



SNN

NORTHERN NETHERLANDS
ALLIANCE

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ERDF impact evaluation 2014-2020

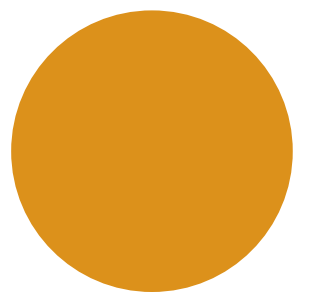
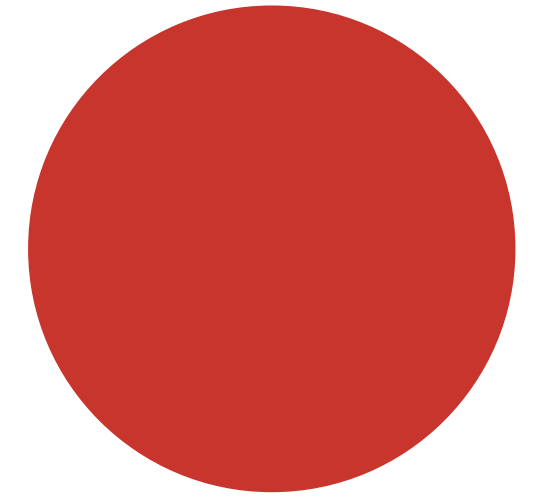
a case from the Netherlands



The Netherlands



twelve provinces



ERDF in the Netherlands



four regions

ERDF in the Netherlands



Northern Netherlands Alliance (SNN) – since 1992

ERDF in the Netherlands

- ✓ 4 regions – 4 OP's – 4 MA's
- ✓ Coordinating body: Ministry of Economic Affairs
- ✓ Operational Programmes:
 - ✓ Similarities in content & implementing system
 - ✓ Collaboration:
 - ✓ Management & control
 - ✓ ICT
 - ✓ Communication
 - ✓ Legal matters / State Aid
 - ✓ Evaluation



ERDF in the Netherlands

Investment priorities OP's ERDF 2014-2020 NLs

	North	East	South	West
1.B	✓	✓	✓	✓
4.A				✓
4.C				✓
4.F	✓	✓	✓	
8.B				✓
9.B				✓
9.D				✓

Governance OP's ERDF NLS

✓ Joint set of selection criteria:

- ✓ Contribution to objectives
- ✓ Innovativeness
- ✓ Quality business case
- ✓ Quality application
- ✓ Sustainability

- ✓ Minimum score: 70 out of 100 points

✓ Project assessment by external experts

- ✓ Committees independent from government



Monitoring & Evaluation

✓ Investment priorities



specific objectives → result indicators

- ✓ Issue of responsiveness
- ✓ Indicators regionalized by National Bureau of Statistics
- ✓ Custom built indicators

✓ Evaluation Plans

- ✓ Coordinated plans
- ✓ Agreement to collaborate where effective & efficient



2018 joint Impact Evaluation

Investment priorities OP's ERDF 2014-2020 NLs

	North	East	South	West
1.B	✓	✓	✓	✓

✓ **Specific objectives:**

- ✓ Knowledge development
- ✓ Innovation & valorisation SME's

✓ **Approach**

- ✓ "inherent wish to improve"
→ Information we need ourselves
- ✓ Scientific approach
- ✓ Projects ongoing → 'Theory based approach' ("How & why?")



Research questions



1. Do MA's select "the right projects" ?

→ projects that contribute to the specific objectives

- 'strength link project & programme objectives'

2. Does the intervention logic work ?

- 'intended vs actual results'



Methodology

Quantitative:

- ✓ **Evaluation scores**
 - ✓ 600 projects (330 approved; 270 rejected)
 - ✓ complex projects, majority by consortia, min € 100.000 ERDF

Qualitative:

- ✓ **Questionnaire research**
 - ✓ Lead beneficiaries
- ✓ **Comparative case study research**
 - ✓ 20 cases, large variety in project success
 - ✓ In depth interviews
 - ✓ Lead beneficiaries selected cases
 - ✓ Members expert committee
 - ✓ Representatives Managing Authorities



Main Findings

1. Do MA's select "the right projects" ? ✓

"ERDF unique position in Dutch funding landscape"

→ ' Knowledge and innovation consortia' :

Collaborative initiatives with high degree of complexity
- only few alternative funding possibilities available

Risky projects – ERDF as catalyst
(raises enthusiasm and commitment)



Main Findings

1. Do MA's select "the right projects" ? ✓

Challenge: "more projects that make a difference"



Recommendations:

- Encourage awareness about need for ambition
- Generic frameworks
- More financially ambitious calls: ↑% ERDF



Main Findings

1. Do MA's select "the right projects" ? ✓

Governance system works

→ 'expert committee as crucial gatekeeper'



Recommendations:

- Guarantee independent role expert committees → potential conflict of interests remains focal point
- More intensive use pitches → 'ability to look initiators in the eyes'



Main Findings

2. Does the intervention logic work ? ✓

Key factors

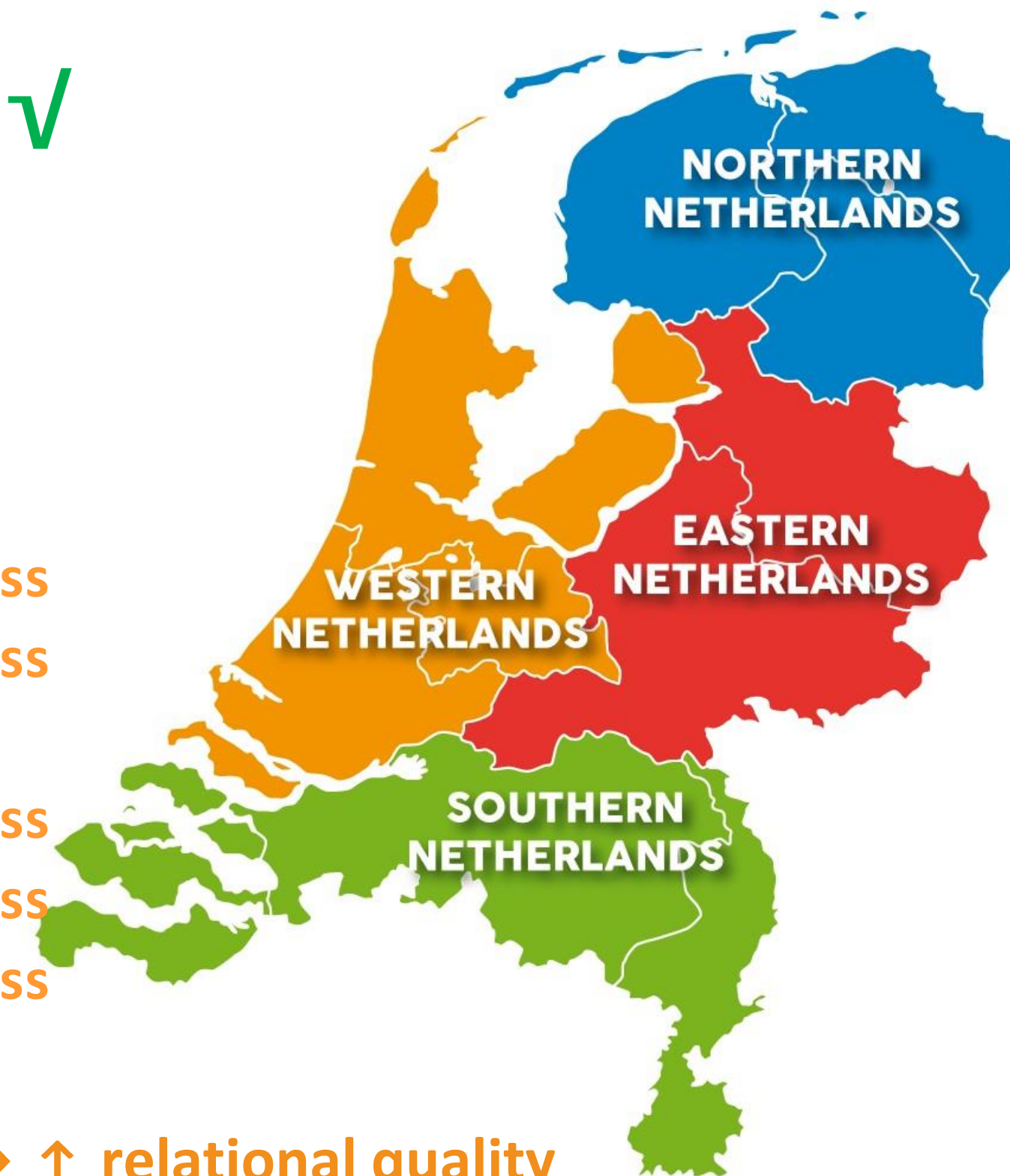
project development phase

- | | | | | |
|---|--------------------------------------|---|---|-----------------|
| ↑ | intensity collaboration partners* | → | ↑ | project success |
| ↑ | intensity involvement intermediaries | → | ↓ | project success |

project implementation phase

- | | | | | |
|---|---------------------------|---|---|-----------------|
| ↑ | involvement end users | → | ↑ | project success |
| ↑ | agile project management | → | ↑ | project success |
| ↑ | informality collaboration | → | ↓ | project success |

* Collaboration from outset, within formal frameworks → ↑ relational quality (transparency within consortium, degree of involvement, mutual trust)



Main Findings

2. Does the intervention logic work ? ✓

Challenge: administrative overload ↔ context SME's
during application & implementation
(‘cascade system of auditing’)

↔ context SME's

Recommendations:

- Reduce turnaround time
- Long term effort to control structure based on mutual trust



To conclude

Overall content with evaluation project & outcome

- Impact
- Joint exercise
- Scientific approach

- Identify with main conclusions & recommendations



Follow up process (via Monitoring Committees)





Thank you!

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We stimulate, facilitate and connect

