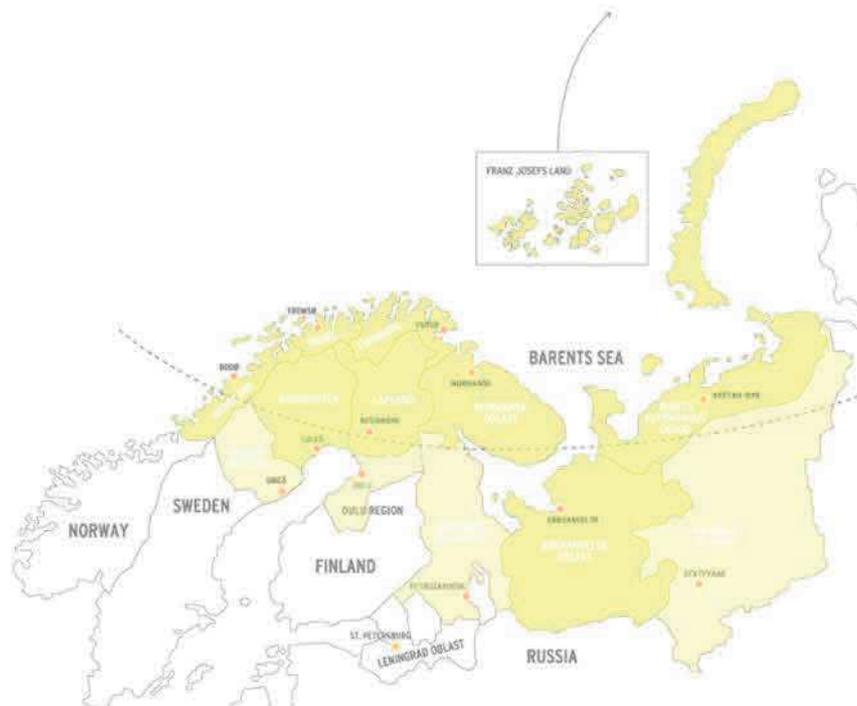


# Kolarctic CBC Programme 2014–2020

## Monitoring and Evaluation Plan 2019–2020



Approved by the JMC in its 9<sup>th</sup> Written Procedure  
**[18.06.2019]**

## TABLE OF CONTENTS

1.	INTRODUCTION.....	<b>4</b>
2.	MANAGEMENT OF THE MONITORING AND EVALUATION PLAN .....	<b>5</b>
3.	OVERVIEW OF THE PROJECT AND PROGRAMME MONITORING AND EVALUATION ACTIVITIES IN THE PREVIOUS YEAR 2018 - 2019 .....	<b>6</b>
4.	OVERVIEW OF THE PROJECT AND PROGRAMME MONITORING AND EVALUATION ACTIVITIES IN THE YEAR 2019 – 2020.....	<b>7</b>
5.	MONITORING AND EVALUATION TOOLS .....	<b>7</b>
5.1	DAY-TO-DAY MONITORING BY MA.....	<b>8</b>
5.2	PROJECT QUALITATIVE MONITORING (PQM) .....	<b>9</b>
5.3	ON-THE-SPOT VERIFICATION .....	<b>10</b>
5.3.1	General principle and purpose.....	<b>10</b>
5.3.2	Method for the sampling.....	<b>11</b>
5.3.3	Annual Plan .....	<b>12</b>
5.3.4	Planning of the visit .....	<b>12</b>
5.3.5	Partners responsibilities .....	<b>13</b>
5.3.6	Verification procedure .....	<b>13</b>
5.3.7	Documentation .....	<b>14</b>
5.3.8	Handling the findings .....	<b>15</b>
6.	PLANNED MONITROING AT PROJECT LEVEL .....	<b>15</b>
7.	PLANNED MONITORING AT PROGRAMME LEVEL .....	<b>16</b>
8.	PLANNED EVALUATION AT PROGRAMME LEVEL .....	<b>22</b>
9.	COMMUNICATING ON THE MONITORING AND EVALUATION ACTIVITIES .....	<b>22</b>
	<b>Annex 1</b> – List of projects to be monitored 2019 - 2020 (project portfolio) .....	<b>23</b>
	<b>Annex 2</b> – List of projects for on-the-spot verification (Plan for the period 2019 - 2020) .....	<b>28</b>
	<b>Annex 3</b> - Planned evaluations at programme and project level .....	<b>29</b>

## ACRONYMS

BOs	Branch Offices
COI	Common Output Indicators
EC	European Commission
EU	European Union
ENI CBC Programmes	European Neighborhood Instrument Cross border Cooperation Programmes
PQM	Project Qualitative Monitoring
JOP	Joint Operational Programme
JMC	Joint Monitoring Committee
M&E Plan	Monitoring and Evaluation Plan
MA	Managing Authority
RMP	Risk Management Plan
RI	Result Indicators
ROM	Result-Oriented Monitoring
SOI	Specific Output Indicators
TO	Thematic Objective

## 1. INTRODUCTION

The Kolarctic Cross Border Cooperation (CBC) 2014–2020 Programme (the Programme hereinafter) complements national cross-border activities by focusing on cooperation between the European Union Member States (Finland and Sweden) and Norway and Russia. Within the Programme context, Norway participates as an EEA and Schengen country and has an equal status with the EU Member States of Finland and Sweden. The CBC is a practical implementation of the strategic partnership between the European Union and the Russian Federation, who have a large boundary.

Cross-border cooperation is oriented on principles such as multi-annual programming, equal partnership and co-financing. Furthermore, the Programme is based on the experiences and best practices gained during the implementation of its predecessors, Kolarctic Neighbourhood Programme during the 2004–2006 and Kolarctic ENPI CBC Programme 2007–2013. As in the previous programmes, Norway is contributing national funding equal to the community funding for Norwegian project activities.<sup>1</sup>

The main objective of the Monitoring and Evaluation (M&E) Plan is defined to improve the quality of monitoring and evaluations actions carried out by the Managing Authority (MA) during the Programming period.

Towards this objective, the M&E Plan is expected to:

- provide Programme, projects and other relevant parties with common framework for monitoring and evaluation to be carried out by the MA for the whole Kolarctic CBC Programme's duration;
- elaborate on the monitoring and evaluation methods to be used, frequency and responsibility;
- ensure the management of the Programme in order to deliver the Programme in an efficient manner;
- assist in collecting of data to assess and demonstrate progress made in achieving expected results;
- incorporate the Programme indicators, baselines targets and their means of verification;
- highlight mechanism for monitoring the achievement of outputs and contribution towards achievement of expected results;
- contribute in increasing the quality and effectiveness of monitoring and evaluation actions.

---

<sup>1</sup> Kolarctic CBC Programme 2014 – 2020 Joint Operational Programme

An indicative M&E Plan shall be included in the Programme for its whole duration. The M&E Plan corresponds to the Kolarctic CBC Programme 2014–2020 Document, Risk Management Plan (RMP) and ENI CBC Implementing Regulation (EU) No 897/2014. The lessons learned of the Kolarctic ENPI CBC Programme 2007–2013 is taken into account during setting the framework for monitoring and evaluation activities.

Since the M&E Plan is relevant for the whole Programme duration and provides the overall information on the M&E activities for the year 2018–2019, the MA with assistance of BOs is responsible for drafting the Project Implementation Manual with detailed description on M&E activities prior to the contracting phase of projects.

While planning the M&E Plan the following documents have been taken into account:

- ENI CBC Implementing Rules,
- Joint operational programme,
- DG NEAR “Guidelines on linking planning/programming, monitoring and evaluation”
- Description of management and control system.

## **2. MANAGEMENT OF THE MONITORING AND EVALUATION PLAN**

An effective M&E Plan is required to determine how well the Programme meets its objectives and produces the desired effect. The main key users of the M&E are MA, projects’ beneficiaries, committees’ members, auditors, evaluators, EC and other relevant programme stakeholders.

Based on the results of monitoring and evaluation, the MA will gain information about the general level of management in the Programme and will be able to use this information to develop reporting procedures and provide appropriate guidance to projects. Through assessment of project’s management and its follow-up within internal monitoring, projects’ beneficiaries will also directly benefit from monitoring and evaluation activities.

The JMC will benefit from by taking into account the lessons learned, which will support well-informed decision-making and recommendation to the MA on Programme implementation and evaluation.

The M&E Plan drawn up by the MA shall reflect detailed specification on the monitoring and evaluation process based on the data gathered from the internal monitoring, including Programme-level indicators in terms of progress made towards the set indicator target values. The M&E Plan shall be updated by the MA and approved by the JMC and EC on the annual basis.

The MA is responsible for organizing the internal monitoring on the projects and Programme level along with providing the detailed guidance for projects

beneficiaries. The internal monitoring will be implemented by a designated team comprised of MA's representatives and its BOs. They shall carry out this task by reference to indicators and targets specified in the Programme and with the use of Programme Management System (PROMAS) where data on implementation necessary for monitoring and evaluation is collected.

### **3. OVERVIEW OF THE PROJECT AND PROGRAMME MONITORING AND EVALUATION ACTIVITIES IN THE PREVIOUS YEAR 2018 - 2019**

The projects of the 1<sup>st</sup> and 2<sup>nd</sup> Call have been contracted during the period October 2018 – February 2019. Thus, there is no project monitoring and evaluation have been carried out during the previous years 2018 – 2019.

The MA shall monitor the delivering of Programme expected results by conducting the 3 level comparison analyse of Programme target values of SOIs and COIs to what projects are promising to deliver. The data shall be collected from the contracted projects.

The 1<sup>st</sup> level comparison analyse was conducted in 2018 on the results of implemented two Calls for Proposals. It provided the MA and JMC with a clear picture on differences between the expected target values of COIs, SOIs set by the Programme and expected target values of COIs, SOIs of 1-2 Calls projects. At this stage, based on the results of analyse the JMC took the necessary actions to put efforts in promotion one of the two Priorities/TOs in order to reach expected results. On an overall basis, the promotion of the Priority axis n° 2 is needed. To show the reflection to this internal analyse, the MA shall promote the participation under the Priority axis n° 2 during the 3<sup>rd</sup> Call for Proposals.

The Programme was a subject of the ROM mission carried out in October 2018. Results Oriented Monitoring (ROM) – as it has been practiced by DG Near and other European Commission services – is an independent review of interventions financed by the funds of external action of the European Commission. This review is part of the internal system of Monitoring and Evaluation set up by the European Commission to monitor all its activities. From the information obtained from the stakeholders on the performance and results of the monitored project, ROM aims to provide the project manager, within the Commission services, a "snapshot" of the implementation intervention in order to:

- report on the progress and on the current performance of the project;
- support the management of the project by developing recommendations to improve its results;
- learn useful lessons for the programming, design and implementation of future project.

The results of the ROM mission shall be presented in the Annual Report 2018-2019.

#### **4. OVERVIEW OF THE PROJECT AND PROGRAMME MONITORING AND EVALUATION ACTIVITIES IN THE YEAR 2019 – 2020**

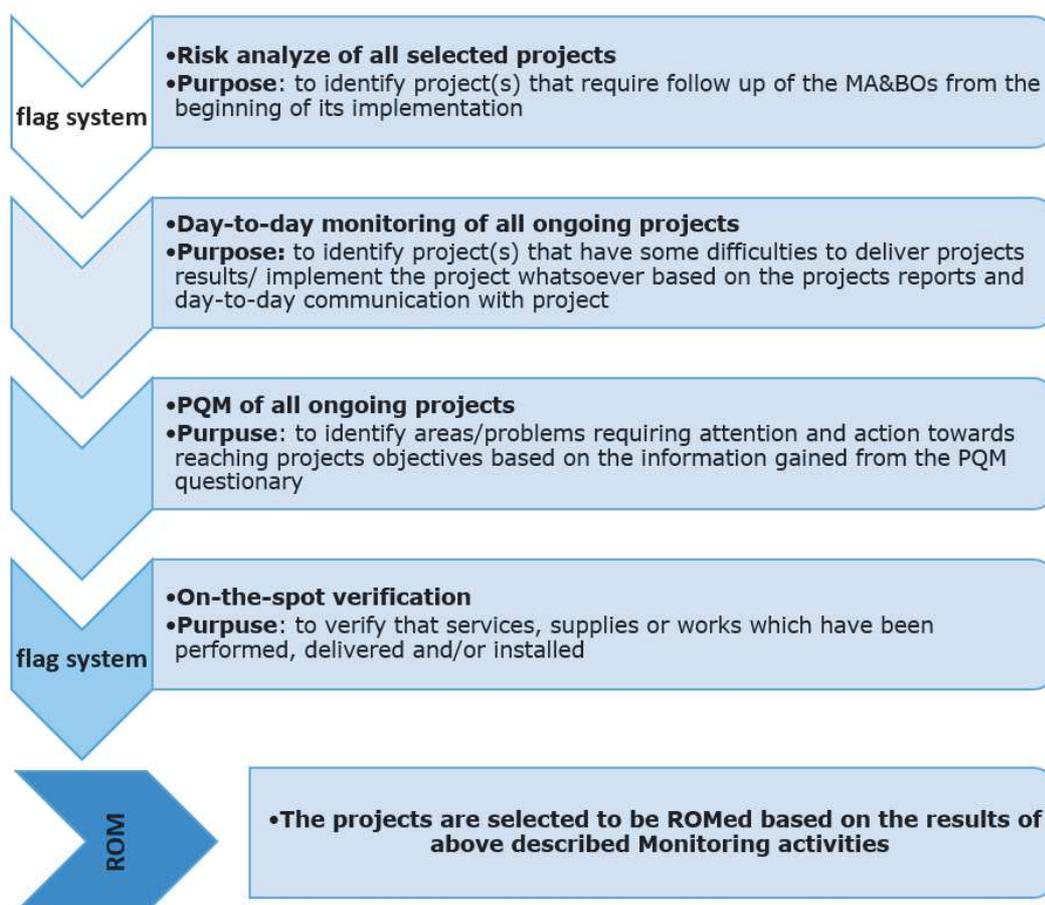
The MA shall be responsible for the data collection and review of the progress towards the set indicator targets. This information along with the financial absorption data will help to see if the Programme is well on track and if its strategy is still relevant or it has to be changed. The results shall be reflected in the Annual Report and presented to the JMC as to the main decision making body to decide on the possible actions to take.

The defined Programme Common Output Indicators (COIs), Specific Output Indicators (SOIs) and Result Indicators (RIs) are allowing to follow up the Programme implementation and progress towards its priorities by Programme bodies. The detailed description of the COIs, SOs and RIs and the source of verification. The 2<sup>nd</sup> level comparison analyse shall be conducted during the project implementation. The MA shall collect data on indicators from the reports of the ongoing projects. The result of the analyse will provide the JMC with an information on whether the Programme is on track to reach its objectives.

#### **5. MONITORING AND EVALUATION TOOLS**

The MA is responsible for carrying out the necessary activities. The ROM conducted by the Programme provides information on the Programme implementation at a given moment. It serves as a support tool for MA by informing Programme bodies about the performance, implementation and lessons learnt to ensure the well-grounded decision-making process.

Each project sets up its own specific and overall objectives. Project's progress towards this objective is followed not only by risk analyse, day-to-day monitoring (checking and monitoring project reports), PQM, External Audit, on-the-spot verification, but also in some cases by result-orientated monitoring (ROM). The purpose of the ROM is to monitor the project performance and provide recommendations on the possible actions to improve it with focus on results. The ongoing projects to be ROMed are selected based on the results of all Monitoring activities at the project level (**Figure 2**). The ROM is conducted once, not earlier than six months after the project start. In practice, this means personal visits in premises of partner organizations.



**Figure 2. The sum of the Monitoring activities for projects selection to be ROMed**

## 5.1 DAY-TO-DAY MONITORING BY MA

Monitoring and evaluation tools include day-to-day monitoring that provides relevant information on the project's progress in relation to agreed schedules and expected results for the MA. The MA is responsible for day-to-day monitoring of project implementation in relation to agreed schedules and expected results. It provides MA and projects beneficiaries with continuous feedback on projects' implementation.

In their day-to-day monitoring activities, the MA review project progress through the analysis of the reports submitted as well as have regular contacts with the Lead beneficiary by e-mail and telephone and conduct the monitoring visits and attend important project events. In this process, all project partners must be kept adequately informed.

The MA shall manage all requests for project modifications and perform spot checks - when needed - in relation to the payment claims of the beneficiaries and to verify the respect of the grant contract provisions.

In order to systematic aggregation of data for Programme level indicators (COIs and SOIs), the information on the realization of outputs and achievement of projects results will be requested to submit timely in the progress reports via PROMAS.

During the period October 2018 – March 2019, the MA has signed Grant Contracts (GCs) with 21 projects, which are subjects of day-to-day monitoring.

## **5.2 PROJECT QUALITATIVE MONITORING (PQM)**

In addition to the day-to-day monitoring, the MA shall carry out Result-Oriented Programme and Project Monitoring<sup>2</sup>. The Result-Oriented Monitoring (ROM) of project is performed by Project Qualitative Monitoring (PQM), which is based on Project Cycle Management (PCM) approach and will be integrated in the Programme Management System (PROMAS). PQM meets the needs not only the projects implementers but also allows the MA to get better understanding of the progress of the projects in relation to what was originally planned.

IPQM is aimed to help and advice projects to guarantee delivering planned results and successful outputs by:

- improving design and implementation of projects;
- providing the systematic feedback to lead beneficiary;
- constant interaction between MA and lead beneficiary;
- stimulating thinking in ROM terms of the projects implementers;
- awareness of the lead beneficiary (and project partners) and MA on the progress of the projects.

As an added value, PQM provides constant lessons learnt and collected data that can be utilized in the future evaluation and audit on the projects' as well as Programme's level.

The detailed description of the PQM including methodology and guidelines is given in the Project Implementation Manual.

---

<sup>2</sup> ENI CBC Implementing Rules, Article 78.3

## **5.3 ON-THE-SPOT VERIFICATION**

### **5.3.1 General principle and purpose**

According to the implementing Rules (IR) Article 32 and Article 26, MA shall verify that services, supplies or works which have been performed, delivered and/or installed. MA shall put in place effective and proportionate anti-fraud measures taking into account the identified risks. One element to detect the irregularities is on-the-spot verifications.

The frequency and coverage of the on-the-spot verifications shall be proportionate to the amount of the grant to a project and the level of risk identified by these verifications and audits by the Audit Authority for the management and control systems as a whole.

On-the-spot project verifications may be carried out on a sample basis. They are carried out in order to check the reality of the activities and the delivery and installation of the purchased products or services. It is also used to check the compliance of the agreements to the deliveries and payments as well as to check that programme's visibility requirements have been fulfilled.

On-the-spot checks based on the documents provided by the beneficiaries are mainly conducted in their own premises or any other project-related sites. Check shall be planned beforehand in order to conclude it efficiently. MA shall inform the beneficiary about the coming on-the-spot check at least two weeks beforehand to ensure that persons who are responsible of the activities and needed documentation are available during the visit.

The timing of the check depends of the nature of the project and possible risks which MA has identified. A proper time for the on-the-spot check is during the implementation of the project when main activities are still ongoing and purchases have been done. Thus, if problems raise up during the check, beneficiaries have time to make corrections to procedures. When the project plan includes big investments or purchase of expensive items and if the implementation period is several years, MA may carry on several on-the-spot checks.

In the case when the sustainability regulations (IR Article 39, 3.) shall be obeyed, an additional visit might be needed after the project has been closed.

On-the-spot verifications are also connected to the Risk Management plan of the programme. The projects with the high risk can be checked even though other criteria does not apply.

On-the-spot verification described in this M&E Plan concerns Finland, Sweden and Russia.

Norwegian BO will conduct needed verifications to the project activities implemented by Norwegian partners and financed from the Norwegian Kolarctic funds, thus not included in this plan.

### **5.3.2 Method for the sampling**

MA shall describe the principles and the criteria that it will use when selecting the projects for checking. Beside the beforehand set criteria, MA can conduct on-the-spot check whenever it considers it necessary. On-the-spot checks shall cover all thematic objectives and all types of beneficiaries (public, private, NGOs etc.). Checks shall cover all countries of the Programme area. The small size of the project or partner budget may not be exclusive criteria.

As the volume of the projects and beneficiaries is quite small in Kolarctic CBC Programme, less than 30 projects including 3 LIP projects, any sample method alone is not relevant way to choose projects for the checks. The sample method based on the clear facts does not take in notice all relevant information.

Based on the earlier experience the MA can consider that the risk of the individual partner is high even though the sampling method does not meet any risk. Expenditure verification reports may also highlight issues that demand on-the-spot verification. If the auditor during the first level control has made a notification of the suspected or established fraud, on-the-spot verification will take place immediately. In practice MA will conduct on-the-spot verifications after the Lead Partner has submitted the first audited financial report. The check can be done before the approval of the report and expenditures or after that. On-the-spot checks included to the annual plan shall be finalized before the project's final report is approved.

Criteria for the on-the-spot verification sampling shall be clear and simply to ensure that relevant project and activities are selected for checking. As the population of the projects is very limited, sampling method with several criteria does not work properly. MA will use selective method with basic criteria for sampling, all project fulfilling these criteria will be verified on-the-spot.

Basic criteria apply to project level figures

- The amount of grant (EU-grant+Finnish and Russian state co-financing) is over 1,5 M€ or the amount of EU-grant alone is over 1 M€ or
- Amount of the supplies (budget line 3 Equipment and purchases) is more than 30% of the direct EU-eligible costs or

- Amount of the external services (budget line 5 External services, sub-contracting) is more than 30% of the direct EU-eligible costs or
- Project has infrastructure component (budget line 6 Infrastructure investments)

Additional criteria which may be used:

- Partner level criteria for sampling
  - "New partner", no earlier experience in CBC projects or
  - Supplies and/or external services constitute the main part (>80%) of partner's individual budget even though in project level 30% does not exceed

Partner level budgets are not official and not followed automatically. Using that method means that the data shall be collected manually by checking each partner budgets. The most fluent way is to do this within the interim reports and then decide of the needed checks.

With the sampling method, the Managing Authority can make the first level selection of the projects that it will check on-the-spot. In addition, more projects/partners may be selected during the project implementation, based on the narrative and financial reports and audit reports. MA will also utilize other monitoring results and its earlier experience of the beneficiaries when estimating the possible risks that may exist. MA shall annually review the sampling method and the record of the projects selected for verification.

### **5.3.3 Annual Plan**

The first annual plan 2019-2020 will be finalized after the selection of the last projects to be financed is finalized and the final number and the content of the projects are available. The first projects to be included to the annual plan are selected simply using the project level criteria set up in this plan.

First interim reports will be received in last quarter of 2019 and the first on-the-spot checks may be conducted in first quarter of 2020. Annual verification plan is the frame and can be completed during the period.

### **5.3.4 Planning of the visit**

Programme requires that reported expenditure are verified by an external auditor. The verification report shall be included to each interim report and to final report together with other reporting documents as general ledger specifications and list of equipment. The verification rate shall be at least 65 % of the costs and the auditor

shall mark verified receipts to the general ledger specification. The MA's approval of the financial report is based on the verification report and its own findings from the reporting material.

General ledger specifications provide basic information of the purchases and outcomes the project and can be utilized when planning the on-the-spot field visit.

Financial manager of the MA contacts the Lead Partner at least two weeks before the planned visit and agrees the preliminary timetable. If the MA needs to check several partners, in most cases several checks are needed in different places. The Lead Partner coordinates the visit plan from project's side and informs MA of the possible timetable. Financial manager coordinates the visits on Programme's side and the Financial officer plans practical issues; places, items to be verified, timeframe, distribution of the work between MA and BO staff etc. The working hours before the check and during it shall be estimated as well as needed travelling routes. When possible, on-the-spot verifications to several projects are conducted within one visit.

MA can conduct the visit without informing the project beforehand in the case when informing could risk the checking.

### **5.3.5 Partners responsibilities**

Partners shall ensure that the Financial reports submitted to the Managing Authority can be easily and properly reconciled to the accounting systems and reported invoices are available in the accounting systems. The partners shall allow access to the sites and premises and provide assistance during the verification. They shall allow to examine and take copies of the accounting records and other documents concerning the financial and operational management of the project. Partners shall organize that items under the checking are easily reachable.

Lead Partner shall coordinate the on-the-spot check from project's side. If any additional inquiries is needed, MA contacts Lead Partner and it shall ask the clarifications from other partners.

### **5.3.6 Verification procedure**

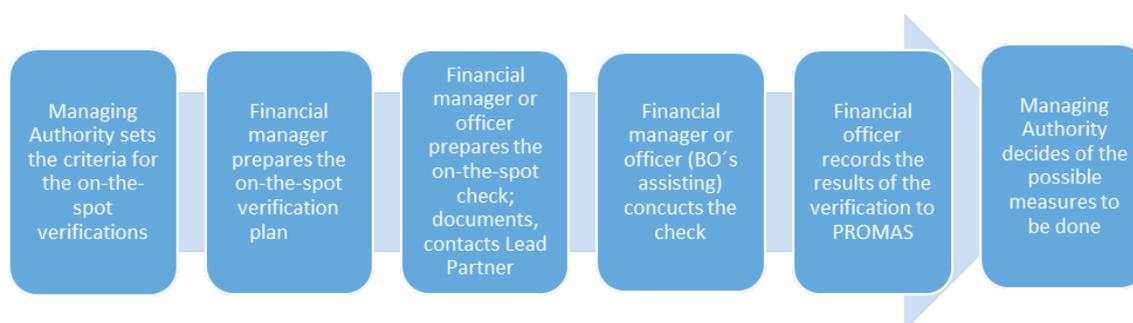
Financial manager of the MA is responsible for preparing the plan for on-the-spot checks and the Financial officer responsible for conducting the checks. Staff of the Managing Authority and Branch offices can assist in practical issues. If the check requires for example special technical expertise MA can outsource the task.

On-the-spot check includes both the checks of purchased items or outcomes and checks of the supporting documents. MA shall check that purchased products or services really exist, made contracts comply with the delivered and invoiced amounts, beneficiary have used purchased materials to the purposes they are meant. MA shall verify that beneficiary has obeyed Programme’s visibility requirements by checking visibility materials. If the verification is carried to ensure the existence of physical items, the check shall be done on the spot. If the verification is aimed to immaterial or electronic items or documents, the check can be conducted desk-based. On-the-spot verifications should verify the method and routines of collecting the data for indicators and the correctness of the indicator values the beneficiaries have reported to the Managing Authority if that can’t be verified from the reporting documents.

Project’s auditor checks the procurement within the first level control. During the on-the-spot verification MA will not check the procurement documentation systematically but mainly check that the method of tender reported to the MA has taken place in practice. Procurement over national thresholds may need more detailed check and for that the assistance of the Control Contact Points (CCP) is relevant.

If the inspector identifies problems during the verification, it should increase the size of the checked items in order to determine the existence of similar problems in unchecked materials and to find possible systematic error.

If the MA does not succeed to finalize the check because of the missing documents or the partner disallow the access to needed documents or sites, it shall be documented to the checklist and verified with partner’s signature.



**Figure 1 On-the-spot verification procedure.**

### 5.3.7 Documentation

The inspector records the findings of the on-the-spot verification the standard template (not yet available) and countersigns it. The results of the visit and the scanned report are recorded to the PROMAS. If any findings demand additional inquiries, the Financial manager or Financial officer contacts Lead Partner and starts

to investigate possible errors and exceptions. All correspondence shall be documented.

### **5.3.8 Handling the findings**

If irregularities are found as a result of the verification, MA shall take necessary financial corrections and recover the unduly paid amount. The amount of the ineligible costs can be deducted from the project budget in order not to allow re-use.

If MA finds errors or exceptions during the visit, it shall provide the partner a possibility to give clarification. In the case of the partner's accidental mistakes or technical error in reporting, the MA recovers the unduly paid grant or deducts it from the next payment and no other consequences follow. If the systematic error occurs, MA requests the Lead Partner to correct the deficiencies within set time limit and report the corrections to the MA. An additional on-the-spot visit may occur.

In the case when findings include serious, intentional irregularities, fraud or breach of obligations, the MA shall document the case and inform project's Lead partner. Unduly amount is recovered and the case re-reported to appropriate bodies as described in the Description of the Management and Control system and indicated in the programme regulations.

All correspondence between Managing Authority and Lead Partner (Partners) is done in written and documented.

## **6. PLANNED MONITORING AT PROJECT LEVEL**

The programme requirements regarding the internal monitoring of projects during their implementation are explained to the applicants and beneficiaries in the Project Implementation Manual.

Effective project management means: thinking before acting, identifying and dealing with potential problems before they occur, and constantly monitoring and evaluating to determine whether your actions are achieving their desired results. It is an internal management responsibility of the Lead Partner and Partners to implement project monitoring and evaluation activities.

The goal of the MA is to encourage Lead Partners and Partners to make the Project Monitoring and Evaluation as a second nature, a way of thinking about the decisions you make in managing your project, not to control every single activity. Monitoring and evaluation should not be expensive and complicated.

It is important from the stage the projects are selected to monitor its implementation based on certain, such *size of grant, number of partners, duration*

of the project. It will allow to define what project are in need of an additional follow up from the beginning of its implementation. It does not mean that these projects are in the category of not delivering results and/ automatically have/will have problems. It is just giving an additional support to those projects where e.g. partnership consist of many partners (see criteria below), since naturally it requires LP to pay more attention to coordination and communication processes. Moreover, the big size of the budget implies many activities in the project and/ high cost value of activities, that in turn require smooth coordination and financial follow up of the Lead Partner.

The flag system will be used in the risk analyse of the selected projects. Each selected project is given a flag: red, yellow, green, based on the certain criteria below.

- Size of budget:

<b>over 2 000 000 €</b>	<b>1 000 000 - 2 000 000 €</b>	<b>before 1 000 000 €</b>
-------------------------	--------------------------------	---------------------------

- Number of Partners:

<b>over 10</b>	<b>5-10</b>	<b>3-5</b>
----------------	-------------	------------

- Duration:

<b>34-36</b>	<b>21-24</b>	<b>12-18</b>
--------------	--------------	--------------

The flag system is easy and efficient at the same time. By giving a flag with particular colour, it provides a snapshot on the result of the risk analyse: red (risk is high); yellow (risk is average), green (risk is low).

## **7. PLANNED MONITORING AT PROGRAMME LEVEL**

Monitoring of Programme implementation is an important part of the monitoring activities at the Programme level. The Programme cannot exist without the projects in the same way, as the projects cannot happen without the Programme implementation and the Programme whatsoever. Thus, the quality of Programme implementation has impact on reaching the Programme strategy.

For the reason of following the Programme implementation towards reaching its strategy, the **progress indicators** are developed by MA&BOS and consulted with JMC. The progress indicators are based on the critical points (presented below) that are essential for the Kolarctic CBC Programme operation:

1. Administration
2. Call for Proposals
3. Applications
4. Assessment and selection process
6. Ongoing projects
7. Financial issues

These points are interdependent and cannot exist one without another. Progress indicators measure what happens during Programme implementation under each critical point and focus on the activities executions. Data for progress indicators are collected once a year and results are presented to JMC. It provides JMC with indications of the extent of Programme progress and if needed to “steer” Programme implementation to the right direction. The results also shall be reported in the Annual Report.

The progress indicators are serves as:

- alarm whether Programme implementation is improving or not
- help to define priority activities
- make Programme progress measurable and easy to communicate to JMC
- help JMC to make decisions
- assist National Authorities with data for internal reporting on the Programme implementation
- help Programme bodies to define the ownership of the performance (responsible body).

**Table 2. Progress indicators**

Objective	Progress Indicator	Baseline / Target values	Owner
<b>Critical point: administrative issues</b>			
Well-coordinated decision making process	• Number of the physical JMC meetings ( at least 1 meeting per year)	2018: 5 meetings 2022: 10 meetings	JMC, MA&BOs
	• Number of the JMC Written procedures	2018: 7 WPs 2022: 14 WPs	

Well-coordinated MA and BOs work: meetings on regular basis, exchange of information, etc	Number of the MA and BOs meetings	2018: 5 meetings 2022: 20 meetings (4 meetings a year)	MA&BOs
<b>Critical point: Calls for proposals</b>			
All planned Calls for Proposals are launched	Number of Calls for Proposals	2018: 2 Cfp 2022: 3 Cfp	JMC, MA&BOs
<p>Efficient dissemination of information about the Programme</p> <p>(overall info about the programme are provided to the audience during relevant events)</p>	<ul style="list-style-type: none"> <li>• Number of events covering the needs and requests of applicants per country (other events)</li> <li>• Number of participants of events covering the needs and requests of applicants per country</li> <li>• Number of applications received</li> <li>• Number of visitors on the website</li> <li>• Number of followers on social media</li> </ul>	<p>2018: 41 2022: 50</p> <p>2018 160 2022: 220</p> <p>2018: 70 2022: 95</p> <p>March 2018: 488 per month July 2018 – April 2019: 550 per month</p> <p>2018: 458 2019: 650</p>	MA&BO

<p>Active involvement of MA and BOs in fulfilment of task on dissemination of information on the eligibility requirements and what applications are expected by the programme and how to apply in the 3<sup>rd</sup> Call</p> <p>(consultations on the Call for proposals for potential applicants)</p>	<ul style="list-style-type: none"> <li>• Number of implemented consultations by MA (discussion about the project)</li> <li>• Number of implemented consultations by BOs per country</li> </ul>	<p>2018: 20 2022: 30</p> <p>2018: RU 20, SE 20, NO 20 2022: RU 20, SE 20, NO 20</p>	<p>MA&amp;BOs</p>
<b>Critical point: applications</b>			
<p>Increased Cross-border cooperation relevance of the applications</p>	<p>Average score for the Cross-border cooperation relevance in the project quality assessment of the received applications (the Evaluation Grid is used)</p>	<p>2018: 3.43 / weighted 6.9 2022: 3.43 / weighted 6.9</p>	<p>MA&amp;BOs</p>
<p>Involvement of organisations that have not participated in the Kolarctic programme previously in the approved applications</p>	<p>Number of new (to the programme) organisations acting as applicants or partners in the approved applications</p>	<p>2018: 45 2022: 48</p>	<p>MA&amp;BOs</p>
<b>Critical point: assessment and selection process</b>			
<p>Efficient project assessment process</p>	<p>Time from after the Call is closed to the award decision (max 4 months)</p>	<p>2018: 2,8 months 2022: 2,8 months</p> <p>(on-time scheduled assessment according to the work plan)</p>	<p>JMC, RAGs, MA&amp;BOs</p>
<p>Efficient contracting process</p>	<p>Duration of GC negotiation</p>	<p>2018: 2 mos 2022: 2 mos</p>	<p>MA&amp;BOs</p>

The projects with high RAGs score and ready to be selected for financing by JMC have got the national co-financing approval	Number of applications that have not been selected by the JMC to be financed due to the lack of national co-financing	2018: 3 2022: 0	NA, JMC, MA&BOs
Visibility of decision making process of JMC	Number of applications that have got high RAGs scores and available national co-financing but have not been selected by JMC due other justified reasons	2018: 4	JMC
<b>Critical point: ongoing standard projects and LIPs</b>			
Efficient implementation of the ongoing projects	<ul style="list-style-type: none"> <li>Number of ongoing projects implemented without delay</li> <li>Number of projects (per country and total) marked with "red flag" (projects with risks of not delivering results) during the risk assessment</li> <li>Number of projects with amendment in regards of declared project results in the application form</li> <li>Number of LIPs implemented without delay</li> <li>Number of LIPs marked with "red flag" during the risk assessment</li> </ul>	2018: 0 2022: set after the 3rd Call  2018: 0 2022: set after the 3rd Call	MA&BOs, AAs
Improved synergy of financed projects by the Kolarctic Programme between projects of	Number of ongoing projects with potential for synergy effects with projects of other	2018: 12 2022: 15	MA&BOs

other Programmes in the Barents region	Programmes		
All ongoing projects have been finalised	<ul style="list-style-type: none"> <li>Number of on-time finalised standard projects</li> <li>Number of standard project with extended implementation period</li> <li>Number of finalised LIPs</li> </ul>	2018: 0 2022: set after the 3rd Call  2018: 0 2022: set after the 3rd Call  2018: 0 2022: set after the 3rd Call	MA&BOs
On-time delivered interim reports (narrative and financial parts)	<ul style="list-style-type: none"> <li>Percentage of on-time delivered narrative reports of ongoing projects</li> <li>Percentage of on-time delivered narrative reports of LIPs</li> </ul>	2018: 0 2022: 70%  2018: 0 2022: 70%	MA&BOs
<b>Critical point: financial issues</b>			
Payments to projects is efficient	How soon the payment order is made after the payment request has been received and the report approved	2018:0 2022: max 30 days	MA, BO Norway
Projects recoveries are paid	Amount of the recoveries related to the payments	2018: 0 2022: Less than 1% of the payments	MA, BO Norway
TA budget is used in accordance with the sound financial management	The relation of the estimated TA budget to the incurred costs	2018: Realized costs vs. budget, less or equal to 100 % 2022: Realized costs vs. budget, less or equal to 100 %	JMC, MA, BO Norway
Level of the use of	How well the costs are	2018: 0	MA, BO

financing in the projects related to the budgeted	estimated and approved budget is realistic	2022: 100% (or over 95 %)	Norway
Level of the needed budget amendments	How well the estimated budget relates to the activities	2018: 0 2022: max 1 per project	MA, BO Norway

## 8. PLANNED EVALUATION AT PROGRAMME LEVEL

There are no evaluation activities planned in the year 2019 – 2020.

## 9. COMMUNICATING ON THE MONITORING AND EVALUATION ACTIVITIES

The results of the monitoring and evaluation activities will be delivered by the MA to the JMC as the main decision-making body in order to take needed actions toward delivering Programme objectives. It will be done through reporting in Annual Reports and during JMC meeting on the annual basis.