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Programm zur grenzüberschreitenden Zusammenarbeit SLOWAKEI - ÖSTERREICH 2007-2013

Program cezhraničnej spolupráce SLOVENSKÁ REPUBLIKA - RAKÚSKO 2007-2013

Programme Evaluation SK-AT

- Introductory remarks
- Ongoing evaluation OP SK-AT

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Interact Seminar on Evaluation

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Introductory remarks



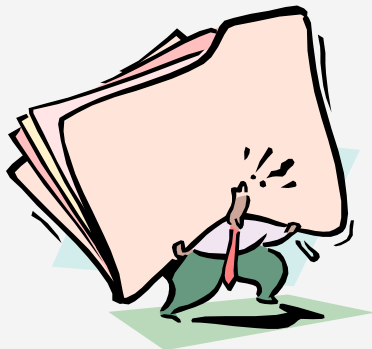
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Evaluation – what for?

A mere compliance exercise ?

Stressed data
miners.....



Producing huge
compendia which
have to be read
before being sent to
Brx

*Evaluation of
OP XY
Lisbon Story*

The net effect of the gross
deadweight effect outweighs the
patience of the audience

Leading to endless
discussions in
exciting meetings ...





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Evaluation – a tool!

Ultimate goal for MS

Sound absorption of funds & meaningful, visible outcomes

Means

Stable administrative systems

Skilled staff

Reliable beneficiaries

Evaluation could support

Potential contribution of evaluation ...

Efficiency of the implementation system
Evaluation of workflows along the Project Life Cycle in the programme (from Call to results of projects)
Identification of training needs

Efficiency of interventions (cost benchmarks)
Effectiveness of interventions
Relevance of interventions for ETC



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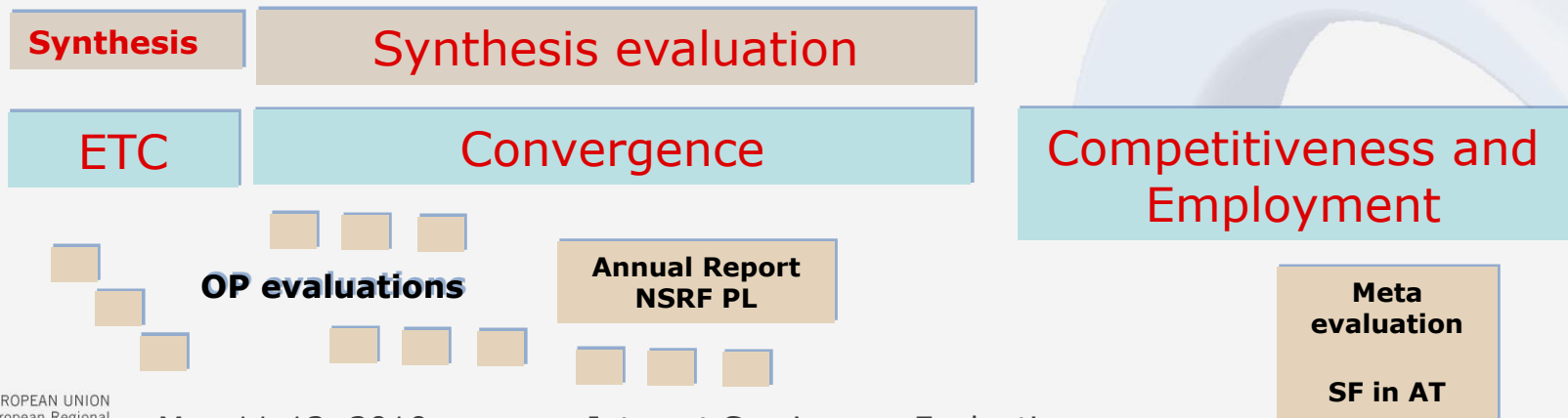
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Evaluation – small parts make the greater picture

ETC programmes need tremendous administrative staffing for limited quantified results – so what is the point???

It is essential to demonstrate the achievements of ETC at European level! Evaluation is a structured way to communicate with the Commission representatives!

Synthesis evaluation, Cohesion Reports, ...





Internal preconditions for an efficient evaluation

*With a view to the role of the **programme management***

- Mutual understanding that the evaluation is a joint exercise (MA, IB, evaluators)
- Involvement of strategic management as well as implementation practitioners in the development of the evaluation design – set-up of a **Steering Group**
- Agreement on key questions to be answered
- Meaningful phasing of results in order to have an interested audience
- Setting-up a realistic timeframe
- Support the development of *or* at least being open to install new learning cycles



Efficient work of evaluators

*Preconditions with a view to the cooperation between programme management and **external evaluators***

- Backing by the MA / Strategy and Evaluation Unit
- Stable and continuous support for the evaluation team from the programme management
- Clarification of data availability right at the start of the evaluation exercise
- Competent support to evaluators for the interpretation of monitoring data from the start



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Programme Evaluation SK-AT



Basic agreement

Agreement in MC5, June 2009

- Ongoing evaluation with the support of external evaluators as stated in the OP

Establishment of a Steering Group Evaluation (SGE)

- as a work group which is
- entitled to guide the programme evaluation
- Reporting regularly to the MC
- So far three meetings – ToRs for external experts agreed

Budget

- **Max. € 60,000.-**



Role of the Steering Group Evaluation (SGE)

Start-up phase

Definition of

- Tasks
- Sequencing of tasks
- Evaluation questions as part of tasks

Decision on contracting approach

Harmonisation of ToRs for external experts

Selection of the bidder

Operation

Discussion of

- Supporting documents such as questionnaires or templates
- Draft results

Decision on

- Formats for meetings and reports
- Adjustments needed

Stakeholders of the evaluation for the MC



Ongoing evaluation – starting points

- Make use of the option for flexibility!
- Previous period – 1 report on all issues at one time; **now we have the option for sequencing of evaluation steps according to needs**
- Option for tailored support to programme management
- Evaluators as ‚critical friends‘
- Major challenge: to interest the audience; necessity for interesting formats for discussion fora
- Contribute to visibility of ETC in the EU



Overarching objectives of the evaluation

Internal

- Strengthening ‚cohesion‘ among implementing bodies
- Demonstrate that evaluation can be a helpful tool

Internal and external

- Timely reflection of key aspects and attempts for a smart conceptualization of certain issues (impact, added value)
- Timely preparation of adjustments – if necessary

External

- Strengthen visibility of the programme at the European level (coop-competition with transnational programmes, ...)



KEY Tasks

Task	Rationale	Start	End
1. Appraisal of programme strategy	Support to timely and justified decision if there is a need for shifts between priorities Also new policy frameworks might foster changes	Spring 2010	Spring 2011
2. Support to evaluation of TA and Communication	Agreement in MC to evaluate TA in 2011! Support to discussion Neutral collection of facts	Autumn 2010	Autumn 2011
3. Assessment of flagship projects	The description of programme outcomes should also include approx 15 case studies; i.e. good practices with a high VA in terms of cooperation and partnership Key points would be to investigate on the issues of added value and sustainability	Autumn 2010	Spring 2012
4. Appraisal of programme outcomes and impact assessment	Report along output/result/ impact indicators (impact indicators in OP have to be made operational) Input for programming of forthcoming period	Autumn 2011	Spring 2012



TASK 1: Evaluation criteria

In particular in case of intended major changes (shifts between priorities), subsequent adjustment of intervention categories, indicators etc. the following criteria should be observed – however some of the checks should be done even if there are no changes (e.g. indicators & targets)

Consistency (coherence):

- Is the (changed) strategy still in line with objectives at all levels [ETC/OP/Priority/AF]?
- Do changes (or current course of action) necessitate changes of intervention categories, indicators?

Effectiveness:

- Given the current or changed course of action: can the overarching objectives of the OP be achieved?
- Does the course of action allow for satisfying absorption of funds?

Efficiency:

- Can the changed course of action be implemented more efficiently? (e.g. regarding project generation)



TASK 2: Evaluation criteria

The starting point was the budget. Evaluation of TA is mostly about the interplay between RBs, NB, FLC, MA/JTS . Thus there is a certain risk to run into internal conflicts: an external view will be helpful.

Efficiency:

Technical Assistance

- Which steps along the Project Life Cycle could be made more efficient?
(also the ongoing discussion for simplification of FLC overhead costs should be taken into consideration)

Communication

- What are the tools at programme level which attain or will attain a high visibility firstly among applicants and secondly among the broader public?

Effectiveness:

Technical Assistance

- To which extent the objectives of TA according to Regulations and OP have been reached?

Communication

- Do projects contribute sufficiently to the visibility of the programme?

Relevance:

Communication

- Are the contents presented by projects adequate to promote cross-border cooperation?



TASK 3: evaluation criteria

This task is strongly linked with Task 4: cornerstones of the methodology (conceptualization) should be developed already during this task, i.e. a smart concept to capture partnership, types of cooperation, impact and sustainability. Result: project portraits which can be used for various purposes.

Effectiveness:

- What have been the specific contributions (results, potential impact) of the project to the programme objectives?
- Have the initial goals of the project been met?

Added value:

- What are the major benefits of bilateral cooperation projects for territorial cohesion?
- What is the major added value of cross-border partnerships? (should be more precise ...)

Sustainability:

- Are the outputs and results durable?



TASK 4: Evaluation criteria

This task is closest to what was known as MTE in the previous period. However, it has to be condensed to the essence – a solid and concise report on the outputs, results and – to the extent feasible – the impact of the programme. It should support the visibility of the programme at the European level.

Effectiveness:

- Is it probable that the major objectives of the programme will be reached?
- Do the results and potential impacts comply with the initial expectations? (*should be more precise ...*)

Added value:

- What are the major benefits of bilateral cooperation projects for territorial cohesion?
- What is the major added value of cross-border partnerships? (*should be more precise ...*)

Sustainability:

- Are the programme outputs and results durable?



TASK 4: evaluation questions and method(s)

Evaluation questions	Proposed method(s)
2012: Is the programme on a good way to achieve its goals?	Analysis of targets in OP and results along the indicators as in ATMOS (standard task)
Also a more qualitative analysis of outcomes (outputs & results & eventually impacts) <i>(possible achievements of <u>INTERACT Typology</u> should be taken into account)</i>	Turning <u>impact indicators</u> into key questions to projects <u>Classification</u> of outputs/results/potential impacts according to Activity Fields – aggregate analysis (link to assesment of flagship projects) <u>Reflection on respectively conceptualization of sustainability</u> regarding outputs/results
<u>Added value of ETC:</u> What have been the contributions of partnership and cooperation at project level to territorial cohesion?	Classification/typology of partnerships and cooperation Taking approaches in <i>Task 4</i> and <i>INTERACT Typology</i> into account



Contracting the external experts

Type of contract	Pro	Contra
Service contract (Werkvertrag)	Clear agenda Fixed price ✓	Plan has to be clear from the start Small room for flexibility (reserve budget)
Framework contract (Rahmenvertrag)	High flexibility (e.g. to mix internal and external forces) Drafting of several small ToRs	Hardly any expertise with this type of contract Price offer based on mixed fee for SK and AT expert?



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That's it!
THANK YOU!





Evaluation – key issues

Issue	Meaning	Comments
Effectiveness	Achievement of objectives Do the right things!	Key issue for ETC
Efficiency	Relation between means/resources and outputs/results/impact Do things rightly!	Critical issue; for projects hardly measurable; for TA?
Added value	Added value of cooperation Added value to territorial cohesion	Key point for ETC
Sustainability of cooperation	Are the outputs/results/impacts and cooperation structures durable?	Key point for ETC
Utility	Judges the impact obtained by the programme in relation to broader societal and economic needs	<i>Tricky issue! Selection of important issues might be very subjective</i> BUT Once the new priorities for cohesion policies for 2013+ are set it might make sense to judge the utility of the current approach



Evaluation questions - requirements

Evaluation questions have to:

- Correspond to a real need for information
- Concern an impact, a result or a need (at least partly external elements – mere internal resource issues should be treated as part of monitoring and audit)
- Concern only one judgement criteria (without clearly stated criteria the final report rarely provides conclusions)

Check for every question:

- Are the concepts stable?
- Is the formulation of an explanatory hypothesis possible?
- Are the available data sufficient for a convincing answer?
- Does one have to expect major problems in the field

Source: Evalsed