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Monitoring Report – Activity level

IPA II (2014 - 2020)

4. MANAGEMENT ISSUES AND CORRECTIVE ACTIONS DURING MONITORING PERIOD (0.5 page)			
Problem / Issue Identified	**Proposed Corrective Actions**	**Responsibility**	**Status**
<Summarise problem/issue in short sentence>	*<Briefly explain what action was taken or will be taken to correct the problem>*	*<Explain who will take responsibility for the action>*	*<Explain what is current status. Has any action already been started? If not provide explanation>*
2.....			

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Monitoring Report – Activity level

IPA II (2014 - 2020)

5. ASSESSMENT AND RECOMMENDATIONS (1 page)

5.1Assessment of results and overall contract performance

<Summarise assessment on project Relevance, Efficiency, Effectiveness, Impact, Sustainability, Horizontal and Cross-Cutting issues.

Assessment has to encompass physical progress against indicators (outputs), financial progress and results (quality of outputs and overall performance >.

5.2 Recommendations

<Insert two or three recommendations or plans for actions that will correct critical elements mentioned in previous section of the monitoring report>.

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

IPA II (2014 - 2020)

THANK YOU FOR YOUR ATTENTION

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

IPA II (2014 - 2020)

"IPA II: Taking EU funding to the next level"

www.ipa2teknikdestek.com

CFCU

EY Building a better working world

TÜRKİYE CUMHURİYETİ AVRUPA BİRLİĞİ BAKANLIĞI
REPUBLIC OF TURKEY MINISTRY FOR EU AFFAIRS