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| **Training Agenda** |
| **Day 1 - 12 December 2017** |
| **Sessions** | **Topic** | **Methodology** |
| 9:30-10:00 | WelcomeIntroduction to the trainingTraining programme overviewEntry test | Presentation |
| 10:00-10:45 | Module overviewLegal provisions concerning monitoring in IPA II Definition and purpose of result-oriented monitoring (performance indicators) | PresentationDiscussion |
| 10:45-11:00 | Break |  |
| 11:00-12:30 | Roles and responsibilities in monitoring: * NIPAC
* NAO
* OSs
* BIs
* IPA / Sectoral Monitoring Committees
 | PresentationDiscussionExercises |
| 12:30-13:30 | Lunch break |  |
| 13:30-14:45 | Different levels of monitoring – coordination of monitoringReporting system and monitoring – principles of data collection and monitoring flows Activity vs action/programme/sector monitoring | PresentationDiscussionExercvises |
| 14:45-15:00 | Coffee Break |  |
| 15:00-16:15 | Different concept of monitoring - desk and on-the-field activity monitoring * Tools to review beneficiary’s / contractor’s reports
* Tools to perform activity visits
 | Demonstration / Simulation excercise |
| 16:15-16:30 | Questions&Answers for Day 1 | Discussion |

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| **Day 2- 13 December 2017** |
| **Sessions** | **Topic** | **Methodology** |
| 9:30-10:45 | WelcomeReview of Day 1Monitoring of the activity outcomesOverview of main principles: focus on continuous relevance, efficiency, effectiveness and sustainability Link between the objectives and actual achievement (output / outcome indicators) | PresentationExercise (for the review of the Day 1)PresentationDemonstration |
| 10:45-11:00 | Coffee Break |  |
| 11:00-12:30 | Collection and verification of data on monitoring indicators – activity level | PresentationDemonstration / Simulation exercise |
| 12:30-13:30 | Lunch |  |
| 13:30-14:45 | Analysis, assessment and interpretation of the data on monitoring indicatorsAggregation and contribution of activity level indicators to the monitoring of the efficiency and effectiveness of the actions and programmes | PresentationDemonstration / Simulation exercise |
| 14:45-15:00 | Coffee Break |  |
| 15:00-16:00 | Summarysing 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   | PresentationDiscussion / case studies |
| 16:15-16:30 | Questions&Answers for Day 2 | Discussion |

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| **Day 3 – 14 December 2017** |
| **Sessions** | **Topic** | **Methodology** |
| 9:30-10:45 | WelcomeReview of Day 2Planning and implementation of monitoring activities during activity implementation* Verification of the daily activity progress: technical monitoring (outputs) and financial monitoring (expenditure)
* Risk management and monitoring of preventive and mitigation measures
* Management of contracts: contract amendments, revision of indicators, contractor’s reports
 | PresentationExercise (for the review of the Day 2)PresentationDemonstration |
| 10:45-11:00 | Coffee Break |  |
| 11:00-12:30 | * Performing monitoring visits during implementation of activities (desk preparation, visit implementation, use of checklists)
* Monitoring specificities for different types of contracts (service, supply, works)
 | PresentationDemonstration / Simulation exercise |
| 12:30-13:30 | Lunch |  |
| 13:30-14:45 | Planning and implementation of monitoring activities after the end of activity implementation* Delivery of outputs
* Verification of sustainability and financial viability
* Performing monitoring visits (desk preparation, visit implementation, use of checklists)
* Monitoring specificities for different types of contracts (service, supply, works)
 | PresentationDemonstration / Simulation exercise |
| 14:45-15:00 | Coffee Break |  |
| 15:00-16:00 | Monitoring Reports: drafting findings, conclusions and recommendations / corrective measures Follow-up actions | PresentationDiscussion / case studies |
| 16:00-16:15 | Questions & Answers for Day 3 | Disucssion |
| 16:15-16:30 | Exit testEvaluation of the training by participantsClosure of the training | The review of the training |