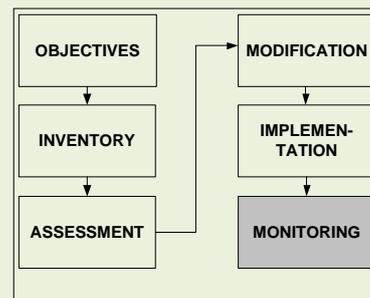


MONITORING, EVALUATION AND EX-POST ADJUSTMENTS

DESCRIPTION: Monitoring and evaluation of a policy package after implementation is crucial for the long-term effectiveness of a policy package and must already be foreseen during the design process. The goal is to examine if the objectives and targets have been achieved, within the planned timeframe and within budgets, and to identify any unintended effects. Deviations must be examined and, if necessary, adjustments made to the policy package. Monitoring and evaluation should be carried out in regular intervals, as agreed upon during the design process. This agreement must also include the methods used for monitoring and evaluation and the relevant indicators.



RECOMMENDATIONS

- Identify a set of indicators that continuously measure achievement of objectives and targets
- Consider both qualitative and quantitative approaches for monitoring and evaluation
- Methods and procedures must be agreed upon before evaluation/monitoring takes place
- Consider adjusting the policy intensity (impact on targets), compliance (towards policy impacts), policy package character (changes of measures) and the package scope (geographical, operational).
- Establish impact monitoring strategies to assure cost effectiveness, transparency and accessibility of the process

TOOLS AND METHODS (THOSE COMMONLY USED)

- Multi-Criteria Analysis and Cost-Benefit-Analysis
- Signposts: indicators showing to what extent the pre-set objectives and targets are reached after the implementation phase. These signposts identify critical points in time when adjustment of policies should be considered

CHECKLIST QUESTIONS

- Is there an agreement on the indicators to be used for evaluation and monitoring?
- Have the methods been agreed upon, including the timing of monitoring activities?
- Are the methods flexible/adaptable enough to take situations in to account that were not anticipated before the policy intervention?
- Have resources been made available to carry out monitoring and ex-post evaluation?
- Have the responsibilities for monitoring, evaluation and reporting been clearly defined?

PRACTICAL EXAMPLE

Transport for London invested heavily in ex-post monitoring of the London Congestion Charge. The organisation closely adheres to an 'Impact Monitoring Strategy', which is founded upon the following five principles:

- (1) Monitoring should robustly detect and characterise the main expected effects of congestion charging', which reflects a commitment to comparative analysis of ex ante and ex post appraisals ("with/without analysis")
- (2) Monitoring should enable unexpected or unanticipated effects to be determined', which is designed to ensure that the monitoring approach remains sensitive to the presence of non-intentional effects
- (3) Monitoring should seek to understand, as well as measure', which reflects the need for qualitative methods
- (4) Monitoring should aim to meet the legitimate needs of all stakeholders for information', it should be designed to ensure that the monitoring process remains democratic, transparent and accessible to a range of individuals, organisations and economic sectors
- (5) Monitoring should provide best value', which aims to ensure that the monitoring procedures remain cost-effective

ACTOR INVOLVEMENT

Actor Group	Degree of involvement	Recommended tasks
Politicians / decision makers	Medium	<ul style="list-style-type: none"> ▪ Adjustment of policy package if needed ▪ Assignment of monitoring responsibilities between civil servants and experts
Public administration	Very high	<ul style="list-style-type: none"> ▪ Manage, monitor and control indicators and inform policy makers on changes
Stakeholders	Between medium and high	<ul style="list-style-type: none"> ▪ Are not necessarily required during the monitoring stage, should rather be consulted if monitoring shows strong deviations from initial targets to identify causes
Independent experts	Very high	<ul style="list-style-type: none"> ▪ Define those target achievement indicators which are implemented in the monitoring strategy ▪ Application of qualitative and quantitative methods for policy monitoring ▪ Assessment of changes in costs and benefits compared with calculations in earlier stages