

# Managing evaluations

## *The case of ERDF in Berlin*

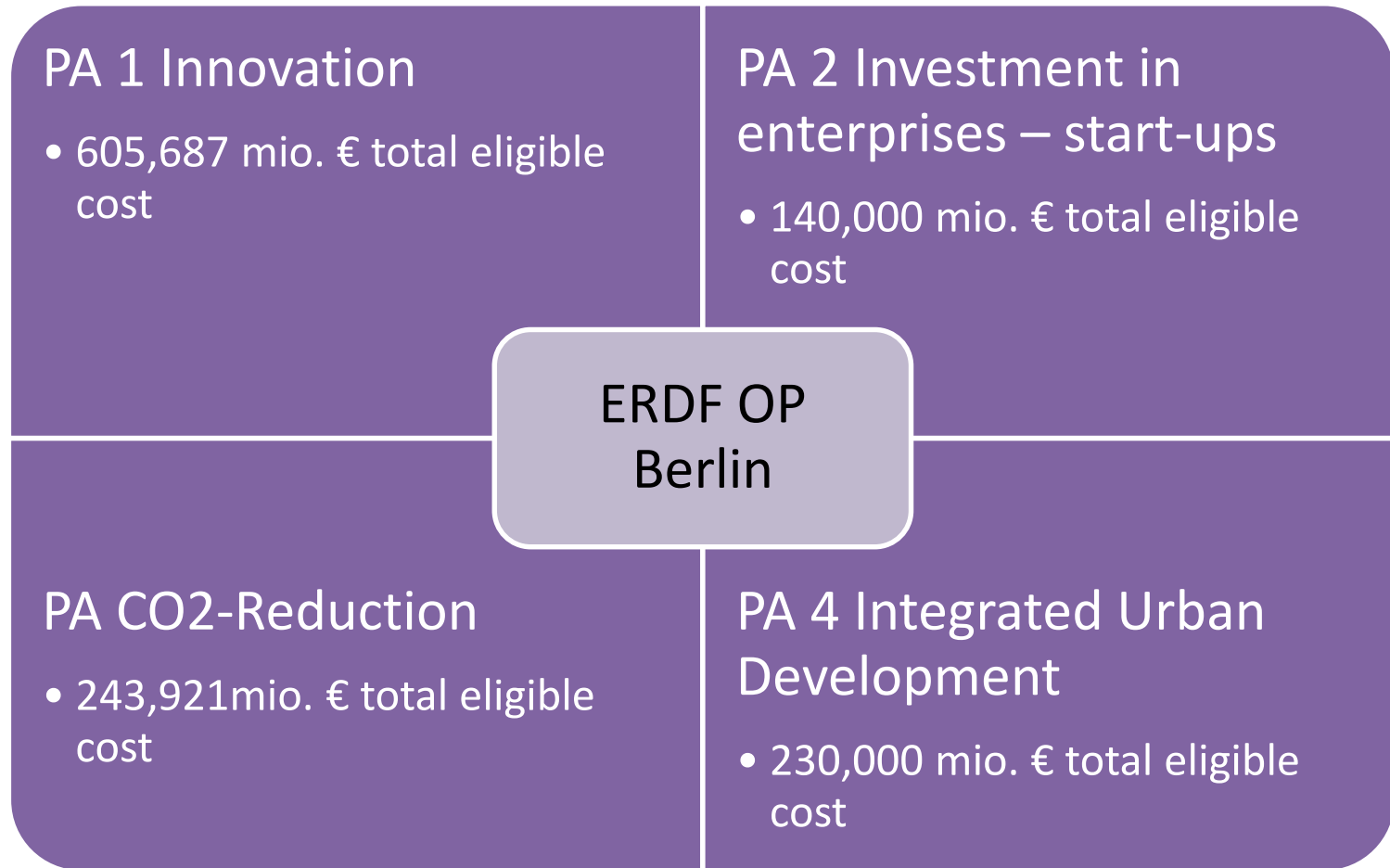
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# Managing ... what?

- Managing...
  - ... different things (organisations, processes, projects,...)
  - ... with different resources (money, staff, equipment,...)
- In relation to evaluation: What can/should be managed?

# ERDF Berlin - The OP



# Managing evaluation – ERDF Berlin

Level 1: Evaluation Plan  
Covering all evaluation activities  
Required by regulation

Level 2: Single evaluation Studies  
4 studies, one for each PA (impact evaluation)  
Implementation evaluation (if necessary)

- Who?
- What?
- How (process)?

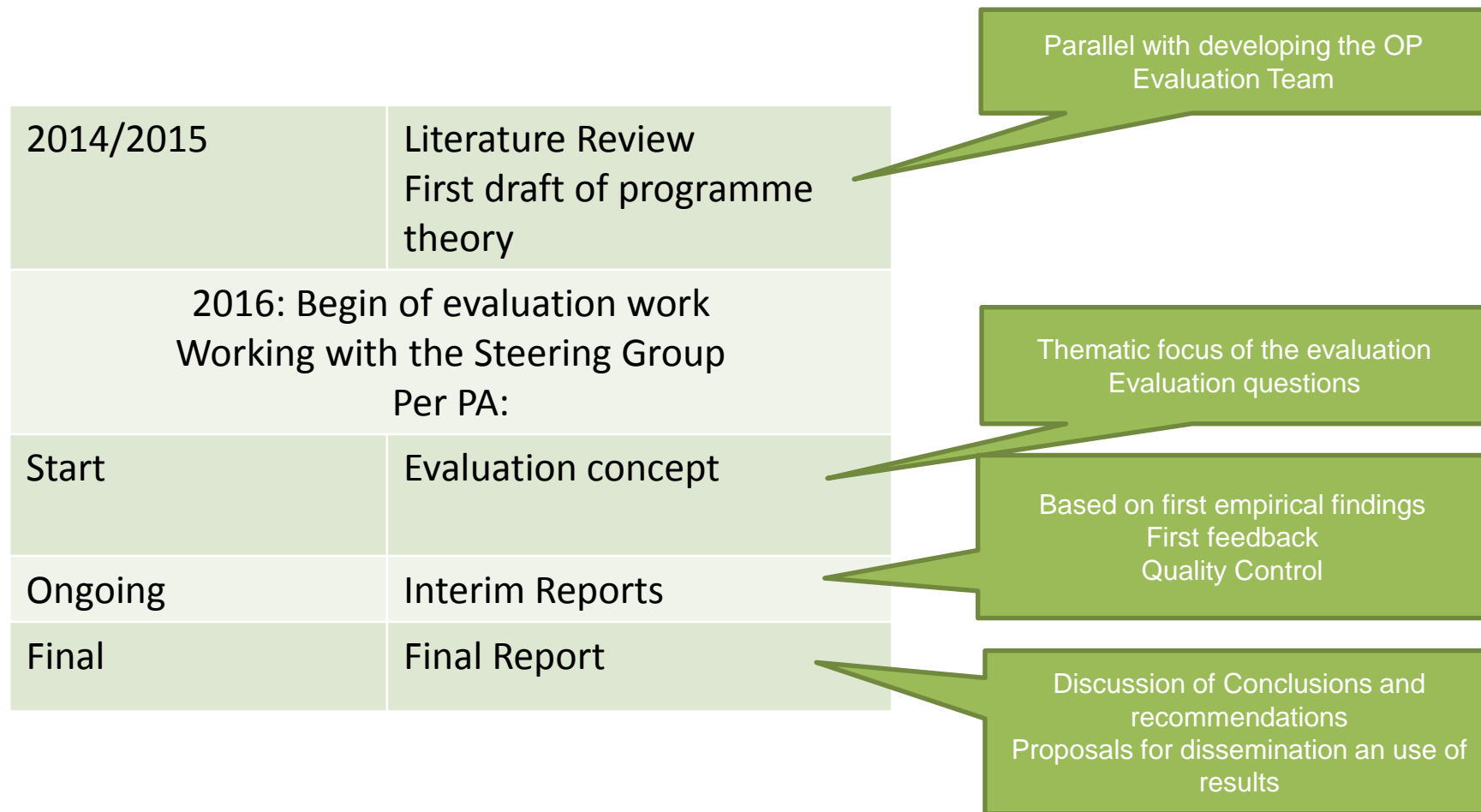
# Evaluation Plan

May 2013	First (internal) Draft (Evaluation team)	Parallel with developing the OP
2014/2015	Literature review and first draft of programme theory (for each PA)	Linking evaluation planning to the literature Identifying gaps and blanks in existing knowledge
August 2015	First official Draft	
	Internal Discussion and Development	MA and evaluation Team
4 December 2015	ERDF Working Group	
10 December 2015	Monitoring Committee	ERDF Members of the MC Discussing ERDF-related issues (e.g. OP-strategy, indicator system)
Ongoing	Monitoring of the implementation / review if necessary	

# Evaluation Plan

- One impact evaluation per axis (total 4)
  - Theory-based approach
  - Implementation evaluation if necessary
- Training programme
  - 27 April 2016: 1 day training session on theory-based evaluation (mostly MA, intermediate bodies and partner)
- Steering group
  - For every evaluation
  - Core group plus issue-specific actors from MA
- Explicit reference to evaluation standards of DeGEval

# Evaluation Studies (PA-level)



# Evaluation Studies (PA-level)

- Different designs per axis, like...
  - PA 1 (innovation): Innovation biographies of enterprises and research organisations over several years
  - PA 4 (urban development): Baseline Analysis on selected local areas + comparison 2 years later
- Steering group
  - Intermediate bodies (responsible ministry) with important role, MA, partner
  - Not more than 10 members
  - Secretariat by the evaluation team



# Managing evaluation – ERDF Berlin

Level 1: Evaluation Plan  
Evaluation team + MA



Level 2: Single evaluation Studies  
Evaluation team + Steering Group

# Managing evaluation – ERDF Berlin specific features

- Very active and open-minded MA
- Close cooperation between evaluation team and MA
- (very) early tender procedure
  - One tender for all evaluation studies instead of separate procedures for every single study
  - Evaluation team also supporting OP-development (indicator definition and monitoring system, architecture of PAs -> evaluability!)
- Time (and money) for on-going evaluations
- Ongoing exchange and discussion on evaluation-related issues with MA, steering group and ERDF Working Group

# Managing evaluation – ERDF Berlin lessons?

- Start early with thinking about evaluation
  - „evaluability“ of the OP
  - Think of the relation between OP – Monitoring – Evaluation
  - Use evaluation competence during programming and preparation of evaluation work
- Communication: MA, Evaluation team + other actors
- Focus the evaluation activities (don't try to do everything)
- Use steering group following single evaluation studies

# Links

- ERDF OP Berlin – Evaluation Plan (German only)
  - <https://www.berlin.de/sen/wirtschaft/gruenden-und-foerdern/europaeische-strukturfonds/efre/der-efre/operationelle-programme/das-operationelle-programm-des-efre-2014-2020/#bewertung>
  - Here you can also find the interim Report for the evaluation of Axis 4
- Standards of Evaluation from the German Evaluation Society (DeGEval)
  - For the recent version after revision in 2017 (only German):  
<https://www.degeval.org/degeval-standards/standards-fuer-evaluation/>
  - For the previous version (also in english):  
<https://www.degeval.org/degeval-standards-alt/archiv/download-der-ersten-fassung-von-2002/>

The basic structure and content is the same as in the latest version.