



Ensuring result-orientation in Operational Programmes 2014-2020

25-26 January 2016

Structure of seminar

Day 1:

Intervention logic / result-orientation

Generating and selecting good projects

Day 2:

Monitoring and reporting

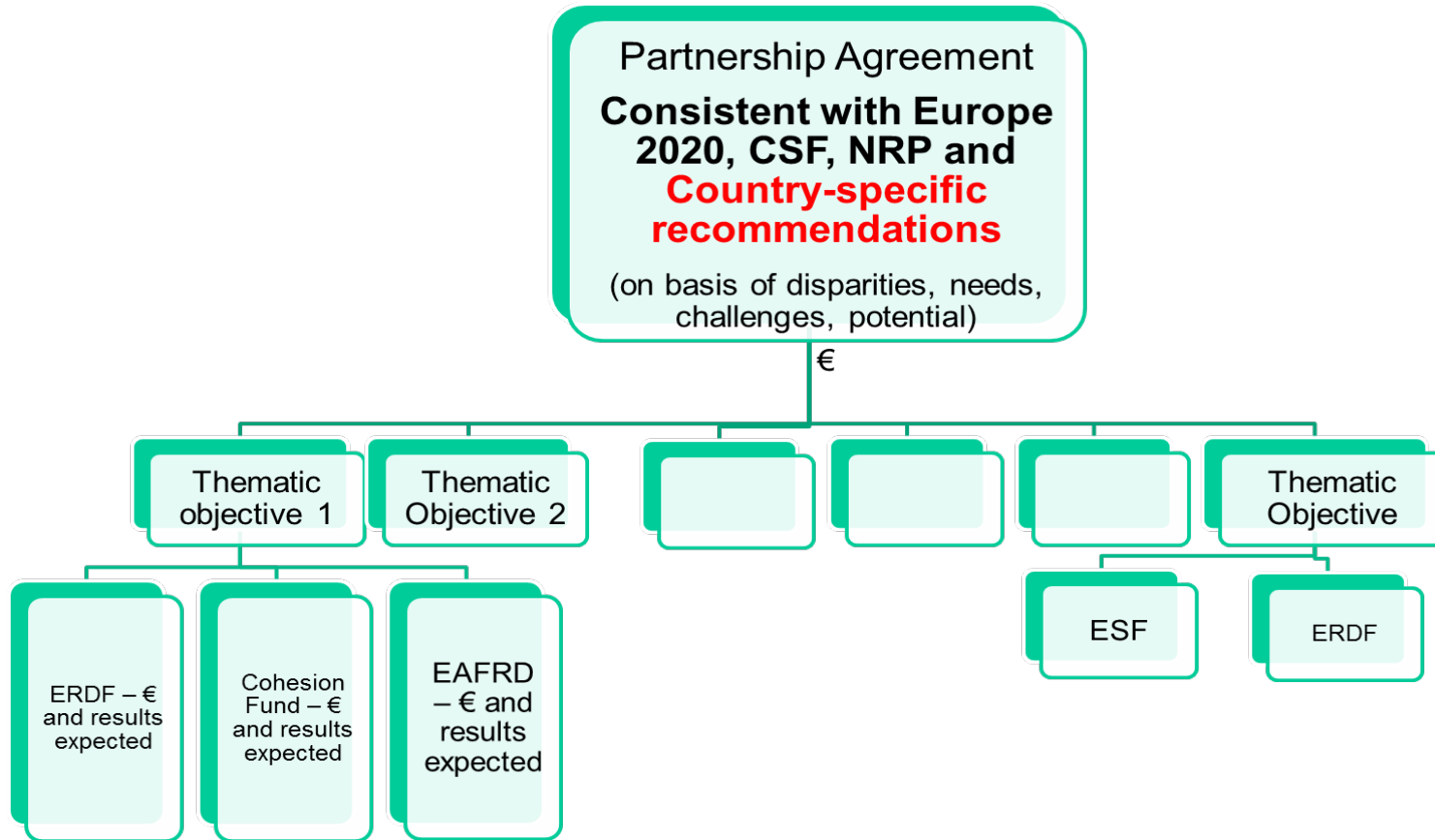
Evaluation Plans and evaluations



Intervention logic , specific objectives and result-orientation in 2014-2020

**Trainer: Robin Smail
Independent Consultant &
Visiting Expert EIPA**

Partnership agreement





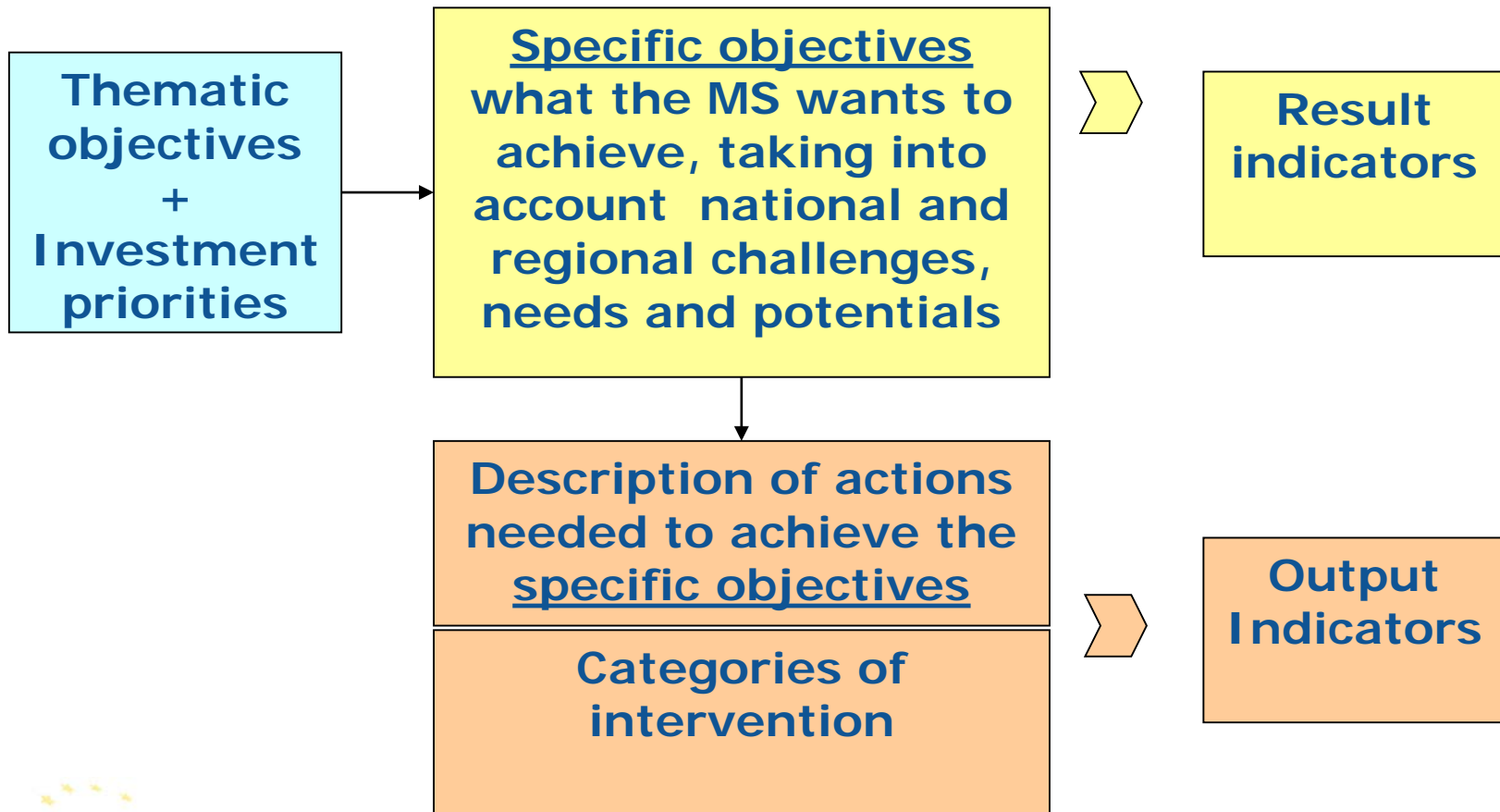
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Structure of Programmes and **result-orientation** – an intervention logic

| OP | CSF Fund | Thematic objective (ex ante conditionality shown) | Priority axis | Investment priorities | Specific objectives for investment priorities | Operations (Activities) Interventions | Indicators |
|--|----------------------|---|----------------------|-----------------------|---|---------------------------------------|--|
| OP1: Competitiveness through innovation and company growth | ERDF | RTD and Innovation | priority axis 1 | Investment priority 1 | Specific objective 1 | Actions, contributing to objective | Common and Programme-specific RESULTS for SPECIFIC OBJECTIVES with BASELINE and TARGETS OUTPUTS OF OPERATIONS with TARGETS |
| | | | | | Specific objective 2 | Actions | |
| | | | | Investment priority 2 | Specific objective 1 | Actions | |
| | | ICT | Priority axis 2 | | | | |
| | | SME support | Priority axis 3 | | | | |
| Priority axis 4 | | | | | | | |
| OP2: infrastructure | ERDF | Sustainable transport | Roads | | | | |
| | | | Rail | | | | |
| | | | Ports and waterways | | | | |
| | CF | Low carbon economy | Energy | | | | |
| | | | | | | | |
| OP3: Human Resources | ESF | Promoting employment | Priority axis 1 | | | | |
| | | | Priority axis 2 | | | | |
| | | Social inclusion | Priority axis 3 | | | | |
| | Promoting employment | | | | | | |
| | | ERDF | Promoting employment | Priority axis 4 | | | |



Intervention Logic for Each Priority Axis





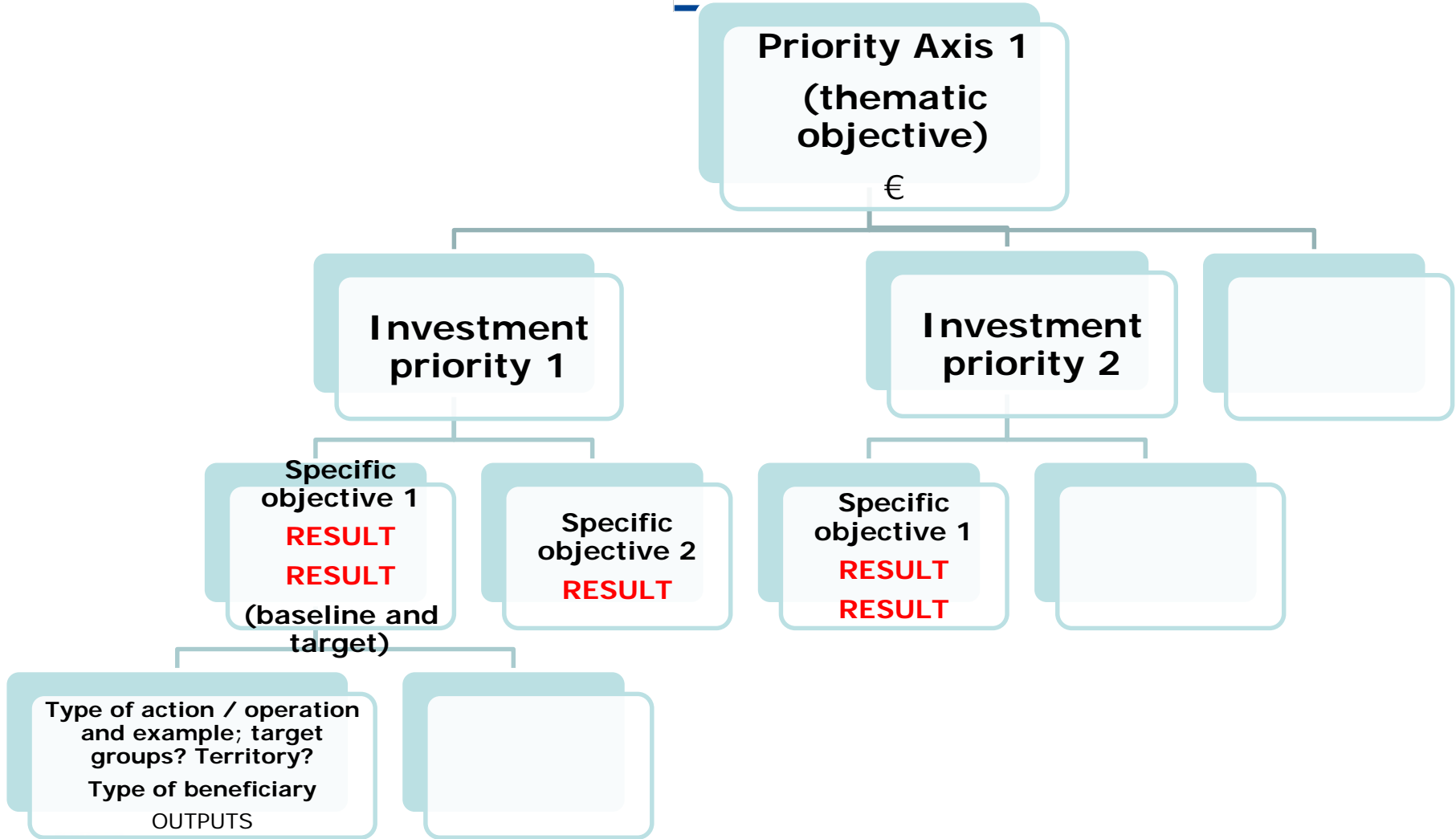
- **Justify choice of thematic objectives, investment priorities and financial allocations...**
- on the basis of regional/national needs and challenges of CSRs...
- **expected results for the specific objectives...**
- **type of action under each investment priority and expected contribution to specific objectives...**
- ***guiding principles for the selection of operations***

Article 96, Common Provisions Regulation



Investment priorities will have specific objectives, measured in terms of results to be achieved... (Article 96, CPR)

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Performance framework uses outputs...



| Priority | Indicators (and unit of measurement) | Milestones for 2018 | Targets for 2023 |
|-------------|---|---|--|
| ERDF: P1 | <ul style="list-style-type: none"> •Spend (€)* •Output – eg. no. new companies assisted •Stage of project / initiative | <ul style="list-style-type: none"> •Financial; •Output; •Key implementation step | <ul style="list-style-type: none"> •Financial; •Output; •(Result) |
| P2 | | | |
| P3 | | | |

| Priority | Indicators | Milestones 2018 | Targets 2023 |
|------------|--|--|--|
| ESF: P1 | <ul style="list-style-type: none"> •Spend (€)* •Output – eg. no. of trainees (by age group etc.) •Result - eg. no. with jobs; no. active in labour market | <ul style="list-style-type: none"> •Financial; •Output; •Result | <ul style="list-style-type: none"> •Financial; •Output; •Result |
| P2 | (NB: *Spend = total certified eligible expenditure) | | |

indicators for programmes, 2014-2020



OUTPUT

- *measures units of activity of an operation*
- *goods or services purchased by expenditure*
- *first concrete effect of expenditure*

Examples:

- *No. of training courses*
- *No. of participants*
- *Km of road*
- *No. of companies assisted*

RESULT

- *measures the change sought by the specific objective*
- *measures the ability to achieve the specific objective*
- *the knock-on effect, enabled by outputs*

Examples:

- *no. of course completions with qualifications*
- *no. active in labour market*
- *no. into employment*
- *travel time-saved*
- *accident rates*
- *No. of companies expanding into new markets*
- *No. of new company-research links*





- *PROGRAMME indicators:*

- impact = intermediate and final
- result = results OR outcomes
- output = outputs
- resource / financial = expenditure

- BASELINE is starting point situation*

- TARGETS reflected your objectives

- EU list of **core indicators** (see SFC2007), for aggregation of different operations and activity groups



2014-2020: orientation towards results



- ✓ output indicators
- ✓ result indicators
- X dropping impact indicators
- ✓ core indicators replaced by **COMMON** indicators (listed on SFC2014)
- ✓ require quantified targets

2014-2020: orientation towards results



- indicators need a **baseline** (starting) value for ERDF / CF / ESF; for ESF, it may be a reference value based on previous experience / studies*
- baseline for outputs=0
- set targets for outputs and results
- ERDF/Cohesion Fund: **COMMON** indicators are all defined as output indicators...
- ESF: **COMMON** indicators are output **and** result indicators
 - outputs are basic information on participants; & number of projects
 - results are achievements (immediate and longer-term)



ESF Common and programme specific indicators, 2014-2020

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OUTPUTS

- ESF participants: unemployed? inactive? age? education? migrant? disabled?
- Numbers of projects (by social partners etc.)
- Number of enterprises supported (eg. social economy)
- Numbers of trainees from target group
- Numbers of curricula developed
- Numbers of new job and vacancy sites

RESULTS

- *Immediate: active/ training / qualified/ employed on leaving/disadvantaged, and as above*
- *YEI: as above, after completing YEI supported intervention*
- *Longer-term: employed 6 months later etc.; as above, older/disadvantaged*
- *YEI: as above*
- *Numbers gaining qualifications*
- *Number of curricula introduced*



Annex I

- (1) Output indicators on participants – employment status, age, education, disadvantage
- (2) Output indicators on entities – types of projects, by sponsor, target group; enterprises supported

-
- (3) Immediate result indicators – upon leaving - becoming active, into education or training, in work (disadvantaged?)
 - (4) Longer-term result indicators – 6 months after leaving – in work (over 54, disadvantaged?)

Annex II : YEI indicators

- (1) Immediate result indicators – unemployed, LTU, inactive – completing; offer, education or training, in work upon leaving
- (2) Longer-term result indicators – 6 months after leaving – in work or education and training

ERDF Common and programme specific indicators, 2014-2020

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OUTPUTS

- no. of projects; no. of companies assisted; no. of companies cooperating..
- *matching private investment (€m)*
- km of new or upgraded road or railway line/tram/canal
- waste recycling capacity (tonnes); energy generation capacity (MW); m² provided/renovated; hectares prepared land; households connected/population benefitting
- capacity of infrastructure for services (persons)
- employment in supported enterprises
- FTE/Researcher posts in enterprises supported
- *Tourist visits to supported projects*
- *Reduction of energy consumption or greenhouse gases*

RESULTS

- *jobs created in SMEs*
- *freight carried; passenger trips*
- *no. of new products introduced to market*
- *no. of tourist visits to area/region*
- *travel time saved, accident rates*
- *companies accomodated*
- *energy intensity in sector*
- *use of e-business / e-health services /*
- *new products exported*
- *new business survival rates (2 yrs)*
- *utilisation rates / productivity*
- *investment in region / sector*

Cohesion Fund Common and programme specific indicators, 2014-2020

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OUTPUTS

- km of new or upgraded road or railway line/tram/canal
- waste recycling capacity (tons); renewable energy generation capacity (MW); hectares prepared land
- Population /additional population or households connected or linked to service or benefiting from investment; additional users
- Reduction of energy consumption or greenhouse gases

RESULTS

- freight carried; passenger trips
- travel time saved, accident rates
- energy intensity in sector
- cleanliness of beaches or water courses



Indicators listed in Operational Programmes

- ✓ RESULT indicators (with ID numbers) for each Specific Objective, by Investment Priority
- ✓ OUTPUT indicators (with ID numbers), by Investment Priority
- ✓ Plus Performance Framework Indicators (with ID numbers) (by priority axis)

Implementing Regulation 288/2014, Annex I, Tables 3 to 6

Categorisation of interventions

Data collection & maintenance

- ✓ **CATEGORIES of INTERVENTION** – codes in tables relating to field, financing, territory, theme etc. (Implementing Reg. 215/2014, Annex I)
- ✓ **Monitoring system project data for all OPERATIONS** (Art.125.2(d), CPR and Annex III of Delegated Reg. 480/2014, 3.3.2014), including the categories of intervention as above
- ✓ **data on ESF PARTICIPANTS** (as above, and Annexes of ESF Reg.)





Performance Framework and performance review



Performance framework uses outputs...



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Performance framework

- measuring progress and success – indicators
 - where 1 or 2 indicators per priority, all must reach 85% of milestone or target
 - where more than 2 indicators per priority, all but one must reach 85% (the other must reach 75%)
- measuring progress and “serious failure” – indicators
 - where 1 or 2 indicators per priority, where either fails to reach 65% of milestone or target
 - where more than 2 indicators per priority, at least 2 do not reach 65% of milestone or target

| Priority | Indicators (choose unit of measurement) | Success | “Serious Failure” | Final (2023) Achievement/ Absorption Coefficient | Correction scale (on final values) |
|----------|---|--|---|---|--|
| P1 | 1 or 2 indicators used Financial (F) Output (Q) Result (R) | All indicators reach 85% of milestone or target | any indicator does not reach 65% of milestone or target | Calculate average achievement rate (A) of both indicators Divide by S (absorption rate of €) | 60-65%: Flat 5% financial correction to priority contribution 50-60%: Flat 10% financial correction |
| P2 | More than 2 indicators used Financial (F) Output (Q) Result (R) Key Implementation step (K) | All indicators reach 85% of milestone or target OR all but one reach 85%, 75% for the other | 2 indicators do not reach 65% of milestone or target | Average achievement rate (A) of all indicators Divide by S (absorption rate of €) | Below 50%: Flat rate 25% financial correction Correction rates can be reduced by up to 50% |
| Note: | Q and R and K correspond to more than 50% of priority € | By priority, assessed for each Fund, each category | YEI assessed separately | A and S are both = final value / target value | |