

INTRODUCTORY TRAINING FOR AWARD WINNERS

Eastern Partnership Territorial Cooperation
Programme Armenia - Georgia

PROJECT MANAGEMENT AND MONITORING



This Programme is funded by the European Union
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Important Notice

**Information given in this presentation file is
neither complete nor legally binding!!!**

**Always consult with individual Grant Contract
and to PRAG for relevant regulations!**



MANAGEMENT RESPONSIBILITIES

Monitoring, review and reporting are core management responsibilities, which involve the collection, analysis, communication and use of information on the physical and financial progress of the project and the achievement of results.



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MANAGEMENT RESPONSIBILITIES

Monitoring, review and reporting support:

- Identification of successes and problems during project implementation
- Informed and timely decision making by project managers to support implementation
- Accountability for the resources used and results achieved
- Stakeholder awareness and participation; and
- The evaluation of project achievements and audit of activities and finances



MANAGEMENT RESPONSIBILITIES

Monitoring	Ongoing analysis of project progress towards achieving planned results with the purpose of improving management decision making
Evaluation	Assessment of the efficiency, effectiveness, impact, relevance and sustainability of Project
Audit	Assessment of <ul style="list-style-type: none">• the legality and regularity of project expenditure and income• whether project funds have been used efficiently and economically• whether project funds have been used effectively i.e. for purposes intended.

MONITORING

Monitoring as a task of the MA for the EaPTC Armenia-Georgia Program means to maintain an overview of the projects' progress and supervise the operational and financial implementation of the projects. For this purpose regular checks will be performed. These checks comprise a control of the programmatic, financial and verification of expenditure reports.



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MONITORING

During the implementation of EU grant-assisted projects, CSOs need to be able to undertake specific aspects of project management demanded by the conditionality of the EU grant contracts.

This means that the CSOs must be able to:



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MONITORING

- Manage their own **internal monitoring** and **administration** of the project;
- Facilitate **external monitoring of the project** and provide **obligatory reports** to the Contracting Authority.

Systems must thus be in place to ensure that there is compliance to the Grant Contract and PRAG



MONITORING

INTERNAL(self
monitoring)

EXTERNAL

- Project core management team

- external evaluators
- donors

TYPES OF MONITORING

- Desk-based monitoring: checking of documents from the office – usually reports
- On-site monitoring: checking projects at their locations (physical evidence etc.)
- Regular monitoring: as planned by the procedure
- Extraordinary visits: in case of discrepancies



FREQUENCY OF VISITS/CHECKS

- At least one monitoring mission per 6 months (more frequent in case of discrepancies or for more risky projects, based on risk analysis)
- Extraordinary visits: any time in case of noted discrepancies



MONITORING VISITS

- The main aim of these visits is to help and give advice to beneficiaries whilst it is being implemented (so that suggestions and help can be taken into account to guarantee the successful outcome of the project).
- The visits are made on-site and typically last as a minimum half a day. After the visit, the monitors will prepare a report.



MONITORING VISITS

Beneficiaries should be ready to provide answers and supporting documentation to questions from monitors such as:

- *Were the correct procedures used for the tender value?*
- *Are the equipment/supplies there?*
- *Is it being used for the purpose it was intended?*
- *Do the serial numbers match the invoice?*
- *Is the EU being given appropriate visibility?*
- *What will happen at the end of the project?*
- *Are there any delays and why?*



PARTIES INVOLVED IN MONITORING

- **Coordinator** - will surely be in regular contact with the beneficiaries and will implement more informal monitoring visits
- **GIZ MA** – will supervise the operational and financial implementation of the projects
- **EaPTC SP** – will support and coach
- **JDMC** –will monitor progress towards the objectives of the program by reviewing the reports submitted by the Managing Authority.
- **EC** – will carry out an interim or ex post evaluation or a monitoring mission



COMMON CHALLENGES

- Availability of documents (for example documentation on procurement, full financial documentation)
- Availability of physical proof: equipment, reports and minutes from meetings, photos, copies of publication in media etc.
- Delays: are the reasons justified? Did the beneficiary took corrective measures
- Participation of partners as promised?

EVALUATION VISITS

An external evaluation of the results, impact and sustainability of the EaPTC Armenia-Georgia program will be carried out at the end of the implementation of TC programs.

These typically take place some months after the project has ended and aim to assess the project impact and outcomes.



EVALUATION VISITS

Unlike monitoring visits, which aim to contribute to the project during its implementation, the ex-post evaluation is also a review of the overall impact and planned actions lessons with a view to assessing the overall impact of the funding Programme in any given year and to constantly improve the Programme.



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AUDITS

- The grants over EUR 100 000 must present Audit report (expenditure verification)
- The Commission or any representative authorized by the Commission may audit the Beneficiary/ Coordinator or any Co-Beneficiary at any time during the project implementation period and up to five years after the final payment of the MA.



AUDITS

The aim of the audit is to verify the use made of the EU financial contribution by the Beneficiary. The Commission or any authorized representative shall have access to the following documentation required to ascertain the eligibility of individual project-specific cost items: (please note that the list is not exhaustive)



AUDITS

- invoices, payroll extracts, purchase orders, proofs of payment, timesheets and any other documents used for the calculation and presentation of costs.
- The Commission shall take appropriate steps to ensure that its authorized representatives treat confidentially the data to which they shall have access or which shall be provided to them.



THANK YOU FOR YOUR ATTENTION!



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