



The importance of Monitoring & Evaluation for Accountability and Learning Purposes in the context of FEAD

Jeannette Monier

DG Employment, Social Affairs and Inclusion

Evaluation and Impact Assessment Unit

**18th FEAD Network Meeting on Monitoring and Evaluation of FEAD
7 November 2019, Brussels**

I. Role of monitoring and evaluation

II. Requirements for M&E under FEAD

III. Benefits of monitoring and evaluation

Monitoring (1 of 2)

Definition: on-going analysis of progress compared to initial plans

Why do we do it?

- To check progress and take remedial action, if relevant
- To communicate and report on implementation

→ **Monitoring is a management task**

FEAD involves a least three levels of management:

- Partner organisations
- Managing authorities
- Commission services

Monitoring (2 of 2)

Indicators are used to:

- document services or goods provided;
- check progress; and
- Report on changes induced by the support.

The Commission needs information

- relevant to EU policy;
- comparable and coherent at EU level.

→ **Common indicators set in the regulations**

NB: additional and customised indicators may be relevant at other management levels

Evaluation (1 of 2)

Evaluations shall assess:

- Effectiveness
- Efficiency
- Relevance
- Coherence
- Added value

Evaluations thus account for the support provided, but they are also used to improve the design and implementation of programmes

Evaluation (2 of 2)

Main types of evaluations (timing)

- Ex-ante evaluation
- Evaluation during the programming period
- Ex-post evaluation

Evaluation, Monitoring and Audit(1 of 3)

	Monitoring	Evaluation	Audit
Why?	Check progress, take remedial action, report and communicate on implementation	Improve the quality of design of programmes, learn, provide accountability	Prevent, detect irregularities. Provide assurance and accountability to stakeholders
What?	On-going analysis of the progress towards results/objectives	Assess effectiveness, efficiency, coherence, relevance, added value	Eligibility, regularity, breach of law. Audit of management and control systems and sample of operations

Evaluation, Monitoring and Audit (2 of 3)

	Monitoring	Evaluation	Audit
Responsible	Member States and the Commission in their respective roles		
When?	Continuous during implementation	Before, during, after	During implementation, ex-post
Who is carrying out?	Any institution playing a role in programme implementation and reporting	Internal or external experts that are functionally independent of the authorities responsible for programme implementation	Audit authority functionally independent from managing authority; EC audit services; European Court of auditors

Evaluation, Monitoring and Audit(3 of 3)

	Monitoring	Evaluation	Audit
Main instruments	Indicators, Annual Review meetings, Implementation reports, <i>Monitoring Committees</i>	Evaluation reports including structured surveys, Evaluation partnership meetings	Audit reports, contradictory procedure, Annual meeting
Sanctions	Generally No	No	Possible

II. Requirements for M&E under FEAD

Member State responsibility (1)

<i>Subject:</i>	Annual Implementation Report
<i>Empowerment:</i>	Art 13 of EC 223/2014
<i>Period/date:</i>	Annually by 30/6
<i>Note:</i>	Final report on implementation by 30/9/2024

Member State responsibility (2)

<i>Subject:</i>	Monitoring Committee
<i>Empowerment:</i>	Art 11 & 12 of EC 223/2014
<i>Period/date:</i>	Annually
<i>Note:</i>	For <u>OP II</u> only

Member State responsibility (3)

<i>Subject:</i>	Ex-ante Evaluation
<i>Empowerment:</i>	Art 16 of EC 223/2014
<i>Period/date:</i>	Together with OP
<i>Note:</i>	Different content for OP I and OP II

Member State responsibility (4)

<i>Subject:</i>	Structured survey on end recipients
<i>Empowerment:</i>	Art 17(4) of EC 223/2014
<i>Period/date:</i>	To be carry out in 2017 and 2022
<i>Note:</i>	For <u>OP I only</u>; template to be adopted by the Commission

Member State responsibility (5)

<i>Subject:</i>	Evaluation assessing effectiveness, efficiency and of the operations supported
<i>Empowerment:</i>	Art 17(5) of EC 223/2014
<i>Period/date:</i>	At least one to be carried out before 31/12/2022
<i>Note:</i>	For <u>OP II only</u>; appropriate follow up shall be ensured

Member State responsibility (6)

<i>Subject:</i>	Evaluation of effectiveness and efficiency
<i>Empowerment:</i>	Art 17(3) of EC 223/2014
<i>Period/date:</i>	During programming period
<i>Note:</i>	For <u>OP I</u> and optional

Commission responsibility (1)

<i>Subject:</i>	Approve AIR and summarise all AIR
<i>Empowerment:</i>	Art 13 of EC 223/2014
<i>Period:</i>	Annually
<i>Note:</i>	Covered whole FEAD (OP I and OP II)

Commission responsibility (1)

<i>Subject:</i>	Mid-term evaluation
<i>Empowerment:</i>	Art 17(1) of EC 223/2014
<i>Period:</i>	31/12/2018
<i>Note:</i>	Covered whole FEAD (OP I and OP II)

Commission responsibility (2)

<i>Subject:</i>	Ex-post evaluation assessing effectiveness, efficiency and sustainability of results obtained
<i>Empowerment:</i>	Art 18 of EC 223/2014
<i>Period/date:</i>	To be completed by 31/21/2024
<i>Note:</i>	Covers whole FEAD (OP I and OP II)

Commission responsibility (3)

<i>Subject:</i>	Evaluation of OPs
<i>Empowerment:</i>	Art 17(2) of EC 223/2014
<i>Period/date:</i>	Not specified
<i>Note:</i>	Optional

Common responsibility (1)

<i>Subject:</i>	Review meetings
<i>Empowerment:</i>	Art 13 of EC 223/2014
<i>Period/date:</i>	Annually
<i>Note:</i>	Chaired by the Commission

General provisions on evaluation (art 15 of EC 223/2014)

- MS shall provide the resources necessary for carrying out evaluations
- MS shall ensure that procedures are in place to produce and collect the data necessary for evaluations
- Evaluations shall be carried out by independent experts
- All evaluations shall be made public
- The evaluations shall be “proportionate”

Support from European Commission

- makes the knowledge and experiences of MS and regions in the field of evaluation available to their peers;
- facilitates the exchange of experience across MS;
- provides further guidance on evaluation approaches and methods;
- organises seminars and conferences on evaluation topics.

III. Benefits of Monitoring and Evaluation in the context of FEAD

Benefits (1)

- Awareness raising of general public
- Transparency thanks to annual summaries by COM
- Partner organisations could share their experience with FEAD support
- Surveys allow to improve the quality of support and to better respond to needs

Benefits (2)

- Mid-term evaluations fed the IA and the design of ESF+
- Increase of evaluation capacity post 2021 will allow for a better evidence base to improve design and implementation