



Bu proje Avrupa Birliđi ve Trkiye Cumhuriyeti tarafından finanse edilmektedir.



Avrupa Birliđi Bakanlıđı
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



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Training on Monitoring

Day 1

12.12.2017



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Training Agenda – Day 1



Sessions	Topic
9:30-10:00	Welcome Introduction to the training Training programme overview Entry test
10:00-10:45	Module overview Legal provisions concerning monitoring in IPA II Definition and purpose of result-oriented monitoring (performance indicators)
10:45-11:00	Break
11:00-12:30	Roles and responsibilities in monitoring: NIPAC NAO OSs BIs IPA / Sectoral Monitoring Committees
12:30-13:30	Lunch break
13:30-14:45	Different levels of monitoring – coordination of monitoring Reporting system and monitoring – principles of data collection and monitoring flows Activity vs action/programme/sector monitoring
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
16:15-16:30	Questions&Answers for Day 1



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Training Agenda – Day 2



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



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Definition of Monitoring



- **Monitoring** - the continuous process of examining the context of the activity / programme, the use of funds and the delivery of activity / programme inputs, outputs and results, which is carried out during the implementation of an activity / programme with the intention of immediately correcting any deviation from the objectives
- programme management tool for on-going collection, analysis and use of information, both quantitative and qualitative, about action / programme progress and the results being achieved



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Definition of Evaluation



- **Evaluation** - the main objective of evaluations is to find the impacts of the programme on the given situation, filtering out the effects of other policies or programmes, and other trends and processes
- systematic and objective assessment of an on-going or completed intervention, its design, implementation and results



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Monitoring vs Evaluation



MONITORING	EVALUATION
Explain the objectives of the activity / programme	Analyses why the planned results are (not) achieved
Connects the activities and outputs with the objectives	Evaluates specific contribution of the activities to the results
Translates the objectives into indicators and defines objectives	Analyses implementation processes
Continuously collects the data and compares the achieved results with objectives	Analyses unintentional results
Reports on progress to persons responsible for management and warns them to the problems	Concludes on lessons learnt, main achievements and programme potentials and propose improvements



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Monitoring vs Evaluation



	Monitoring	Evaluation
Objectives	To assess the progress towards objectives – outputs	<ul style="list-style-type: none"> - To conduct an overall assessment of an on-going or completed intervention, its design, implementation and results - To provide recommendations for the improvement of on-going interventions; to draw lessons learned for future interventions;
Focus	Key question: What is the intervention doing and how much the implementation is progressing?	Key question: To what extent and why is the intervention producing (or failing to produce) the specific outcomes and impacts?
Timing	Continuous, all along the action and programme duration	At specific moments of the implementation cycle
Methods	<ul style="list-style-type: none"> - Greater emphasis on quantitative indicators - Output and process indicators - Quick exercise gathering the data from structured internal systems 	<ul style="list-style-type: none"> - Greater emphasis on qualitative indicators - Outcome and impact indicators - Rigorous and sophisticated exercise, gathering data emerging from external sources, such as research
Reports	<ul style="list-style-type: none"> - Standard and comparable formats - Reports on progress 	<ul style="list-style-type: none"> - Less standardised presentation - In-depth analysis on selected issues linked to the achievement of intended objectives - Provide lessons and recommendations
Responsibilities	End-beneficiary institutions, LIs/OSs, NIPAC	Independent evaluators (internal or external)



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Legal provisions



- Regulation (EU) 236/2014, *Article 12*:
„The Commission shall regularly monitor its actions and review progress made towards delivering expected results, covering outputs and outcomes. The Commission shall also evaluate the impact and effectiveness of its sectoral policies and actions and the effectiveness of programming. ... The Commission shall send its evaluation reports to the European Parliament, to the Council and to the Member States ...”



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Legal provisions



- Regulation (EU) 236/2014, *Article 5 (4)*:
„The framework agreement and, where relevant, sectoral agreements shall lay down, in particular, detailed provisions concerning:
(a) the structures and authorities needed for the management, control, supervision, monitoring, evaluation, reporting and audit of IPA II assistance, as well as their functions and responsibilities.”



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Regulation (EU) 236/2014



Article 7:

„ The IPA II beneficiary shall establish the following structures and authorities needed for the management, control, supervision, monitoring, evaluation, reporting and internal audit of IPA II assistance:

- (a) the National IPA Coordinator (NIPAC);
- (b) the National Authorising Officer (NAO);
- (c) the Operating Structures.”



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Regulation (EU) 236/2014



Article 18(2):

„The IPA monitoring committee shall review the overall effectiveness, efficiency, quality, coherence, coordination and compliance of the implementation of all actions towards meeting their objectives.”

Article 19(2):

„Each sectoral monitoring committee shall review the effectiveness, efficiency, quality, coherence, coordination and compliance of the implementation of the actions in the policy area or programme and their consistency with the relevant sector strategies.”



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Performance monitoring - focus on results



- 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...”



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Regulation (EU) 231/2014



Article 6:

„1. Assistance under this Regulation shall be provided on the basis of country or multi-country indicative strategy papers...

2. The strategy papers shall define the priorities for action towards meeting the objectives...

3. The strategy papers shall include the indicative allocation of Union funds ... The strategy papers shall include the indicators for assessing progress...



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Regulation (EU) 231/2014



4. The Commission shall make an annual assessment of the implementation of the strategy papers... The Commission shall inform the committee ... of the results of that assessment and may propose revisions of the strategy papers...”

Article 14:

„1. The strategy papers ... shall provide for an appropriate amount of assistance to remain available to reward an individual beneficiary ... for:



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Regulation (EU) 231/2014



- (a) particular progress made towards meeting the membership criteria; and/or
- (b) efficient implementation of pre-accession assistance whereby particularly good results are achieved with respect to the specific targets set in the relevant strategy paper.
2. Where the progress made and/or the results achieved by a beneficiary ... remain significantly below the agreed levels ..., the Commission shall adjust the allocations proportionately...



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Regulation (EU) 231/2014



3. An appropriate amount shall be set aside for the rewards ... and shall be allocated on the basis of an assessment of performance and progress over a period of several years but not later than in 2017 and 2020 respectively. The performance indicators ... as specified in the strategy papers, shall be taken into account.
4. The indicative allocation of Union funds ... shall take into account the possibility of allocating the additional funds concerned on the basis of performance and/or progress.”



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Effectiveness is the overall principle



Main points for result orientation:

1. Result orientation of assistance
2. Monitoring through indicators
3. Performance assesment (Evaluation and Reporting)
4. Rewards for particularly good results /
Adjustment (reducement) of the allocations for results achieved significantly below the agreed levels



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Lessons learned from previous programming periods

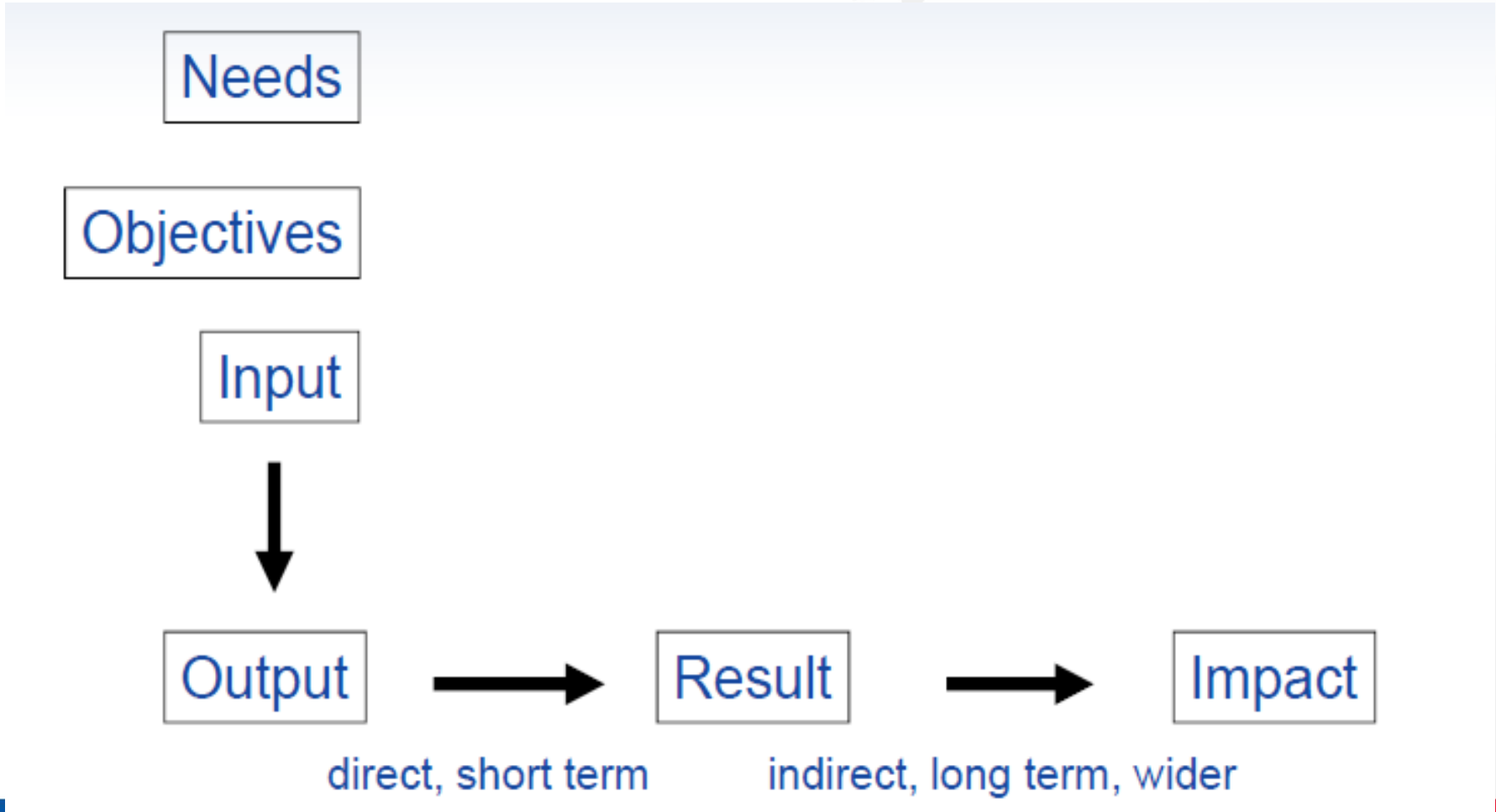


- Previous programmes were often designed mainly to spend
- Objectives were vague
- Sometimes it was hard to recognize success or failure
- Difference between monitoring and evaluation was not clear
- Consequently, it was difficult to demonstrate value of the implemented policy



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„Old approach”



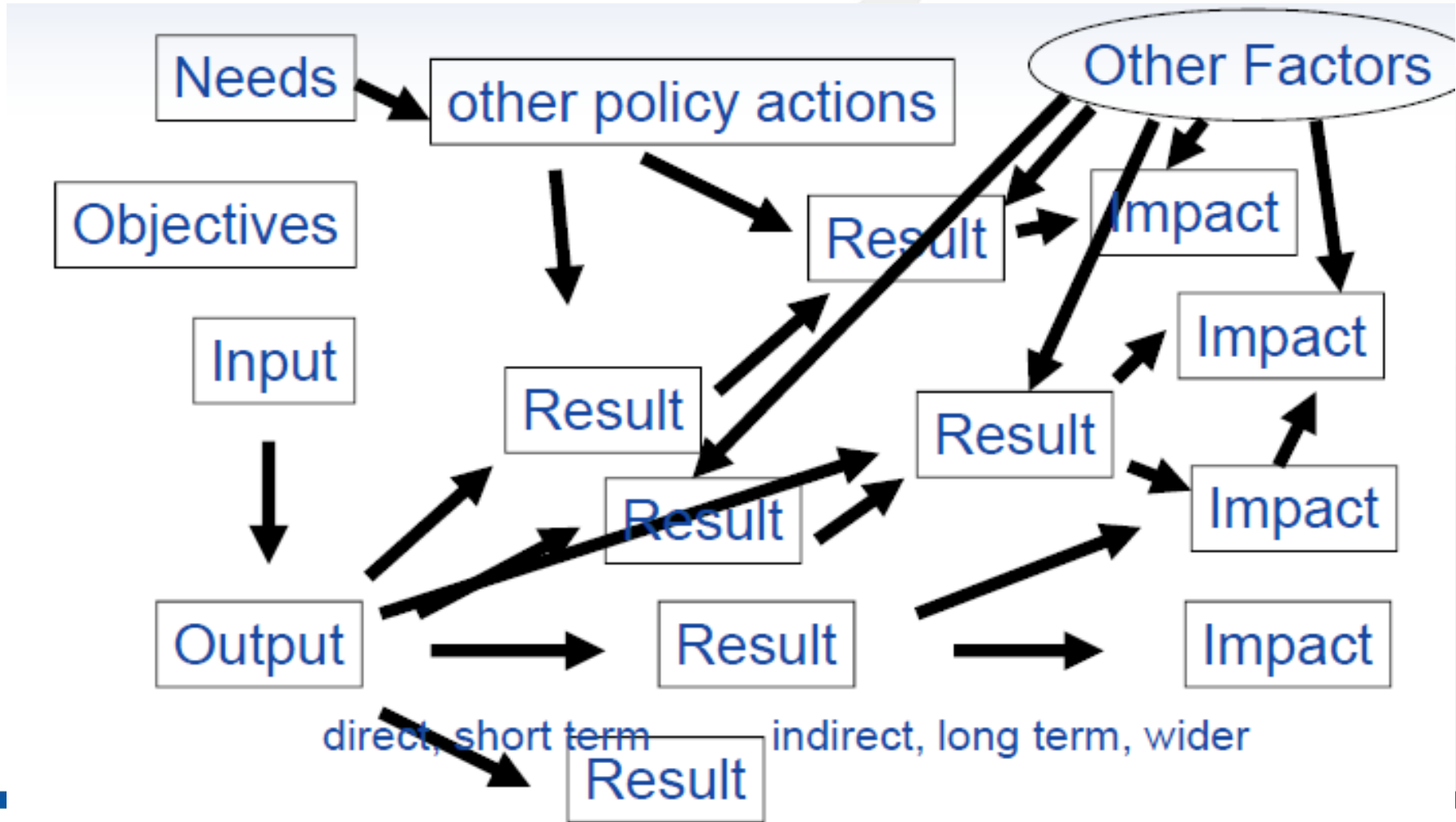
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„Old approach” and reality





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What was proposed to change the approach



- Focus on results (not only spending)
- Programmes with clear articulation of what they aim to change and how
- Better gathering of basic data on outputs
- Reward for the good performance
- The annual assessment of the implementation made by the EC



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Main challenges



- Missing common definitions - what is 'disadvantaged person' or 'SME'?
- Too many indicators – to strive towards smaller number of indicators of better quality
- Problems with the aggregation - indicators defined as percentages
- Problems with the unit of measurement
- Good programming as a pre-condition for indicators



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The role of NIPAC



- The NIPAC shall be the main counterpart of the Commission for the overall process of: strategic planning, coordination of programming, monitoring of implementation, evaluation and reporting of IPA II assistance.



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The role of NIPAC



- The NIPAC shall:
 - (a) take measures to ensure that the objectives set out in the actions or programmes for which budget implementation tasks have been entrusted are appropriately addressed during the implementation of IPA II assistance
 - (b) coordinate the drawing up of an evaluation plan in consultation with the EC presenting the evaluation activities to be carried out in the different phases of the implementation



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The role of NIPAC



- Ensure effective monitoring, evaluation and reporting of IPA II assistance;
- Ensure that the objectives set out in actions or programmes are appropriately addressed during the implementation of IPA II.
- Co-ordinate planning of monitoring activities of LIs/OSs and NIPAC M&E Unit, follow up monitoring activities implemented by LIs/OSs, participate in and co-ordinate activities of monitoring platforms and undertake necessary actions to ensure effective and regular monitoring at operation and strategic level; establish and co-ordinate the ROM system.



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The role of NIPAC



- Collect data on the performance of actions and programmes (output and outcome indicators) and co-ordinate the collection and production of indicators coming from national sources.
- Co-ordinate planning of evaluation activities on country, sectoral/sub-sectoral level, prepare evaluation plan, plan and conduct evaluations, support evaluations conducted by the Commission services or other authorised bodies;
- Support activities of the IPA Monitoring committee, co-ordinate secretariats of the Sectoral monitoring committees;
- Ensure actual up-take and follow-up of monitoring and evaluation results on national, sectoral and action level



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The role of NAO



- The NAO bears overall responsibility for the financial management of the funds under IPA II and for ensuring the legality and regularity of the procedures
- The NAO is, in particular, responsible for;
 - a) management of IPA II accounts and financial operations via the National Fund,
 - b) the effective functioning of the internal control systems for the implementation of IPA II assistance



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The role of NAO



- After the Commission has entrusted budget implementation tasks, the NAO shall be responsible for monitoring the continuous fulfilment by the management structure and the operating structures of the applicable requirements by:
 - Monitoring effective and efficient functioning of the management and control systems
 - Collecting and reporting data on process indicators



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The role of operating structure

- The operating structure shall be responsible for the implementation, information and visibility, monitoring and reporting of programmes, and the evaluation thereof whenever relevant, in accordance with the principle of sound financial management, and for ensuring the legality and regularity of the expenditure incurred in the implementation of the programmes under its responsibility.



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The role of Lead Institutions and operating structure



- Monitor the implementation of the actions or programmes, propose amendments, when needed;
- Collect, verify, analyse and report data on performance indicators on sectoral/sub-sectoral and action level;
- Plan and conduct regular monitoring of actions, activities and contracts under action programmes, including review of progress reports, planning and execution of monitoring visits, participation in monitoring platforms, ex-post reviews;



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The role of Lead Institutions and operating structure



- Provide information, to Sectoral monitoring committees (SMCs) and NIPAC on progress of the programme in achieving its objectives, set milestones and targets; prepare annual implementation reports, if required;
- Provide services of a secretariat of the Sectoral monitoring committees;
- Provide follow-up on the corrective actions identified and agreed in monitoring and evaluation activities;



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The role of Lead Institutions and operating structure



- Develop evaluation plan, plan and conduct evaluations on (sub) sectoral or action level, support evaluations carried out by NIPAC, Commission and ROM reviews, including by provision of monitoring data on performance indicators;
- Report to NIPAC on monitoring and evaluation activities and results of the actions.



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The role of beneficiary institutions



- Monitors the implementation process closely in order to ensure whether the activity (activities under relevant Action) is in progress in line with objectives / Monitors the activities completed in order to ensure that the objectives set out in the relevant Action document are achieved
- Annual Action programmes:
 - End Beneficiary and Lead Institution
- Multi-annual Action programmes:
 - End Recipient of Assistance



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The role of

beneficiary institutions



- Implement and/or manage activities, including planning, co-ordinating, monitoring, control
- Report to LIs on implementation, performance indicators and monitoring activities.
- **The role of Recipients** (contractors, grant recipients, etc.) is to:
 - Implement and monitor timely and efficient implementation of activities defined in contracts/agreements;
 - Report to OS and Steering Committees (if applicable)



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Reporting requirements to the EC by NIPAC



- By 15 February of the following financial year, the NIPAC shall provide the EC with an annual report on the implementation
- The report shall include in particular:
 - a) involvement of the IPA II beneficiary in programming, monitoring and evaluation, communication and visibility efforts;
 - (b) problems encountered in meeting the required conditionalities and in ensuring sustainability, related measures taken /



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Reporting requirements to the EC by NIPAC



planned, main horizontal problems encountered and mitigating measures taken, problems encountered during implementation of activities;
(c) information on the indicators set up in the strategy papers and in the programming documents

- In addition the NIPAC shall provide the EC with an annual report on the implementation of the entrusted budget implementation tasks by 15 February of the following financial year



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Reporting requirements to the EC by NIPAC



- The report shall be based on information provided by the OSs and shall include in particular:
 - (a) a summary of main achievements;
 - (b) a summary of any significant problems encountered in implementing the budget implementation tasks entrusted and any subsequent measures taken;
 - (c) quantitative and qualitative information on the progress made in implementing the



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Reporting requirements to the EC by NIPAC



objectives, results, indicators set up in the strategy papers and programming documents;
(d) recommendations for corrective/further actions.

- The NAO shall receive all mentioned reports.



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Reporting requirements to the EC by NAO



- By 15 February of the following financial year, the NAO shall provide the EC with:
 - (a) annual financial reports or statements on accrual basis as specified in the Financing Agreement, which clearly distinguishes costs accepted and payments made
 - (b) an annual management declaration per programme covering:



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Reporting requirements to the EC by NAO



- (i) the overall responsibility for the financial management of EU funds and for the legality and regularity of the underlying transactions;
- (ii) the responsibility for the effective functioning of the management and internal control systems under IPA II;



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Reporting requirements to the EC by NAO



(c) a summary of the reports on the internal audits and of controls carried out by the MS, providing a sound basis for the management declaration.

Such summary shall include an analysis of the nature and extent of errors and weaknesses identified in systems, corrective action taken or planned as well as follow-up given to the reports issued by the audit authority.



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Monitoring Committees



- Under the Instrument for Pre-Accession Assistance, IPA Monitoring Committee has been established to ensure monitoring at the level of IPA II and Sectoral Monitoring Committees have been established to execute the duties described in the IPA II Framework Agreement, Sectoral Agreements and the Financing Agreements at the sectoral or the sub-sectoral levels in first three policy areas



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IPA Monitoring Committee



- at the highest level
- review the overall effectiveness, efficiency, quality, coherence, coordination and compliance of the implementation of all actions towards meeting the objectives set out in the Financing Agreements and the strategy papers
- IPA Monitoring Committee meetings are co-chaired by representative of the EC and the NIPAC
- the IPA Monitoring Committee shall meet at least once a year



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Sectoral Monitoring Committees



- set up by policy area or by programme
- review the effectiveness, efficiency, quality, coherence, coordination and compliance of the implementation of the actions in the policy area or programme and their consistency with the relevant national and, whenever relevant, regional sector strategies
- chaired by the NIPAC or a senior representative of the country and, depending on the policy area or programme, the EC may co-chair the Sectoral Monitoring Committee meetings



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Sectoral Monitoring Committees



- each Sectoral Monitoring Committee is coordinated by the institution in charge of the related sector or sub-sector
- The Sectoral Monitoring Committees shall meet at least twice a year
- measure progress in relation to achieving the objectives of the actions and their expected outputs, results and impact by means of indicators related to a baseline situation, as well as progress with regard to financial execution



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Sectoral Monitoring Committees



- Brief Reports on the use of funds, together with the data and information that may constitute basis for the evaluation of the achievement of the sectoral indicators in particular regarding the on-going activities, are submitted by the institution in charge of each sector or sub-sector to the NIPAC, within a reasonable time before the Sectoral Monitoring Committee meetings



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Sectoral Monitoring Committees



- review annual implementation reports,
- review the progress towards meeting the objectives, achieving the planned outputs and results,
- examine relevant findings and conclusions as well as proposals for remedial follow-up actions stemming from the on-the-spot checks, monitoring and evaluations if available,
- discuss any relevant aspects of the functioning of the management and control systems,



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Sectoral Monitoring Committees



- review information, publicity, transparency, visibility and communication measures taken,
- discuss any problematic issues and actions,
- if necessary, consider or make proposals to amend programmes and any other corrective action to ensure the achievement of the objectives of the actions and enhance the efficiency, effectiveness, impact and sustainability of IPA II assistance



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Different levels of monitoring



- The roles and responsibilities of the IPA II entities which take place in the monitoring activities are defined
- In this context, Monitoring Framework Documents (MFDs) has been prepared for Annual Action Programme (AAP) and Multi-Annual Action Programmes (MAAP)



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Monitoring Framework Documents (MFDs)



- In these documents, the roles and responsibilities of all IPA II entities within the context of monitoring have been clearly defined for the following phases of IPA II implementation:
 - Phase 1 - covers period from Approval of Actions Programmes to the signature of contract,
 - Phase 2 - covers period from the signature of contract to the end of the contract,
 - Phase 3 - covers period from the end of the contract to the Programme closure



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Reporting system and monitoring



- There shall be synergy and links between the various levels of monitoring and the reporting systems
- When information relevant for the monitoring purpose is available at any level of the system, it must be passed to the relevant interlocutor to support the compilation of implementation reports and monitoring reports
- There is no point in duplicating efforts



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Overview of the roles – Annual Action Programme



Monitoring Level / IPA II Bodies	From Approval of Action Programme to the Signature of Contract				From the Signature of Contract to the End of the Contract				From the End of the Contract to the Programme Closure			
	Contract	Action	Programme	System	Contract	Action	Programme	System	Contract	Action	Programme	System
End Beneficiary	Xi				X	X						
Lead Institution	X	X				X				X		
Implementing Agency	Xi				X							
NIPAC	X	X					X				X	
NAO				X				X				X
Xi: Internal monitoring												



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Overview of the roles – Multi-annual Action Programme

Monitoring Level / IPA II Bodies	From Approval of Multi-Annual Action Programme to the Signature of Contract				From the Signature of Contract to the End of the Contract				From the End of the Contract to the Programme Closure			
	Contract	Project /Action	Programme	System	Contract	Project /Action	Programme	System	Contract	Project /Action	Programme	System
End Recipient of Assistance (ERA)	Xi				X	X						
Operating Structure (OS)	X	X			X	X				X		
NIPAC	X	X				X	X				X	
NAO				X				X				X

Xi: Internal monitoring



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Phase 1 - from Approval of Action



Programmes to the signature of contract

- Monitoring focus mostly at the contract level:
 - Internal monitoring of procurement procedure at the end beneficiary (EB) and implementing agency (IA)
 - Monitoring of preparation of tender documents properly and in due time by lead institution (LI)
 - Monitoring of timely completion of preparation process of tendering documents (NIPAC)



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Phase 1 - from Approval of Action



Programmes to the signature of contract

- Tools available:
 - Timelines (prepared by EB and LI)
 - Procurement Plans (prepared by IA)
 - Action Level Steering Committees (ALSC)
- Monitoring flows:
 - EB → LI → IA → NIPAC (activity / Action level)
 - ↳ NAO (system level)



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Phase 2 - from the signature of the contract to the end of the contract



- Monitoring more clearly spread to different levels:
 - Contract level monitoring - to ensure whether the contract is executed properly in terms of technical aspects (EB) and in line with the timetable and terms of the contract (LI and IA)
- Tools available:
 - Contract Timetable of the contractor
 - Monitoring Plans and visits
 - Contract Level Steering Committees (CLSC)
 - Progress and Monitoring Reports (PMR)



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Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Phase 2 - from the signature of the contract to the end of the contract



- Activity / Action level monitoring - to ensure whether the activity is in progress, in line with the objectives (EB) → the activities under the relevant Action are in progress, in line with objectives (LI) → with a view to achievement of the objectives set out in the Actions under the Annual Action Programme (NIPAC)
- Tools available:
 - Activity Monitoring Table of EB
 - Action Level Steering Committees (ALSC)
 - Progress and Monitoring Reports (PMR)



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Phase 2 - from the signature of the contract to the end of the contract



Activity / Action level monitoring

- Tools available at NIPAC:
 - Information received from the LI / IA for Annual Report on Implementation
 - Sector/Sub-sector Monitoring Committees
 - Result Oriented Monitoring (ROM) Activities



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Phase 2 - from the signature of the contract to the end of the contract



- Programme level monitoring - to ensure whether the objectives set out in the Annual Action Programme of Turkey are coherent with the objectives in the Country Strategy Paper for Turkey (NIPAC)
- Tools available:
 - Information received from the LI / IA for Annual Report on Implementation
 - IPA Monitoring Committee meetings



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Phase 2 - from the signature of the contract to the end of the contract



- System level monitoring - to give assurance to the NAO for legality and regularity of expenditure and the effective functioning of the internal control systems
- Tools available:
 - Monthly Financial Reports of IA, Progress and Monitoring Reports, Irregularity notifications
 - Desk reviews and on-the-spot checks performed
 - Follow up of changes in the MCS
 - Follow up of audit findings in the Audit Reports



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Phase 3 - from the end of the contract to the programme closure



- Monitoring focus mostly at higher level:
 - Activity / Action level - to ensure that the objectives set out in the relevant Action are achieved (LI) → Programme level - to ensure that necessary measures envisaged/recommended are taken by the relevant institutions with a view to achievement of the activity/action/programme objectives set out and sustainable use of the activity achievements as envisaged (NIPAC)
- Available tools: On site visits



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Phase 3 - from the end of the contract to the programme closure



- System level monitoring - to give assurance to the NAO for legality and regularity of expenditure
- Tools available:
 - Irregularity notifications
 - Follow up of audit findings in the Audit Reports



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Monitoring tools



- Monitoring as a desk activity
- Reports:
 - EB: receiving and approving the progress technical and financial reports from the contractors
 - LI: receiving the progress and monitoring reports from EB
 - IA: receiving and verifying the reports from the contractors
 - NIPAC: oversees the corrective actions indicated in the reports



Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Monitoring tools



- Monitoring as a desk activity
- Collection and analysis of data on operational indicators:
 - EB: collect and verify
 - LI / OS: quality control, aggregate on sector level, analyse and report in progress reports
 - NIPAC: quality control of the system, analyses and reports in annual reports



Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Monitoring tools



- Monitoring as an on-the-field activity
- Planning of annual operational monitoring activities:
 - EB: execute
 - LI / OS: control, prepare their plan
 - NIPAC: plans NIPAC monitoring activities
- Monitoring visits:
 - EB: execute
 - LI / OS: control EB's activities, execute own activities
 - NIPAC: ad hoc monitoring activities



Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Monitoring tools



- Monitoring through meetings / reviews:
- Steering Committee meetings on Actions, contract, activity or operation level, organised by EB
- Implementation Review Meetings at sector level – focused on high risk actions, organised by LI / OS
- ROM reviews – mostly focused on high risk actions, coordinated and executed by NIPAC



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Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Monitoring tools - summary



Review of progress report of contractors and grant recipients

End-beneficiary institutions	LIs/OSs	NIPAC - M&E Unit
Review, comment, approve	Control Inform NIPAC and NAO on risks/problems / follow up of corrective actions	Oversees corrective actions / provide high-level support

Progress and Monitoring Reports

End-beneficiary institutions	LIs/OSs	NIPAC - M&E Unit
Prepare Implements corrective actions	Prepare on sector / programme level Control, in case of risks define and follow up corrective measures Inform NIPAC	Reviews Oversees corrective measures, intervenes where necessary Provides high-level support



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Monitoring tools - summary



Collection and analysis of data on operational indicators

End-beneficiary institutions	LIs/OSs	NIPAC - M&E Unit
Collect and verify	Quality control Aggregate on sector level, analyse and report in progress reports	Quality control of the system Analyses and reports in annual reports, informs IPA MC

ROM reviews – focused on high risk actions

End-beneficiary institutions	LIs/OSs	NIPAC - M&E Unit
Provide information, discuss performance and corrective measures; implement or follow up corrective actions	Provide information, discuss performance	Plans, co-ordinate s Follows up corrective measures





Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.

Monitoring tools - summary



Planning of annual operational monitoring activities

End-beneficiary institutions	LIs/OSs	NIPAC - M&E Unit
Execute	Control Prepare LI/OS plan	For high-risk actions reviews and checks adequacy to identified risks Plans NIPAC monitoring activities

Monitoring / site visits and regular meetings with project teams and other stakeholders

End-beneficiary institutions	LIs/OSs	NIPAC - M&E Unit
Execute	Control Execute own monitoring visits Inform NIPAC and NAO on risks/problems / follow up of corrective actions	As above Ad hoc monitoring visits, if needed for the definition of corrective actions



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Monitoring tools - summary



Steering Committee meetings on contract, activity or operation level

End-beneficiary institutions	LIs/OSs	NIPAC - M&E Unit
Organise Participate Report to SC Implement corrective measures	Participate, if needed In case of risks for results, define and follow up corrective actions and inform NIPAC	Oversees corrective measures, intervene where necessary / provide high-level support Participates, in case of problems

Implementation Review Meetings at sector level – focused on high risk actions

End-beneficiary institutions	LIs/OSs	NIPAC - M&E Unit
Report Implements corrective actions	Organise Participate Follow-up corrective measures	Participates Oversees corrective measures, intervenes where necessary Provide high-level support





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THANK YOU FOR YOUR ATTENTION



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