



Evaluation requirements for 2014-2020 - the challenge of measuring results and impact of operations and programmes

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Evaluation highlights:

- Evaluation Plans
- Evaluations during the programming period

Articles 54-57, Art.114, CPR

plus Articles 47-50 (PMC) and Art.27, Art.96 (OP) and Fund Regulations

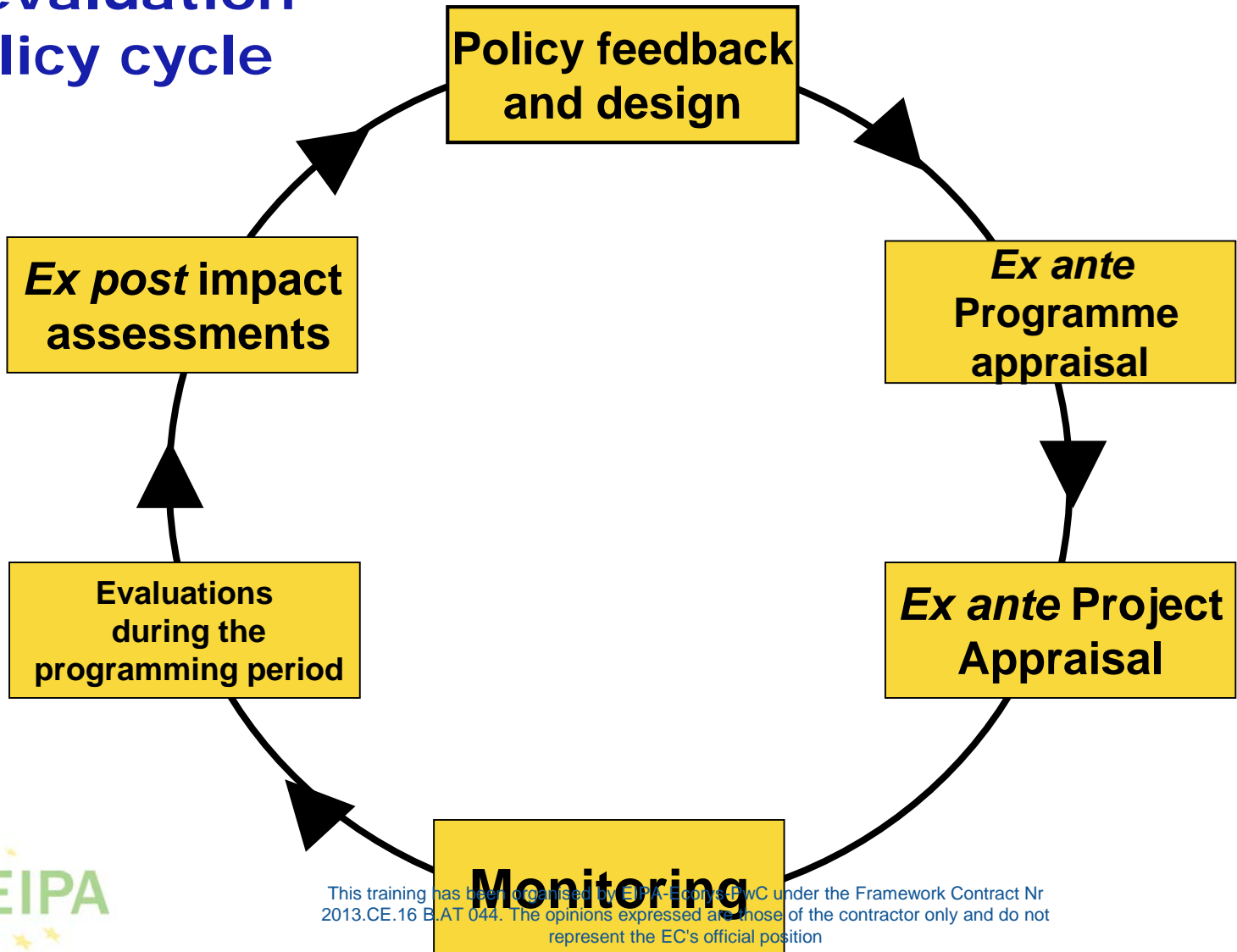


Cohesion Policy is economic development...

- **WEALTH** creation in less developed Member States, regions and communities – jobs, businesses, higher incomes...
- receiving **LIMITED** resources – **Financial Allocations?**
- what **CHOICES** to make: **OP / priorities / operations?**
- ...**evaluation** process is imperative
 - assessing options and making good choices
 - checking and ensuring value for money in achieving the stated objectives / desired results and impacts



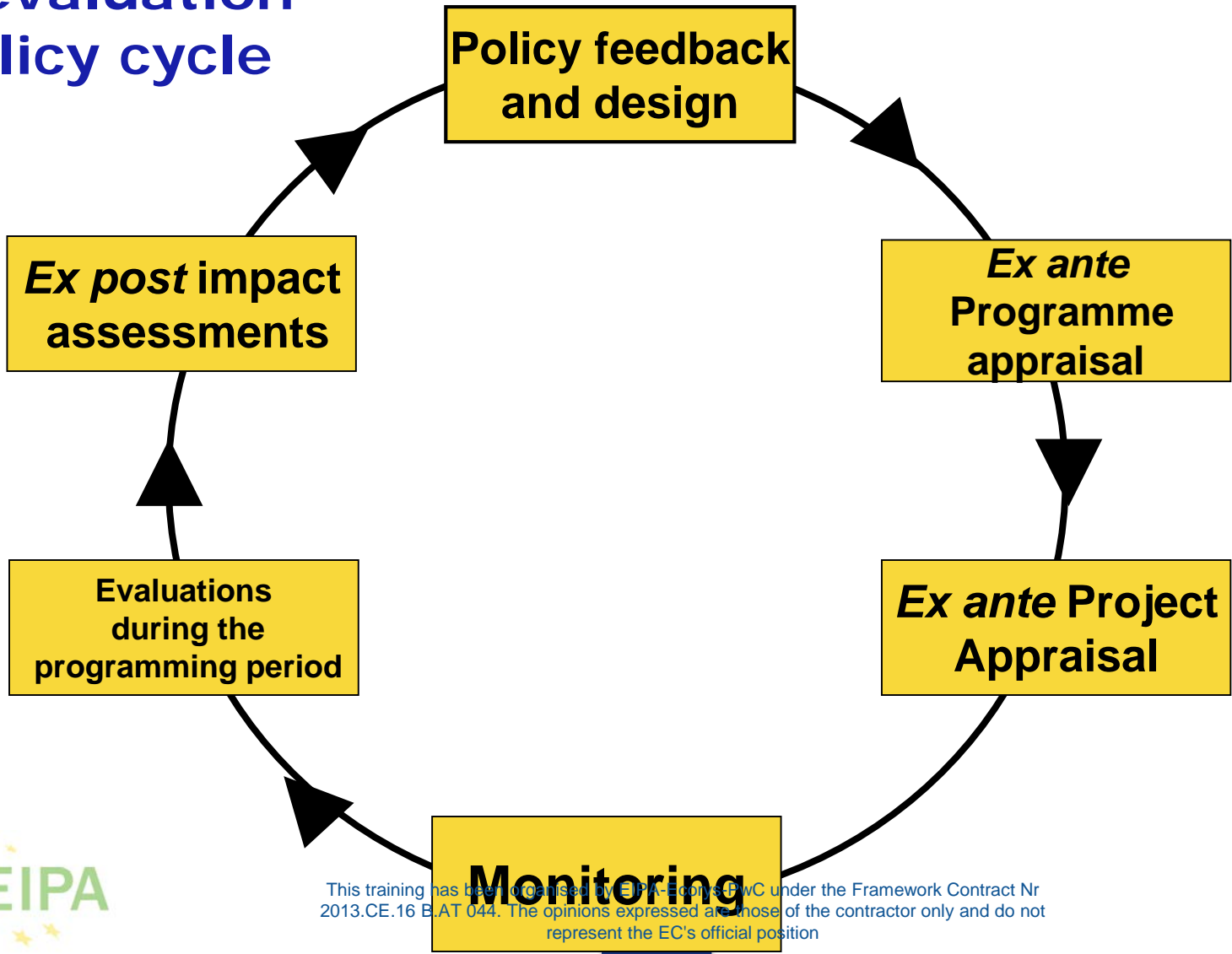
the evaluation- policy cycle



key evaluation requirements

- *“improve programme design and implementation; assess effectiveness, efficiency and impact”*
- **Evaluation Plan for every OP/multiple** (was optional before)
- 2014-2020 evaluations:
 - ex ante of OPs (describe logic of intervention...)
 - evaluation during the programming period - performance of funds in achieving objectives of each priority axis
 - ex post studies with Commission
- **report - summary of evaluations of each OP to Commission by end 2022 (with key OP outputs and results achieved)**

the evaluation- policy cycle



Ex ante evaluation tasks, 2014-2020 (from Regulations and Guidance)	
Contribution to Europe 2020 objectives, linking to national and regional needs	Intervention logic of OP and each priority; Identify target groups; Rationale for types of support
Link to NRP and country recommendations	Causal links: how outputs lead to results? (evidence?)
Consistency of thematic objectives, priorities, with CSF/Europe 2020 and NRP;	Coherence with other instruments (synergies);
Realistic targets, related to funding	Allocation of budget, in relation to objectives
Milestones and performance framework	Good indicators, measuring progress towards objectives (relevant and clear?) and degree of change
Management and administrative capacity; sufficient resources	Set-up for monitoring and evaluation, and collection of data
Equal opportunities (eg. engagement of stakeholders; disabled access)	Promoting sustainable development Strategic Environmental Impact Assessment (SEIA)

method for the ex ante appraisal of projects – *see major projects application form*

1. project description /
competence of beneficiary

6. economic analysis

2. project context and objectives
and **contribution to specific
objective / results**

7. risk and sensitivity analysis

3. project rationale / demand

8. environmental impact?

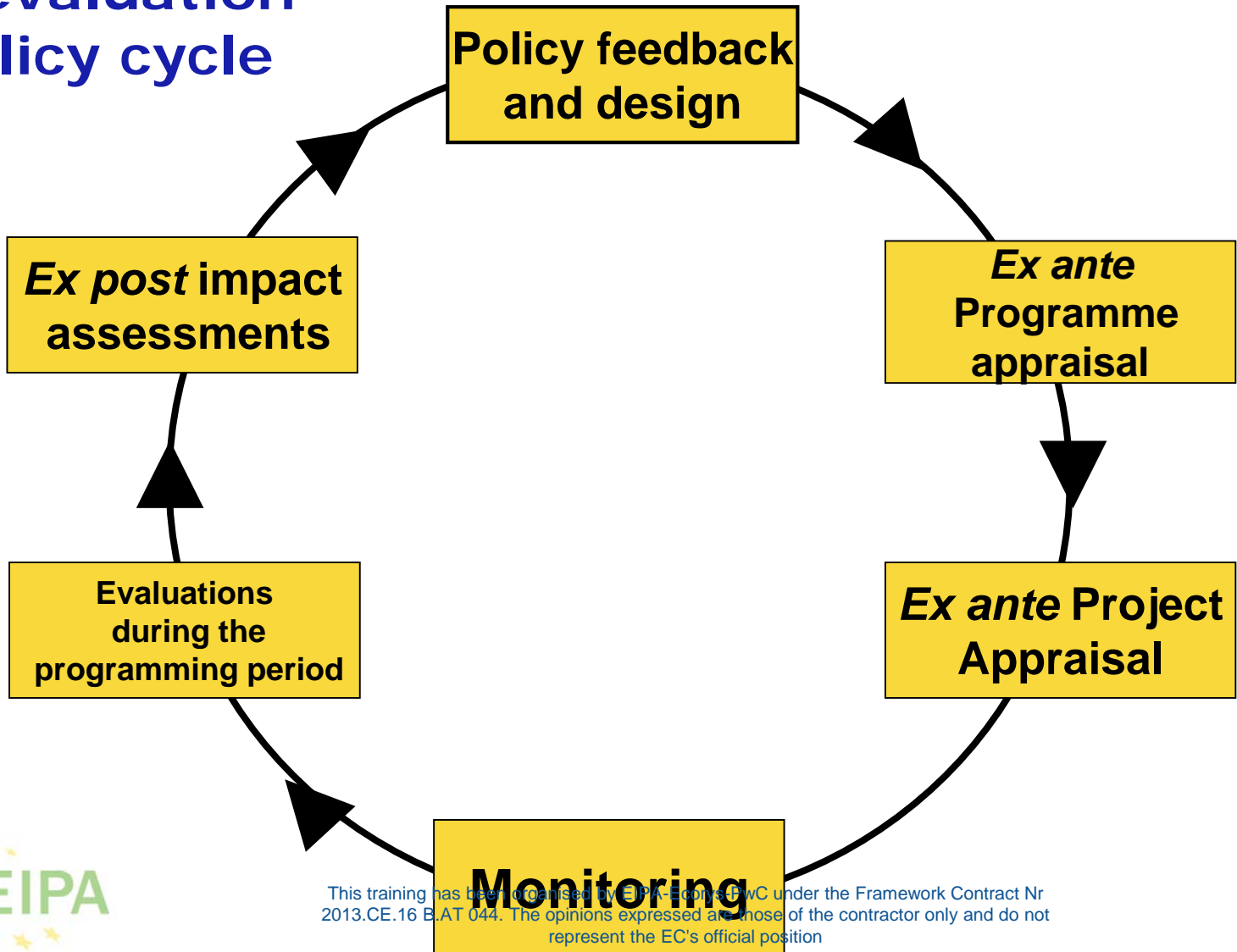
4. option & feasibility appraisal

9. compliance with legislation

5. financial analysis

10. horizontal and non-
quantifiable aspects / project
outputs / other impacts? project
synergies?

the evaluation- policy cycle



evaluations during the programme period

“assessing effectiveness, efficiency and impact of programmes”

- identifying changes for **improving** Operational Programme implementation procedures
- **understanding** divergences from planning; suggesting change of course
- **supplementing** monitoring data: from outputs to.... results (impact)...
- distinguish “implementation” (early)
- and “impact” (later) evaluations:
- ***“at least once during the programming period – how ESI funds have contributed to the objectives of each priority..”***

evaluations during the programme period

- budget commitments; level/type of expenditures and **expenditure** profiles; payments; by grouping / sector
- use monitoring data to review **outputs and results** (against targets); cost-efficiency and cost-effectiveness ratios and benchmarks; review of targets
- quality of **delivery** mechanisms; operational procedures and issues; monitoring system & flexible responses?
- engaging **beneficiaries** and other stakeholders
- *is it working how we thought it would?*

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- calculating some **impacts**, using studies /surveys...

evaluations of impact

- monitoring – **observing** outputs and some results (esp. ESF)
- but many results (and impact) come later; effects unseen
- final **impact** not observable through monitoring:
 - effect of improved railway on bus companies? effect of training grants or new business support on non-supported businesses? (**displacement**)
 - did employers/trainees need the whole grant to participate? (**deadweight**)
 - knock-on effects of new investment / employment / businesses? (**multipliers**)
- question of **attribution** (did your intervention cause the whole change?)

2014-2020: measuring effects - why? and how much?

- want to understand the effects, or **“impact”**, of the intervention on the result
- **what level of attribution to the intervention?**
- **theory-based evaluation:** what is the logic of why the intervention was chosen? (*Why/how does the change take place?*)
- **counterfactual evaluation:** what is the size of the effect, as against the policy-off scenario? (*how much is attributable to the intervention?*)

method for ex post impact assessment of projects and programmes

1. Desk Research (secondary research)

Reports of progress / data and problems/issues
Describe expenditure, activities, outputs, results
Hypotheses – theory of change – logic chain – logic of intervention - causality model

2. Fieldwork (primary research)

Survey work: stakeholders; check motives for behaviour and changes; check relationships and processes

3. Analyses, Conclusions, Recommendations

Measure changes, relationships, external factors; determine causality; conclusions / recommendations.



Evaluations Guidance Documents, 2014–2020

- [DG REGIO: Concepts and recommendations](#)
- [DG REGIO & DGEMPL : Guide on ex-ante evaluation](#)
- [DG EMPL: Evaluation and Impact Assessment](#)
- [DG EMPL: ESF Monitoring and Evaluation Guidance](#)
<http://ec.europa.eu/social/BlobServlet?docId=7884&langId=en>

- [DG EMPL: Guidance on the Evaluation of the YEI](#)

- **Additional documents DG REGIO**
- **Impact evaluation center**

http://ec.europa.eu/regional_policy/index_en.cfm





Evaluation Plans

- submit to PMC - within 1 year of OP adoption
- sound planning, collection of data, ensure inputs to AIRs and (Strategic) Progress Reports (2017 & 2019)
- Evaluations during programming period
- and assess support of ESF/YEI on Youth Guarantee – twice during period (2015, 2018)

Article 114, CPR; Guidance Document on Evaluation Plans



Evaluation Plans - content

- who does what, involvement of partners, sources of expertise
- how it will be organised, training needed?
- timetable for evaluations
- budget and resources
- proposed list of evaluations:
 - **rationale, themes, scope, methods**
 - **data requirements, practical arrangements**
 - **timeframes, estimated budgets**
- how the evaluation process will provide the evidence