

The National Focal Point's role in implementing FM14-21

Focus on monitoring, risk-assessment, indicators

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Location - Brussels

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Key messages

1. We want the programmes to make a difference – and to know the effects related to the 2 overall objectives.

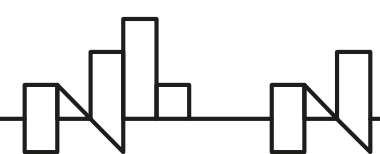
What difference are the programmes making? For whom? How?

2. NFPs influence effects by supporting implementation.

Review calls, monitor progress and quality of implementation.

Assess and act on risks.

3. Be practical. Results focused.



Results-based management

What difference are the programmes making?

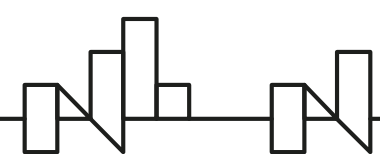
For whom?

How?



Agenda

1. Overview, main changes and important principles
2. Monitoring
3. Managing risk
4. Key messages



Main changes to the Results approach for FM14-21

Collaboration in concept note and programme design

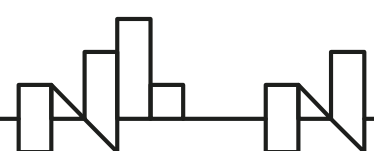
- Quality at entry
- Sound programme design
- Better indicators

Simplify and improve (aggregated) indicator reporting

- Develop core indicators (with methodology)
- Improve bilateral reporting

Improve results monitoring and evaluation

- Use monitoring, rapid assessments and performance stories to understand effects of the Grants
- *All* programmes are evaluated. Early evaluation planning by NFPs



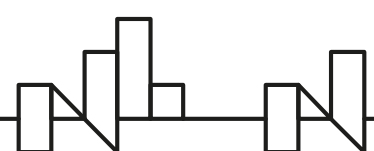
Main changes to the Results approach for FM14-21

Reduce reporting burden

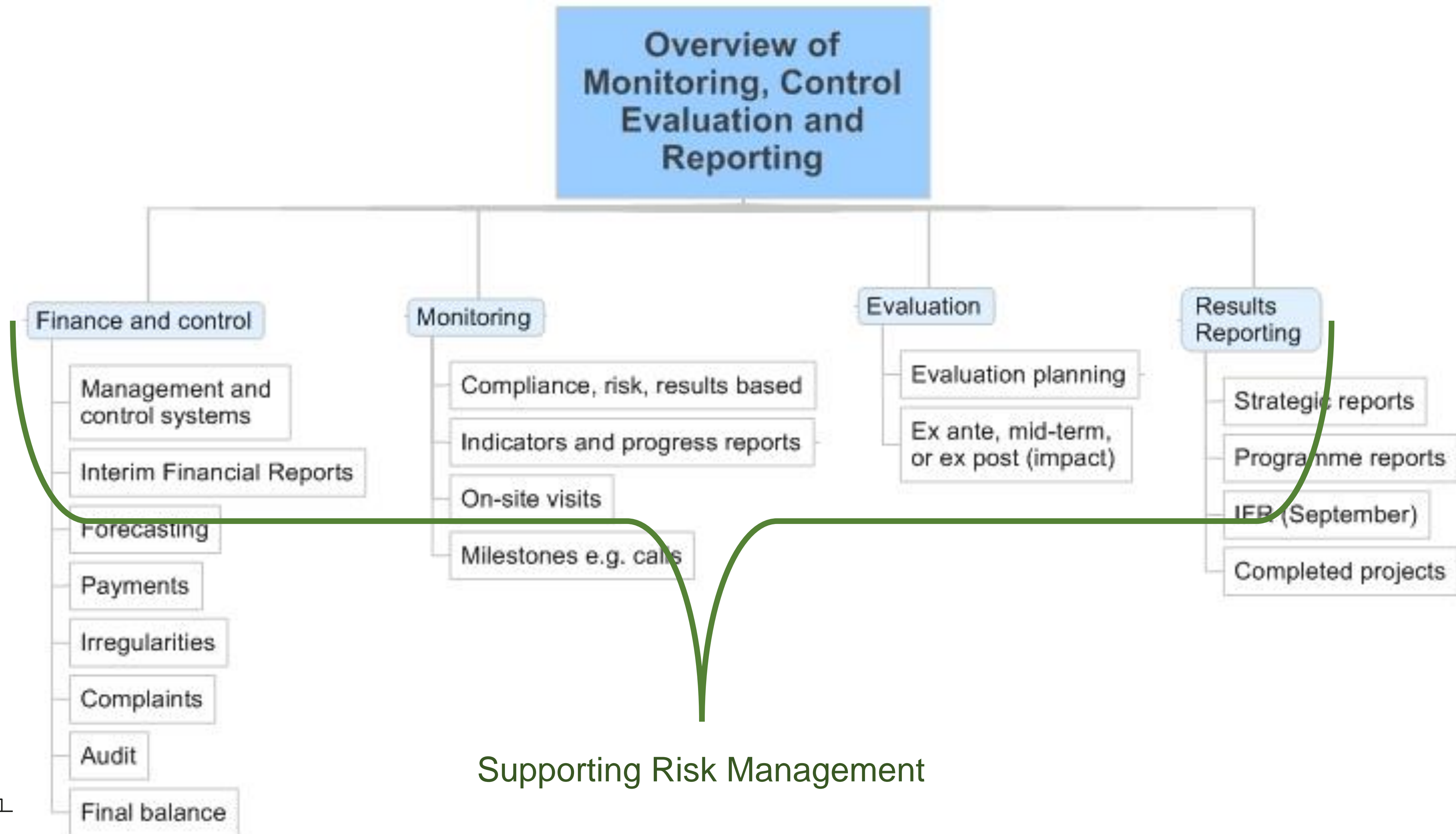
- IFRs x2 per year, not x3
- Staggered reporting: strategic and programme reports only ask what is really needed, when it is needed
- Collect better indicators

Improve support

- Results Guideline, core indicators, templates, etc
- Clearer instructions, training and videos, etc.



Overview of monitoring, control, reporting and evaluation



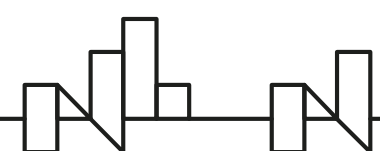
Monitoring, risk and Management and Control Systems

- Monitoring and risk management is firmly embedded in NFP management and control systems
- MCS describes *i.a.* how the NFP will carry out regular monitoring of the programmes for progress towards outputs, outcome(s) and objective(s) (Reg. Art. 5.3.4).



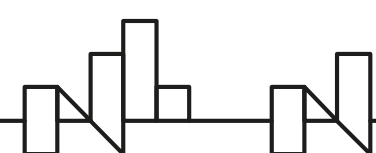
Knowing what difference the programmes are making implies effective monitoring, control and evaluation systems!

... Which may be ensured by both the NFP and the PO.



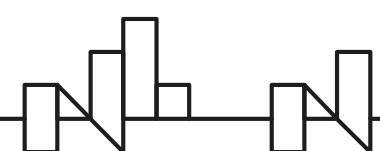
Key financial and control reminders

- In the FMs 2014-2021, NFPs are responsible for reviewing and **approving PO management and control systems** (Reg. Art 5.7.2)
- **Audit recommendations and lessons learned** should be considered throughout the FMs
- Increased importance on the **accuracy of the forecast of likely payments** provided 4 times/year by the Beneficiary States.



Important reporting principles

- The **results framework** sets the direction for the programme
- Outcome indicators help convey the programme ambition
- Progress & results assessed with indicators and reports (Strategic / Programme / IFR)
 - **Requires analysis!** including on what worked well / why, what could be improved
- Allows for **risk management** e.g. mitigation, programme modification
- **Final Programme Report approval** can be considered fulfilment of programme agreement (articles 1.4.3 and 2.3.2 of the Regulations)
- Remember: NFPs are responsible for the **core indicator on awareness of the EEA/Norway Grants**





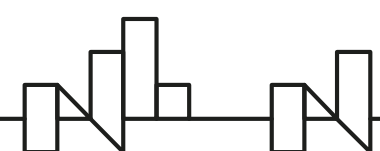
3 Key points for NFPs in 2019 related to Monitoring

1) Additional focus on Risk- and Results-based Monitoring

(compliance-based monitoring remains important)

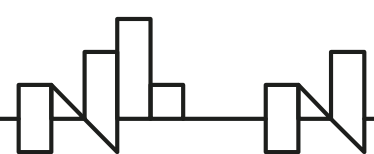
2) The importance of **Monitoring Calls for Proposals** – starting up implementation

3) **External Monitoring site visits organised by FMO and Cooperation with the NFPs** – how to cooperate more closely with you and your Stakeholders in 2019 and beyond!



1. Monitoring of FM14-21- Results based focus

- **NB – quite a bit of training will be focused on this approach in 2019-2020.**



Results-based management

What difference are the programmes making?

For whom?

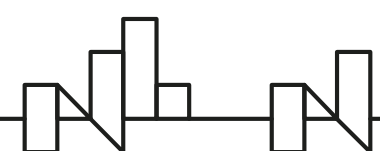
How?



Review of 3 types of monitoring

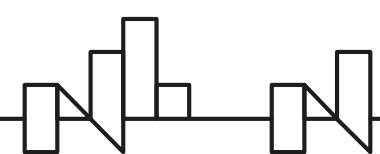
- **Risk Based (most likely form of monitoring in first year)**
This type of monitoring involves oversight of projects/ programmes according to their perceived level of risk.
- **Compliance based**
This type of monitoring involves oversight of projects in order to ensure that projects are implemented in accord with (in compliance with) the financial and legal rules established.
- **Results based (during implementation, ideally, we focus here!)**
This type of monitoring involves ensuring that programmes/projects are being implemented to bring about the desired results and to know more about they are.

(see pages 35-38 of the Results Guideline for more information on Monitoring)



What we typically received during FM09-14

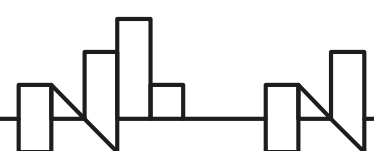
- Main focus of monitoring reports on compliance
- Some focus on risk
- Very little related to results and actual outcomes
- Examples.....



2. What should NFPs be doing specifically regarding monitoring in 2019?

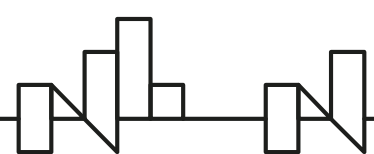
- Calls for proposals should be checked (monitored) to ensure that:
 - (1) the relevant part of the Results Framework is attached to the Call
 - (2) the call text and parameters are in line with the logic of the Results Framework = strategic alignment

 This means projects selected will relate to specific outputs and ultimately one or more outcomes of the Programme



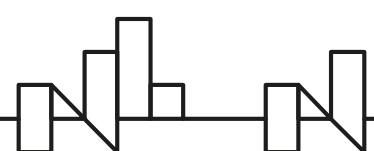
Starting point for Results-based Monitoring – Results framework

Programme Objective	Description	Indicators	Baseline	Target
Outcome 1	Health care services for vulnerable groups enhanced	Number of beneficiaries of services provided or improved	0	125,000
Output 1.1				
Output 1.2				
Output 1.3	Regional Health Care providers trained			
Outcome 2				
Output 2.1				



3. External Monitoring – what's new this time around?

- Based on our internal **risk assessments** and yours
- FMO will plan monitoring **site visits** (external monitoring consultants, with the FMO) in December for the following year
- **Monitoring plans** will be shared with the National Focal Points well **in advance** – not just 2 weeks, as stipulated in the Regulation.
- We invite cooperation from the NFPs and your joining in site visits if you have time and interest.





Why risk assessment? - Managing Risk for Results

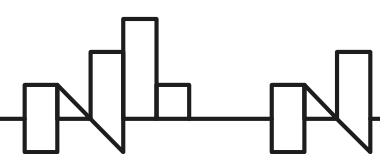
Reducing economic and social disparities



Strengthening bilateral relations



Effective and Efficient implementation, zero tolerance for corruption



Results-based management

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For whom?

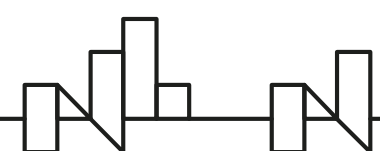
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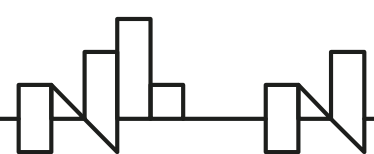
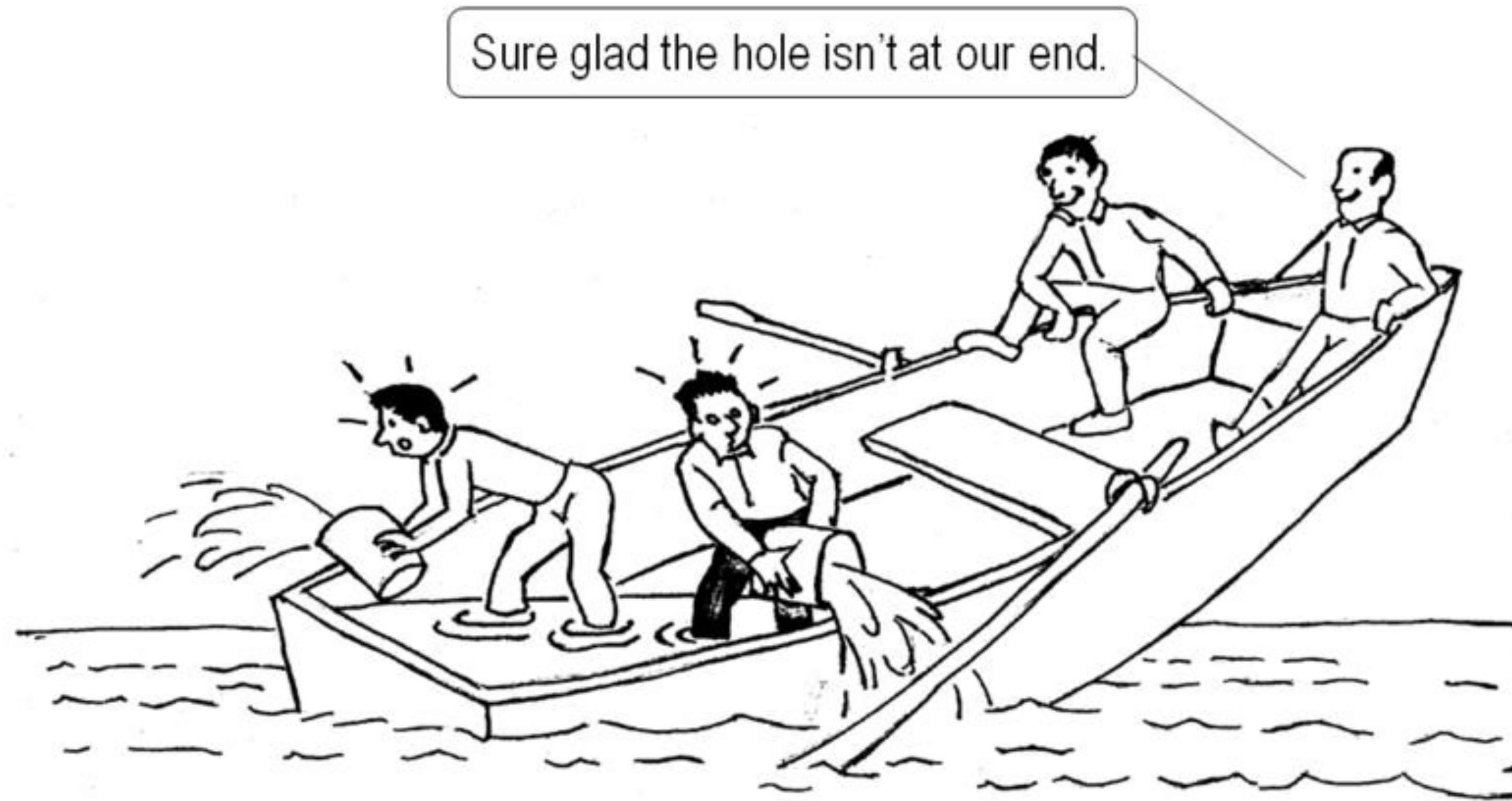
Principles of risk management in the Grants

Definition: Risk is “an event or circumstance that may affect the achievement of expected results.”

- **All programmes and activities** funded by the EEA & Norway Grants 2014-2021 shall follow a **results and risk management approach** (Article 1.3.4).
- **Risks are inevitable.** The aim is not to eliminate risk altogether but to understand risk and manage it more effectively with results and performance in mind.
- Risk management should be a **continuous**, proactive and systematic process to understand, manage and communicate risk.
- The process should be embedded in the **organisational culture**.
- All programmes and activities funded by the EEA Financial Mechanism 2014-2021 shall follow the principles of **good governance**. There shall be zero-tolerance towards corruption (Article 1.3.2).

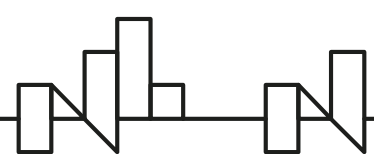


Effective risk management means working together



There are many channels to work together to manage risks

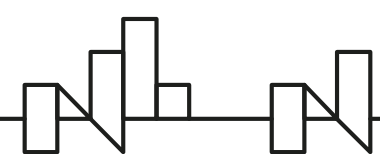
- **NFPs** submit a risk assessment with each Strategic report.
- Annual Meetings
- Good Governance seminars
- **POs/FOs** submit a risk assessment before programme agreement signature, then in each Annual Programme Report.
- CC meetings
- Technical meetings
- Phone discussions
- etc



Risk template from Strategic Report

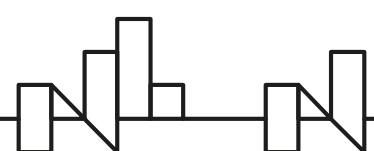
Risk assessment and management plan – focus on key risks, from your point of view

Programme name	Overall level of risk of the programme (on a scale 1-4)	Risks (key risks to the programme <u>from the point of view of the NFP</u>)	Responses to the risks (undertaken by NFP)	Responses to the risks (planned by NFP)
Programme 1				
Programme 2				
Programme 3				



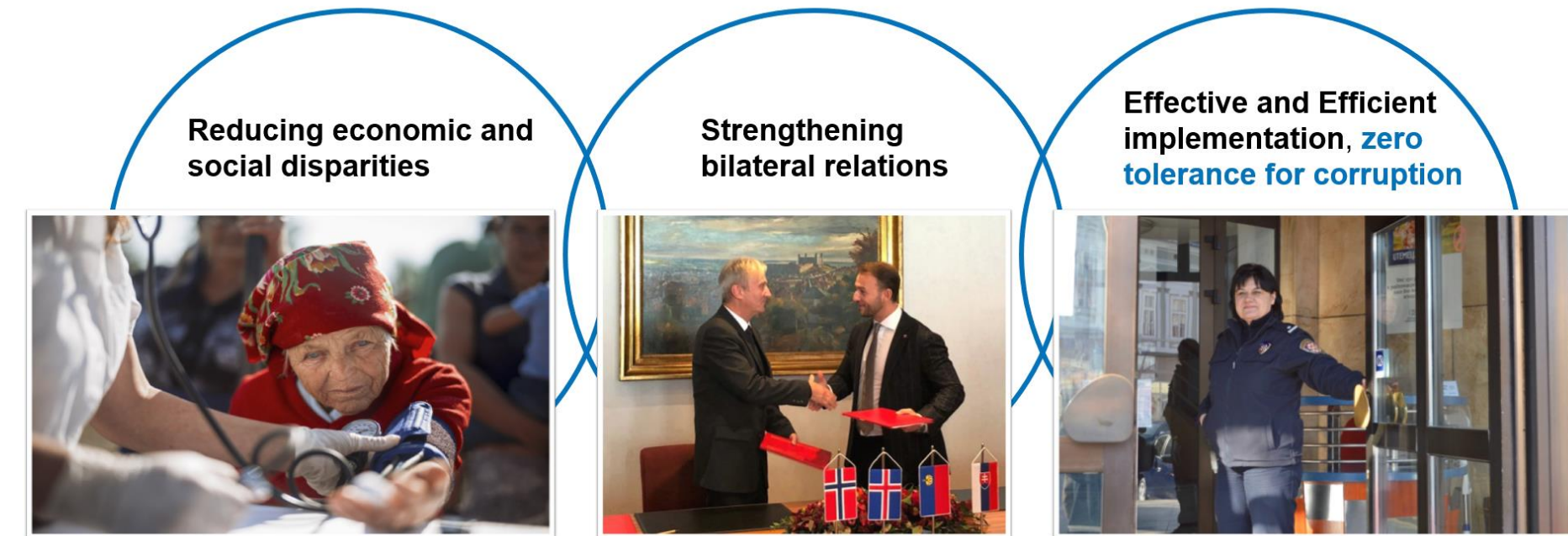
Identifying risks and mitigating actions

- Discussion - do it as a group!
- It requires judgement – sometimes a ‘best guess’.
- Background information can help e.g.:
 - programme agreements
 - previous risk assessment
 - reviews of descriptions of the management and control systems
 - monitoring or evaluation reports
 - audit reports or on the spot verifications
 - quarterly irregularities reporting
 - interim financial reports

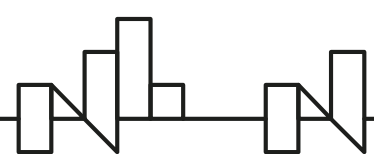


Tips for the risk assessment process

- Keep in mind: managing risk to results



- Focus on the risks that may impede programme implementation, in particular within next six months to one year.
- Discuss in groups
- Ask yourselves:
 - Is that progress sufficient to achieve the results by the end of the period?
 - What is missing to achieve the results and what can be done about it?

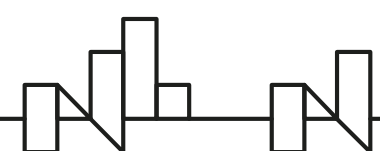


Be proportionate



Mid-term review 2020

- What's required
 - Mid-term **review** by 2020 by EFTA states (Protocol 38c, Art 8)
 - No later than end 2020, **parties review progress** & thereafter agree reallocations within and between programmes, where appropriate (MoU Art 11.4)
 - **A proposal**, by end-2020, by Beneficiary State on allocation of reserve (Regulation Art 1.11)
- Review:
 - Status of implementation, processes undertaken, results achieved
 - FMO will circulate a template to support the review, later in 2019 / early 2020
- **Agreement** on allocation of reserve / possible reallocations can take place in first half of 2021 e.g. at Annual Meetings



Key messages

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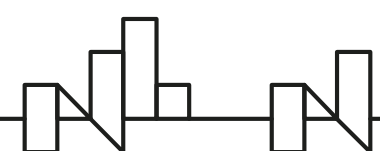
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Thank you for your attention!



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