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INSTRUMENTE STRUCTURALE
2007-2013

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Should evaluation be mandatory? The contribution of Spanish experience with inclusive growth policies.

- Historical approach
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Introduction. An historical approach

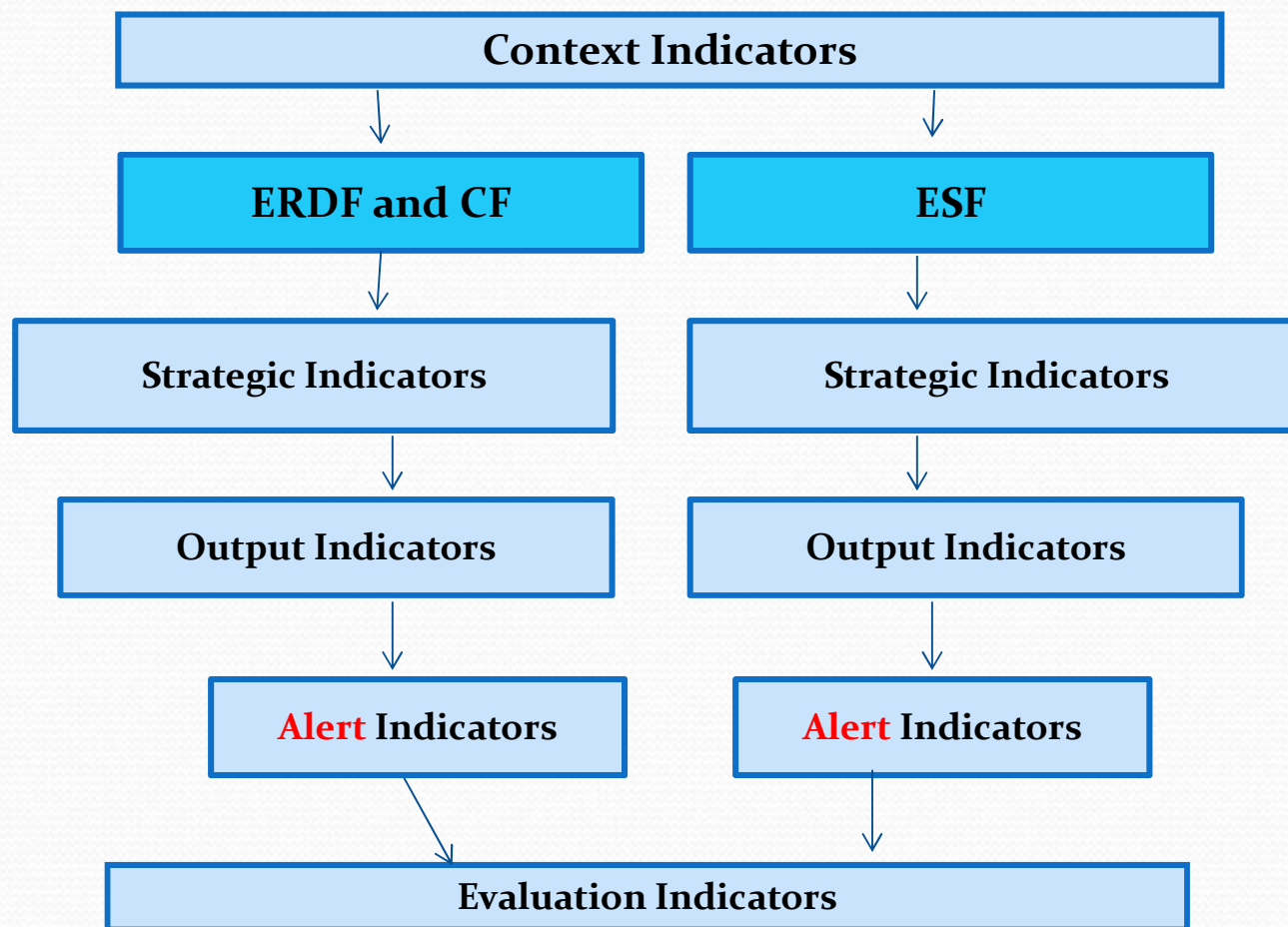
Past programming periods

	Features
1990 – 1993	<ul style="list-style-type: none"> Ex post evaluation report. Considered as a pilot project. It focused on Best practices identification and as a balance report.
1994 – 1999	<ul style="list-style-type: none"> 1st Mid – term evaluation. Development of methodology. 2nd Mid –Term evaluation. Context assessment and Result-based analysis. Final Report carried out to take stock of projects.
2000 – 2006	<ul style="list-style-type: none"> 1st time evaluation was included as part of regulation. 1st time EC publish specific evaluation orientations (DG Agri, Employment, Regio) Spain constitutes several technical evaluation groups.: They coordinate evaluation of Community Support Frameworks and Operational Programs (same guidelines). 1st attempt to homogenize monitoring system Mid-Term Evaluation: focused on pertinence, internal coherence and external coherence, effectiveness and efficiency. Update of Mid Term Evaluation (include strategic orientations related to 2007-2013 period) Detailed analyses only related to specific measures.

Current programming period

2007 - 2013	Features
Strategic reporting	<ul style="list-style-type: none"> Strategic reporting: Annually MS have to include in their NRP report a section on the contribution of the Operational Programs In 2009 and 2012, Member States will have to make a report on the contribution of programs to Lisbon Agenda (PNR); The status and trends of diagnosis; Achievements and challenges of the strategy; Examples of good practice.
Programming stage	<ul style="list-style-type: none"> The OP must include per each axis, output (performance) and outcomes indicators with quantified targets. It has to describe the monitoring and evaluation system to measure progress throughout the program.
Ongoing evaluation -operational-	<p>MS have to carry out evaluations in the following circumstances:</p> <ul style="list-style-type: none"> When monitoring reveals diversion (approximately 10 to 20%) of financial or performance targets initially proposed. When MA makes a proposal to modify the OP
Ongoing evaluation -thematic-	<p>4 thematic issues considered key issues of NSRF:</p> <ul style="list-style-type: none"> Equal opportunities between men and women Knowledge economy Environment Immigration

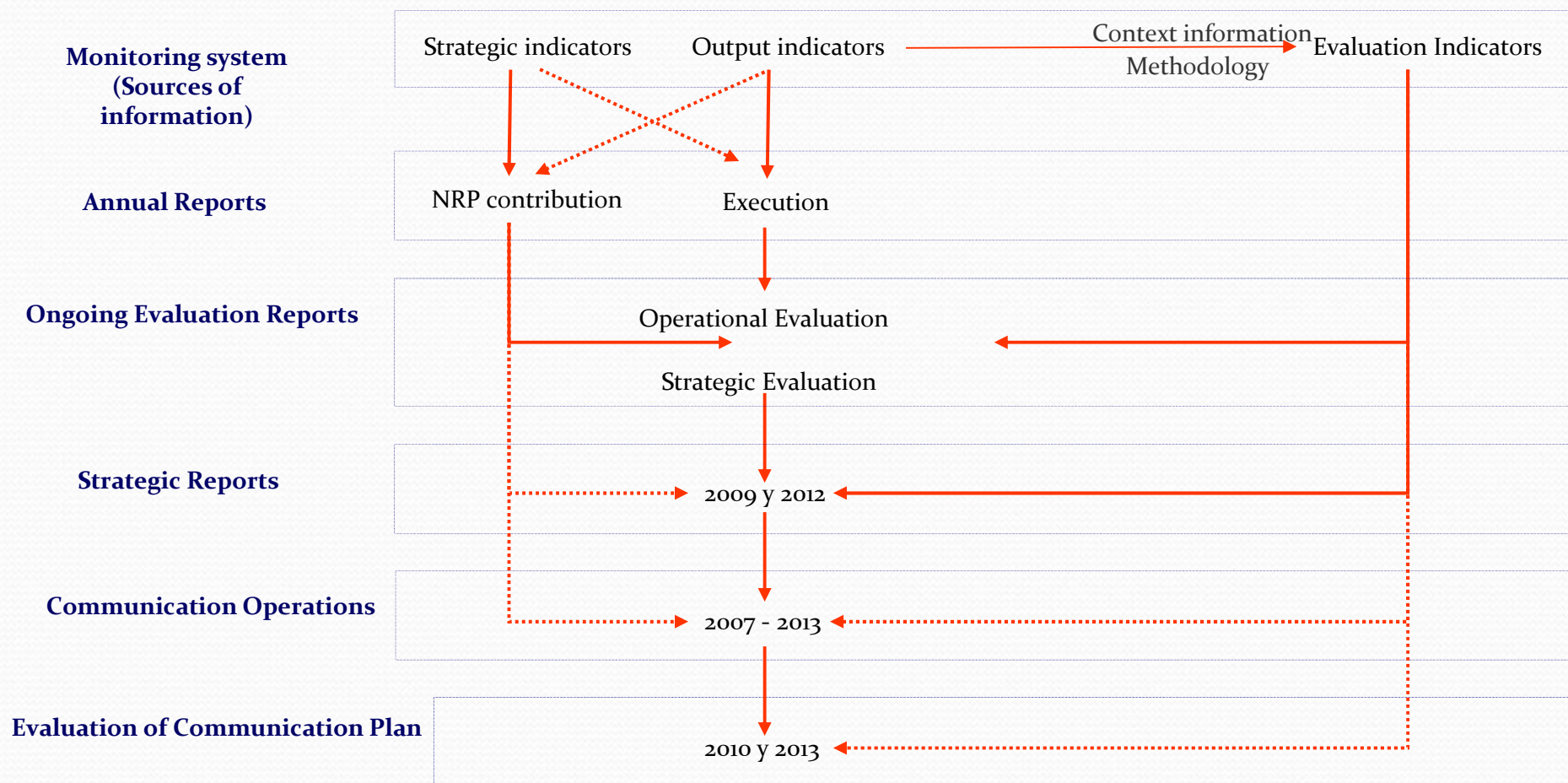
Current approach





Monitoring and Evaluation System of Castilla y León and Region de Murcia Ops

Key issues of Monitoring and Evaluation approach:





Pros and Cons of current approach

Advantages of 2007-2013 Spanish monitoring and evaluation framework

- It accomplish all EC requirements and recommendations
- Responsibilities are divided between Management Authority, Managing Units, experts and evaluators according to their skills and abilities (viability and quality)
- Motivations of different actors involved in M&E are aligned in an orderly process
- It integrates monitoring, reporting, and evaluation (should be an efficient process)
- It remedies the lack of strategic information
- It allows the possibility of assess and compare coherent unit costs (financial and physical linkage to priority themes)
- A warning system is created to detect diversions from financial, operational or strategic point of view

Disadvantages

- EC insists on more performance and result-based indicators “every years”
- Success depends on careful coordination work and real implementation of the evaluation plan



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From theory to practice

- **Evaluation has almost been an irrelevant factor in 2007 – 2013 programming period in Spain:**
 - Some Authorities have carried out operational evaluation when re-programming. Since regulation modification (Nº 539/2010), operational evaluation is not mandatory
 - Thematic Strategic Evaluation have had little importance and continuity (Knowledge Economy and Environment were delayed)

However,

- **There have been some voluntary exercises of great interest**
 - Example 1: Monitoring and Evaluation System of Castilla y León and Region de Murcia OPs
 - Example 2: Fundación Tripartita (lifelong learning)
 - Example 3: Fundación ONCE (Community added value)



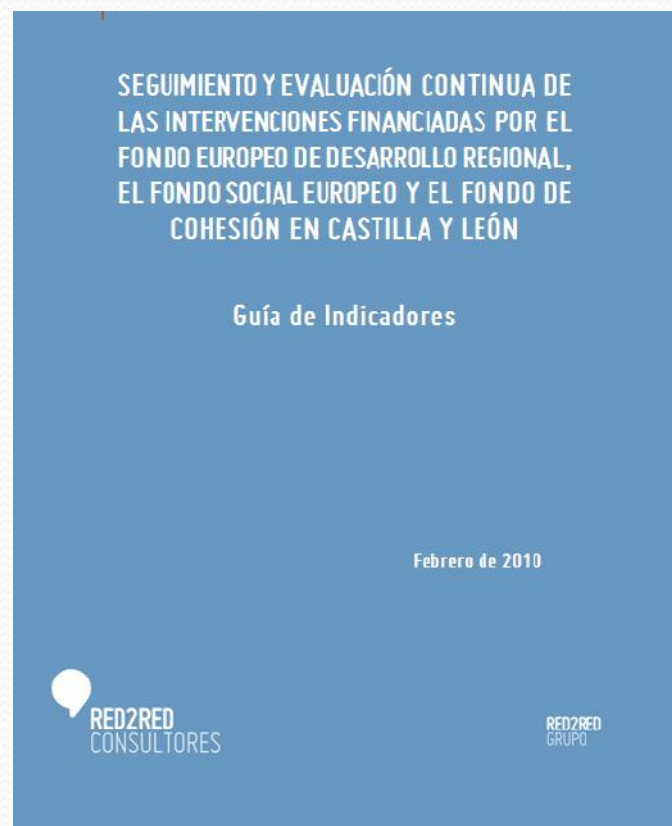
Monitoring and Evaluation System of Castilla y León and Region de Murcia OPs

- **Intentionality:** Monitoring and Evaluation of OPs:
 - Flexibility and time optimization
 - Constant generation of information and quality assessment of data
 - Interrelations between agents and purpose of the tasks and products
- **How: Maintaining a constant flow of information among Authorities, Management Units and Evaluators**
 - The coordination of fieldwork. Each of the evaluations and reports require interviews, surveys, case studies, discussion groups, etc.. in order to achieve better use of information and avoid the "participation fatigue".
 - The generation, at least twice a year, context information. This will include all areas of activity characteristic of the actions co-financed by European funds ERDF, ESF and Cohesion Fund and other that might be of specific interest.
 - Computer software programmes FSE2007 FEDER2007, and regional ones, are powerful in terms of available information. Therefore, M&E system requires periodic discharges, predictably twice a year.
- **Result diffusion**
 - Evaluation Plan
 - Good quality of monitoring data
 - Evaluation Indicators generating – timing and accurate data
 - Other reports (compulsory or required)



Monitoring and Evaluation System of Castilla y León and Region de Murcia OPs

- Monitoring and ongoing evaluation of the interventions financed by the European Regional Development Fund, European Social Fund and the Cohesion Fund in Castile and Leon. - **INDICATORS GUIDE**

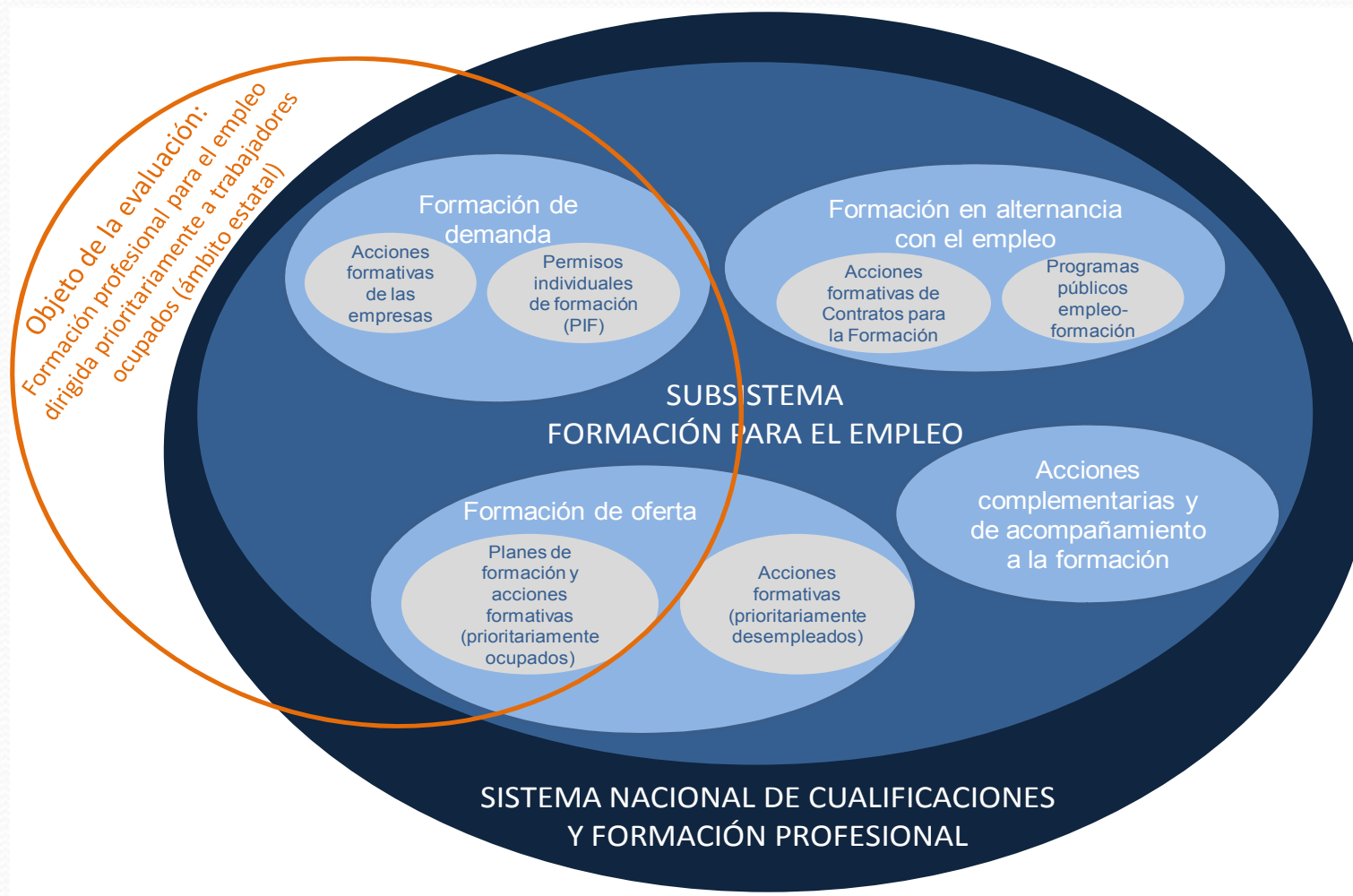




Fundación Tripartita (lifelong learning)

- **Intentionality:** Improve the effectiveness, efficiency and impact of a piece of the Vocational Training System in Spain.
 - **Objectives of the analysis:**
 - Physical and financial performance of initiatives.
 - Adequacy of training to the needs of workers, enterprises and sectors.
 - The quality of training.
 - The impact of job training.
- **How: qualitative and quantitative strategy**
 - **Surveys:**
 - **Participants**, more than 1,800 questionnaires (3 programmes, 3 types of surveys)
 - **Entities involved in the management**, 95 questionnaires.
 - **Analysis of databases:** millions of cases, more than 50 indicators.
 - **Interviews:** 42 interviews with different stakeholder groups.
 - **Focus groups:** 8 with managers (2) and participants (6).
 - **Study cases:** focused on 7 project of training.
- **Result diffusion**
 - Presentation with political and manager level.
 - Presentation with technical team of initiatives.

Fundación Tripartita (lifelong learning)



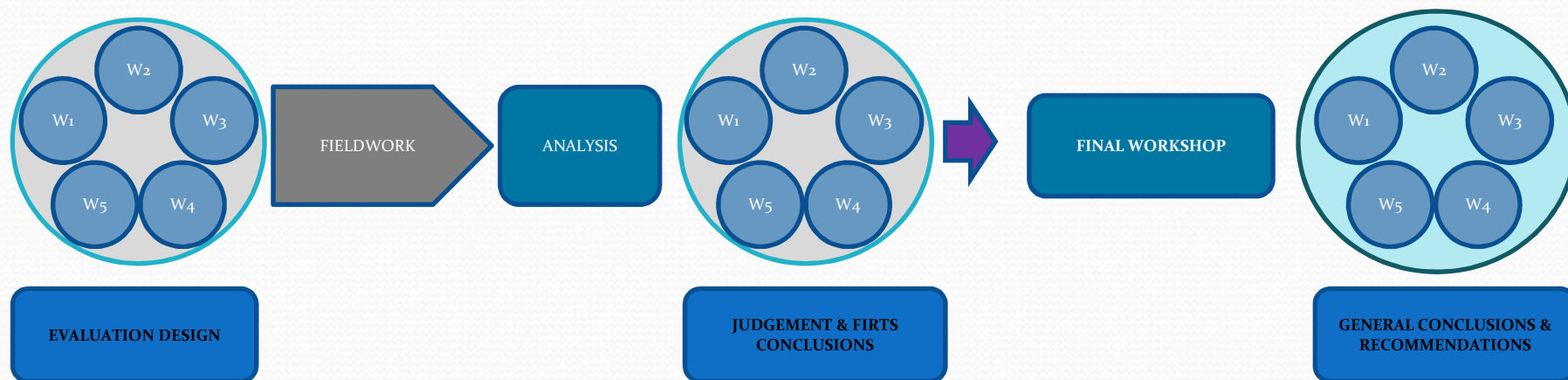


Fundación ONCE (Community added value)

- **Intentionality:** Evaluation of the Community Added Value of Operational Programme Fight against Discrimination Employment for People with Disabilities
 - The organization (ONCE Foundation)
 - Participants in the programme
 - Participant's environment
- **How: participative:** stakeholders' involvement in an evaluation.
 - Workshops:
 - 5 groups of 25 persons (of 5 types of stakeholders)
 - 3 stage: two in the territories (Design – Judgement and Conclusions) and one National (General Conclusions and Recommendations)
- **Result diffusion**
 - Presentation with political and manager level and with stakeholders.



Fundación ONCE (Community added value)





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Summary: Conclusions and recommendations

- European regulations progressively increased Evaluation requirements until 2007 when this tendency changed. Purpose, trust, or wishful thinking?
- New criteria were aimed to better quality on data but were less exigent on contents of the reports and when to evaluate
- As a result, only a few and mandatory evaluations have been made ... with some interesting exceptions
- Under those circumstances, these exceptions were done in order to answer stakeholders' needs ... so they were useful



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If it is decided to keep on with current system ... What recommendations can we do?

- To improve the quality of ex ante evaluations (MS).
- To improve the credibility of the evaluations plans and look for their accomplishment (MS)
- To develop periodical assessments on the quality of the data (EC)
- To develop free (of regulation) evaluations when stakeholders need them (MS)
- To develop mandatory evaluations when there are changes on the context or when performance is low (EC).
- To develop thematic European evaluations in order to improve the programming (EC)
- To focus ex post evaluations in obtaining aggregated results (EC)



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If it is decided to go back to 200-2006... What recommendations can we do?

- To improve the quality of ex ante evaluations.
- To specify the scope of the mid-term evaluations.
- To open up the timing of the mid-term evaluations



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Thank you

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