



Result orientation: practical challenges for programme implementation

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What's different for 2014-2020?

Result orientation

- *EU 2020*
- *concentrated*
- *focused*
- *clear and measurable outputs*
- *strong intervention logic*
- *ex-ante conditionality*

*Remember: non-delivery may result in a **financial penalty** to the Programme*



New methods for delivery

CPR 1303/2013

ITI –Integrated territorial investment (Article 36)

JAP – Joint Action Plans (Article 104 -109)

Financial Instruments (Article 37-46)

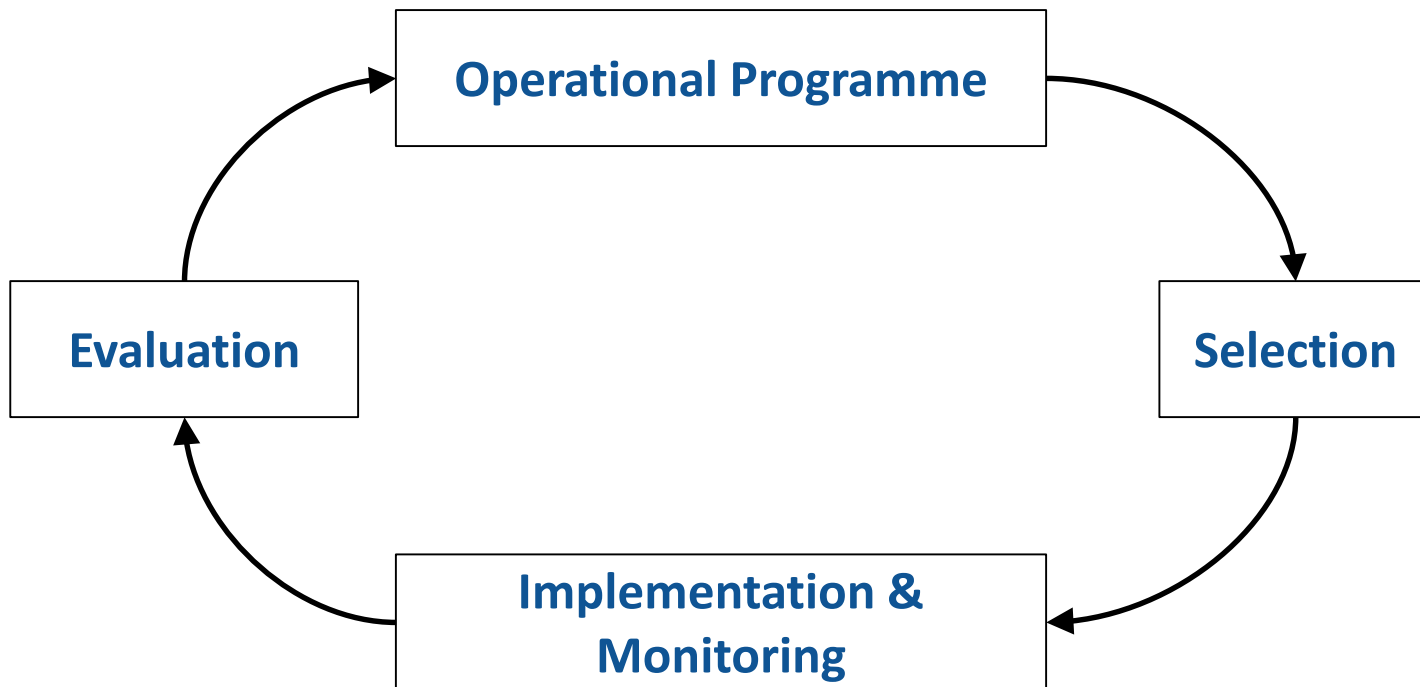
CLLD -Community led local development (Article 32)

Result orientation:

Implications for programmes

- *Programme design*
- *Call for applications/ application form*
- *Selection of operations*
- *Funding contract/ budget / unit costs*
- *Monitoring*
- *Evaluation*

Programme Planning - the theory



Programme planning in practice

- A process of negotiation
- Programme agreed by many actors
- Tendency to spread the money thinly
- Complex and uncertain environment
- Tendency for objectives to be vague



Programme planning in practice

- Underpinning assumptions implicit rather than explicit
- Desire to maintain maximum flexibility
- Desire to reduce risk of low absorption



Programming...

Partnership

Equality

Sustainable
Development

Promotion of equality between men and women and non- discrimination

Article 7 CPR 1303/2013

preparation of programmes

implementation of
programmes

monitoring, reporting and
evaluation

To prevent any discrimination based on:

sex

racial or ethnic
origin

religion or
belief

disability

age

sexual
orientation

accessibility for
persons with
disabilities



Sustainable development

Article 8 CPR 1303/2013

environmental protection requirements

resource efficiency

climate change mitigation and adaptation

biodiversity

disaster resilience

risk prevention and management



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The agreed operational programme

....is a balancing act..

....is an imperfect document



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Getting to know your operational programme

Implementing regulation 288 /2014

Key Tables for results /outputs

Table 3 (ERDF)

Table 4 (ESF)

Table 5

Table 6

Table 28



Table 3– result indicator by specific objective (ERDF)

ID number	Name of indicator	Measurement unit	Baseline value
Baseline year	Target value	Source of data	Frequency of reporting

Table 4– common / programme result indicator by investment priority(ESF)

ID number	Name of indicator	Measurement unit	Baseline value (M+W=T)
Baseline year	Target value	Source of data	Frequency of reporting

Table 5 -Common and programme specific output indicators

ID	Name of indicator	Measurement unit
Target value	Source of data	Frequency of reporting

Table 6 - Performance Framework

Indicator type (KIS, Fi, OI, RI)	Indicator ID	Measurement Unit
Milestone for 2018	Target for 2023	Source of data

Table 28 –Performance framework Summary

Priority Axis	Indicator or KIS	Measurement Unit
	Milestone for 2018	Target for 2023

Specific objective

- Based on sound analysis of needs of the region
- Statement of the desired change you are trying to bring about in our region
- Relates to the whole programme area
- Avoid multiple “nested” objectives

Result indicator

- The result indicator measures the intended change
- Result indicators impacted on by external factors
- Must establish a baseline (cannot be zero)
- Programme investment should be able to impact on indicator

Features of a good result indicator

- Closely linked to policy objective
- Well defined
- Normative - clear understanding of direction of movement



Features of a good result indicator

- Robust, reliable, statistically validated;
- Ideally existing sources of information with reliable and frequent collection
- If you collect own data - ensure quality.



Establishing the baseline for result indicator

- Informed by socio-economic analysis
- Input from *ex-ante*
- Use existing data sets;
- Commission surveys



Setting targets for results

- Art or science?
- Past experience
- Ex-post evaluations
- Input by *ex-ante*
- Challenging but realistic



Example of a good result indicator (ERDF)

Specific Objective:

To increase productivity of SMEs in Northern region

Result Indicator:

- Regional SME productivity as percentage of national: target increase by 5% points
- Baseline 80% of national level.



Example of a good result indicator (ERDF)

Specific Objective:
To expand highway
network including last link
to TEN T

Result indicator:

- Road accessibility index
- Target to increase value of index by 15%



Example of a good result indicator (ERDF)

Specific Objective:

To increase the innovation of
SMEs in the Southern region

Result indicator:

- The percentage of SMEs
with in-house innovation activity
- Target to increase 5% points from current
baseline of 25%.



Output indicator

- The goods and services bought by the programme
- Must contribute to results
- Must be quantifiable and cumulative
- Set target, baseline zero
- Clear definitions

Output indicator: setting targets

- Past investments;
- Recent procurements;
- Zero based budgeting;
- Unit costs;

Examples of output indicators

- Number of enterprises receiving support
- Number of enterprises receiving grants
- Total length of new railway lines , of which TEN
- Additional population served by improved water supply

Contd...

Summary of challenges

Developing good specific objectives

Appropriate result indicators,
baselines and targets

Setting outputs and targets