



Cohesion Policy 2014-2020: A Stronger Focus on Results

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Achievements of Cohesion Policy

- *2000-2006*
 - **Jobs created: 2.2 million**
 - **46,000 R&D projects creating 20,000 research jobs**
 - **2,700 km of new motorways**
 - **1,800 km rail (including 1,200 high speed)**
 - **Increase in GDP in Objective 1 regions due to Funds**
- *2007-2010*
 - **Jobs created: 200,000**
 - **20,000 RTD projects**
 - **1 million additional population covered by broadband**
 - **900 km new roads; 630 km railroads new or renewed**

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Have we been effective?

- *Short Answer: We don't know!*
- *Impossible to generalise across:*
 - **270 regions with different needs and objectives**
 - **Over 300 programmes and 1000s projects**
 - **EU15 vs EU12; Convergence vs Regional Competitiveness & Employment**
- *Indicators not used by all programmes and not linked to expenditure*
- *We know we have achieved much but not if that is the maximum we should have achieved for the resources spent.*

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What is the problem?

- *Starts at the level of the Programme*
- *Programmes often designed just to spend:*
 - **Objectives vague,**
 - **How to recognize success or failure not clear,**
 - **Difference monitoring – evaluation not clear,**
 - **Shortcomings in knowledge of evaluation methods.**

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What is proposed?

- *More Concentration*
- *A focus on results (not only spending)*
- *Programmes with clear articulation of what they aim to change and how*
- *Better gathering of basic data on outputs*
- *More precise requirements for Evaluation*
- *Annual Implementation Reports to report progress*
- *Performance Framework and Reserve to incentivise performance*

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Building blocks for result orientation

1. *Result orientation of programmes*
2. *Better monitoring and evaluation*
3. *Performance framework, review and reserve*

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1. Result Orientation of Programmes

Articles 9, 23, 24, 87, Common Provisions Regulation
Articles 3, 5, ESF Regulation
Articles 5, 6, ERDF Regulation
Articles 3,4,CF Regulation
Articles 6,7 ETC Regulation

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Result orientation – what is a result?

- *For each priority axis: What do you want to change? What motivates the policy?*
 - **E.g., accessibility of a region, productivity of SMEs**
- *Express the dimension of change with a result **indicator**.*
 - **Reduction in travelling time; productivity of SMEs in region or productivity of supported SMEs compared to regional benchmark**
- *Define baseline: situation before programme start.*
- **Target:** *Where do you want to be at the end of the period in relation to the result indicator? (quantitative or qualitative, e.g., desired direction of change, range of values, objective description of situation – removal of obstacle)*

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Actions and output indicators

- *How to achieve the desired results?*
- *Description of actions needed.*
- *What will be the outputs of the actions?*
- *Common and programme specific output indicators*
- *Cumulative Targets for 2022*

- *Ex ante evaluation to appraise intervention logic*
- *Commission to verify its plausibility (link between resource allocation, indicators and targets)*

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Role of common indicators

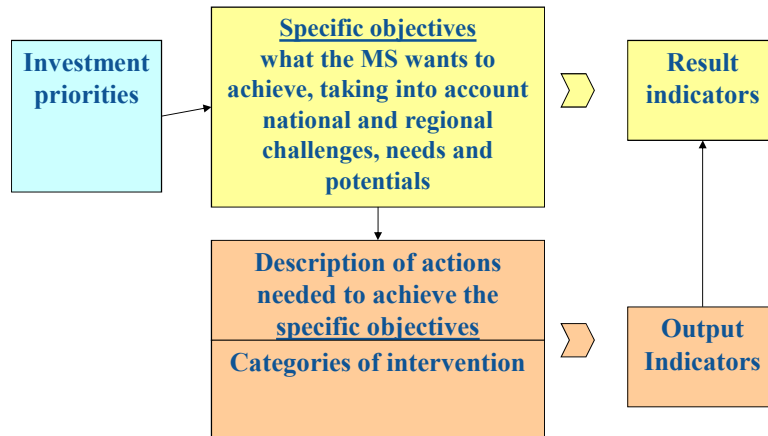
- *Objective: provide EU level (aggregated) information on achievements of Cohesion Policy*

- *Timing: information should be available at or shortly after finishing projects (selected and fully implemented)*
- *Simplicity: data from monitoring of implementation of operation*
- *Aggregation: outputs as much as possible*

- *Use obligatory where relevant*

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Piloting Results Logic in Current Programmes

- *8 Member States; 12 regions*
- *Conclusions:*
 - **Feasible – but only with change of mindset**
 - **Indicators now used do not capture intended effects**
 - **Results focus must be designed into programmes**
 - **Reflecting on the "other factors" which may affect result indicators can improve programme design**
 - **Concentration requires political choices to be made**
 - **Concentration means fewer indicators**
 - **Baselines essential**

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2. Better Monitoring and Evaluation

Articles 41 – 50, 100, 101, 104, 114 Common Provisions Regulation

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Monitoring

- *Stronger role of monitoring committee: focus on*
 - **Progress towards meeting objectives**
 - **Issues affecting performance**
 - **Evaluation evidence and responses to findings**
- *Content of Annual Implementation Reports clearer:*
 - **Reporting on output and result indicators**
 - **Reports lighter except in 2017, 2019 & FIR**

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Evaluation – when?

- *Ex ante evaluation:* *Member State/region*
- *During the period:* *Member State/region*
 - **Based on obligatory evaluation plan**
 - **Adopted by monitoring committee**
- *Ex post:* *Commission*

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Evaluation – what?

- *Impact evaluations – at least once during the period for each priority axis*
 - **Do the interventions work?**
 - **Why and how do the interventions work (or not)?**
 - **What is the contribution of the programme to changes in the results indicators?**
- *Implementation evaluations (what has mostly been done to date)*
- *Guidance on methods: EVALSED*

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3. Performance Framework, Review and Reserve

Commission's objective: to provide opportunities to anticipate and deal with problems

Articles 18-20, Common Provisions Regulation

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What happens when?

- 2013: *Negotiation and Agreement on Performance Framework in each OP*
- 2017: *First Review of milestones: Have they been achieved? If not, recommendations, and if no action, possible suspensions*
- 2019: *Second Review of milestones: Allocation of the Performance Reserve among performing priorities; possible further recommendations for those which don't and possible suspensions*
- 2023: *Possible financial corrections for serious failure to reach targets*

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Performance framework

Milestones:

- **For 2016 and 2018 for indicators which are a subset of those in the OP**

Targets for 2022

- **What will be achieved by the end of the programme?**

Milestones and Targets:

- **financial indicators (2016, 2018, 2022)**
- **key implementation steps (2016)**
- **output indicators (2016, 2018, 2022)**
- **result indicators (2018, 2022) if under control of Managing Authorities**

Milestones and targets report actual achievements but can be changed if justified!

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Performance reserve & review

- *5% of resources not allocated to programmes (exception for ETC)*
- *No competition between MS – reserve per Fund, Member State and category of region*
- *Allocated following the review in 2019*
- *Allocation to priority axes where milestones have been achieved – based on Member State proposal*

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Guidance documents

Concepts & Recommendations

ERDF + Cohesion Fund

http://ec.europa.eu/regional_policy/information/evaluations/guidance_en.cfm#2

Ex ante evaluation (ERDF, ESF, CF)

http://ec.europa.eu/regional_policy/information/evaluations/guidance_en.cfm#2

Results Indicators 2014+: Report on Pilot Tests

http://ec.europa.eu/regional_policy/sources/docoffic/2014/working/result_indicator_pilot_report%20.pdf

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