



Results-orientation: Learning opportunity or bureaucratic requirement?

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Results-orientation: elements

| Specific objectives | Monitoring | Evaluation | Conditionalities |
|----------------------------|--|---------------------------------|------------------------------------|
| in programmes | - of outputs - of result indicators | including impact evaluations | including Performance Framework |

Intervention logic, specific objectives, result indicators

- *Specific Objectives major subject of programme negotiations – deeper level of detail than before*
- *Objectives become clearer (and shorter)*
- *All programmes found the task challenging.*

Example of (a not accepted) specific objective

To develop especially disadvantaged regions

Culture can contribute to the development of the region and its tourism. Innovative offers in this field will attract enterprises and employees. ...The SWOT analysis finds clear structural weaknesses in the region. On the other hand, there are strengths like the good transport infrastructure, the ports and the development of wind energy.

Changed into two specific objectives – tourism and renewable energy.

Result indicators

Double function

1. Programming – express the change sought

- **Relate to pool of all potential beneficiaries**
- **Facilitate definition of specific objective**
- **Clear legal obligation to establish baseline**

2. Evaluation – define the object of evaluation

- **Relate to actual beneficiaries – impact of intervention**
- **Second step – refer back to all potential beneficiaries**

Result indicators - baselines

Substantial number of action plans on baselines for result indicators

(ERDF / CF, cut-off 12 January 2015).

Around 4700 result indicators

of which

Around 680 with baseline issues (action plan, "zero baseline") – includes draft programmes!

- **Number being reduced in negotiations**

How to get baselines?

Better knowledge and cooperation between institutions

- *Statistics – national, regional, Eurostat*
- *Administrative data*

New for most authorities

- *Surveys*
- *Expert panels*

Ex ante evaluations – some question marks

Are ex ante evaluations still equally justified given the emphasis of impact evaluations during the programming period?

Did ex ante evaluations deliver value for money?

- **Was result orientation understood / explained well enough?**
- **Were evaluators critical enough?**
- **Should they have delivered baselines?**
- **Were findings used by programmers?**
- **Governance (responsibility) optimal?**

Example of poor result indicator

Specific objective:

To reduce CO₂ emissions in cities above 100,000 inhabitants

Result indicator:

CO₂ emissions in region

Result indicators in OPs ...and now what?

- *Discussion in monitoring committees*
- *Improve indicators*
- *Improve knowledge of available data*
- *Improve surveys and expert panels, other methods*
- *Better basis for discussion of statistical needs of policy*

Intervention logic, specific objectives, result indicators

Tension between

Result orientation

Integrated urban development, ITI, CLLD

Objectives are needed to make best use of public funding

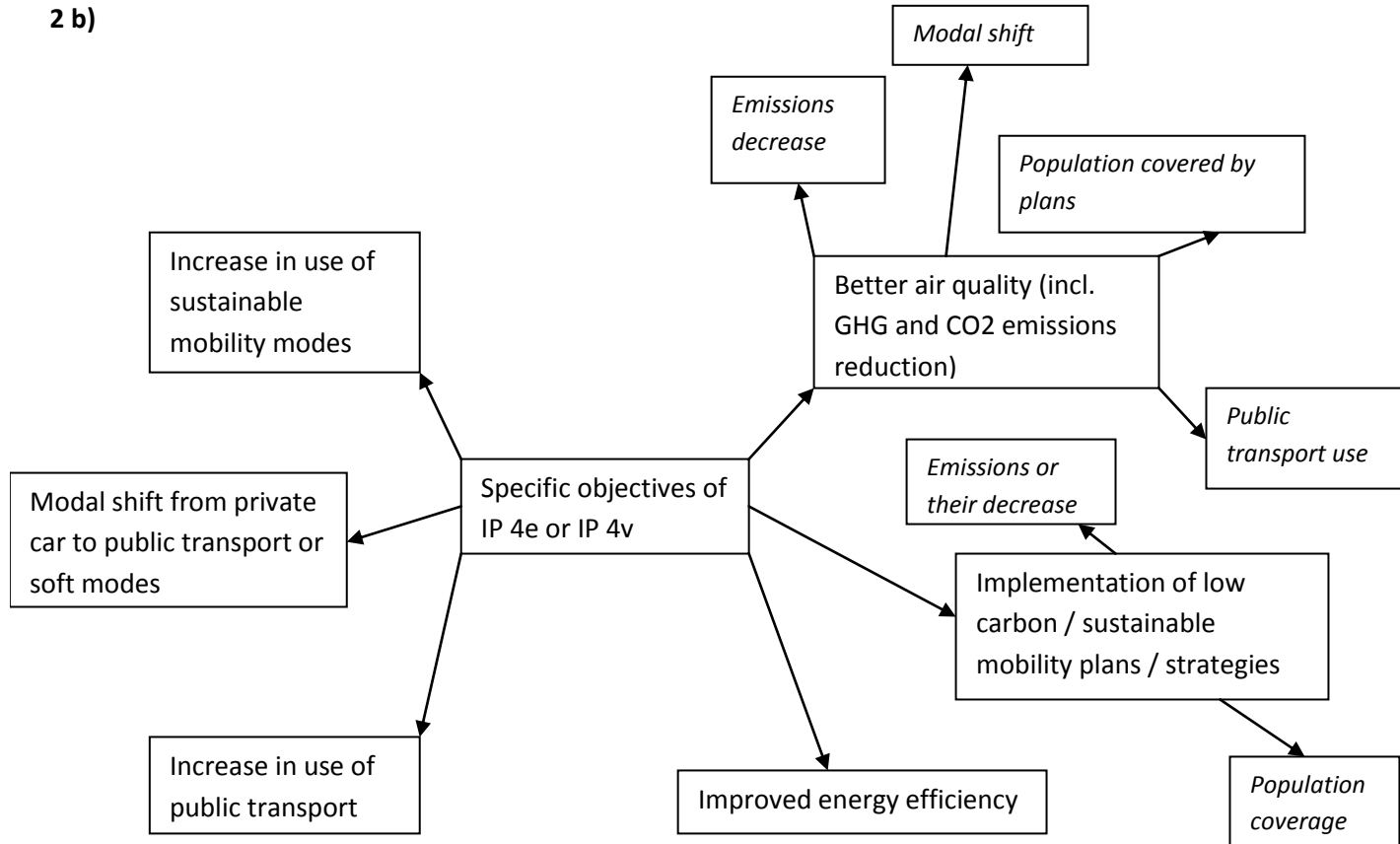
The design of a participative process will lead to objectives.

Further discussion needed!

Cross cutting analysis of result indicators / intervention logic – test by evaluation unit

- **What are the sources of result indicators (different statistics, surveys,...)?**
- **How demanding are MS in terms of target setting?**
- **Are there patterns in and across MS & regions? Are new insights possible?**

2 b)



A preliminary assessment

- **Specific objectives + result indicators – workable concepts**
- **Improvements to be expected**
- **Can inspire new insights and analysis**