

Interim Evaluation of the Operational Programme for Technical Assistance

Executive summary

July 2017

1. Introduction

Context and objectives of the evaluation

This report presents the results obtained from the interim evaluation carried out in 2017 with respect to the **operations implemented or partially implemented at 31 December 2016 in the framework of the Operational Programme for Technical Assistance (hereinafter, OPTA)**.

Based on the data received and within the time frame available to carry it out, the evaluation work was focused, firstly, on **providing information on the degree of implementation of the Operational Programme**, considering certain aspects such as the quality of the implementation, the type of financial implementation, the delays that occurred between the selection of operations and the implementation thereof, and advances in the implementation valued through the analysis of output and result indicators.

Secondly, to complement the quantitative analysis,

the evaluation was then focused on providing **qualitative information** in order to assess the quality of the Programme's management. The qualitative evaluation of the Programme's implementation sought to analyse the achievement of certain aspects such as relevance, internal coherence, the analysis of procedures, the application of the horizontal principle governing equal opportunities and the guiding principles on evaluation, innovation, the exchange of information, synergies, complementarity and good practices. Particular emphasis was placed on analysing procedures, as this is of vital importance for the proper implementation of the Programme.

2. Analysis of implementation

Methodological approach

To perform the quantitative analysis of the implementation of the Operational Programme for Technical Assistance it is essential to take into account the strategy defined in the Programme. This strategy is based on just one Priority Axis (Priority Axis 8) and certain specific objectives for which it is essential to analyse the degree of implementation at 31 December 2016 with respect to the goals forecast for 2023, taking into account that no specific performance framework has been defined for the OPTA and, therefore, there are no interim goals for the 2018 annual period.

The objective of this section is to assess the extent to which the goals forecast for 2023 have been achieved.

Consequently, this section comprises the following:

1. Logical framework of the Operational Programme

This section sets out the structure of the Programme, which links Axis 8 Technical Assistance to the strategic objective and specific objectives that determine the strategy to be pursued.

2. Analysis of results

This analysis presents the results of the specific output and result indicators of the Programme. It should be mentioned that the Operational Programme for Technical Assistance does not contain common output and result indicators, only specific ones.

It should also be noted that this analysis was conducted using the data contained in the Annual Implementation Report for 2016 and which presents the output and result figures indicated by the Programme's Intermediary Body, the Administrative Unit of the European Social Fund (Ministry of Employment and Social Security (MEYSS)). For the purposes of the evaluation, the Annual Implementation Report was not available until June 2017, following its presentation to the Programme

Monitoring Committee.

3. Valuation of degree of achievement of the milestones set for 2023.

This section provides an analysis of the results obtained with respect to the established goals. The Operational Programme for Technical Assistance does not establish a performance framework for the Programme for 2018, and therefore the results obtained have only been analysed in comparison with the values forecast for 2023.

4.- General conclusions on the degree of implementation of the Programme

Finally, the report sets out the main conclusions derived from the analysis of the programme indicators.

2. Analysis of implementation

Analysis of implementation: results by Priority Axis

Axis 8: Technical Assistance

- **Work team.**

The expenses associated with the personnel who manage the European Social Fund are allocated to the Operational Programme for Technical Assistance (hereinafter OPTA).

In 2016, the number of individuals that participated in the management of the 2014-2020 ESF, and who formed part of the Administrative Unit of the European Social Fund, totalled 40; as reflected in indicator AT06 (Individuals per year who participate in management tasks of the 2014-2020 ESF, whose salaries are co-financed by this fund).

The team managing the 2014-2020 ESF includes 24 women, representing 60% of the team and, therefore, most of the Unit personnel.

It is expected that the fund management team will comprise a total of 43 people in 2023.

- **Simplified costs.**

One of the aspects to which the Committee has paid particular attention for the 2014-2020 programming period, and which constitutes a key factor, is the simplification of management and, specifically, the possibility of justifying the expenditure incurred for the activities co-financed with structural funds through different simplified cost options.

In this regard, and in the framework of the OPTA, a simplified cost option has been applied to one of the operations recognised in the accounting records for the Programme. This operation relates to the work carried out by the work team of the Administrative Unit of the Fund and was the only operation to which a simplified cost option could be applied (AT04 - Operations to which simplified cost options can be applied (in the Operational Programme for Technical Assistance)).

The objective proposed for 2023 is that simplified cost options be applied to a total of seven operations.

- **On-the-spot verifications.**

At 31 December 2016, 12 on-the-spot verifications had been carried out of operations corresponding to Direct Beneficiaries of the Managing Authority within the OPTA (AT01 – On-the-spot verifications).

Additionally, 34 on-the-spot verifications were carried out of the operations of the Intermediate Bodies and Direct Beneficiaries of the Managing Authority for other Programmes (AT09 - On-the-spot verifications of all Operational Programmes).

At 31 December 2016, the percentage of expenditure covered by on-the-spot verifications according to the ATR07 indicator was 9%.

- **Training.**

Ten training actions have been carried out for the personnel involved in the management, certification, payments and evaluation of the DG that administers the ESF (AT11), in which a total of 13 employees participated (AT12).

The percentage of personnel related to the management, certification, payments and evaluation of the DG that administers the ESF who have received training is 31.70% (indicator ATR7).

Ten of the participants were women, representing 77% of total participants.

Moreover, as reflected in indicator AT13, the number of training actions aimed at ESF operators (Intermediate Bodies, Beneficiaries, members of the monitoring committee, etc.) amounted to 68, accounting for a total of 2,995 participants.

As reflected in indicator ATR8 (percentage of Intermediate Bodies that have received training (out of the total number of Intermediate Bodies), training has been provided to 100% of the Intermediate Bodies of the different Operational Programmes.

2. Analysis of implementation

Analysis of implementation: results by Priority Axis

- **Management improvements.**

As reflected in indicator AT16 (no. of guides prepared with a view to improving the management and monitoring of the ESF), three guides have been prepared with a view to improving the management and monitoring of the ESF.

Additionally, the number of agreements and conventions signed at 31 December 2016 amounts to 10. Five of these agreements and conventions were signed in 2016, while four were signed in 2015 and one in 2014.

109 tools, methodologies and products have been created as a result of the agreements and conventions signed (ATR11).

- **Evaluation.**

Only one evaluation (including thematic evaluations) had been carried out at 31 December 2016 (indicator AT18).

This evaluation was thematic in nature, as reflected in indicator AT19 (no. of thematic evaluations carried out).

Moreover, as reflected in indicator AT20, at 31 December 2016 five studies related to the ESF had been carried out.

- **Public events, information and announcements.**

At 31 December 2016, and as reflected in indicator AT21 (no. of public activities and events), four public activities or events had been carried out. 2016 presents a 200% increase compared with 2015 in the number of public activities and events, as this number has tripled.

As reflected in indicator AT22, 140 people attended public activities and events.

According to indicator ATR13, 37.50% of the public activities and events were publicised on the AUESF's website or in other communication media.

At 31 December 2016, one announcement had been published on the AUESF's website and in other communication media (indicator AT23).

The AUESF's website has received a total of 774,334 visits, according to indicator AT24.

It should also be mentioned that the AUESF's website includes 26 links to other websites (AT25).

- **Thematic networks and groups**

As regards thematic networks and groups, it should be mentioned that at 31 December 2016, the personnel related to the management, certification, payments and evaluation of the DG that administers the ESF had participated in one national thematic network and group, as reflected in indicator AT26, and in six transnational thematic networks and groups, included, respectively, in indicators AT26 and AT27.

On the basis of this participation, tools, methodologies and products have been created by the transnational thematic working groups and networks listed in indicator ATR15.

2. Analysis of implementation

General conclusions on the degree of implementation of the Programme

Work team:

- Due primarily to employees that have taken retirement, the number of individuals forming the team that manages the ESF has yet to reach the figure forecast for 2023.
- As regards the breakdown of the team between men and women, the distribution is close to the values set for 2023.

Simplified costs:

- Simplified cost options have been applied to all eligible operations. In this specific case, they have been applied to the operation that encompasses the tasks carried out by the work team of the Unit that manages the ESF.

On-the-spot verifications:

- As regards on-the-spot verifications, at 31 December 2016 the degree of implementation for the OPTA is adequate, as over 70% of the verifications forecast for 2023 have been carried out.
- However, as regards on-the-spot verifications for other Programmes, the degree of implementation is only 8% of the number forecast for 2023.

Training:

- As regards the training given to the personnel involved in the management, certification, payments and evaluation of the DG that administers the ESF and the participants in these training actions, it should be noted that the degree of implementation barely reaches 7% of the forecast value and the number of participants 2%.
- As regards the training provided to ESF operators (Intermediate Bodies, Beneficiaries, members of the monitoring committee, etc.) and the participants in these training initiatives, the degree of implementation is 65% and the number of participants broadly exceeds the figure forecast for 2023.

Improving management:

- As regards improving the management of the Fund, it should be noted that at 31 December 2016 the forecasts established for 2023 had already been exceeded in terms of the number of agreements and conventions signed, at double the forecast values.

Evaluation:

- The degree of implementation as regards evaluation barely reaches 5% and 10% in terms of the number of evaluations and studies performed, respectively, vis-à-vis the values forecast for 2023.

Public events, information and communication:

- As regards public events and communication activities, the number of activities or public events barely reaches 5% of the number forecast for 2023.
- However, it should be mentioned that the number of visits to the AUESF's website has broadly exceeded expectations, as reflected in the corresponding indicator.

National and transnational networks:

- Finally, as regards participation in national and transnational networks, it should be noted that participation in transnational networks is already at 86% of the forecast for 2023.

The following aspects should be mentioned with regards to the results of the quantitative evaluation of the Programme:

- **In general terms, the operations carried out to achieve each of the three Specific Programme Objectives are in line with each one and present an adequate degree of implementation for the stage of the programming period evaluated.**

2. Analysis of implementation

General conclusions on the degree of implementation of the Programme (cont.)

- **In the framework of Specific Goal 1 (SG 1)**, aimed at achieving a management and control of quality that enables the achievement of the objectives of the European Social Fund in Spain, ensuring adequate support and monitoring of the various ESF Operational Programmes for 2014-2020, operations have been carried out to support the management, certification, programming and evaluation of the co-financed Programmes through the establishment of a Technical Assistance Office, the simplified cost method of the Intermediate Bodies (Multi-Regional Operational Programmes) has been selected, the management and control systems of the Intermediate Bodies have been verified, certain management responsibilities have been delegated to ensure sufficient personnel for the support and monitoring of the National Youth Guarantee System and the personnel expenses of the Administrative Unit of the European Social Fund have been defrayed, among other activities.
- **In the framework of SG 2**, focused on the carrying out of studies and evaluations of quality to measure the effectiveness, efficiency and impact of the ESF Operational Programmes and to improve the co-financed actions, one evaluation and five studies have been performed in relation to the ESF. Additionally, actions such as the thematic evaluations for the 2014-2020 period, the Evaluation Plan as regards the quality, impact, effectiveness and efficiency of the Subsystem of Vocational Training for Employment considered as a whole, among other studies, have been commenced.
- The initiatives undertaken in the **framework of the SG 3**, aimed at guaranteeing the appropriate communication and impact of the European Social Fund's actions through the development of information and communication measures, the creation of networks and exchange of good practices and the transfer of results, include the development of the communication strategies of the Multi-Regional Operational Programmes, the production and dissemination of a video about the Operational Programmes and the actions co-financed by the ESF, as well as products to improve the communication of the National Youth Guarantee System.

In this regard, the Programme's intervention strategy, based on the intervention logic defined during the programming stage, was still valid and pertinent at the end of 2016, and there have been no changes in the socio-economic context that require that this strategy be revised.

2. Analysis of implementation

General conclusions on the preparation of the evaluation report

At the date of this evaluation report, the following conclusions should be highlighted:

- The majority of the values collected and reflected in the indicators of the 2016 Annual Report (AER 2016) have not been regionalised based on the different regional categories, as the operations undertaken within the framework of the OPTA are carried out at a state rather than a regional level.

Consequently, in the AER 2016 the same values have been indicated for each regional category and must be understood as total values for the Operational Programme. The only indicator values presented in the AER 2016 that have been regionalised are the following:

- AT09 - On-the-spot verifications of the total volume of Operational Programmes,
- AT13 - No. of training actions aimed at ESF operators (Intermediate Bodies, Beneficiaries, members of the monitoring committee, etc.),
- AT14 - No. of participations in training actions aimed at ESF operators

However, the forecast values for 2023 included in the AER 2016 are regionalised based on the different regional categories, as reflected in the programming of the OPTA.

Consequently, the coefficients of achievement indicated in this report, as well as the cumulative data at 31 December 2016, may differ from the values presented in the AER 2016.

This is why it is essential to review the

regionalisation of the indicator system, as it is not currently possible to analyse the regionalised degree of implementation, given that the data was not collected by region, which means that the values obtained cannot be consistently compared with the forecast values.

Finally, the difficulty of collecting the data for some of the indicators contained in the Programme has meant that the data for this evaluation report has not been used as exhaustively as it might have been. Additionally, certain indicators of the OPTA system are not easy to measure, which is another reason for reviewing the indicator system.

3. Qualitative analysis

General conclusions on the evaluation of the evaluation report

The following aspects should be mentioned with regards to the results of the qualitative evaluation of the Programme:

- The OPTA is key to facilitating the management of the Operational Programmes, and the procurement of services is the management instrument that is most commonly used in the framework of the OPTA.
- On average, the difference in days between the start date of the Programme operations and the selection date is 229 days. The average period from the date on which the application for financing was submitted until the selection date of the operation is 146 days.
- The **main difficulties** faced in implementing the Operational Programme derived firstly from the delay in the designation of the Managing Authority, due to the complex validation process established in the regulatory framework of the description of Management and Control Systems of this Authority.
- Additionally, **difficulties have been detected in the application of the simplified cost options, and compliance with the indicator system.** As regards the indicator system, it transpires that the management centres were required to collect specific data that are not directly related to the action from which the participant benefits. Consequently, they were obliged to design, construct and manage new information systems, representing an additional effort that increased the administrative burden on all the agents responsible for managing the Programme.
- No direct actions have been carried out with a charge to the Operational Programme that promote the implementation of measures or plans focused on equality. However, it should be taken into account that the operations selected in the framework of the Programme must comply with a number of requirements, including respect for the principle of equality between women and men, equal opportunities and non-discrimination and respect for the principle of accessibility. Additionally, the personnel of the Unit have participated actively in the National Network for Equal Opportunities, attending two plenary meetings of the network in the period evaluated.
- As regards the complementarity of actions, a clear synergy can be observed with the Youth Employment Operational Programme as the OPTA has functioned as a tool for starting up the National Youth Guarantee System through the financing of its IT systems and databases, which has enabled the registration of young people who are not in education, employment or training (NEET).

4. Community added value

Impacts on institutions

As reflected in the “Analysis of implementation” section of this report, which details a qualitative evaluation of the start-up of the Programme, **the management problems** inherent to the complexity of the management of the Community Funds appear to be the greatest obstacle faced by the Body responsible for carrying out the actions co-financed by the OPTA.

In this regard, it can be seen that, despite the difficulties that have affected the performance of the Programme, such as the delay in the designation of the Managing Authority due to the complex accreditation process established by regulation, the Administrative Unit of the European Social Fund has made notable efforts through its actions to overcome the hurdles of the new period, such as the difficulties faced by the Intermediate Bodies in adapting their management and control systems or the new requirements vis-à-vis the reporting of indicators.

The OPTA must be an effective instrument for adapting the Intermediate Bodies of the ESF to the new period and ensuring the adequate management of the ESF. In this regard, it is essential that **the coordination and reporting mechanisms** between the Managing Authority, the Intermediate Bodies and the Direct Beneficiaries, and internally between the entities, continue to be reinforced at an institutional level, above all as regards the implementation of the simplified cost options and the handling and collection of data to prepare the indicators monitoring the actions.

Furthermore, we would advise strengthening the guidance measures so that the Intermediate Bodies can effectively adapt their IT tools to the functional requirements of the ESF 2014-20 application and so that the Direct Beneficiaries can collect the microdata from their participants efficiently and correctly. Additionally, it is essential that both the Intermediate Bodies of the Multi-Regional Operational Programmes of the Programme and the Beneficiaries that report directly to the Managing Authority adapt their operating models to the Programme's

requirements and that they adapt effectively to the changes that will be introduced by the new regulatory framework.

Impacts on intervention models and active employment policies

The OPTA plays a crucial role in reinforcing the management and control systems of both the Administrative Unit of the European Social Fund itself and that of the Intermediate Bodies, and therefore the effectiveness of its actions will serve to strengthen the intervention models.

The evaluation of the co-financed actions must be reinforced in the framework of the OPTA as this is an effective tool for measuring the effects of these actions on the intervention models and active employment policies. In this regard, we recommend that the actions of the OPTA be focused on compliance with the evaluations forecast in the National Strategic Evaluation Plan of the European Social Fund and on the Strategic Evaluation Plans of the Multi-Regional Operational Programmes.

Additionally, pursuant to the SG 3 of the Programme, it would also be necessary to increase the dissemination of the results of the evaluations, not only of those carried out in the framework of the Multi-Regional Operational Programmes, but also of those carried out in the other ESF Programmes and of those which the Intermediate Bodies have been able to carry out on an individual basis. The verification of the actual impacts of the co-financed actions must serve as a reference to all the agents of the ESF to redefine their actions or to choose between different active employment policy options.

5. Good Practices

Delegation of management responsibilities Youth Employment Operational Programme

Certain management responsibilities have been delegated to ensure sufficient and suitable personnel for the support and monitoring of the National Youth Guarantee System.

Given the scant resources of the Administrative Unit of the European Social Fund, this delegation of management responsibilities can be considered an appropriate option for reinforcing the management and correct implementation of the YEOP, enabling compliance with the tight schedule for the implementation of this Programme.

6. Impact analysis

Recommendations

As previously mentioned, the implementation of the Operational Programme for Technical Assistance was still at an early stage at the end of 2016. This makes it impossible to perform an impact evaluation that measures the actual effects of the co-financed actions of the Programme, due to a lack of information and critical mass.

However, the design of evaluations that focus directly on the actions of the OPTA with a view to identifying its effects is essential:

- **Measurement of the impact or user satisfaction evaluations of the guidelines or guides prepared by the Administrative Unit of the European Social Fund.** It is recommended that each guide or document containing guidelines drawn up in the framework of the OPTA and addressed to the Intermediate Bodies or Direct Beneficiaries be linked to a brief satisfaction survey to be filled in by the intended recipients of these documents to allow them to state how useful they find them and make suggestions regarding their content. These surveys would provide valuable information to the Administrative Unit of the ESF that could improve the content of its guides, or identify additional needs for guidance it had not foreseen.
- **Meta-evaluations.** It is recommended that the evaluations carried out during the programming period also be subject to assessment. In this way the quality, validity and reliability of the evaluations can be improved, identifying the following:
 - **Technical improvements or evaluation tools to be applied depending on the type of action evaluated.**
 - **Review of the indicator systems used for the monitoring or evaluation.**

that keeps track of the activity carried out in the area of evaluation and that can be used by the implementers and evaluators to obtain greater knowledge of the Social Fund's actions and propose new solutions with regards to their evaluation.

Additionally, the data already available to the Managing Authority have considerable potential which is not currently being harnessed at indicator level. In particular, it is recommended that the financing of the application of **Data Analytics models** to the **ESF14-20 management tool**, which

would enable the rapid extraction of valuable and pre-processed information on the implementation and results of the actions, be considered in the framework of the OPTA.

Furthermore, in the framework of the OPTA, greater emphasis should be given to establishing **agreements with the Social Security Treasury (TGSS) and the State Employment Office (SEPE) to facilitate the evaluation of the impact on job quality and stability of the actions of the ESF during the period.** Both bodies have highly relevant information for the purposes of evaluating the impact of the actions aimed at boosting hiring and employment: on the one hand, the availability of data on Social Security registrations and, on the other hand, the information on the hires reported. Were the Social Security Treasury, the SEPE and the Managing Authority all to report to a single Ministry, this would facilitate this collaboration and enable information to be obtained in real time on the job stability of the individuals whose employers have received assistance from the Social Fund in relation to their recruitment, in the short, medium and long term. It would also allow, through the use of algorithms, for the inference of possible causal relationships between the action undertaken and job stability.

6. Impact analysis

Recommendations (cont.)

Finally, emphasis should be placed on the undertaking of evaluations within each Intermediate Body. In this regard, the following actions are proposed:

- **Training of the Intermediate Bodies and their technical personnel.** It is recommended that seminars be held to discuss the different evaluation techniques, the results that can be obtained, and good practices in the area of evaluation, with a view to fomenting an evaluation culture in all the agents involved in the management and implementation of Operational Programmes.
- **Dissemination of evaluations** carried out by the European Social Fund throughout Europe in relation to similar actions (AUESF website). Dissemination of the evaluations performed at the sectoral conferences for the Public Management Bodies and at the annual board meetings of the Business Management Bodies to inform the sector experts of the work and actual results obtained and so that these results can be taken into account in the making of decisions and subsequent development of strategies.
- **Communication of results** of the evaluations carried out by the AUESF and by Intermediate Bodies to all the agents involved in the management and implementation of the European Social Fund.
- **Inclusion in the working groups and quarterly meetings** of the Directorate-Generals or Divisions that carry out the evaluation within the organisation. This recommendation is particularly relevant in the case of public entities, as each Ministry has a newly-created Directorate-General of Evaluation, which would benefit considerably from receiving feedback on the activities of the ESF.
- **Establish the compulsory nature of the periodic evaluations to be performed by the Intermediate Bodies.** It is essential that the **Intermediate Bodies** themselves understand and internalise the importance of self-evaluation and not only of monitoring the actions to comply with the requirements of the Annual Implementation Reports.

7. Evaluator's recommendations

Implementation.

Certain recommendations based on the results of the workshops for **improving the implementation of the Programme** are listed below:

1. Allocation of additional human resources to the management of the OPTA. To improve the effectiveness and efficiency of the Programme's actions, it is recommended that additional resources be allocated to the current team responsible for its management.

2. Reinforcement of the training in ESF of Intermediate Bodies and the internal personnel of the AUESF. Despite the notable efforts made in the first years of the period to meet the objectives of the Action Plan of the Administrative Unit, it is essential to reinforce the training aimed at both the Intermediate Bodies and the internal personnel of the Unit through the application of the AUESF's Training Plan. The provision of adequate training would enable both the Intermediate Bodies and the internal personnel to take decisions and manage the programmes with greater efficiency and solvency.

3. Thematic meetings on the terminology and concepts considered in the Social Fund's strategy. In particular, it is recommended that more meetings be held on issues such as indicators, simplification (with participation of the General Intervention Board of the State Administration (IGAE)) and evaluation. The creation of working groups between Intermediate Bodies and entities that deal with these matters that can be coordinated by the Managing Authority is also considered positively.

4. Access of all the Intermediate Bodies and Direct Beneficiaries to all the questions and their answers on a website. Establish a forum or area of the AUESF's website that can be accessed by all the Intermediate Bodies and Beneficiaries of the ESF with a list of frequently asked questions and the answers to them. The written answers should be grouped by issue, defining the area to which they apply, and should be binding, enabling identification of the most problematic issues and, when deemed necessary, the scheduling of meetings to address them.

5. Guidance and training application ESF 2014-20. Given that the majority of **Intermediate Bodies** are still in the process of implementing the management IT tools of the ESF, it is recommended that they be provided with the necessary indications and the minimal requirements for these tools, a fundamental process for obtaining quality data for future evaluations. This process can be carried out by providing training to the Intermediate Bodies or issuing guidelines or guides.

6. Working group on gender equality. It is proposed that a specific working group be created, or that better use be made of the existing Equality Network, giving all of the Intermediate Bodies and Direct Beneficiaries the opportunity to participate.

7. Inclusion of documentation on the AUESF's website (in a specific section), encompassing all types of up-to-date documentation and illustrative or didactic videos on equal opportunities for men and women that can be used by the Intermediate Bodies.

8. Dissemination of the documentation generated by the Equality Network (guides, manuals, etc.) or by any other entity that has expert knowledge in this area.

9. Training of the Intermediate Bodies and their technical personnel on different didactic methodologies for implementing Equal Opportunities in all areas.

7. Evaluator's recommendations

Implementation and results

Certain recommendations based on the quantitative analysis of the implementation of the OPTA to **ensure compliance with the objectives set in the implementation of the Programme are listed below:**

1. Review of the indicator system. As previously mentioned, the indicator system of the OPTA needs reviewing due to the following two factors:

- On the one hand, the forecast values to be achieved by the end of 2023 established in the Operational Programme are regionalised; however, the specific nature of the OPTA and the centralisation of its implementation in the Administrative Unit of the European Social Fund makes it difficult to classify these indicators under regional categories, and, therefore, to compare the output and result indicators with the forecast values programmed. In this regard, it would be advisable to establish a regionalisation system for these indicators or to consider the specificity of this Programme and review the distribution by regional category of the values forecast for 2023.
- On the other hand, difficulties have been identified with respect to the treatment and understanding of certain Programme indicators, in particular, as regards the practical application of certain result indicators. The appropriateness of these indicators and/or the difficulty of measuring them should be examined.

2. Application of Data Analytics to monitoring and evaluation. To carry out effective monitoring that also allows for the evaluation of efficiency and effectiveness of all the Multi-Regional Operational Programmes, it is recommended that Data Analytics models be applied to the management tools of both the Managing Authority and the Intermediate Bodies. The application of Data Analytics should enable the integration, use and analysis of the information contained in the

Managing Authority's management systems, the information systems of the Intermediate Bodies and other external databases, such as the information of the National Youth Guarantee File or Social Security Treasury registration data. The use of these tools would make it possible to link management information to information derived from the risk, irregularities, verifications, certification and results of the implementation, obtaining an overview of the implementation of the Multi-Regional Operational Programmes that would facilitate decision-making and the evaluation of results in real time.



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