Shaping Transitions with Evidence

Impact Evaluation of the support to Public Administration Modernisation

Cohesion and Development Agency
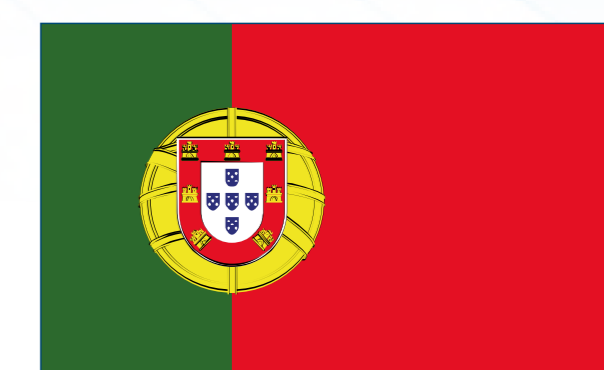
FUND COVERED
▶ ERDF, ESF

PROGRAMMING PERIODS
▶ 2007-2013, 2014-2020

PROGRAMMES COVERED
▶ Competitiveness and Internationalization Operational Programme
▶ Human Capital Operational Programme
▶ All 7 Regional Operational Programmes – Norte OP, Centro OP, Lisboa OP, Alentejo OP, Algarve OP, Madeira OP and Azores OP

THEMATIC OBJECTIVES
▶ TO2. Information and communication technologies
▶ TO11. Efficient public administration

TYPE OF EVALUATION
▶ Impact

YEAR OF COMPLETION
▶ *Not yet finished*

MAIN OBJECTIVES

The evaluation aims to assess the contribution of the previous and current programming periods to the modernization and institutional capacity of the public administration, answering evaluation questions pertaining the relevance, operative efficiency, effectiveness and impact of ESIF interventions.

METHODOLOGY USED

Theory based design, following a programme theory approach.

DATA SOURCES

Quantitative and qualitative data gathered from managing authorities' information systems and national statistics office, surveys (beneficiaries and final users), interviews and case studies.

MAIN FINDINGS

▶ Drafting the theory of the programme was the first step undertaken in the evaluation, drawing from programme documents, interviews with policy makers and managing authorities and the consultation of a panel of experts. A final workshop took place to achieve a shared understanding and overall agreement on the depiction of the intervention objectives and how it went about to address them, making explicit the intervention results chain and its main assumptions (Cf. Figure 1)

▶ Four main results chains were developed and embedded in the programme theory, relating to the following groups of interventions: A. New or improved channels for accessing public services, B. Digital transformation in public administration; C. Organizational development; and D. Training and qualification of human resources

▶ The underlying assumptions of each of those result chains were also made explicit and will be subjected to testing, in order to explain if and how results came about

▶ The main external factors influencing the expected outcomes of the intervention were also identified and their effective role will be assessed.

CONCLUSIONS

▶ The evaluation then sets out to test the programme theory, trying to assess whether and how:

▶ Public services channels made available by the intervention operate at the desired level and are well adjusted to the public's needs, reinforcing accessibility and ease of use

▶ ICT upgrades, digital transformation and the introduction of higher levels of interoperability and communication between different services within public administration services effectively increase the responsiveness and efficiency level of public administrations

▶ New organizational models and management tools improve organizational and operational performance, by shifting to a results based management were planning, monitoring and evaluation are effectively in place

▶ Training effectively improves skills and competencies of the public administrations human resources, thus improving their professional performance. This assumes high relevance of the training offered to staff and management, effective training transfer to the workspace and adequate levels of motivation and recognition

▶ This combination of interventions improve the overall efficiency of public administration and have a positive effect on the reduction of public contextual costs incurred by citizens and companies

▶ External factors such as digital literacy, government budget constraints and different political stances in relation to the role of the State and of the Public Administration play a role on the expected outcomes of the supported interventions.

Figure 1. Programme Theory
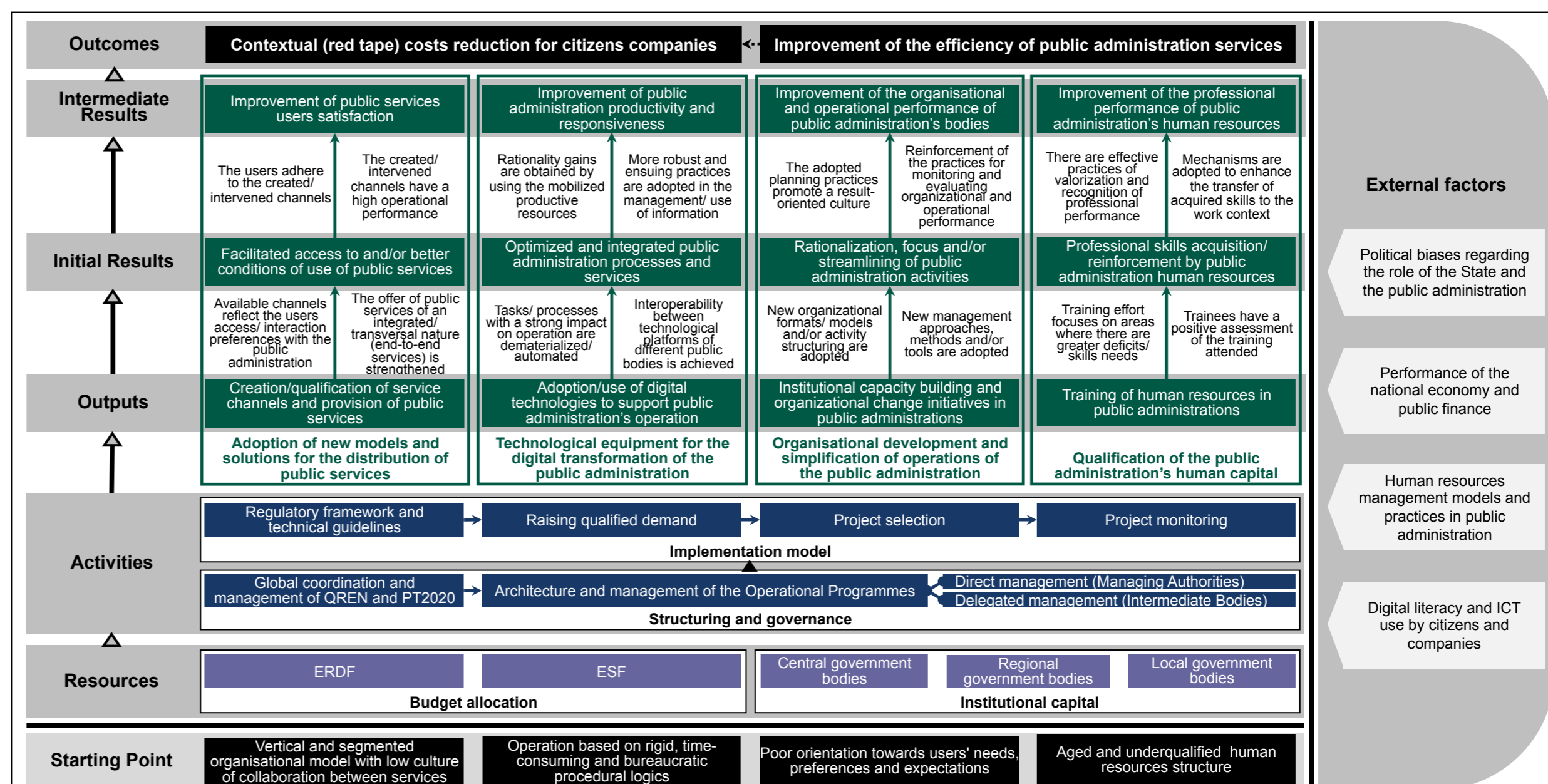
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