

# **Evalueringsaktiviteter & -resultater på tværs af Europa-kommissions tjenestegrene**

**Dansk  
Evalueringssselskabs konference  
15 september 2007, Kolding**

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# Oversigt

- **Plenum (oversigt)**
- **Parallelsessionen (konkret, eksempler), f.eks.:**

- ✓ **netværk, arbejdsgrupper, organisation**

- ✓ **regler for evaluering**

- ? **evalueringsplanlægning**

- ? **anvendelse af resultater**

- ? **evalueringskapacitet & -kvalitet (udbud)**

- ? **evalueringsniveau**

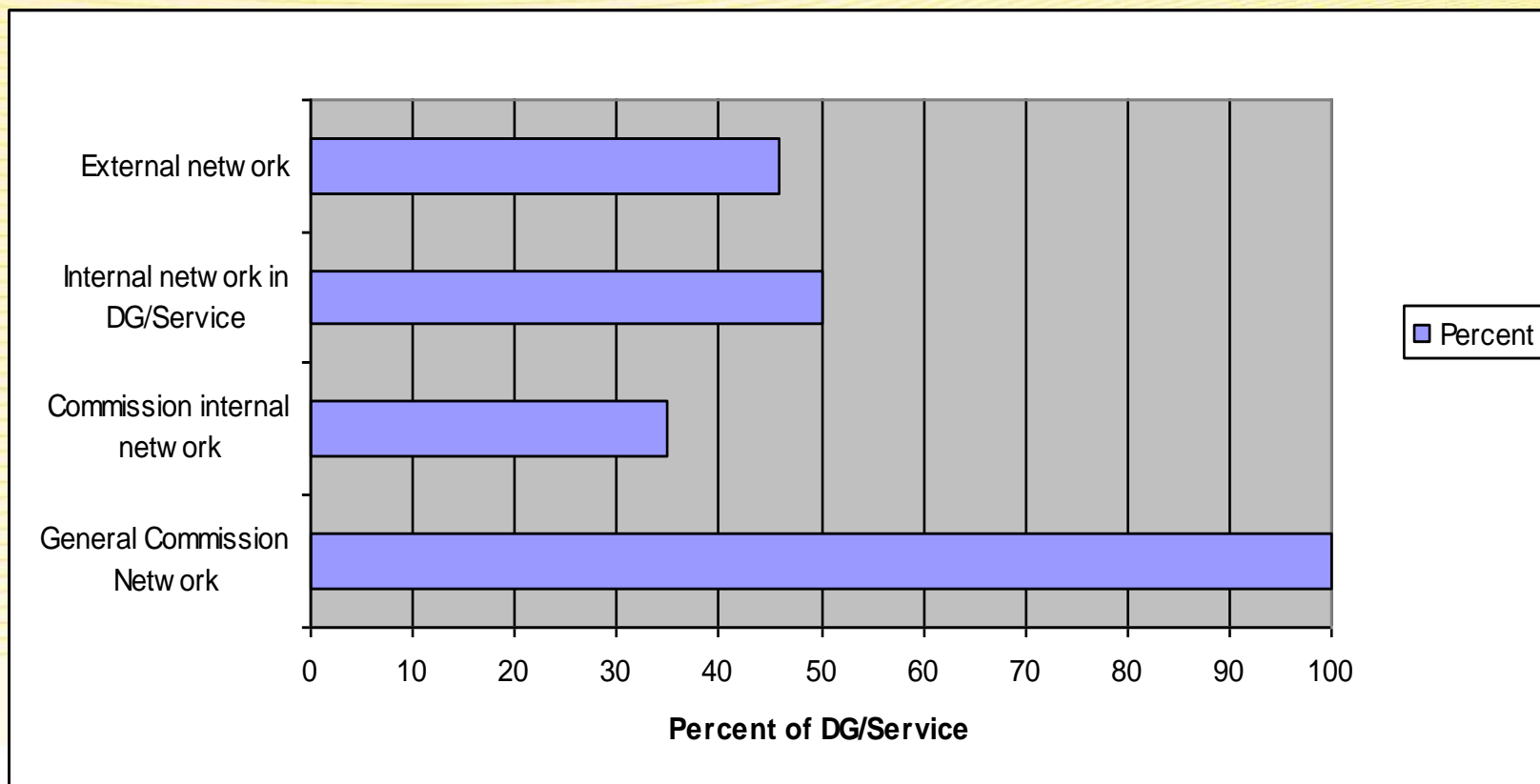
## Network participants:

- across Commission;
- across DGs;
- within DG;
- liaison with Member States...



# EVALUATION NETWORKS (ii)

## SERVICES' PARTICIPATION



## The Commission Evaluation Network

- coordination of activities, exchange of good practices
- all evaluation functions in Commission
  - Co-ordinated by DG Budget
- ±5 meetings annually
- several working groups on specific issues.

**(Also: Impact Assessment Working Group)**

# ARBEJDSGRUPPER (iv)

*Aktuelle eksempler:*

## **Guidance:**

(i) general guide, (ii) recommendations, (iii) quality assessment

## **Specific types of evaluation:**

(i) legislation & soft-law, (ii) communication policy, (iii) service provision & internal policies, (iv) IA

## **Internal work:**

(i) evaluation Information Management System, (ii) reporting on capacity / activities



# INTRA - COMMISSION NETWORKS (v)

- **Inter-services RTD Evaluation network  
(RTD, INFSO, TREN, ENTR, FISH, JRC and BUDG)**
- **Inter-Service group for evaluation of the Cohesion Policy**
- **etc.**

## INTRA-DG NETWORKS (vi)

- **≥ 50% of DGs with own evaluation network**
- **co-ordination & good practise within policy area**
- **often with correspondents from operational or policy directorates/units**
- **the evaluation function acts as co-ordinator**



## EXTERNAL NETWORKS (vii)

- **Structural and Cohesion Fund interventions (DG REGIO)**
  - ❖ representatives of the Member States responsible for evaluation of Structural & Cohesion Fund interventions
- **ESF Evaluation Partnership Network (DG EMPL)**
  - ❖ representatives of Member States responsible for evaluation of European Social Fund interventions
  - ❖ meets quarterly; exchanging good practices & experience between Member States
- **European RTD Evaluation Network**
  - ❖ evaluation experts / representatives of RTD evaluation / policy in Member States & Associated states
- **EU policies on Freedom, Security and Justice**

# EVALUERINGS STANDARDER (i)

**Fem principper (hver med et antal baselines)**

- @ Resources and organisation of evaluation activities**
- @ Planning evaluation activities**
- @ Designing evaluations**
- @ Conducting evaluations**
- @ Dissemination and utilisation of evaluation results**

# PRINCIPPERNE (ii)

## Resources and organisation of evaluation activities:

- Activities appropriately organised; resourced to meet purposes

## Planning evaluation activities:

- Activities planned in transparent & consistent way  
→ relevant / timely results for operational & strategic decision-making & reporting

## Designing evaluations:

- Provides clear / specific objectives & methods / means for managing evaluation process & results

## Conducting evaluations:

- Conducted to provide reliable, robust, complete results

## Dissemination and utilisation of evaluation result:

- Communicated in way that ensures use of the results & meet need of decision-makers & stakeholders



# EVALUERINGSTANDARDER (iii)

## Eksempel:

**Evaluation activities must be planned in a transparent and consistent way so that relevant evaluation results are available in due time for operational and strategic decision-making and reporting needs.**

1. An annual evaluation plan and an indicative multi-annual evaluation programme are to be prepared by the evaluation function in consultation with the other units in the Directorate General and integrated in the Annual Management Plan.

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.....

5. All relevant services (in particular the evaluation function, SPP/policy planning co-ordinators, IA co-ordinators and key operational units) must contribute to or be consulted on the annual evaluation plan and the indicative multi-annual evaluation programme.

# EVALUERINGSTANDARDER (iv)

## Main changes in standards:

- principles + baselines
- good practice now separate process
- scope (introduction)
- evaluation charter/mandate – A3
- activities to be considered for evaluation – B3
- timing – B4
- steering groups – C1
- criteria for quality assessment – D5
- communication of results – E2
- promote use – E4

# FINANSFORORDNINGEN (i)

## Finansforordningen:

**Sound Financial Management, improve decision-making**

## Gennemførelsesbestemmelser:

**Obligation to evaluate all programmes and activities which entail significant expenditure (in order to).**



# IMPLEMENTING RULES (ii)

- **Ex ante evaluation for expenditure**
- **Interim / ex post evaluations for all programmes and activities**
- **Arrangements for monitoring, reporting and evaluation  
(incl. responsibilities of all levels of government)**
- **Proportionality**

## IMPLEMENTING RULES (iii)

**Ex ante evaluation for all programmes / activities  
occasioning expenditure for the budget**

- need to be met
- added value of Community involvement
- objectives to be achieved
- policy options
- expected results & impacts (economic, social, environmental)
- method of implementation for preferred option(s);
- internal / external coherence
- resources, cost-effectiveness
- past experiences
- indicators, evaluation arrangement

## IMPLEMENTING RULES (iv)

### Interim and/or ex post evaluations for all programmes and activities:

- **Periodic Evaluation of multi-annual programmes: within a timetable that enables findings to be taken into account for any decision on renewal, modification or suspension of the programme**
- **Evaluation of activities financed on an annual basis at least every 6 years**



## IMPLEMENTING RULES (v)

- Legal proposal include the arrangements for monitoring, reporting and evaluation, incl. responsibilities of all levels of government
- Evaluations proportionate to resources & impacts

## Specific evaluation rules for agencies

- **decentralised agencies**
  - 3 søjler
  - evaluering i henhold til rammefinansfordring + oprettelsesakter
- **executive agencies**
  - Kommissionsopgaver
  - cost-benefit

# EVALUATION PLANNING (i)

**-indenfor DG'er**

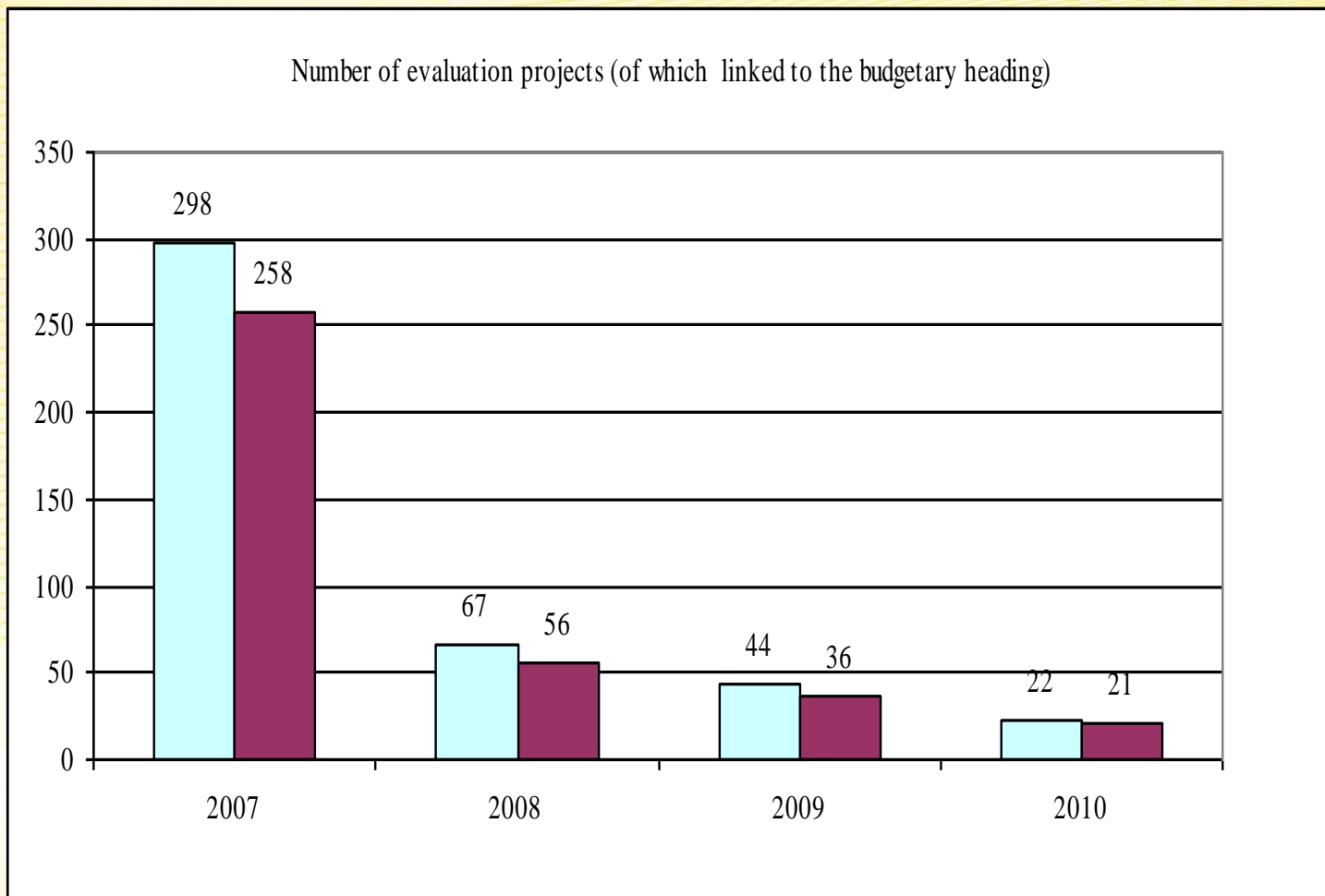
**- på tværs af Kommissionen**

- ✓ strategic objectives of Commission covered by evaluation?
- ✓ Services know about evaluation in related policy areas
- ✓ identify areas for inter-service co-operation on evaluations



# EVALUATION PLANNING (ii)

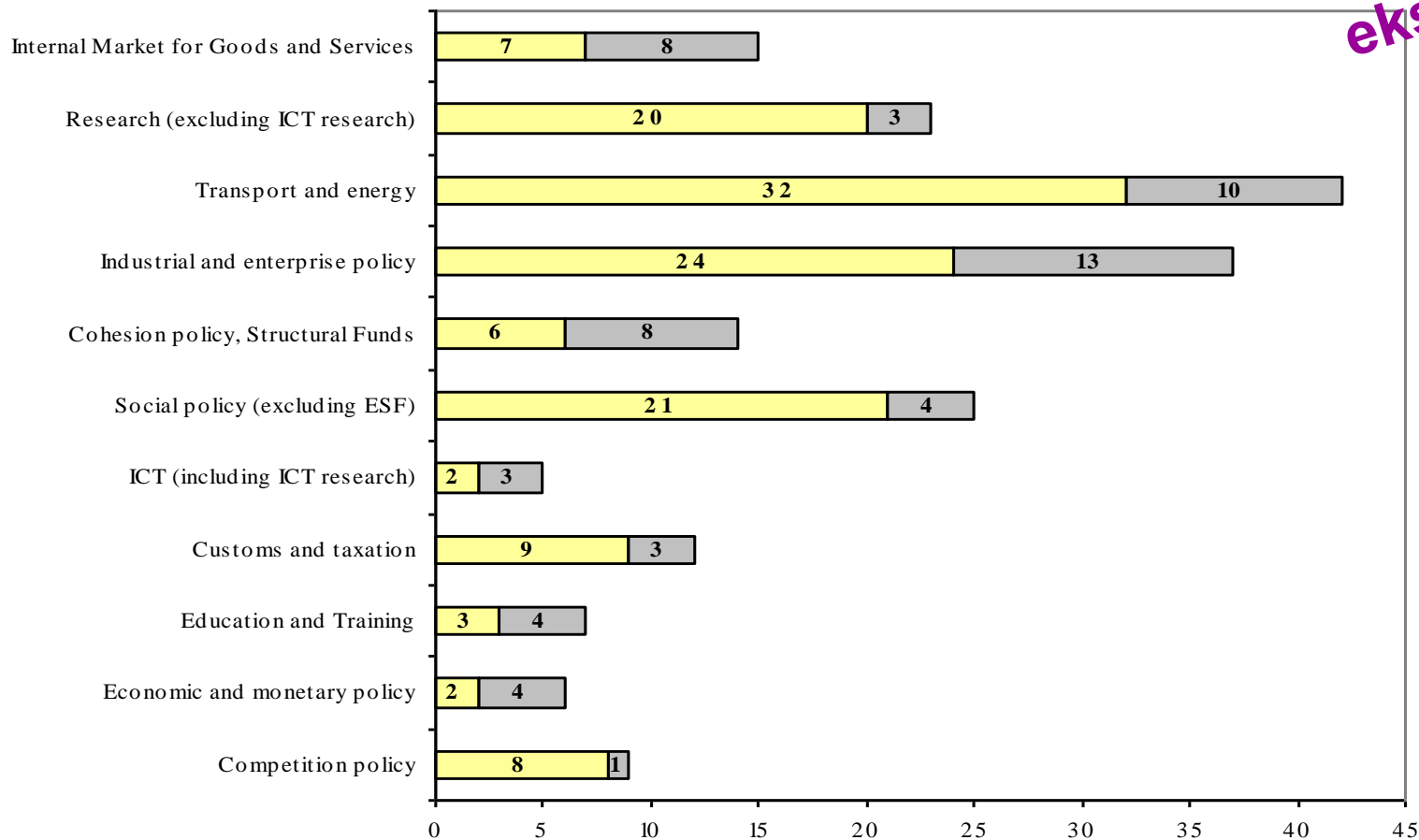
## Planlagte evaluationer primo 2007



# EVALUATION PLANNING (iii)

## Planlagte evaluationer primo 2007

N° of evaluations in the field of sustainable growth:  
2007 (bright) and 2008-2012 (shaded)



## USE OF EVALUATION RESULTS (i)

- **Instrument level**
- **Horizontal processes (Parliament, Council...)**
  - Evaluation reviews: annual + multiannual
  - Legislative process: FFL / CIS
  - Budgetary AS
- **"Study on the use of evaluation results in the Commission" (2005)**



## USE OF EVALUATION RESULTS (ii)

### Questions:

- Who are the users and how are the evaluation results used?
- To what extent have the Commission's evaluation activities contributed to different objectives that can be assigned to evaluation?
- Are there certain factors that encourage or discourage the use of evaluations? If so, what are these factors?

## USE OF EVALUATION RESULTS (iii)

### **Main users:**

- the operational services in DGs  
(instrument level)

### **Main use:**

- Improve design & implementation of interventions
- Increase awareness of the interventions
- Increase accountability

# USE OF EVALUATION RESULTS (iv)

## Factors fostering the use of evaluation:

- Timing and purpose of the evaluation
- Support of the senior management
- Quality of the evaluation
- Monitoring the follow-up of evaluation recommendations
- Involvement of potential users
- Dissemination of evaluation results
- Human resources



# EVALERINGSKAPACITET, KVALITET (i)

- guides (BUDG, operational DGs)
- training
- exchange of good practice, coaching
- quality assessment (evaluation, IA)
- external assistance

# EVALERINGSKAPACITET, KVALITET (ii)

## 4 modules:

- understanding evaluation (1 day)
- managing evaluation process (2 days)
- methods & tools (2 days)
- rules and administrative arrangements (two hours)

## In 2006:

- 36 courses
- 355 staff attended a course

# EVALERINGSKAPACITET, KVALITET (iii)

- **General quality assessment framework**  
(reviewed in 2006)
- **Utilisation in DGs**



## Standard says:

**"Evaluation activities must be conducted to provide reliable, robust and complete results"**

"1. ....

.....

.....

5. The quality of the evaluation must be assessed on the basis of the pre-established criteria throughout the evaluation process and the quality criteria must as a minimum relate to relevant scope, appropriate methods, reliable data, sound analysis, credible results, valuable conclusions and clarity of the deliverables."

# EVALERINGSKAPACITET, KVALITET (v)

## Brug af ekstern evalueringsekspertise:

- 80% of evaluations in 2006 conducted externally or with assistance from consultants

## Forskellige typer udbud:

- open / restricted call
- AMI-lister
- framework contracts (DG Budget, DGs)

# NIVEAU FOR EVALUERING (i)

## ✓ ✓ **Instrument**

(udgiftsprogrammer, lovgivning, intern virkning...)

## ✓ **Tematisk, politikker ....**

(indenfor DG'er, grupper af DG'er, på tværs af kommissionen)

## [✓ **Projekter]**



# NIVEAU FOR EVALUERING (ii)

## *Example of project assessment AIDCO*

### - Result Oriented Monitoring - evaluation

- sectors
- themes
- instruments, funding modalities,
- countries, regions

in 2005:

1244 projects worth €8.4 billion visited

Since inception in 2000:

5997 monitoring reports on 3889 projects in 165 countries

# NIVEAU FOR EVALUERING (iii)

*Example of project assessment:  
Cost benefit analysis of projects*

**General infrastructure, productive investment, large projects**

**Cohesion policy:**

- environment 25 Mio €
- else >50 Mio €

**Creation of executive agencies**