



Organised by EIPA-Ecorys-PwC under the Framework Contract Nr 2013.CE.16 B.AT 044

### **Module 3**

## **Ensuring result-orientation in Operational Programmes 2014-2020: Programme management, Project Selection, Monitoring, Reporting and Evaluation**

#### **Venue**

DG Regional and Urban Policy, Av de Beaulieu 5, Brussels

#### **Organised**

For DG REGIO by EIPA-Ecorys-PwC  
Lot 3: Training on Cohesion Policy 2014–2020

#### **Dates**

3-4 November 2015  
3-4 December 2015  
25-26 January 2016  
16-17 February 2016

---

## Programme

---

**VENUE: VIP ROOM BU-5 0/A**

**THURSDAY, 3 DECEMBER 2015**

---

- 08.45      **Registration of participants**
- 09.00      **Welcome and Introduction from European Commission**
- 09.10      **Opening of the seminar and meeting the participants:  
Introduction to the objectives and methodology of the seminar**  
*Marco Lopriore, Senior Lecturer, EIPA, Maastricht (NL)*
- 09.20      **Intervention logic, specific objectives and result-orientation in 2014-2020**
- intervention logic and programme structure
  - priorities, investment priorities, specific objectives and result indicators
  - projects / operations / actions and output indicators
  - common indicators, programme-specific indicators
  - the performance framework: financial indicators, key implementation step, milestone and targets
  - categories of intervention
- Robin Smail, EIPA Visiting Expert and Consultant (UK) (former national expert, EC)*
- 10.15      **Result-orientation for programmes and projects – issues and discussion**
- 10.45      Coffee break
- 11.00      **Result-orientation of projects and programmes: practical challenges for programme implementation**
- importance of EU 2020, ex-ante conditionality, concentration, new methods of delivery for the result-orientation of programmes
  - setting clear objectives, expected results and selection of appropriate result indicators
  - establishing robust baselines and targets
  - **exercise: setting objectives, measuring results**
  - setting targets for outputs
  - the performance framework and the performance review
  - respecting horizontal principles: sustainable development, gender equality, non-discrimination
- Shaun Henry, Director, Managing Authority, Special EU Programmes Body, Northern Ireland (UK) and former Twinning Adviser, Romania*
- 12.00      **Presentation of Case Studies from Member States Part 1: Investment Priorities, Specific Objectives, Result Indicators, Actions and Outputs**  
*Marco Lopriore, Robin Smail, Shaun Henry*
- 13.00      Lunch

**VENUE: VIP ROOM BU-5 0/A**

- 14.15      **Workshop: Project Selection Criteria**  
*Robin Smail*
- 15.00      **Implementation issues: generating successful projects, developing and managing the project pipeline**
- a project pipeline model - strategic context and project possibilities
  - institutional framework, publicity & information
  - stakeholders, partnerships and themes / ideas
  - project design, project applications, project selection
  - management and monitoring issues for the pipeline
- Robin Smail*
- 15.45      Coffee break
- 16.00      **Generating good project proposals, how to integrate result-orientation into project selection**
- previous experiences and key issues
  - engaging stakeholders, contributing to results and outputs
  - publicity and information, reducing the administration burden
  - organising calls for proposal, project selection criteria
  - project applications, project selection and project contracts
  - the project pipeline and n+3
  - simplified cost options to support output and outcome orientation
- Shaun Henry*
- 17.00      **Q&A session with Commission Officials**
- 17.30      **Presentation of Case Studies / Issues from Member States Part 2: Project Selection and the project pipeline**  
*Marco Lopriore, Robin Smail, Shaun Henry*
- 18.00      End of first day

**FRIDAY, 4 DECEMBER 2015**

---

**VENUE: VIP ROOM BU-5 0/A**

- 09.00      **Review of Day 1**
- 09.10      **Monitoring and reporting requirements for 2014-2020: structures, data collection, reports and the performance framework**
- monitoring tasks and result-orientation
  - new monitoring requirements; data collection and transmission
  - the transmission of financial information
  - Annual Implementation Reports, Progress Reports
- Robin Smail*
- 10.00      **Exercise with Performance Framework: linking performance and financial allocations**  
*Robin Smail*

- 10.45 Coffee break
- 11.00 **Setting-up systems for measuring and reporting on project and programme progress**
- the role of the Managing Authority in monitoring
  - the role and Monitoring Committee in monitoring
  - previous experience and issues
  - special challenges for 2014-2020
  - data collection from operations and ensuring data quality
  - using the data for reports
  - ensuring system quality
- Shaun Henry*
- 12.00 **Presentation of Case Studies from Member States Part 3: Projects demonstrating result-orientation and projects strongly aligned to Europe 2020**
- Marco Lopriore, Shaun Henry, Robin Smail*
- 12.45 Lunch
- 14.00 **Workshop: Evaluation Questions / Presentation of Case Studies from Member States Part 4: planning evaluations**
- Robin Smail, Shaun Henry, Marco Lopriore*
- 14.30 **Evaluation requirements for 2014-2020 and the challenge of measuring the results and impact of operations and programmes**
- the evaluation-policy cycle
  - major projects, cost-benefit analysis
  - evaluations during the programming period (implementation evaluations versus impact evaluations)
  - theory-based and counterfactual evaluations
  - the Evaluation Plan, data needs, planning ahead
- Robin Smail*
- 15.30 Coffee break
- 15.45 **Practical challenges for the Evaluation Plan: planning, resources, data collection, and timing**
- previous experience on evaluations and utilisation of findings and recommendations
  - challenges of developing an evaluation plan: resources, expertise and planning
  - engaging stakeholders and data collection
  - reducing the administrative burden – implementation evaluation
  - problems with the time-line for evaluations
- Shaun Henry*
- 16.45 **Q&A session with Commission Officials**
- DG Regional and Urban Policy*
- 17.15 **Close of Seminar**