IPA II
(2014 - 2020)

Avrupa Birliği Bakanlığı
IPA II Teknik Destek Projesi

Ministry for EU Affairs
Technical Assistance for IPA II

"Advanced training on IPA II programming and selection
(Day 1)"
Ankara, 23 November 2016

Katarina Jurlina

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

EY
Building a better
working world

Training objectives

The training will contribute to improvements in the quality of interventions, achievement and reporting of results

Improving technical capacities to design programmes and interventions, select and use indicators, assess and select projects

Increasing skills of institutions engaged at different levels of IPA funds management
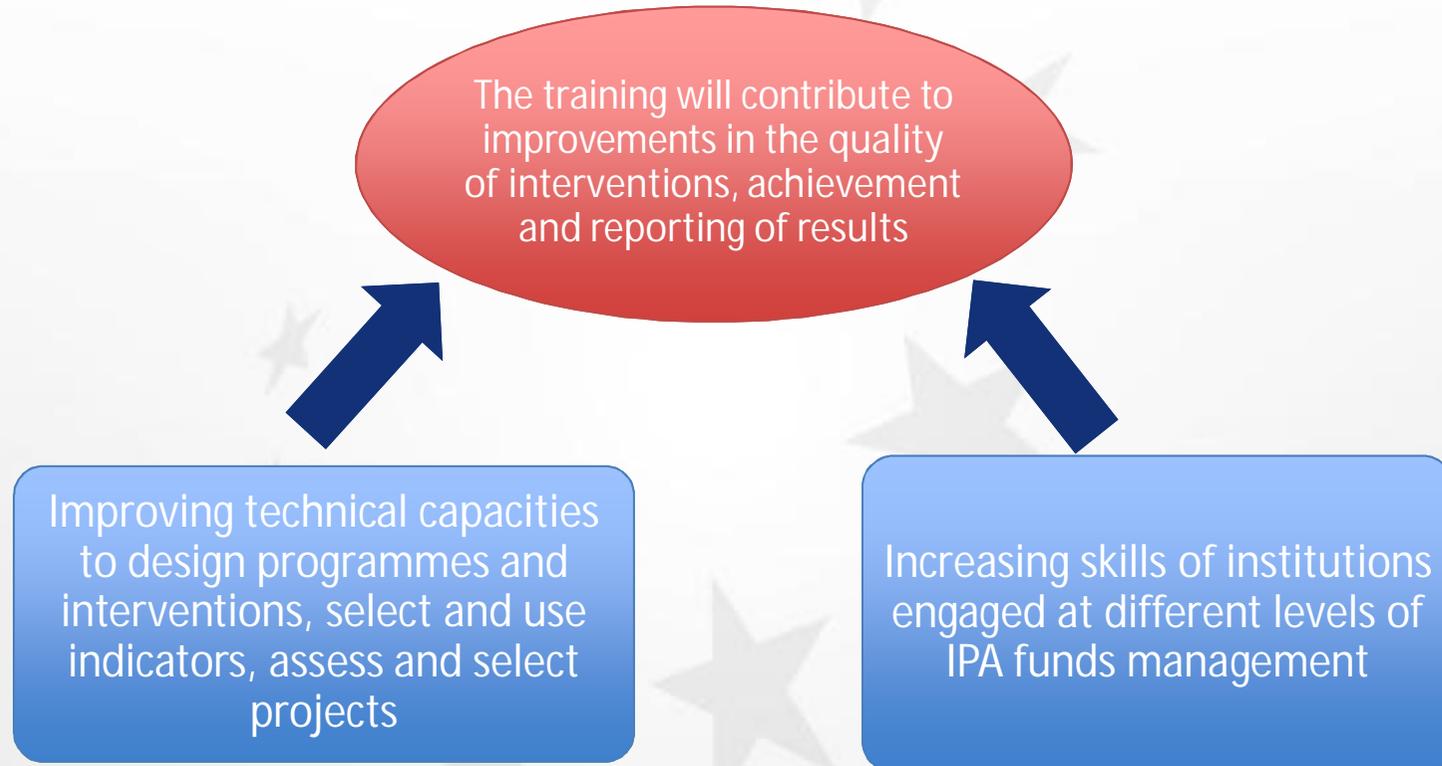
Training Scope

Sector Approach & its principles in programming in detail

Sector logical chain

Implementing intervention logic

Monitoring indicators in programming

Horizontal issues

Sector approach purpose

CiR – art. 4(8)
... sector policy support programmes ... to support partner countries' sector programmes

IPA II REG. – art. 4(2)
... implementation of sector reforms ... based on comprehensive sector policies and strategies

Sector policy dialogue & structural reforms

Improved results and impact

More targeted and focused assistance

SECTOR APPROACH

Building capacities, empowering national authorities

Strategic thinking, prioritisation, sequencing

EY Building a better working world

Sector Approach Main Principles in Programming
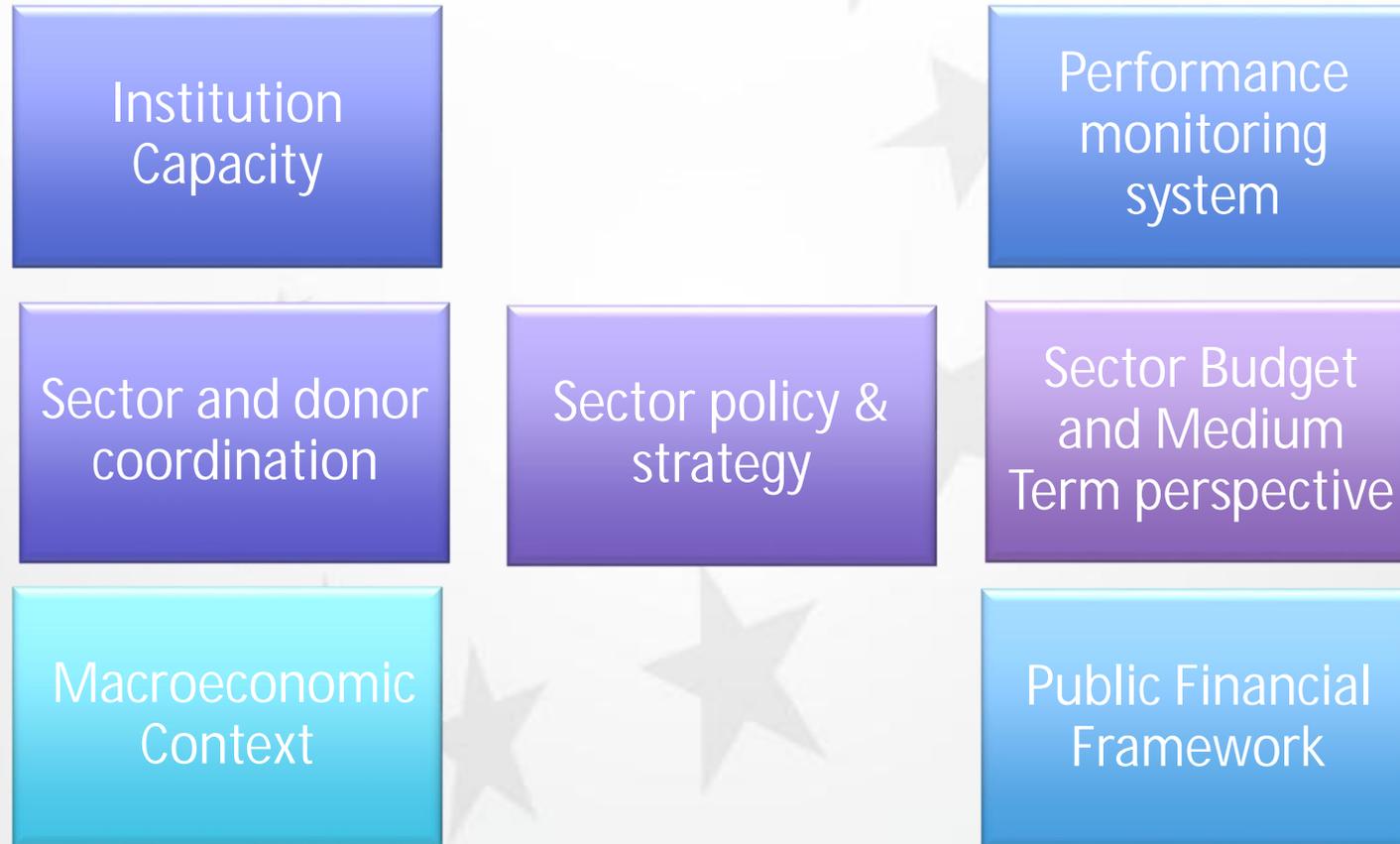
Key questions

Sector policy& Strategy	Institutional setting & capacity	Sector coordination	Sector budget	Sector monitoring system
• Is the strategic framework on the sector level coherent, consistent and comprehensive • Is the sector strategy/ies relevant, clear, sound and of good quality • Is the strategic/operational plan to implement the sector strategy clear, realistic and of good quality?	• Is the institutional framework clearly defined? • Are the institutional capacities sufficient and adequately managed?	• Is the coordination mechanism on the sector level inclusive, efficient and effective? • Is the donor coordination mechanism efficient and effective?	• Is there a budget/ Medium term Expenditure Framework on the sector level? • Is external funding aligned with national priorities? • Is preparation of the national budget properly reflecting the sector strategy/ies and Action plans?	• What is the quality of the sector- level performance monitoring framework? • What are the capacities for carrying out the monitoring and evaluation tasks on the sector level? • Are the sector-level evaluations being carried out?

National Sector Policy/ Strategy

- There are 3 groups of criteria for assessing the quality of national sector policies /strategies:

1. Nature of policy process & ownership

2. Quality of policy objectives

3. Quality of action plans

Public Policy Assessment

Tenth Development Plan (2014-2018)

- Innovation, Stable and High Growth
- Skilled Labor, Fair Administration, Strong Society
- Available Places, Sustainable Environment
- International Cooperation for Development

Privileged Transformation Programs

Implementation, Monitoring, Evaluations

Public Policy Assessment

Institutional Setting

- There should be a <u>Lead Ministry</u> which:

Ü Is responsible for coordinating the planning /drafting of SPDs/SOPs

Ü Plays a leading role on donor coordination within the sector & works closely with the NIPAC

Ü Coordinates with other relevant stakeholders in the sector

Ü Coordinates the collection and analysis of monitoring data (indicators) for IPA sector support

Ü Provides data on implementation and system status to NIPAC and NAO

Institutional Mapping

	Policy Making	Resource Planning	Resource Allocation	Policy Implementation	Monitoring	Coordination
Institution 1	þ	þ		þ		
Institution 2	þ				þ	þ
Institution 3			þ	þ		
Institution N						

Absorption Capacity

- Inherited Workload (past programming)
- The Procurement Plan
- Workload Analysis (for current programming)
- Existing and Planned Staffing
- Conclusion

Exercise

Please read the Handout 1 and based on the priorities, perform the institutional mapping for relevant sector (Handout 2)

Sector Coordination

Covers 2 components:

(1) Coordination of government institutions & key non-government stakeholder

(2) Coordination of donors

Ü Lead Ministry /Institution responsible for establishing & coordinating an 'Operating Structure' composed of the main government institutions involved in sector policy /strategy making and implementation

Ü Functional, government-led Sector Working Groups

Ü Government manages database(s) of external assistance per sector

Ü Government publishes regular monitoring/ progress reports for each sector

Practice in Sector Coordination (Serbia)

- SWGs formally established by the Minister without portfolio in charge of EU Integration
- SWGs: Justice, Home Affairs, PAR, Human Resources and Social Development, Transport, Energy,Environment and Climate Change, Competitiveness, Agriculture and Rural Development, Civil Society, Media and Culture

Role of SWGs:

- To provide transparency and wide participation of relevant partners and stakeholders through all stages of IPA II programming process
- Effective and efficient aid coordination

Sector Working Groups	· To support preparation of multi annual strategic planning documents relevant for programming of development assistance in the Republic of Serbia – e.g. Needs Assessment Document (NAD); · To identify priority Actions and Activities during the programming of IPA II and other development assistance; · To provide recommendations on priority Actions and Activities for programming of IPA II and other development assistance; · To support preparation and revision of multi annual Sector Planning Documents (SPDs) and annual Action Documents (ADs) and accompanying programming documents, in the context of programming of IPA II; · To identify possible deficiencies and problems in programming of IPA II and other development assistance and propose mitigation measures to responsible institutions; · To review evaluation reports and propose measures for implementation of evaluators' recommendations · To discuss on institutional framework and its strengthening in order to improve efficiency and effectiveness of programming and implementation of IPA II and other development assistance; · To plan and monitor steps to be undertaken in order to fulfil the criteria of *Sector Approach*; · To improve cooperation and exchange of work experiences, preparing recommendations and opinions with regards to programming of IPA II and other development assistance; · To serve as the forum for discussion and preparation of the National Investment Committee (NIC) · To coordinate and align donor support and strategies in the context of planning and programming of international assistance

Coordination with Non Governmental Organisations (Serbia)

- Established a mechanism for consultations with CSOs called SECO mechanism which allows their participation in programming the use of funds of the EU and other international development assistance

- Aiming to contribute to the programming process and increasing the efficiency of use of development funds, especially the EU funds, as well as to creating and promoting a constructive dialogue between the state and the civil society

Practice in Donor Coordination

Principles of effective donor coordination:

- National leadership and ownership in aid coordination
- Alignment with national planning, programming, monitoring and reporting processes, strategic documents and priorities,
- Flexibility to establish and abolish donor coordination groups per need
- Complying with EU requirements
- Using national planning, programming and monitoring structures and procedures
- Best use of limited resources

Practice in Donor Coordination (Serbia)

Department for Planning, Programming, Monitoring and Reporting on EU Funds and Development Assistance in Serbian European Integration Office (SEIO):

- Main institution in charge of the aid coordination
- In charge of programming of development assistance
- Provides reports on effectiveness to the Commission for Programming and management of EU Funds and Development Assistance
- Ensures coordination of the Sector Working Groups

Practice in Donor Coordination (Serbia)

Commission for Programming and Management of EU Funds and Development Assistance:

- High level body
- Defines priorities for international assistance
- Receives reports on international assistance

Sector Working Groups

- Identify priorities for external assistance in specific sector during programming
- Identify projects defined in relevant documents
- Asses possibilities for national co-financing of the proposed programmes and projects
- Implement measures of the Commission

Practice in Donor Coordination (Serbia)

Challenges for successful donor coordination:

- ToR for each of the coordination level mechanisms
- Reorganization of previous donor coordination groups– it is proposed that some are merged, some restructured, some added
- Leading national institution defined for each Aid Coordination Group
- Lead donor defined for Aid Coordination Group upon need
- Clear lines of coordination and communication between aid coordination levels and components
- SPOs from relevant institutions should be the members of respective Aid Coordination Group in order to maintain good link to structures and procedures for programming of EU funds
- Minutes from meetings of aid coordination mechanism available on ISDACON
- Signing the MoU with donors on functioning of the Aid Coordination Mechanism

Monitoring Performance

- Stand-alone project-based assistance emphasised the monitoring of resource usage (inputs) & immediate deliverables (outputs) and relatively little on achieving objectives

- The sector approach introduces stronger results orientation to monitoring assistance & focuses national monitoring systems on measuring the achievement of policy objectives (a Performance Assessment Framework (PAF))

Sector Budget

- IPA II Programmes are planned to be multi-annual & should be co-financed by predictable, multi-annual national funding
- Need for a clear link between sector policy & budgeting
- Ideally there should be a Medium Term Expenditure Framework (MTEF) for the sector
- Development of MTEFs - gradual, at first assessments should focus on the existence of credible annual sector budgets
- At minimum, it is crucial to verify whether the sector budget can be identified in the state budget

Public Finance Management

- Concerns the effective management of the collection and expenditure of funds by a Government

- PFM reform part of the overall reform process covering improvement of collection of revenue, debt and cash management, effective planning, transparent budgeting process, effective monitoring (WB)

Macro-Economic Framework

- The purpose of the macro-economic assessment is to assess the stability of the macroeconomic situation & consequent potential for future public funding

- A judgement on stability-oriented macroeconomic policies on the basis of existing documentation

Programming in IPA II

- Planning the use of the pre-accession assistance taking into account priorities and objectives defined in the European Unions' and national planning and strategic framework
- Preparing the relevant multi-annual (Sector Operational Programmes (SOPs), Sector Planning Documents (SPDs)) and annual programming documents (Action Documents (ADs))
- Translating identified priorities and objectives into Actions and activities to be carried out on the ground including time frame and budget necessary for their implementation;
- Coordination and consultations and getting the EC approval on the proposed interventions

Strategic/Programming Documents

Enlargement Package
(EU Enlargement Strategy, EC Progress Reports)

Country /Multi-Country Strategy Paper

Sector Planning Document/ National Sector Strategy
Sector Operational Programmes

Country Action Programme(s) (Annual
or Multi-annual)

Financing Proposal

Commission Implementing
Decision

Financing Agreement

Programming Options

OPTION	SECTOR SUPPORT ACTION		STAND-ALONE ACTION (Exceptional case)
	Fully-fledged sector support	Sector support oriented	
MEANING	An Action supporting a national Sector Programme (or part of it) owned by the Beneficiary and which fulfils the five key Sector Approach criteria	An Action supporting a Sector which is not fulfilling all the conditions for the Sector Approach and based on a multi-annual Sector Planning Document specifically prepared in the context of IPA	An Action for which the Sector Approach is not appropriate or necessary or a horizontal / ad hoc Action
RELEVANT REFERENCE SECTOR/SUB-SECTOR PLANNING DOCUMENT	Beneficiary-owned Sector Programme	IPA Specific Sector Planning Document	No underlying Sector Document
TRANSLATED INTO	Action Document	Action Document	Action Document
	Action Programme	Action Programme	Action Programme

Roles and Responsibilities in Programming

NIPAC

- Coordinates with EUD/EC on the definition of the activities and deadlines for SDP/SOP/AD development
- Initiates multi- annual programming
- Secures information flows and guidance on the process
- Ensures overall coordination and liaise with Economic and Social Cohesion Coordinator
- Submits drafts to EUD/EC

OSs and LIs

- Perform the sector assessment as per SBA criteria
- Coordinate with beneficiary institutions development of the project pipeline, identification of priorities and actions
- Secure involvement of partners
- Prepare SDPs/SOPs/ADs in the SWGs

Roles and Responsibilities in Programming

NAO

- Provides technical guidance on the financial aspects relevant for implementation
- Participates in the SWG

Beneficiary institutions/Organisations

- Provide comments/inputs to the SDPs/SOPs
- Participate in the SWG

Economic and Social Cohesion Coordinator

- Ensures programming activities' compliance with national policies, plans and programmes, application of geographical concentration and coordination of development agencies roles

Programming

New approach in IPA II:

- Defining the intervention logic(IL) as a starting point

Intervention logic (IL):

- "the articulated result's chain clarifying the interventions' objectives and translating them into a hierarchy of effects intended to be achieved (up until the level of outputs), directly influenced (outcomes) and indirectly influenced (impacts) by a policy or action" (DG NEAR)

- Basis for the identification of indicators

Reference documents:

IPA GUIDE TO PROGRAMMING (DG NEAR)

Guidelines on linking planning/programming, monitoring and evaluation (DG NEAR, July 2016)

Intervention Logic

What we want to achieve (results: outputs, outcomes and impact) and **how** we have to get there, having in mind the needs and the context
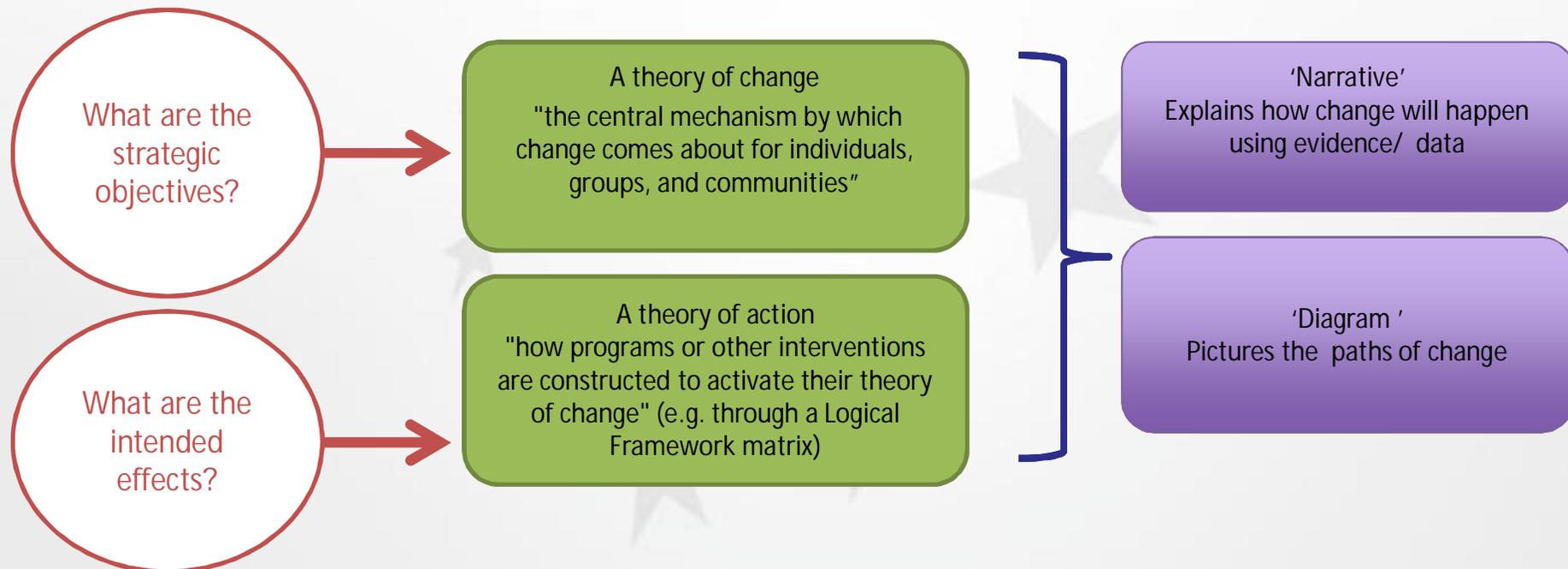
What are the strategic objectives? → A theory of change "the central mechanism by which change comes about for individuals, groups, and communities"

What are the intended effects? → A theory of action "how programs or other interventions are constructed to activate their theory of change" (e.g. through a Logical Framework matrix)

'Narrative'
Explains how change will happen using evidence/ data

'Diagram'
Pictures the paths of change

Intervention Logic

A simplified (linear) description of the results' chain of an intervention

INPUTS		ACTIVITIES		OUTPUTS		SPECIFIC OBJECTIVES (OUTCOMES)		OVERALL OBJECTIVES (IMPACTS)
• The political, technical, financial, human and material resources put in place in order to plan and implement activities.	→	• Specific support tasks put in place to generate outputs within the framework of an intervention. Each intervention is composed of a set of activities (or a single activity).	→	• Direct products or services delivered by activities, directly influencing the achievement of outcomes.	→	• Short to medium term effects on the political, social, economic and environmental areas targeted by ENI/IPA II financed interventions as well as changes in behaviour of addressees of ENI/IPA II financed interventions. Other external factors and players also influence the targeted areas and addressee.	→	• Intermediate to long-term change in the political, social, economic and environmental global context which will stem from interventions of all relevant actors and stakeholders and which will be indirectly influenced by ENI/IPA II.

DG NEAR

Intervention Logic

Implementation is not linear, influenced by external factors – modernised framework of analysis
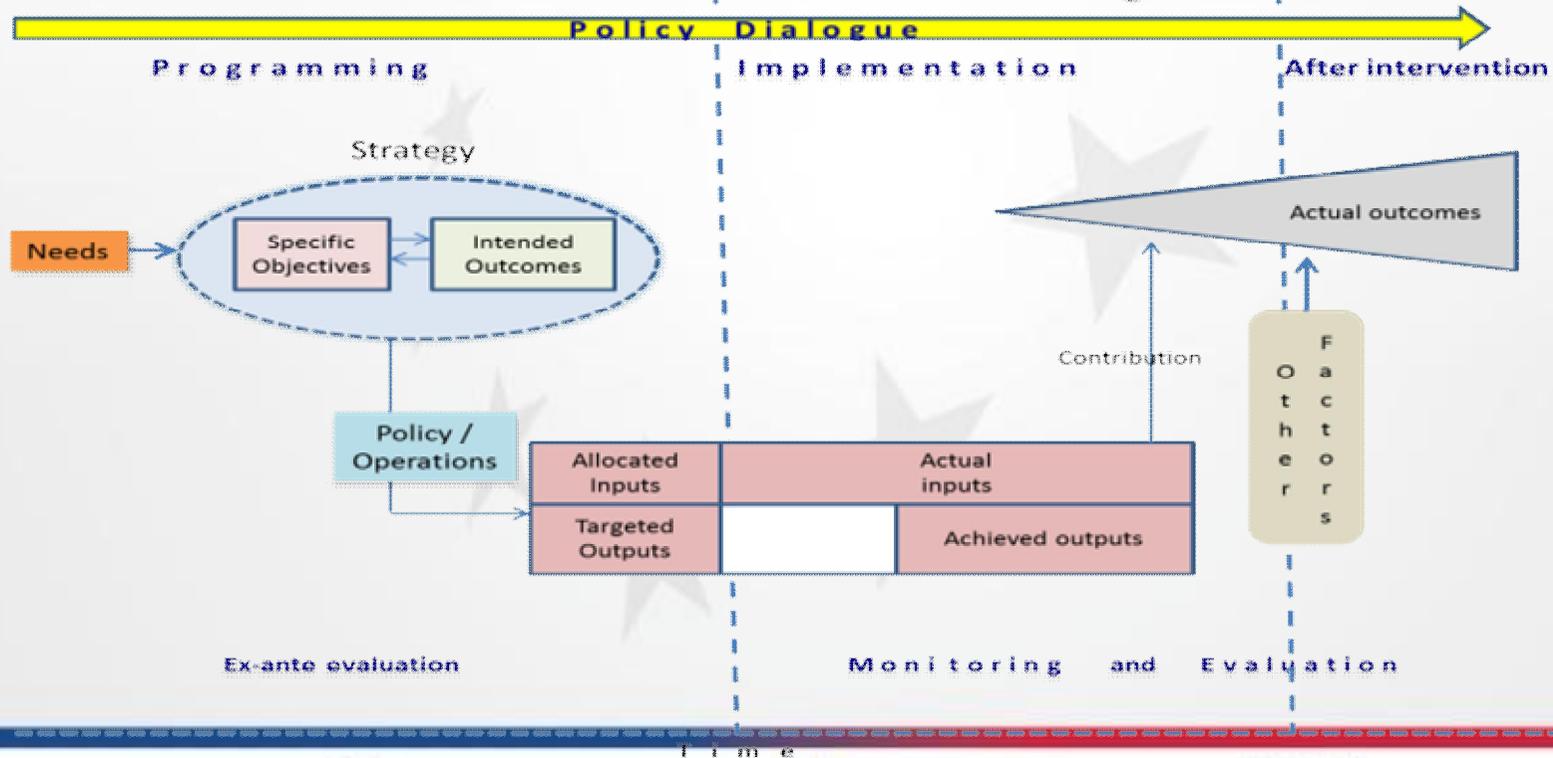
DG NEAR

Intervention Logic

The logical framework is a tool based on the intervention logic
IL helps establishing the direct and indirect linkages between and within levels, the opportunity framework in which intervention happen
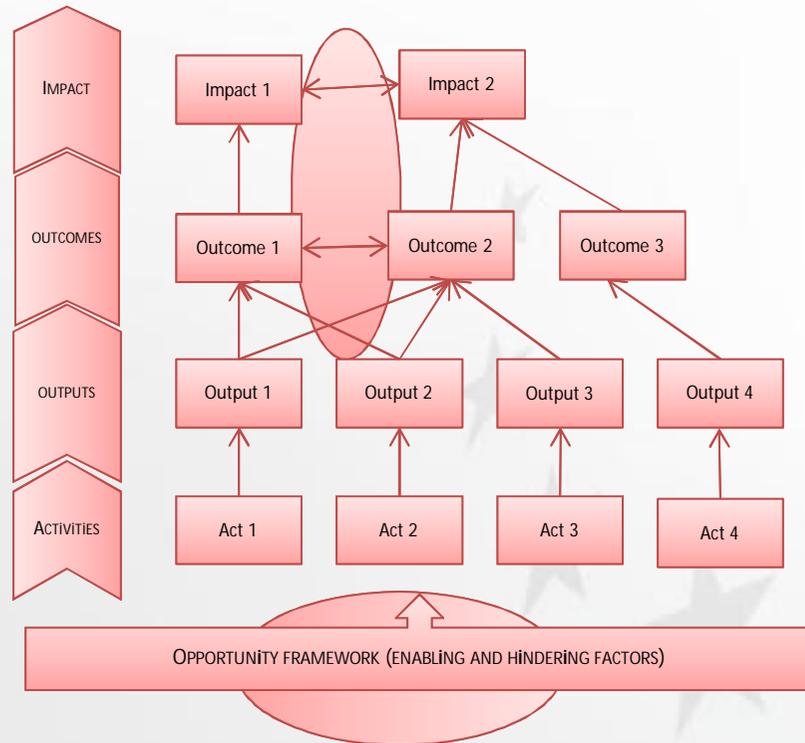
DG NEAR

Log frame for Project/programme	
Impact	Impact 1 Impact 2
Outcomes	Outcome 1 Outcome 2 Outcome 3
Outputs	Output 1.1 Output 2.1 Output 2.2 Output 3.1
Activities	Activity 1.1.1 Activity 2.1.1 Activity 2.2.1 Activity 3.1.1

Intervention logic v. Logframe matrix

Intervention logic
- Gives the big picture including issues related to the environment or context that outside sphere of control
- Shows all the different pathways that might lead to change, even if those not related to the Program

Logframe
- Gives a detailed description of the program showing how the program activities will lead to the immediate outputs, and how these will lead to the outcomes
- Linear - all activities lead to outputs which lead to outcomes and the goal – there are no cyclical processes or feedback

Intervention Logic

Steps to define intervention logic
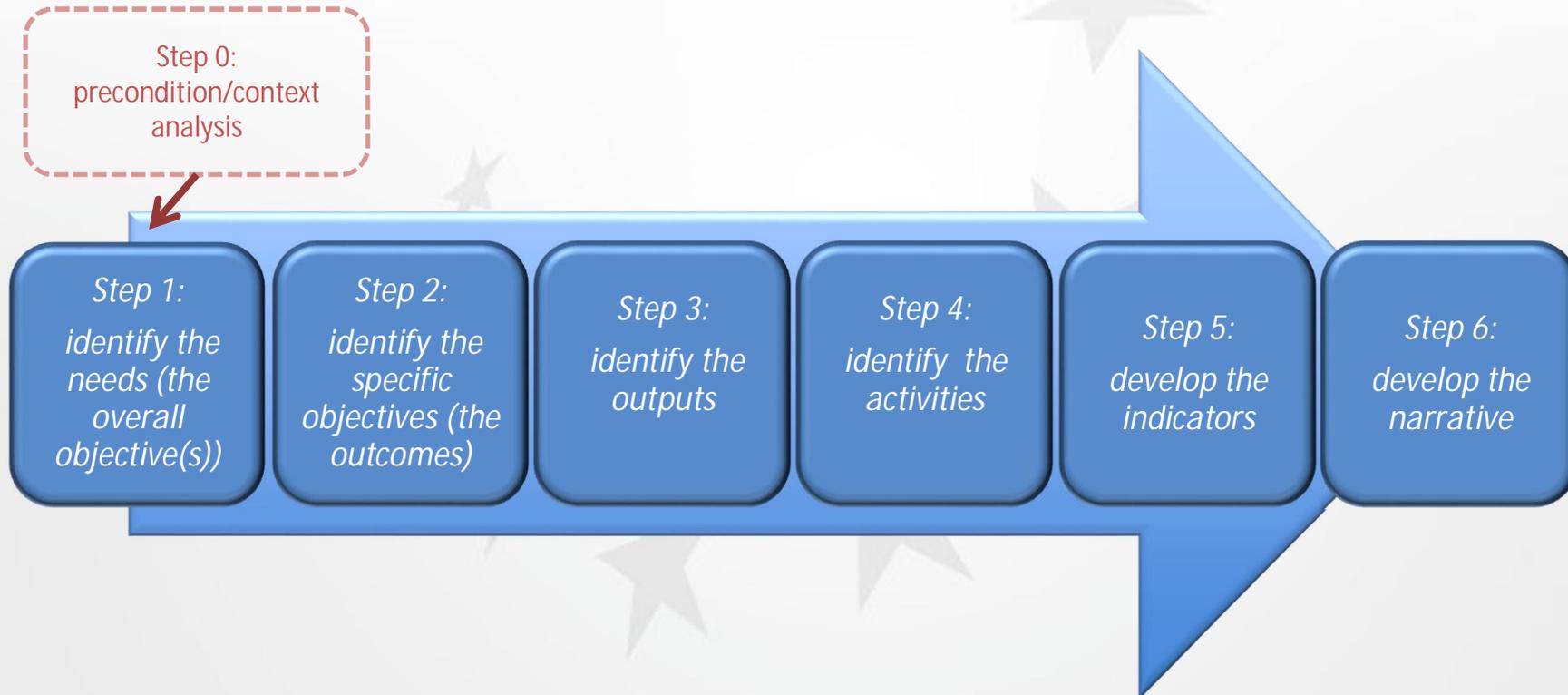
Step 0:
precondition/context
analysis

Step 1:
identify the needs (the overall objective(s))

Step 2:
identify the specific objectives (the outcomes)

Step 3:
identify the outputs

Step 4:
identify the activities

Step 5:
develop the indicators

Step 6:
develop the narrative

Intervention Logic

Context analysis/ opportunity framework
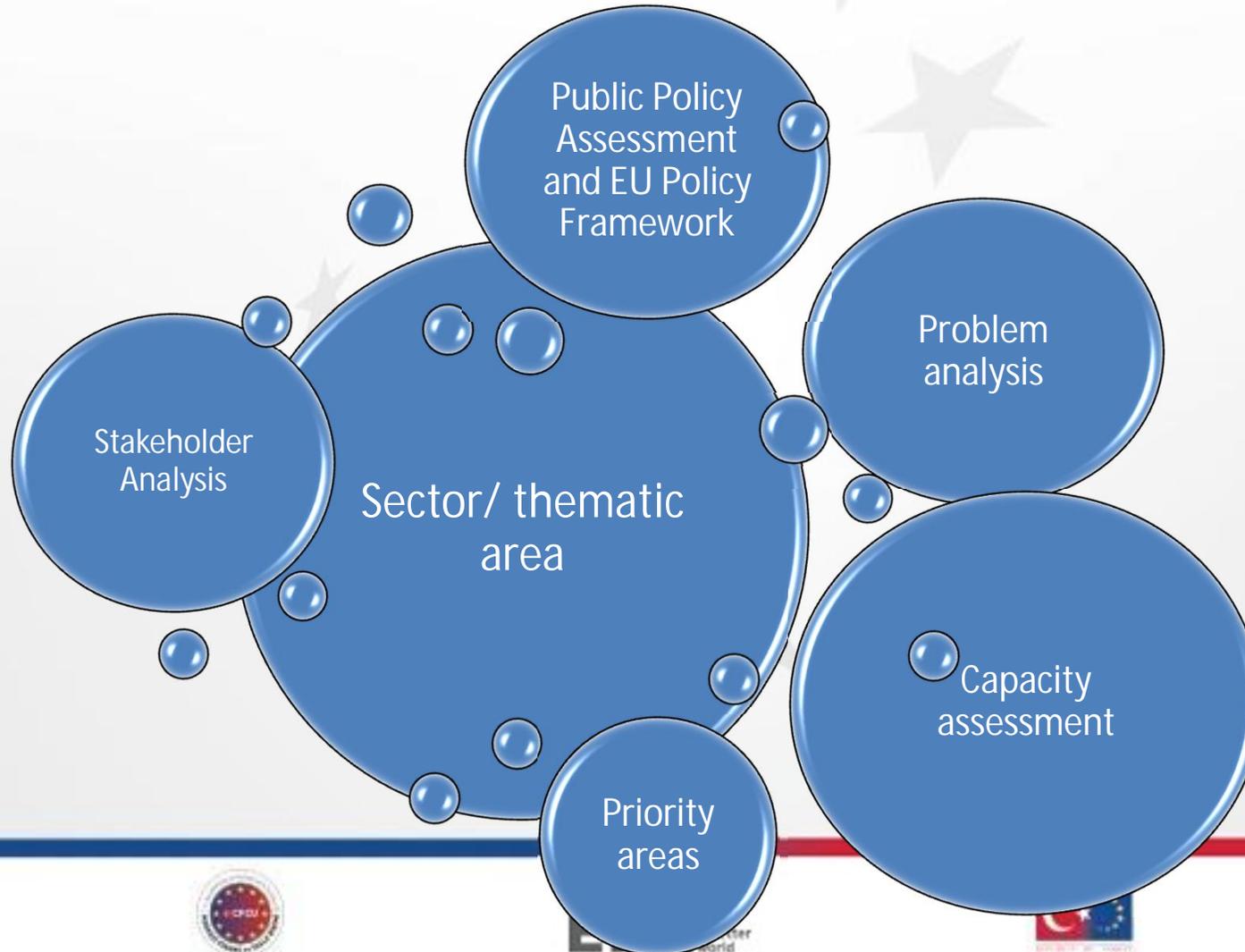
Context: Public Policy Assessment

10th Development Plan

Draft Employment and Social Reform Programme

National Employment Strategy (2014–2023)

Fight against Informal Economy

Youth Employment Action Plan 2011 - 2015

Action Plan for Chapter 19 Social policy and Employment

Action Plan to Strengthen the Link between Education and Employment

Child Rights Strategy and Action Plan (2013-2017)

Vocational Education and Training Strategy and Action Plan 2014 - 2018

Life Long Learning Strategy 2014 - 2018

National Teacher Strategy Paper

Draft Roma Strategy

Life Long Learning Strategy 2014 - 2018

MoFSP Strategic Plan (2013- 2017)

Turkish Qualifications Framework
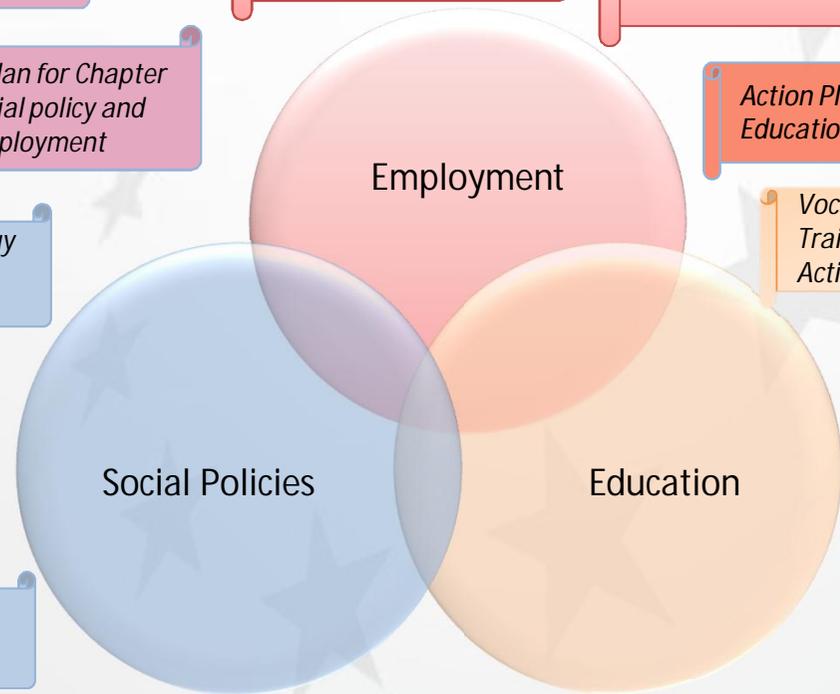
Strategy and Implementation Plan for Special Talented Individuals

Employment

Social Policies

Education

EY
Building a better working world

Context: Stakeholder analysis

ACTOR:
TRAINING INSTITUTION

ACTIVITY:
VOCATIONAL TRAINING
COURSES

YOUNG PEOPLE ARE
PREPARED TO ENTER THE
LABOUR MARKET

OBJECTIVE:
YOUNG PEOPLE EMPLOYED

Context: Stakeholder analysis

OUTCOME:
LESS YOUNG PEOPLE UNEMPLOYED
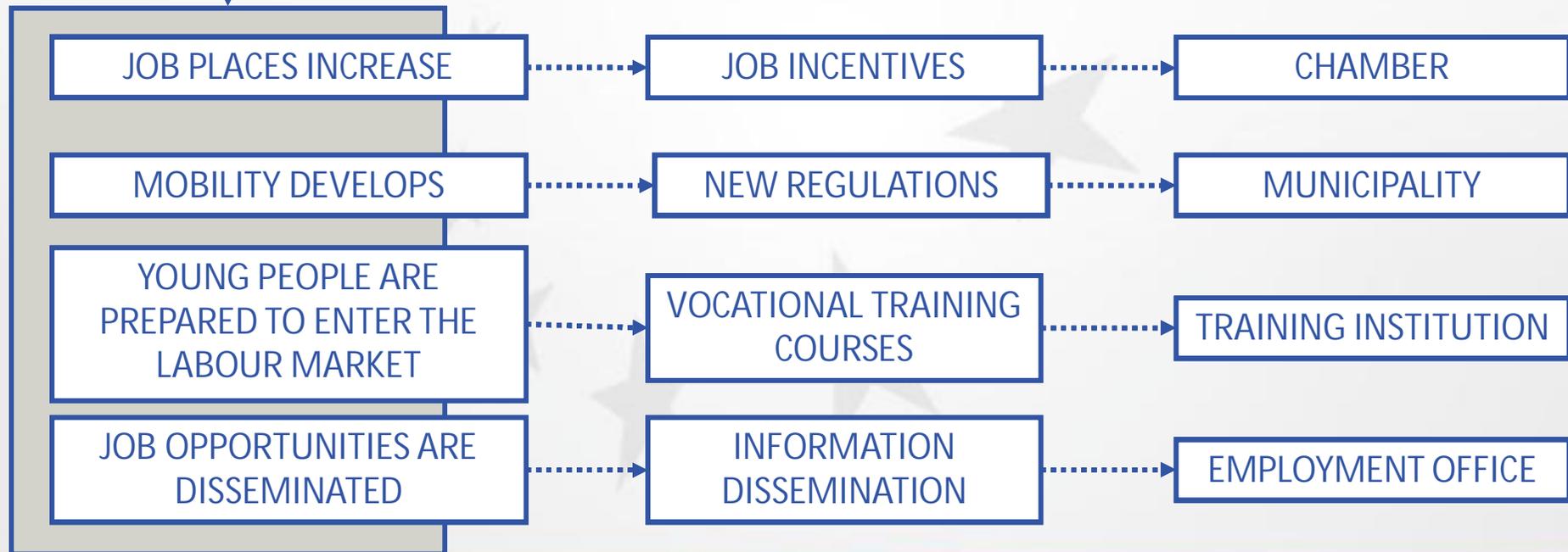
JOB PLACES INCREASE	JOB INCENTIVES	CHAMBER
MOBILITY DEVELOPS	NEW REGULATIONS	MUNICIPALITY
YOUNG PEOPLE ARE PREPARED TO ENTER THE LABOUR MARKET	VOCATIONAL TRAINING COURSES	TRAINING INSTITUTION
JOB OPPORTUNITIES ARE DISSEMINATED	INFORMATION DISSEMINATION	EMPLOYMENT OFFICE

Context: Stakeholder analysis

PARTNERS	CONTRIBUTIONS	EXPECTATIONS
Name and description of the partner organisation	What it usually does and what it specifically offers to the partnership	*What it needs and what it awaits from the partnership*
Name and description of the partner organisation	What it usually does and what it specifically offers to the partnership	*What it needs and what it awaits from the partnership*
Name and description of the partner organisation	What it usually does and what it specifically offers to the partnership	*What it needs and what it awaits from the partnership*

Exercise

- Read the extract from the document (HANDOUT 3) and perform stakeholder analysis for the particular sector based on potential stakeholder's expectations and contributions (HANDOUT 4)

Intervention Logic

Defined needs are translated into overall objectives

- Examples of overall objectives (Impacts):

Sustainable economic, social and environmental development
Increased resilience to climate change
Increased citizens' participation in public life
Strengthened social cohesion
Growth based on green economy

SPD: Intervention Logic

Overall objectives of a specific intervention need to be coherent and feed into strategic documents
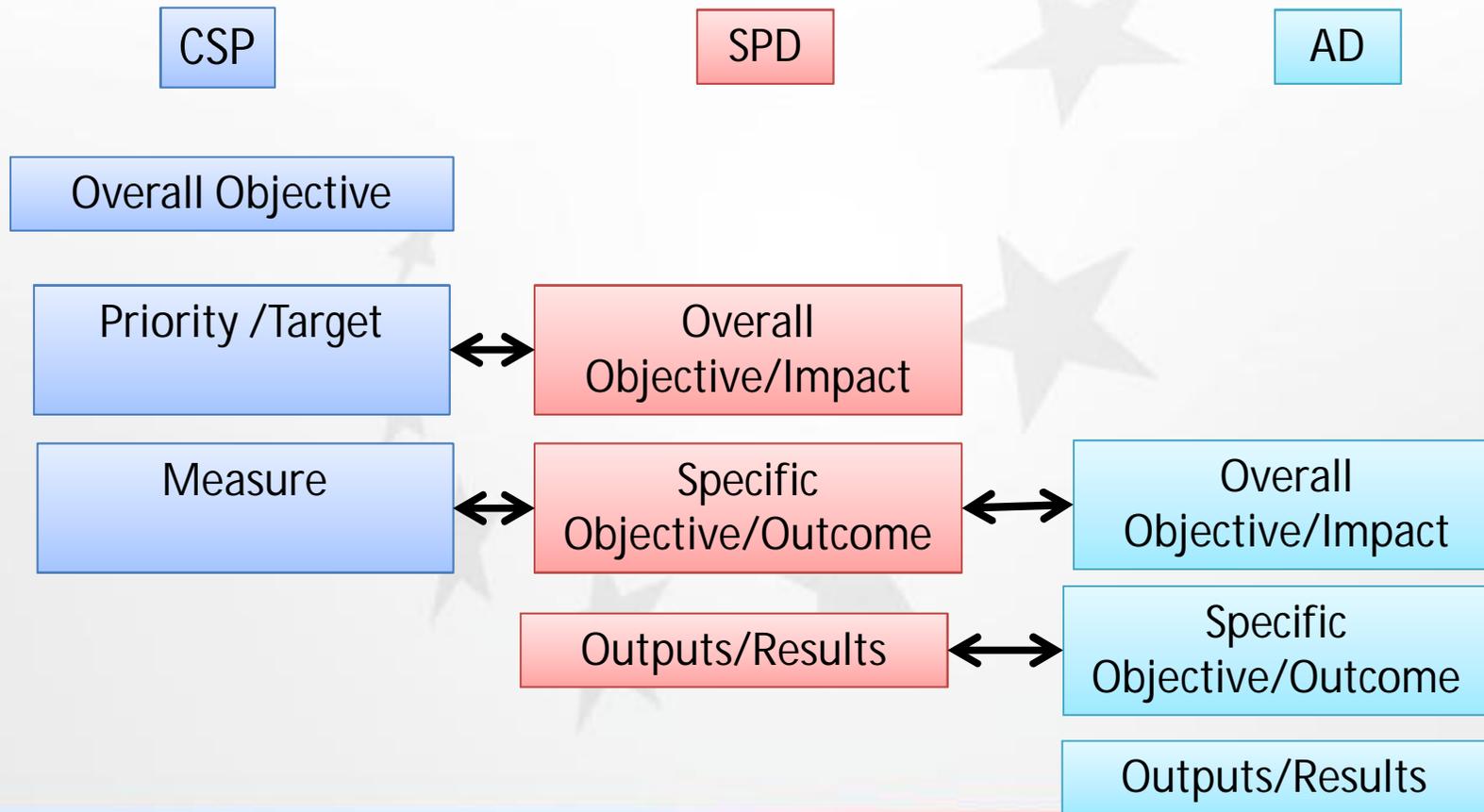
CSP

SPD

AD

Overall Objective

Priority /Target ↔ Overall Objective/Impact

Measure ↔ Specific Objective/Outcome ↔ Overall Objective/Impact

Outputs/Results ↔ Specific Objective/Outcome

Outputs/Results

Intervention Logic

Short to medium term changes in the areas targeted by the intervention

Examples of specific objectives (outcomes):

Opportunities for low carbon and environmental friendly investment, technology and green goods/services (green trade) improved

Improved business environment in partner countries

Demand-driven decentralized cooperation schemes adopted and implemented

Appropriate territorial development strategies and policies for better service delivery at the local level adopted

Intervention Logic

Outputs need to be formulated as a result statement

Examples of outputs (results):

- Strengthened individual/institutional knowledge and capacities
- Strengthened, better informed and more effective relations
- Improved policy evidence for public and private stakeholders

HANDOUT 3

Identify the needs on the basis of sector analysis.

Develop a diagram explaining your intervention logic:
- *First decide on impact (overall objective(s)) and outcomes (specific objective(s))*
- *Second decide on related outputs that will contribute to that outcome(s)*
- *List the activities*

Be specific in your results statements and avoid the use of 'by' 'through'

Assumptions and Risks

Assumptions

The necessary conditions for the actual achievements of the desired changes. They are out of its sphere of control.

Risks

The factors that might hinder the achievement of results. They are also out of the intervention's sphere of control.

Types of Assumptions

§ Internal to the intervention

Ø Are the Outputs appropriate / sufficient in terms of quantity and quality; relevant/accepted; reach the right people (participants/target group); delivered on time; managed properly?

Ø Is the absorption capacity of the participants/target groups sufficient?

§ External to the intervention

Ø Are the complementary actions running on time? Do they have a (negative/positive) impact over the programme?

Ø Will the commitment and involvement of key stakeholders likely continue after implementation?

External risks

Is the potential impact of the risk important?

yes — no

Is it likely to happen?

- Very unlikely → Do not include in the logframe
- Possibly → Include in the logframe
- Almost certainly → Is it possible to redesign the project in order to influence this external factor?

yes → Redesign the project by adding activities or outputs, reformulate the project outcome if necessary

no → The project may not be feasible
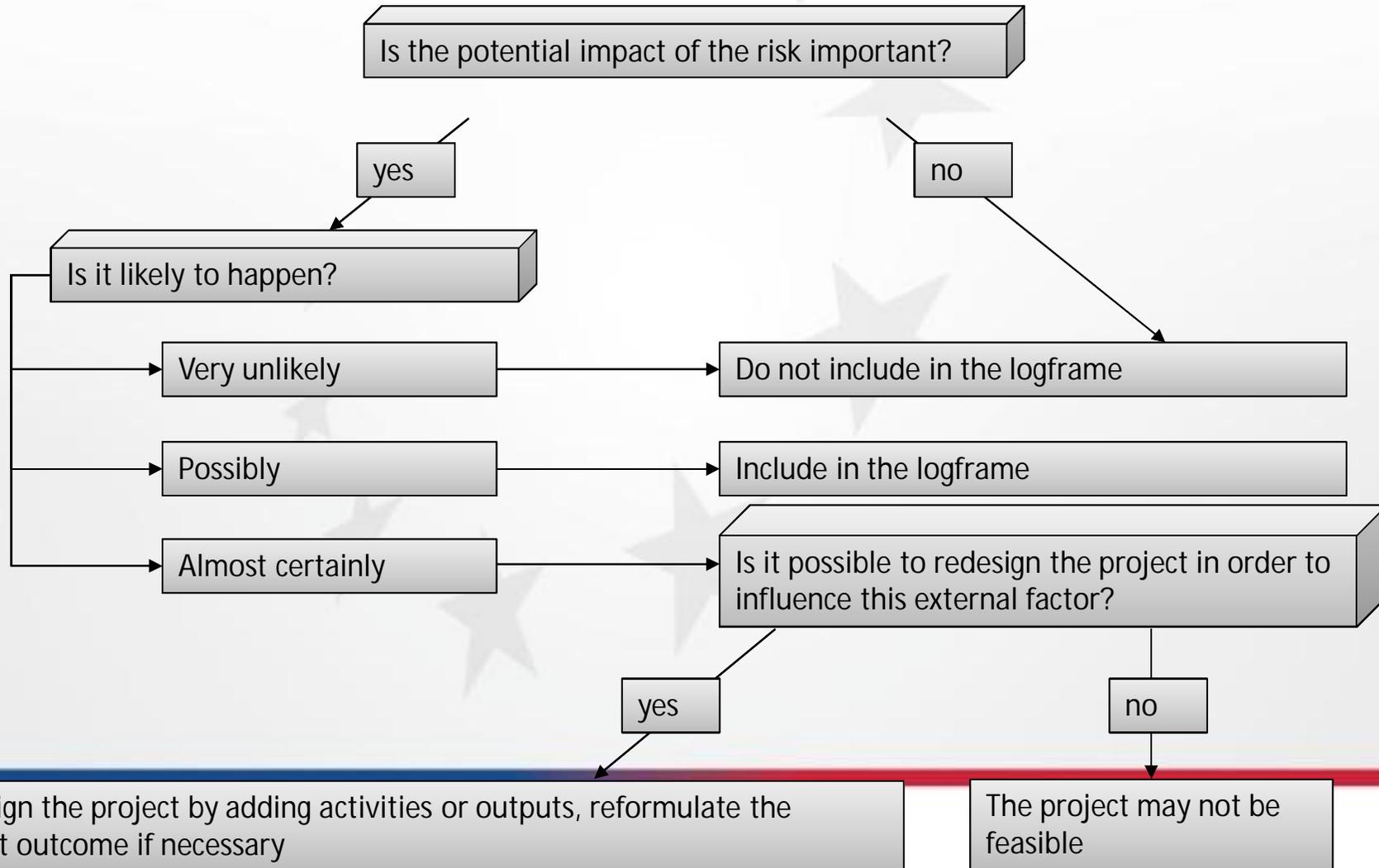
DG NEAR

Exercise

For your developed intervention logic, Identify key assumptions, risks and place them according to where they might have more impact your intervention logic (cards)

Avrupa Birliği Bakanlığı
IPA II Teknik Destek Projesi

Ministry for EU Affairs
Technical Assistance for IPA II

"Advanced training on IPA II programming and selection, learning objectives and content (Day 2)"

(Ankara, 24 November 2016)

Katarina Jurlina

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

Monitoring in the programming process

Traditional Approach

Focused mainly on inputs and activities

Result Based Approach
Focus on the results obtained rather than just on the inputs used or the activities conducted

Emphasis is put on the links between outputs and direct effects of interventions (outcomes) to ensure adjustments in time

RBM M&E Handbook

IPA II
(2014 - 2020)

EY Building a better working world

IPA II Performance Framework

Impact

Outcome

Output

Activities

Input

IPA II
Performance Framework

- Level 1 (strategy): impact over strategic long-term goals/ general policy objectives (sector/context indicators)
- Level 2 (operational): changes in outputs and immediate outcomes of action programmes
- Level 3 (intervention): degree and quality of utilisation of inputs and implementation of, processes and outputs

DG NEAR

Interaction of Different Phases

Precondition
Context Assessment
(Sector Analysis,
Stakeholders, Capacity,
Performance framework)
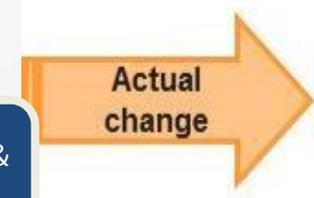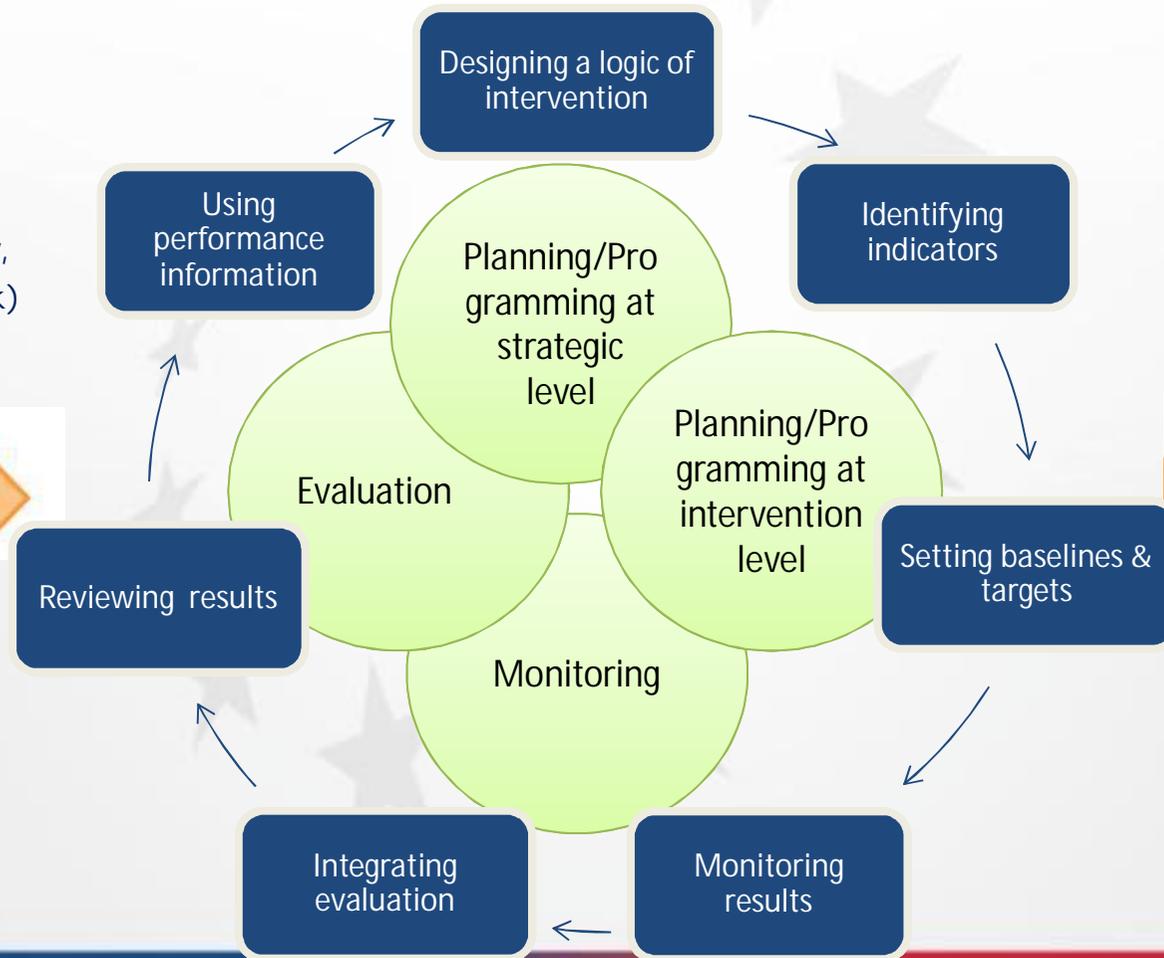
Designing a logic of intervention

Identifying indicators

Using performance information

Planning/Programming at strategic level

Planning/Programming at intervention level

Evaluation

Setting baselines & targets

Reviewing results

Monitoring

Intended change

Actual change

Integrating evaluation

Monitoring results

DG NEAR

EY Building a better working world

Types of IPA II Indicators
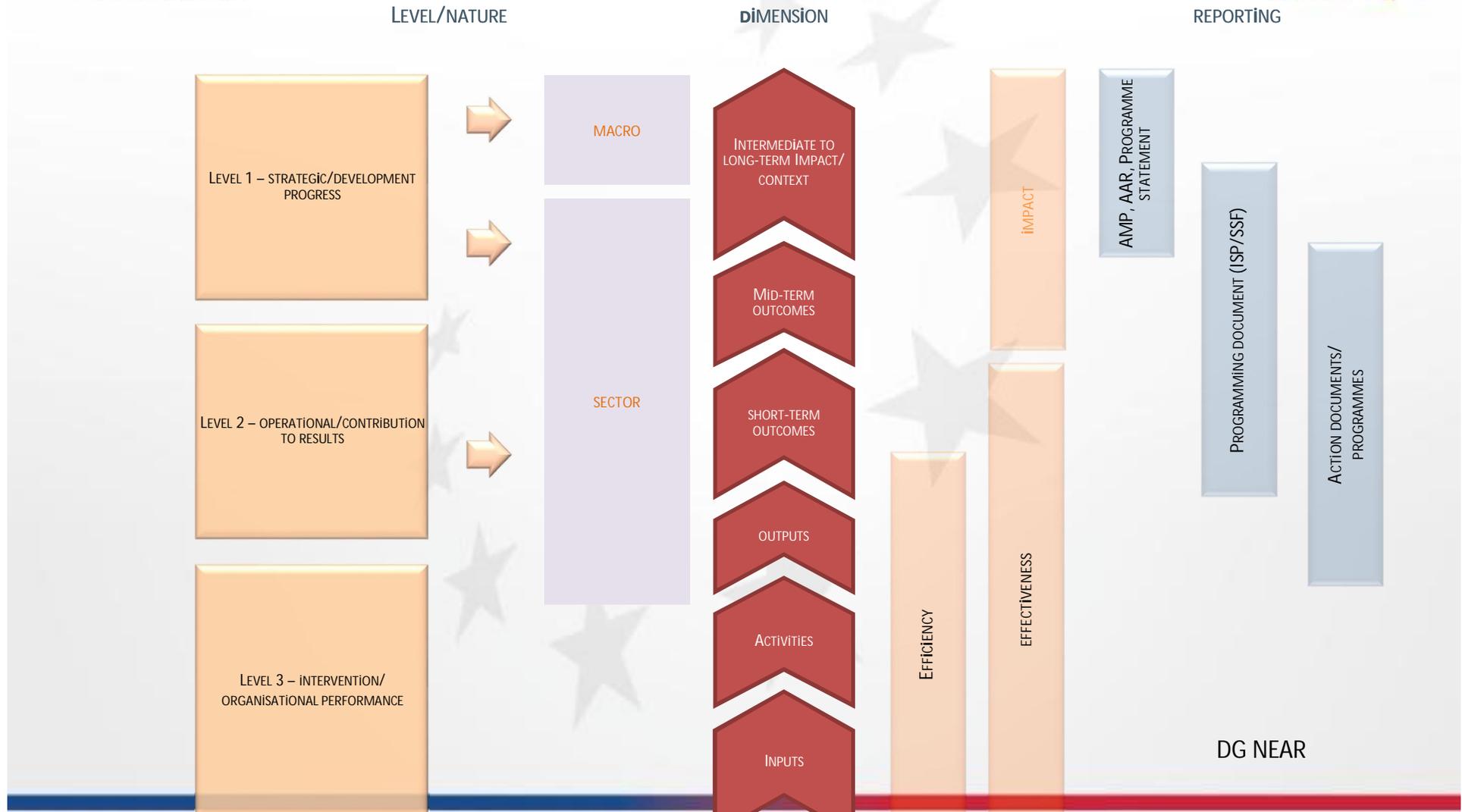
Steps in defining, verifying and using indicators
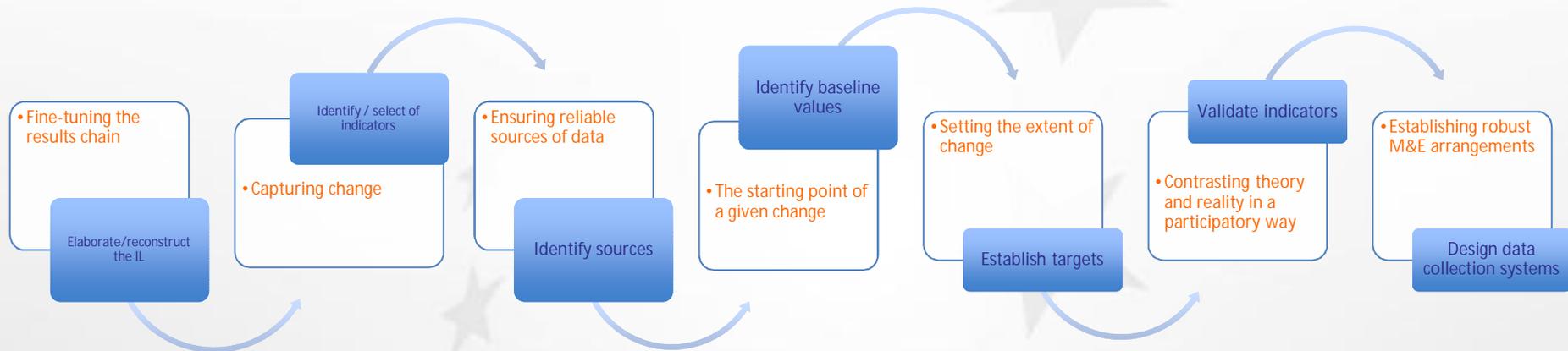
- Fine-tuning the results chain

Elaborate/reconstruct the IL

Identify / select of indicators

- Capturing change

- Ensuring reliable sources of data

Identify sources

Identify baseline values

- The starting point of a given change

- Setting the extent of change

Establish targets

Validate indicators

- Contrasting theory and reality in a participatory way

- Establishing robust M&E arrangements

Design data collection systems

DG NEAR

Identifying indicators

"Indicators are the quantitative or qualitative variables that provide a simple and reliable means to observe performance and to measure actual achievement of results"

- This is a measurement (not a result nor an objective)
- Less is better: limiting the number of indicators per result (more indicator means more work in collecting and processing of data)

- A mix between quantitative and qualitative information is key

Identifying indicators

The definition of the indicator describes the unit of measure, what is observed and how the value of the indicator is calculated

- Neutral: they signal a change, not the direction of the change
- Target not included
- No % for small numbers

X 'Decreased number of violence cases reported'

X 'At least 40 cases of violence reported'

X '3% of increase in violence cases reported'

√ 'Number of violence cases reported'

Different level indicators

Indicator	Description	Example
IMPACT/ CONTEXT	Signal to which extent the overall (mid and long term) objectives of a policy or action have been achieved	Long-term • (Un)employment rate • Public debt / GDP (%) • Foreign Direct investment per capita Intermediate term • Number of trade barriers removed • Degree of compliance with intellectual property legislation
OUTCOMES	Signal whether the short to mid-term desired changes are happening	• Time required to enforce a contract • Competition rate on the public procurement market • Level of satisfaction with justice services within the population
OUTPUTS	Show the degree to which products or services have been delivered (direct effect of an activity or set of activities)	• Number of people trained • Number of companies, NGOs, municipalities supported • Number of premises built or equipped or maintained • Number of IT systems delivered, installed and operational
PROCESSES	Measure what happens during implementation and they mainly focus on the activities execution	• Production process indicators: contracted and payment rates, procurement delays • Relational process indicators: number of sub-committees meetings held, number of public/private platform meetings
INPUTS	Measure the resources and means provided by donors and implementers	• Absolute amounts contracted/spent • Number of missions having taken place

Qualitative and quantitative indicators

Examples of quantitative indicators:

- Number of audit reports issued within the legally prescribed timeline
- Number of people with access to justice services,
- Number of pollutants in water bodies
- Percentage of people who have access to justice services,
- Percentage of women among public employees receiving training

Examples of qualitative indicators:

- Tax payer consumer satisfaction survey when respondents are asked to provide feedback on their experience filing taxes on a 1 to 5 scale measuring the level of ease or difficulty to file taxes (rating scale)
- Status of procurement policy reform (from the passage of a procurement law → Establishment of a procurement oversight agency → Measurement of actions to demonstrate the effectiveness of an agency) (milestones)
- The perception of safety in an urban area (perception/opinion)
- The extent to which new draft regulation is aligned to EU Acquis Chapter
- The degree of interoperability of information systems

Indicators

Results/objectives are SMART (Specific, Measurable, Achievable, Relevant, Time-bound);

this is <u>not</u> the same as:

Indicators, which should be RACER (Relevant, Accepted, Credible, Easy and Robust)

- Relevant = closely linked to the objectives to be reached
- Accepted = by staff, stakeholders, and other users
- Credible = accessible to non-experts, unambiguous and easy to interpret
- Easy = feasible to monitor and collect data at reasonable cost
- Robust = not easily manipulated

Identifying sources of verification

- Sources - each indicator needs to have a corresponding (existing) source that could be statistical or administrative

- Calculation methods- refers to the organisation processing the data and the way the data is processed

Calculation methods shall be screened by the following criteria:
- Costs in terms of time and money
- Delays between collection, processing and availability and frequency
- Quality in terms of credibility and reliability to build time series

Relevant data about indicator

| Title | Definition | Baseline | | Milestone | | Target | | Sources of information | Data collection responsibilities & frequency |
		Value	Year	Value	Year	Value	Year		
% of women in senior positions of trade unions	This indicator is the percentage of women in senior management positions (public sector). Senior position defined by Schedules and at least head of unit post.	15%	2010	20%	2015	25%	2020	Department of Statistics of the given country	Implementing partner, yearly

DG NEAR

Identifying baselines values and targets

- Baseline - the value assumed by a given indicator at the time before the start of the intervention:
  - Time constraints play a key role:
  - - baseline value must refer to the nearest time possible to the start of the operations. Time to which the baseline value refers must be explicit.
  - it is preferable to use indicators with existing and reliable sources of information
  - frequency: how often data is available
  - no '*baseline to be defined*'
- Targets - refer to the end of the intervention, which usually exceeds the end of the programming period:
  - Targets are set for the end of the intervention
  - Targets provide information to multiple stakeholders
  - Targets should be realistic, informed by:
    - baseline value
    - past trends
    - other sources

Validating and designing data collection

- Validating - allows programmers to re-discuss the entire intervention in a participatory way:
    - Sources are actually available
    - Quality principles are fully respected (RACER indicators)
    - Data is relevant and really needed
- Data collection system - refers to the capacities to establish and maintain a system of collection and verification of data :
    - Mistakes shall be corrected to ensure full reliability of the system
    - Data shall be made available as widely as possible (incl. implementers)
    - Sound data collection system insisting on:
        - Clear designation of who is responsible for data collection and verification
        - MIS used and maintained correctly
        - Top management involvement

Exercise

*Select appropriate indicators for the outcome(s) and
Fill in the following table(HANDOUT 5):*

> *Is this indicator a good representation*
> *Data source*
> *What is the baseline value and unit of measurement*
> *How will you use this indicator*

Horizontal Issues

- Cross-cutting issues (also known as horizontal issues) are universal values that impact more than one field

- Cross-cutting issues require action in multiple fields and should thus be integrated into all areas and all stages of donor programmes and be addressed in all political dialogue on development.

- Cross-cutting issues are laid down in a number of international conventions, declarations and treaties on development that are binding on EU countries and most beneficiary countries.

- the EU cannot support action that may result in a beneficiary country infringing its obligations under these agreements.

- Implementation is two-fold : through (1) the strategy of mainstreaming and (2) through specific measures

EY Building a better working world

Climate change action

- The IPA Regulation indicates that IPA countries should be better prepared to withstand global challenges, such as sustainable development and climate change, and align with the Union's efforts to address these issues

- Efforts are needed to ensure that climate change considerations in particular are part of country and multi-country policy dialogues and are fully integrated in Action design

- Details on how these principles will be applied need to be specified in Action Documents and Action Programmes

Climate Change Action

- Take into account the OECD 'Rio marking' of Programmes and Actions for climate change 'adaptation' and 'mitigation', biodiversity and desertification

Four Rio markers covering:

- Biodiversity *(introduced in 1998)*
- Climate Change Adaptation *(introduced in 2010)*
- Climate Change Mitigation *(introduced in 1998)*
- Desertification *(introduced in 1998)*

Gender Equality

EU Thematic priority areas 2016-2019:

- Increasing female labour-market participation and the equal economic independence of women and men
- reducing the gender pay, earnings and pension gaps and thus fighting poverty among women
- promoting equality between women and men in decision-making
- combating gender-based violence and protecting and supporting victims
- promoting gender equality and women's rights across the world

Gender Equality

"The process of integrating gender equality concerns across all these areas is known as gender mainstreaming. This means assessing the impact of EU action on both women and men and taking responsibility for any readjustment necessary, so that women and men benefit equally and inequality is not perpetuated."

- During programming, take into account how your objectives/results will impact gender issues

- Make sure you can gender related indicator at every level and be able to collect the data

Engaging Civil Society

- A reform priority in the EU agenda of enlargement for many years through:

Ø Direct financial support

Ø Involvement in the consultation process for any programming exercise even if not specifically targeting financial assistance to civil society, i.e. by at least circulating draft action proposals to relevant organisations, or inviting them to consultation meetings

Exercise

HANDOUT 6

- Discuss within your group on the ways of applying cross-cutting issues in the design and implementation of the actions

Applying rules on visibility in programming

10 Golden Rules:

1. Be aware that EU visibility is a political priority and a contractual obligation
2. A budget for communication activities is necessary
3. Assign human resources to deal with project visibility
4. Prepare a thorough communication and visibility plan
5. Consider pooling of resources and grouping of projects

Applying rules on visibility in programming

6. Coordinate communication and visibility activities closely with the EU

7. Rules and guidelines need to be followed

8. Branding of EU actions must be ensured

9. Respect reporting requirements

10. Take visibility seriously – non-compliance can have financial or administrative consequences

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

www.ipa2teknikdestek.com