

9.1.10.3 Planning for the tendering procedures to be launched for the action

None. The action will be financed by an existing Commission's Framework Contract.

9.1.11 ANNEX AND REFERENCES

Description	Reference link	Attached document
ISA website	http://ec.europa.eu/isa/	
ISA ² website	A separate ISA ² website will be established as soon as the programme is officially adopted by the European Parliament and Council.	

9.2 MONITORING AND EVALUATION (2016.39)

9.2.1 IDENTIFICATION OF THE ACTION

Type of Activity	Monitoring and Evaluation (according to ISA ² decision)
Service in charge	DG DIGIT.B6

9.2.2 EXECUTIVE SUMMARY

The Monitoring and Evaluation action needs to ensure administrative support for the following (but not limited to) legal and internal obligations:

- The Commission monitors and evaluates (M&E) the progress and in particular the relevance, effectiveness, efficiency, utility, sustainability and coherence of the actions of the programme to ensure that the requirements of the ISA and ISA² decisions are met;
- The Commission needs to report annually to the ISA² Committee on the implementation of the programme;
- The ISA² programme is subject to an interim and a final evaluation;
- One of the key outputs of the rolling work program is the monitoring activities.

In order to allow the ISA² Committee Members and the ISA² programme management to take decisions, measurements collected in the frame of this action will be communicated on a monthly, quarterly, semester and yearly basis.

This action will follow three main phases in which project officers will be actively involved supported by an external contractor:

- 1) Definition of indicators and related management processes;

- 2) Implementation of the above mentioned processes;
- 3) Measurement and communication of the indicators on a regular basis (monthly, quarterly, semester and yearly).

In each period the relevant metrics are gathered, grouped, analysed and communicated to all stakeholders (including EU citizens when privacy and business secrecy concerns are met). The metrics are grouped in 3 categories:

- process metrics (e.g. cost, risk, time) – specifically related to efficiency;
- generic metrics (that will be the same for each type of action, including policy impact metrics);
- action specific metrics (that will vary amongst actions) – specifically related to effectiveness.

In 2016, the action will revise the method and instruments used to monitor the actions funded by ISA² and to disseminate information.

9.2.3 OBJECTIVES

The objective of the action is to contribute to the efficient and effective use of ISA² funds by providing relevant, reliable and up-to-date information about all funded actions.

To achieve this, the action will monitor and evaluate, on regular basis, five main criteria at action and when relevant programme level:

- Relevance: extent to which the action/the programme meets the objectives stated in the ISA² legal Decision and of the EIS;
- Effectiveness: extent to which the action is meeting the strategic objectives of the ISA² programme by reaching the expected outcome;
- Efficiency: extent to which the outputs planned to be produced in the frame of the action/the programme are produced within the time and budget given;
- Perceived Quality: extent to which the targeted users of the action/programme are satisfied of what has been developed and their expectations are met (potential improvements are also gathered in that frame);
- Utility: extent to which the action/programme answers the business needs defined upfront by its stakeholders.

9.2.4 SCOPE

The scope of the action is to gather, analyse and publish relevant information on all actions funded by the ISA² programme.

9.2.5 PROBLEM STATEMENT

The lack of continuous measurement severely limits the ability to achieve the intended results or even to identify if they were achieved. Therefore a system needs to be set up that is able to provide both

quantitative and qualitative metrics, thus providing guidance on both ISA² and EIS objectives. The supporting system will also act as an effective communication tool for decision-making.

9.2.6 EXPECTED BENEFICIARIES AND ANTICIPATED BENEFITS

Beneficiaries	Anticipated benefits
European Commission	Ensure the objectives of the ISA ² Decision are met.
	Better programme management, as underperforming actions will be identified sooner.
	Increase transparency of the ISA ² work-programme investments.
ISA ² Committee	Better communication of the results of programme's actions.
	Improved information of the overall ISA ² work programme.
	More transparency as to what the budget is used for.

9.2.7 RELATED EU ACTIONS / POLICIES

Action / Policy	Description of relation, inputs / outputs
EIS	EIS Governance structure
All ISA Actions	Helps to steer course of the ISA work programme

9.2.8 REUSE OF SOLUTIONS DEVELOPED BY ISA, ISA² OR OTHER EU / NATIONAL INITIATIVES

The measurements gathered in the frame of this action are made available on the ISA dashboard (<http://ec.europa.eu/isa/dashboard/>)

The use of this tool helps in decision-making and ensures transparency towards all the ISA² programme stakeholders.

This tool has been developed under the ISA programme, and is re-used for ISA², and could potentially be re-used by any similar programme.

9.2.9 EXPECTED RE-USABLE OUTPUTS (solutions and instruments)

Output name	Updated dashboard
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Description	The dashboard used to monitor the performance of actions is available under an open source licence for re-use.
Reference	http://ec.europa.eu/isa/dashboard/
Target release date / Status	Updated version Q2/2016.

9.2.10 ORGANISATIONAL APPROACH

9.2.10.1 Expected stakeholders and their representatives

Stakeholders	Representatives
ISA ² actions	Action owners
Member States	Representatives in the ISA ² bodies (Committee, coordination group or equivalent, etc.)

9.2.10.2 Communication plan

Event	Representatives	Frequency of meetings / Absolute dates of meetings
ISA ² Governance Meetings	ISA ² Committee/ Coordination Group Members	Twice a year

9.2.10.3 Governance approach

This action is managed by DIGIT B.6 with the support of an external contractor. In order to allow the ISA² Committee Members follow closely the progress of the programme, measurements collected in the frame of this action will be made publicly available on the ISA² dashboard on a monthly, quarterly, semester and yearly basis.

This action has three main phases during which project officers are actively involved supported by the external contractor:

- 1) Definition of indicators and related management processes;
- 2) Implementation of the above mentioned processes;
- 3) Measurement and communication of the indicators on a regular basis (monthly, quarterly, semester and yearly).

9.2.11 TECHNICAL APPROACH

The measurements gathered in the frame of this action are now available to all stakeholders (ISA² Programme management, ISA² project officers, Member States, citizens, etc.) on the ISA dashboard <http://ec.europa.eu/isa/dashboard/>.

The use of this tool helps in decision making and ensures transparency towards all the ISA² programme stakeholders.

Before starting the monitoring of the ISA² programme, the existing approach will be re-evaluated and possibly adapted based on particularities of the ISA² decision, usage of statistics, new best practices, availability of new tools, synergies with other monitoring programs, etc.

9.2.12 COSTS AND MILESTONES

9.2.12.1 Breakdown of anticipated costs and related milestones

Phase: Inception Execution Operational	Description of milestones reached or to be reached	Anticipated Allocations (KEUR)	Budget line ISA ² / others (specify)	Start date (QX/YYYY)	End date (QX/YYYY)
Operational	2016 WP monitoring ISA ²	230	ISA ²	Q2/2016	Q4/2016
	ISA ² Dashboard Operations, maintenance and technical support	100	ISA ²	Q1/2016	Q4/2016
	Design and implementation of new monitoring actions	100	ISA ²	Q3/2016	Q4/2016
	2016 WP monitoring ISA ²	250	ISA ²	Q4/2016	Q3/2017
	Total	680K			

With the start of ISA² work program, new actions will need to be monitored from Q3/2016, and actual monitoring will start gradually from Q4/2016. At the same time, monitoring of the old program will be performed until the closure of the actions under ISA to ensure continuity between the 2 programs.

9.2.12.2 Breakdown of ISA² funding per budget year

Budget Year	Phase	Anticipated allocations (in KEUR)	Executed budget (in KEUR)
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2016		680	
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- i <http://eupan.eu/>
 - ii http://ec.europa.eu/yourvoice/index_en.htm
 - iii <http://ec.europa.eu/eusurvey/>
 - iv <https://gate.ac.uk/>
 - v <https://opennlp.apache.org/>
 - vi <https://mahout.apache.org/>
 - vii <https://uima.apache.org/>