

Fifth Conference of The National Coordination Authority's Evaluation Unit, the Czech Republic

**Evaluating ESI Funds in the Czech Republic:  
COMMUNICATION OF EVALUATION RESULTS**

October 24 - 25, 2019

The Ministry of Regional Development







**DEAR FRIENDS OF EVALUATIONS,**

Welcome to the 5th conference of the Evaluation Unit of the National Coordination Authority focused on “COMMUNICATION OF EVALUATION RESULTS”.

Why has this topic been chosen? We know from our experience that having properly written terms of reference, appropriately selected methods and a robustly implemented analysis is just not enough. Much more needs to be done for evaluations to be read, heard and accepted by their audience, i.e. our clients.

It is essential that we, the evaluators, learn to present our reports in a clearer and more comprehensible manner. We also need to become skilled at how to communicate in a way that is close to the audience and that ideally raises questions and consequently promotes discussion.

The art of communication is like any other art, requiring practice and specific know-how. That is why we have focused on this topic at this year's conference. We would like to share with you the experience of real experts. Be sure not to miss the speech by Danish Strategy Advisor Jesper Andersen, who lectures internationally in the field of communication measurement and evaluation, followed by the subsequent discussion. He and other renowned speakers will undoubtedly inspire you on how to increase the impact of your evaluations.

This year's conference is also specific in the view of the fact that the Czech Republic presides over the Visegrad Group. For this reason, we invited colleagues from the V4 countries - Slovakia, Poland, the Czech Republic and Hungary, and also from other countries - Bulgaria and Slovenia to share with us their practical experience in evaluation activities under the European Structural and Investment Funds in their countries.

As every year, this year's conference is followed by educational workshops. There are 4 workshops to choose from: 1) Measure what matters in communication!; 2) Cost and Benefit Analysis (CBA); 3) Monitoring the impact and mechanisms of change: application to a systemic change in education; 4) The choice of monitoring and results indicators and their relationship to the objective of the intervention. We do hope that these will appeal to you with both their topic and the actual lecturer.

When we organized the first conference in 2015, we had approx. 100 participants. Today after 5 years, we have to turn away applications for participation and a week before the event our estimates are at approx. 180 participants. We deeply thank you for your interest. We believe that as in previous years we will not disappoint your expectations.

*Your Evaluation Unit NCA*



## Programme October 24, 2019

### CONFERENCE

8.30 a.m. - 9 a.m. Registration of the participants and coffee

9 a.m. - 10:30 a.m. **MORNING SESSION I - AVI Hall (Interpreted)**

Chaired by: *Jana Drliková (Evaluation Unit, NCA CZ)*

9 a.m. - 9:15 a.m.

#### OPENING REMARKS

*Daniela Grabmüllerová, Representative for the Deputy Minister for Coordination of EU Funds and International Relations Section*

9:15 a.m. - 10:30 a.m.

#### COMMUNICATION OF EVALUATION RESULTS

Keynote speaker: **How to report on your communication to your stakeholders**, *Jesper Andersen (Quantum PR Measurement, DK)*  
**Do they find it difficult to understand you? Three tips for more successful communication of evaluation outputs**, *Radek Kobza (EU Publicity Department, NCA CZ)*

**Is it rational to ignore the irrationality of evaluation stakeholders**, *Vladimír Kváča (independent evaluator, CZ)*

10:30 a.m. - 11:00 a.m. Coffee break

11:00 a.m. - 12:30 a.m. **MORNING SESSIONS (concurrently) II**

**AVI Hall (Interpreted)**

Chaired by: *Jana Drliková (Evaluation Unit, NCA CZ)*

**Large classroom (Only in Czech)**

Chaired by: *Tomáš Novotný (Evaluation Unit, NCA CZ)*

**Small classroom (Only in Czech)**

Chaired by: *Jan Pikna (Departement of EU Territorial Cooperation, MoRD CZ)*

#### V4 + 4 EXPERIENCE: COMMUNICATION OF EVALUATION RESULTS

**Communication of evaluation results - the case study of Hungary**

*Henriette Kiss*

(Ministry of Innovation and Technology, HU)

#### EVALUATION IN EDUCATION

**Evaluation of the Erasmus + for the European Commission**

*Kristýna Bašná (Institute of Sociology of the Czech Academy of Sciences, CZ; ICF, BE)*

#### IMPACTS HIDDEN IN THE DATA

**The Role of Cost Benefit Analysis in Assessment of Public Policies and Examples of Good Practice**

*Zdeněk Rosenberg, Lucie Zapletalová (Czech Priorities, CZ)*

**Disseminating the evaluation findings and recommendations according to the evaluation's mission – the case study of Slovenia**

*Krunoslav Karlovčec (Ministry of Economic Development and Technology, SI)*

**A good start - inclusive methods of working with children and parents: three years of continuous evaluation**

*Marek Havrda, Jaromír Mazák (Schola Empirica, CZ)*

**Counterfactual impact evaluation of programme ALFA - TA CR**

*Petr Horák*

(Technology Agency of the Czech Republic, CZ)

12:30 a.m. - 1:30 p.m. Refreshment

1:30 p.m. - 3:00 p.m. **AFTERNOON SESSIONS (concurrently) III**

**AVI Hall (Interpreted)**

Chaired by: *Věra Karin Brázová (Strategies Departement, NCA CZ)*

**Large classroom (Only in Czech / Slovak)**

Chaired by: *Tomáš Novotný (Evaluation Unit, NCA CZ)*

**Small classroom (Only in Czech)**

Chaired by: *Jan Pikna (Departement of EU Territorial Cooperation, MoRD CZ)*

#### V4 + 4 EXPERIENCE

**Impact of Cohesion Policy implementation in Poland on the development of selected macroeconomic indicators at the national and regional level based on a quantitative economic model**

*Jacek Biątek (Ministry of Investment and Economic Development, PL)*

#### EVALUATION IN SOCIAL INCLUSION AND HEALTHCARE

**Impact evaluation of the Strategic Plans for Social Inclusion**

*Daniela Büchlerová, Ivana Siglová (Agency for Social Inclusion, CZ)*

#### DELIVERY OF NATIONAL PRIORITIES THROUGH THE EYES OF NGOS

**Using Interactive Methods of Data Collection in Assessing the Partnership Agreement's Impact (A Case Study of the project Reflecting the Impact of ESIF Programs on the Equality of Men and Women at the Labour Market)**

*Vanda Maufras Černožorská, Anna Libová (Czech Women's Lobby, CZ)*

**Macroeconomic impacts of Cohesion Policy in Hungary in 2007-2013**

*Gábor Balás (HETFA Research Institute and Centre for Analysis, HU)*

**EU funds as an accelerator of change for the Slovak health care system?**

*Kristína Gardoňová, Lukáš Sekelský, Veronika Zlaczká (Institute for Strategy and Analysis, SK)*

**Mapping corruption risks in regions**

*Jana Stehnová (Association for Transparency, CZ)*

3:00 p.m. - 3:30 p.m. Coffee break

3:30 p.m. - 4:15 p.m. **AFTERNOON SESSIONS (concurrently) IV**

**AVI Hall (Interpreted)**

Chaired by: *Věra Karin Brázová (Strategies Departement, NCA CZ)*

**Large classroom (Only in Slovak)**

Chaired by: *Tomáš Novotný (Evaluation Unit, NCA CZ)*

**Small classroom (Only in English)**

Chaired by: *Stanislav Volčik (Government of the CR, CZ)*

#### V4 + 4 EXPERIENCE

**Evaluation of Labour Market Measures under the Youth Employment Initiative (YEI): Evidence from Bulgaria**

*Radostina Angelova, Ralitsa Simeonova-Ganeva (Sofia University St. Kliment Ohridski, BG)*

#### V4 + 4 EXPERIENCE: COMMUNICATION OF EVALUATION RESULTS

**How not to get lost in translation of evaluation results (into languages of neighbouring and distant tribes)**

*Martin Obuch (Consulting Associates, SK)*

#### PANEL: MACROMODELING

**Use of macro-evaluations and macroeconomic models by EU Member States**, *Stanislav Volčik (Government of the CR, CZ)*

**Practical application of the HERMIN model in Slovakia and elsewhere**, *Marek Radvanský (Institute of Economic Research at Slovak Academy of Sciences, SK)*

**Impact assessment with macroeconomic models**, *Janos Varga (DG ECFIN, European Commission)*

4:30 p.m. Evening refreshment

## Programme October 25, 2019

### TRAINING WORKSHOPS

8.30 a.m. - 9 a.m. Registration of the participants and coffee

AVI Hall front part  
(Only in English)  
9 a.m. - 5 p.m. WORKSHOP I

AVI Hall rear part  
(Czech / English - TBC)  
9 a.m. - 5 p.m. WORKSHOP II

Large classroom  
(Only in Czech)  
9 a.m. - 12:30 a.m. WORKSHOP III  
1:30 p.m. - 5 p.m. WORKSHOP IV

#### WORKSHOP I

##### MEASURE WHAT MATTERS IN COMMUNICATION!

Lecturer: Jesper Andersen  
(Quantum PR Measurement, DK)

9 a.m. - 10:30 a.m. MORNING SESSION I  
10:30 a.m. - 11:00 a.m. Coffee break  
11:00 a.m. - 12:30 a.m. MORNING SESSION II

12:30 a.m. - 1:30 p.m. Refreshment

1:30 p.m. - 3:00 p.m. AFTERNOON SESSION III  
3:00 p.m. - 3:30 p.m. Coffee break  
3:30 p.m. - 5 p.m. AFTERNOON SESSION IV

#### WORKSHOP II

##### COST BENEFIT ANALYSIS (CBA)

Lecturers: Zdeněk Rosenberg,  
Lucie Zapletalová (Czech Priorities, CZ)

9 a.m. - 10:30 a.m. MORNING SESSION I  
10:30 a.m. - 11:00 a.m. Coffee break  
11:00 a.m. - 12:30 a.m. MORNING SESSION II

12:30 a.m. - 1:30 p.m. Refreshment

1:30 p.m. - 3:00 p.m. AFTERNOON SESSION III  
3:00 p.m. - 3:30 p.m. Coffee break  
3:30 p.m. - 5 p.m. AFTERNOON SESSION IV

#### WORKSHOP III

##### MONITORING THE IMPACT AND MECHANISMS OF CHANGE: APPLICATION TO A SYSTEMIC CHANGE IN EDUCATION

Lecturers: Magdalena Klimešová,  
Martin Schlossarek (Schola Empirica, CZ)

9 a.m. - 10:30 a.m. MORNING SESSION I  
10:30 a.m. - 11:00 a.m. Coffee break  
11:00 a.m. - 12:30 a.m. MORNING SESSION II

12:30 a.m. - 1:30 p.m. Refreshment

#### WORKSHOP IV

##### THE CHOICE OF MONITORING AND RESULT INDICATORS AND THEIR RELATIONSHIP TO THE OBJECTIVE OF THE INTERVENTION

Lecturer: Ondřej Dvouletý  
(University of Economics in Prague, CZ)

1:30 p.m. - 3:00 p.m. AFTERNOON SESSION I  
3:00 p.m. - 3:30 p.m. Coffee break  
3:30 p.m. - 5 p.m. AFTERNOON SESSION II

5:00 p.m. END

### PRESENTATIONS

Presentations, for which we have received permission to publish, are available at: [www.dotaceeu.cz/en/How-to-protect-ot/](http://www.dotaceeu.cz/en/How-to-protect-ot/)

Others on request of the speaker or contact the EJ NOK via e-mail: [Lenka.Jansova@mmr.cz](mailto:Lenka.Jansova@mmr.cz).

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## 9 a.m. - 10:30 a.m. MORNING SESSION I - AVI Hall (Interpreted)

9 a.m. – 9:15 a.m.

### OPENING REMARKS

*Daniela Grabmüllerová, Representative for the Deputy Minister for Coordination of EU Funds and International Relations Section*

9:15 a.m. – 10:30 a.m.

### COMMUNICATION OF EVALUATION RESULTS

Keynote speaker: **How to report on your communication to your stakeholders**, Jesper Andersen (Quantum PR Measurement, DK)

**Do they find it difficult to understand you? Three tips for more successful communication of evaluation outputs**, Radek Kobza (EU Publicity Department, NCA CZ)

**Is it rational to ignore the irrationality of evaluation stakeholders**, Vladimír Kváča (independent evaluator, CZ)

## 9 a.m. – 9:15 a.m. OPENING REMARKS - AVI Hall (Interpreted)



**DANIELA GRABMÜLLEROVÁ** graduated from the Faculty of Architecture of the Czech Technical University and from the Sheffield Hallam University. She is now the Acting Deputy Minister and a Director of the International Relations Department of the Ministry of Regional Development of the Czech Republic, where she started working in 1990s after her practice as an architect. Currently, she is responsible for coordination of the European funds and for European and international affairs of the Ministry. She served as an elected member of the Prague One Municipality Council, as a Chair and a Vice-Chair of the Bureau of the Committee on Housing and Land Management of the UN Economic Commission for Europe, and as a member of the Bureau of the Preparatory Committee of the global UN Conference on Housing and Urban Development Habitat III. She is a member of the Scientific Council of the Faculty of Construction of the Czech Technical University and a member of the Advisory Board of the Urban Research & Practice

published by British Routledge editors.

## 9:15 a.m. – 10:30 a.m. COMMUNICATION OF EVALUATION RESULTS - AVI Hall (Interpreted)

### HOW TO REPORT ON YOUR COMMUNICATION TO YOUR STAKEHOLDERS

How do you give a precise account of what has happened over the space of 6 months in just a 5-minute presentation? Reporting to management the results of your communication activities should be precise, relevant and to the point. That means focusing on what is absolutely vital for the executives to know and leaving out the account of how you got there. Your job is to support management make informed decisions based on the information you provide them. In this presentation, Jesper Andersen will share examples of best practice, balancing the combination of visual aids and detailed text, and what things to focus on when presenting communication results to executives and upper management.



**JESPER ANDERSEN** is a strategy advisor and international speaker specialising in communication measurement and evaluation. As the lead consultant of Quantum PR Measurement, he trains and helps corporations, organisations and government institutions to link and align their communication objectives with their strategic organisational goals – thereby measurably demonstrating the outcome and business impact of their professional communication.

With a master's degree in English from the University of Copenhagen, Jesper has more than 15 years of experience in the public relations industry, is a former associate professor and a regular guest teacher at several universities. In 2014, Jesper became a member of AMEC – the international Association for the Measurement and Evaluation of Communication – a mark of the highest professional standards in the industry.

## DO THEY FIND IT DIFFICULT TO UNDERSTAND YOU? THREE TIPS FOR MORE SUCCESSFUL COMMUNICATION OF EVALUATION RESULTS



**RADEK KOBZA** is in charge of European Fund communication at the Ministry of Regional Development, and for the last five years has been doing so as a Director of the EU Publicity Department. He is a graduate from the Czech University of Life Sciences in Prague and, before he joined the Ministry, he worked in event management for banks and manufacturing companies. His day-to-day work is showing the general public the benefits of projects supported by European funds in a greater detail. In addition, he tries to achieve more clarity regarding the outputs and communication of specific topics to management.

## IS IT RATIONAL TO IGNORE THE IRRATIONALITY OF EVALUATION STAKEHOLDERS?



**VLADIMÍR KVÁČA** is a former president of the Czech Evaluation Society and works as an Assistant Professor at the Faculty of Social Sciences, Charles University in Prague. Vladimír has many years' experience in the management of European Structural and Investment Funds (former Director of the Partnership Agreement, Evaluation and Strategy Department, Director of the Managing Authority of the Operational Programme Technical Assistance at the Ministry of Regional Development, Managing Director of the EU Funds Section and Head of the ESF Evaluation Team at the Ministry of Labour and Social Affairs). Despite his academic background in development studies, he has worked for many years on the evaluation of European Funds interventions. His effort is focused on building evaluation capacity in public administration and he is also an experienced evaluation lecturer (EIPA, Summer School on Counterfactual Impact Evaluation, European Academy in Berlin). Between 2016 and 2019 he served as an expert within the ESF Public Administration and Governance Network. He is a member of the Evaluation Theory and Practice Journal editorial board.



## 11:00 a.m. – 12:30 a.m. MORNING SESSIONS (concurrently) II

### AVI Hall (Interpreted)

Chaired by: *Jana Drlíková* (Evaluation Unit, NCA CZ)

#### V4 + 4 EXPERIENCE: COMMUNICATION OF EVALUATION RESULTS

##### Communication of evaluation results - the case study of Hungary

*Henriette Kiss*

(Ministry of Innovation and Technology, HU)

##### Disseminating the evaluation findings and recommendations according to the evaluation's mission – the case study of Slovenia

*Krunoslav Karlovčec* (Ministry of Economic Development and Technology, SI)

### Large classroom (Only in Czech)

Chaired by: *Tomáš Novotný* (Evaluation Unit, NCA CZ)

#### EVALUATION IN EDUCATION

##### Evaluation of the Erasmus + for the European Commission

*Kristýna Bašná* (Institute of Sociology of the Czech Academy of Sciences, CZ; ICF, BE)

##### A good start - inclusive methods of working with children and parents: three years of continuous evaluation

*Marek Havrda, Jaromír Mazák* (Schola Empirica, CZ)

### Small classroom (Only in Czech)

Chaired by: *Jan Píkna* (Departement of EU Territorial Cooperation, MoRD CZ)

#### IMPACTS HIDDEN IN THE DATA

##### The Role of Cost Benefit Analysis in Assessment of Public Policies and Examples of Good Practice

*Zdeněk Rosenberg, Lucie Zapletalová* (Czech Priorities, CZ)

##### Counterfactual impact evaluation of programme ALFA - TA CR

*Petr Horák*

(Technology Agency of the Czech Republic, CZ)

## V4 + 4 EXPERIENCE: COMMUNICATION OF EVALUATION RESULTS - AVI Hall (Interpreted)

### COMMUNICATION OF EVALUATION RESULTS – A CASE STUDY OF HUNGARY

Evaluation is a key management tool to learn what has worked well and what has not. The way evaluation lessons are communicated is of key importance.

Effective communication of evaluations is based on the good cooperation of evaluation project management with all relevant stakeholders in the specific evaluation project right from the beginning. The better the stakeholders are involved from the beginning, the more evaluation recommendations are accepted and eventually used in planning or implementing of programmes.

To ensure such involvement, we invite policy-makers, managing authority staff and monitoring committee members into the Project Steering Committee (PSC) of the particular evaluation project. Their participation in evaluations starts with the design of the Evaluation Plan, the ToR, continues with the discussion of the Inception and the Evaluation Report. The participation of MC members in specific evaluation projects widens the scope of the evaluation, however may result in longer discussion time. MC members are trained to gain the necessary knowledge and skills on evaluation methods and management.

Communication of evaluation on the other hand is largely dependent on the quality of evaluation deliverables such as the Evaluation Report, the Executive Summary and the Power Point Presentation.



**HENRIETTE KISS** is the Head of Unit for Evaluation and Planning within the EU Central Coordination Body of the Hungarian Ministry for Innovation and Technology. Prior to her current position she was responsible for the communication of evaluations for 10 years and thus gained an extensive experience in this field including the organisation of annual international evaluation and monitoring conferences, the publication of several evaluation yearbooks and the editing of the website covering evaluations on EU development programmes in Hungary. She received her MA in English, Hungarian Literature and Linguistics at ELTE University in Budapest. Previously she held various posts in public relations at General Electric Lighting, the Budapest District Heating

Company, and carried out development projects at the British Council in Hungary.

## DISSEMINATING THE EVALUATION FINDINGS AND RECOMMENDATIONS ACCORDING TO THE EVALUATION'S MISSION – A CASE STUDY OF SLOVENIA

When the utilisation is concerned, we can roughly consider two conceptual frameworks of evaluation: (1) organisational learning and improved delivery and (2) determining the impact of policy/programme/project interventions.

In the first case, concepts like internal evaluation, process evaluation and developmental evaluation are pursued, and whereof the evaluation is intertwined with (strategic) monitoring and continuous delivery improvement. These evaluations provide valuable evidence and recommendations to the organisational decision-makers to enhance learning culture and processes within the organisations.

In the latter case, the focus of the evaluation utilisation extends beyond the organisation to the end-users/constituents and seeks the answers to causal and impact-based questions.

The aim of my presentation is to conduct a comparison analysis of five Slovenian evaluation reports in terms of their missions and in terms of the utilisation of evaluation findings and recommendations for respectful stakeholders and audience, from various ministries and the Slovenian Evaluation Society.

The presentation will also introduce the term “Excessive evaluation anxiety” which stems from excessive fear of negative evaluation findings and recommendations by people held accountable for programme management and implementation. The presentation will provide the audience with some of the ideas on how to diminish its negative influence at all stages of the evaluation process.



**KRUNO KARLOVČEC** holds a Bachelor's degree in Geography from the University of Ljubljana, Slovenia, Faculty of Arts. He currently works at the Ministry of Economic Development and Technology of Slovenia, in the Entrepreneurial Unit.

*He has twelve years of professional experience in evaluation, predominantly in the field of European Cohesion Policy.*

*He is a member of the Slovenian Evaluation Society, European Evaluation Society, American Evaluation Association and International Development Evaluation Association (IDEAS).*

*To enhance the evaluation capacity building in the Balkans region, he served as a Program Committee member for the 1<sup>st</sup> Western Balkans Evaluation Conference held in October 2015 in Sarajevo, Bosnia and Herzegovina.*

*His main evaluation topics entail evaluation capacity building, utilization of evaluation reports and social impact measurement. He is the author of two articles dealing with the evaluation capacity building process in Slovenia and he has been a speaker at many evaluation conferences in Slovenia and internationally.*

## EVALUATION IN EDUCATION - Large classroom (Only in Czech)

### EVALUATION OF THE ERASMUS + FOR THE EUROPEAN COMMISSION

In our evaluation for the European Commission, our consulting company ICF focused on the Erasmus+ programme which facilitates training or working stays abroad for various groups, international cooperation or systemic support for education and training, youth and sport. The evaluation of Erasmus+ was carried out in the middle of the 2014-2020 programming period and more than a million of opinions and findings were collected from various stakeholders. The lecture will present the methodological approaches used in the evaluation and the basic results including recommendations. With regard to the scope of the research, we used various methods of research such as large international online surveys, panel surveys in schools, case studies, analysis of social networks or interviews. Although the programme was evaluated as very successful, the evaluation recommended changes in some areas, which were subsequently to large extent implemented in the preparation of the programme for the upcoming programming period.



**KRISTÝNA BAŠNÁ** holds MSc. in Sociology from the University of Oxford and a Ph.D. from the Faculty of Arts, Charles University. She is currently working as a researcher at the Institute of Sociology of the Czech Academy of Sciences, where she analyses, among other topics, the perception of the welfare state with the use of European Social Research data. She also works as an external consultant at ICF, a consulting firm in Brussels that provides evaluations, impact assessments, policy research, analyses, and advice to the European Commission and other clients in the public sector. The ICF focuses primarily on education, training, youth, social inclusion and employment.

### A GOOD START – INCLUSIVE METHODS OF WORKING WITH CHILDREN AND PARENTS: THREE YEARS OF CONTINUOUS EVALUATION

The evaluated project aims to promote inclusive pre-school education in three nursery schools in the Ústí nad Labem Region. One of the pillars of the intervention is to support educators in pre-school education to use an inclusive approach to children. Specific techniques are based on the scientifically proven methodology A Good Start (de facto a Czech version of the Incredible Years methodology), which is aimed at developing children's social, emotional and cognitive competences in programmes for teachers and educators, parents and children. The methodology has been counterfactually verified abroad for over 30 years and Schola Empirica has been working with it in Czech nursery schools since 2011.

In August 2019, a three-year project, built on this methodology, ended. It was evaluated in six waves using an internationally applied and repeatedly validated SDQ tool ([www.sdqinfo.com](http://www.sdqinfo.com)). In each wave, we collect data about 450 pupils in roughly six-month intervals. As part of the presentation, we will present the design of the research, the barriers we faced in the research and the shift in children's behaviour we have measured in the evaluation. We will then compare this shift, to a limited extent, with an additional control group for which we should have two waves of data analysed at the time of the conference.



**MAREK HAVRDA** is an economist and sociologist. He worked at the European Commission on socio-economic analyses and behavioural economics. He was previously active in think-tanks and the private sector. He studied at Charles University, Warwick Business School, Johns Hopkins University and Georgetown University. He has now returned to the Czech Republic and is working on a start-up connecting social sciences and information technologies.



**JAROMÍR MAZÁK** studied a doctoral programme in sociology at the Faculty of Arts of Charles University (FACU). He spent a part of his studies on internships at the University of Oxford and the University of Oslo. He now works as an expert evaluation supervisor at the non-profit organization Schola Empirica where, in a team of researchers, he conducts evaluation research in-house as well as for clients from the non-profit sector, including the Eduzměna endowment fund, the Open Society Fund Prague, and the Avast Foundation. He also lectures at FACU Department of Sociology where he also publishes articles in peer-reviewed journals.

## IMPACTS HIDDEN IN THE DATA - Small classroom (Only in Czech)

### THE ROLE OF COST BENEFIT ANALYSIS (CBA) IN ASSESSMENT OF PUBLIC POLICIES AND EXAMPLES OF GOOD PRACTICE

The cost benefit analysis (CBA) is one of the basic tools for ex-ante evaluation of policy impacts. As such it should play an irreplaceable role in the process of decision making about public interventions. CBAs are not frequently used in the Czech public administration and their quality is often questionable, which significantly reduces their applicability and reliability. At the conference, we will address the questions of how to conduct a high quality CBA, what are the necessary elements of a trustworthy analysis and how the results of such analysis can be used at different stages of the implementation of a public intervention.



**ZDENĚK ROSENBERG** studied Applied Mathematics and Economic Theories at Masaryk University in Brno, where he later worked and specialized in macroeconomics, economic history, taxation, economic growth and simulations of the impact of aging. Besides Masaryk University, he has teaching experience from primary education (Primary School Labyrinth), secondary education (Grammar School Brno) and also from Mendel University in Brno. When employed by OGREsearch, s.r.o. he was involved in macroeconomic analyses and the development of GE models, which he was helping to put in practice in the central bank of Morocco as an external expert of the International Monetary Fund. As a senior analyst for Cyrrus, a.s. he took part in macroeconomic and financial analyses. He cooperated with Didactis Publishing, s.r.o. and the Government of the Czech Republic. In the project of the organisation Czech Priorities Zdeněk works on analyses and methodological issues primarily related to the social cost-benefit analysis.



**LUCIE ZAPLETALOVÁ** has joined the Czech Priorities project as a CBA methodology manual coordinator and contributes to analyses in the field of education, social and environmental issues. She graduated from the University of Economics in Prague, received a Master's degree in Public and Social Policy at the Charles University and in Economics and Econometrics at CERGE-EI in Prague. She worked as a project manager in the NGO People in Need and worked on a number of sociological and economic analyses for both private and public entities. Lucie teaches MA courses in policy evaluation methods at the University of Economics in Prague and occasionally collaborates with the think-tank IDEA (Institute for Democracy and Economic Analysis).

### COUNTERFACTUAL IMPACT EVALUATION OF PROGRAMME ALFA - TA CR

The Technology Agency (TA CR) will present its methodology of calculating the economic impacts of its interventions using a counterfactual method. By combining the methods of Propensity Matching Score and Difference in Differences, they calculated the impact of the ALFA programme aid on the supported enterprises. While the impact on financial indicators such as total assets or sales are clearly positive, the impact on competitiveness is ambiguous.



**PETR HORÁK** has received a Master's degree in Economics from the Institute of Economic Studies at the Faculty of Social Sciences, Charles University in Prague. Now he is a Ph.D. candidate in Socioeconomic Geography and Regional Development at the Faculty of Science, Charles University. Since 2014 he has worked for the Technology Agency of the Czech Republic as an analyst and evaluator.

## 1:30 p.m. – 3:00 p.m. AFTERNOON SESSIONS (concurrently) III

### AVI Hall (Interpreted)

Chaired by: *Věra Karin Brázová* (Strategies Department, NCA CZ)

#### V4 + 4 EXPERIENCE

**Impact of Cohesion Policy implementation in Poland on the development of selected macroeconomic indicators at the national and regional level based on a quantitative economic model**

*Jacek Białek* (Ministry of Investment and Economic Development, PL)

**Macroeconomic impacts of Cohesion Policy in Hungary in 2007-2013**

*Gábor Balás* (HETFA Research Institute and Centre for Analysis, HU)

### Large classroom (Only in Czech / Slovak)

Chaired by: *Tomáš Novotný* (Evaluation Unit, NCA CZ)

#### EVALUATION IN SOCIAL INCLUSION AND HEALTHCARE

**Impact evaluation of the Strategic Plans for Social Inclusion**

*Daniela Büchlerová, Ivana Siglová* (Agency for Social Inclusion, CZ)

**EU funds as an accelerator of change for the Slovak health care system?**

*Kristína Gardoňová, Lukáš Sekelský, Veronika Zlaczská* (Institute for Strategy and Analysis, SK)

### Small classroom (Only in Czech)

Chaired by: *Jan Píkna* (Department of EU Territorial Cooperation, MoRD CZ)

#### DELIVERY OF NATIONAL PRIORITIES THROUGH THE EYES OF NGOS

**Using Interactive Methods of Data Collection in Assessing the Partnership Agreement's Impact (A Case Study of the project Reflecting the Impact of ESIF Programs on the Equality of Men and Women at the Labour Market)**

*Vanda Maufras Černožorská, Anna Libová* (Czech Women's Lobby, CZ)

**Mapping corruption risks in regions**

*Jana Stehnová* (Association for Transparency, CZ)

## V4 + 4 EXPERIENCE - AVI Hall (Interpreted)

### IMPACT OF COHESION POLICY IMPLEMENTATION IN POLAND ON THE DEVELOPMENT OF SELECTED MACROECONOMIC INDICATORS AT THE NATIONAL AND REGIONAL LEVEL BASED ON A QUANTITATIVE ECONOMIC MODEL

The Polish Ministry of Investment and Economic Development has been conducting for many years a systematic research on the impact of the Cohesion Policy on the socio-economic development of Poland and of its regions. The impact of the EU Funds is being cyclically evaluated on the basis of an analysis of selected indicators which measure the degree of achievement of the objectives set in the main strategic documents.

The assessment of the Cohesion Policy's impact on the Polish economy in the years 2004-2018 as well as forecasts for the period until 2023 was based on research conducted by IMAPP, IMAPP Consulting, and the Institute for Structural Research with the application of the EUImpactMOD (DSGE). The said impact has ascertained a difference between two scenarios – one reflecting the use of the EU funds and the other one implying lack of the said funds. In this year's edition of research additional activities have been undertaken in order to evaluate the impact of the Partnership Agreement 2014-2020 as well as of the individual operational programs in national and regional dimensions. The research shows in a consistent manner that the impact of the Cohesion Policy on Poland's socio-economic development has been unequivocally positive, boosting economic growth (and hence convergence towards the average level of socio-economic development in the EU), investment activity and the labour market in Poland, not only positively affecting the internal and external equilibrium of the national economy but also mitigating the degree of internal diversification of the country. In the presentation, we are going to discuss the EU funds impact on a variety of economic and social indicators showing both the hitherto and projected impact of the said funds in different points in time.



**JACEK BIALEK** has been working in the area of regional development and cohesion policy since 2006. Currently he works as a chief expert at the Ministry of Investment and Economic Development, where he deals with cohesion policy's impact on the Polish economy as well as with macroeconomic developments in Poland and in the European Union. He graduated from the University of Warsaw (Faculty of Political Science and Faculty of Management) and holds a Ph.D. from Warsaw School of Economics. His research interests focus on international political and economic relations and on the economic development of Poland.

## MACROECONOMIC IMPACTS OF COHESION POLICY IN HUNGARY IN 2007-2013

The presentation focuses on the macroeconomic impacts of Cohesion Policy interventions in Hungary. The evaluation used the CGE-based macro impact assessment model of HÉTFA Research Institute. The HÉTFA-CGE-model is a multisector model, which is able to disaggregate the demand and supply effects of cohesion policy. In the evaluation we focused on the following effects: GDP, employment, net export, public finance. The evaluation showed that most of the impacts are only a short term demand effects on the economy and quickly disappear from the economy, but as the long-term cumulative supply side effects grow, the cohesion policy will have a significant positive effect on the GDP of the Hungarian economy.



**GÁBOR BALÁS** is an economist, managing director of HÉTFA Research Institute and Centre for Economic and Social Analysis. Previously, as the head of department at the Hungarian National Development Agency, he was responsible for the evaluation of EU cohesion policy interventions in Hungary. He was a member of the Expert Evaluation Network of DG Regio. He worked as a team leader, senior expert or quality assurer in various Hungarian evaluations or socio-economic analyses e.g. evaluation of the impacts of EU sources on competitiveness and employment of Hungary, evaluation of the impacts of EU sources on territorial cohesion, evaluation of public education development measures or evaluation of the employment effects of grants for enterprises. He participated in technical assistance and evaluation projects in Hungarian Ministries and local government as well as in Romania and Bulgaria. His main fields of expertise are: effective use of EU Structural and Cohesion Funds, regional and urban development, efficiency of institutions in governmental policies, fiscal federalism.

## EVALUATION IN SOCIAL INCLUSION AND HEALTHCARE - Large classroom (Only in Czech / Slovak)

### IMPACT EVALUATION OF THE STRATEGIC PLANS FOR SOCIAL INCLUSION

To address the needs of socially excluded persons, the Agency for Social Inclusion cooperates with municipalities applying the Coordinated Approach to Socially Excluded Localities (CASEL). As part of CASEL, in order to build a partnership at local level, all relevant governmental and non-governmental stakeholders are invited to participate in the development of a strategy (Strategic Plan for Social Inclusion) supporting the integration of socially excluded individuals and households and its implementation. The Agency uses evaluation to determine the impact of interventions contributing to the achievements of strategic objectives and thus to determine if and how well the interventions work. The evaluation also serves as a learning tool for municipalities, other relevant stakeholders and the Agency for Social Inclusion itself enabling quality improvements of the planned interventions.

The presentation aims to explain the process of designing and conducting an impact evaluation reflecting (i) the complexity of the Coordinated Approach which includes a wide range of themes, (ii) the participatory approach used to develop and design the Strategic Plan that reflects the local needs and often helps to identify different objectives in different municipalities, (iii) the use of a combination of both investment and non-investment interventions to meet the objectives defined in the Strategic Plan. As this approach is quite comprehensive, there are also some constraints to the practical aspects of the evaluation process such as identification of the impact of implemented interventions and of external factors with significant influence on achievements or the availability of datasets relevant for the results and outcomes. This reflection of all the limits and specific needs of evaluation subsequently brought about adjustments to the evaluation process as well as the need for greater cohesion of evaluation, strategic planning and policy making.



**DANIELA BŮCHLEROVÁ** graduated in Sociology, Czech Studies and Hungarian Studies at Charles University's Faculty of Arts. For many years, she has explored the issue of social exclusion and social inclusion policy in her work as a researcher, analyst and evaluator in various projects. Since 2015 she has worked at the Agency for Social Inclusion.



**IVANA SIGLOVÁ** graduated in Political Sciences at the University of Economics in Prague. For several years, she worked in a team implementing an international programme focused on the development of non-governmental organizations in the Czech Republic through support of their IT solutions. Since 2018 she has worked in the evaluation team at the Agency for Social Inclusion.

## EU FUNDS AS AN ACCELERATOR OF CHANGE FOR THE SLOVAK HEALTH CARE SYSTEM?

In the programming period 2007 – 2013, the amount invested in Slovak hospitals from ESIF amounted to 265 million euros. These funds had different objectives, depending on which operational programmes on national level they were allocated from. EU funds were invested in Slovak hospitals through six operational programmes.

In this paper we investigate whether the EU funds invested in Slovak hospitals in the programming period 2007-2013 have increased the quality of healthcare provided by those hospitals. As a measure of quality of a hospital we use the rehospitalisation rate, defined as the ratio of readmissions within 30 days to total hospital admissions.

The data on the rehospitalisation rates in Slovak hospitals from 2010 to 2017 come from the National Health Information Centre and were provided to us by the Ministry of Health of the Slovak Republic.

Our preliminary results show a significant effect of ESIF on the rehospitalisation growth rate. However, despite of having a statistically significant effect, the actual impact is quite small in real numbers.



**KRISTÍNA GARDOŇOVÁ** holds a Master's degree in International Economic Policy from Sciences Po, Paris and a Ph.D. in Economic Theory from the Faculty of National Economy in Bratislava in cooperation with the Slovak Academy of Sciences, where she stayed working also after finishing her studies. Nowadays, Kristina works as an analyst for the Government Office of the Slovak Republic, in the Institute for Strategy and Analysis, where she dedicates her work to analyses of impact of the European funds on different areas such as regional development, healthcare or unemployment.



**LUKÁŠ SEKELSKÝ** holds a Ph.D. in Public Administration and Regional Development from the Faculty of National Economy of the University of Economics in Bratislava. At present, he works as an analyst at the Institute of Health Policies. He explores many themes in healthcare and is a national envoy of health statistics in OECD.



**VERONIKA ZLACZKÁ** holds a Ph.D. in Finance from the Faculty of Economics at The Technical University in Košice. She worked as an evaluation manager at the Central Coordination Body of the Slovak Republic. At present, she is an analyst for the Government Office of the Slovak Republic, at the Institute for Strategy and Analysis, where she focuses mainly on the European funds and she analyses their impact on different areas such as regional development, healthcare and unemployment.



## DELIVERY OF NATIONAL PRIORITIES THROUGH THE EYES OF NGOs - Small classroom (Only in Czech)

### USING INTERACTIVE METHODS OF DATA COLLECTION IN ASSESSING THE PARTNERSHIP AGREEMENT'S IMPACT (A CASE STUDY OF A PROJECT REFLECTING THE IMPACT OF ESIF PROGRAMS ON THE EQUALITY OF MEN AND WOMEN AT THE LABOUR MARKET)

Representatives of the Czech Women's Lobby will present an innovative approach to qualitative data analysis through a project aiming to reflect the Partnership Agreement's impact. Firstly, the project Reflexion of the Impact of ESIF Programs on the Equality of Men and Women in the Labour Market will be introduced together with its up-to-date results. Secondly, the project's methodology will be presented, with an emphasis on the method used to conduct strategic workshops. The aim of the project has been both evaluation of the current programming period (2014 - 2020) and formulation of recommendations for the next period (2021 - 2027). Thus, a method enabling the respondents to do both had to be considered. The method used is based on the concept of Value Proposition Canvas workshop, mostly applied in business. During the workshops, the respondents (i.e. representatives of expert organisations working in the field of gender equality) were led from defining needs, gains and pains of target groups to proposing activities creating the gains and relieving the pains, and finally they formed projects consisting of those activities. This method proved to be an adequate approach when strategic recommendations and proposals are the desired outcome in a qualitative research.



**VANDA MAUFRAS ČERNOŽORSKÁ** studied Philosophy and Film Studies at the Palacký University in Olomouc, Gender Studies at the Charles University in Prague, and Sociology at the Masaryk University in Brno, where she continues the programme at a doctoral level. She spent the academic year 2015/2016 as a visiting researcher at the Yale University through the Fulbright scholarship. Since 2013, she has been working in the non-profit sector, mostly in the areas of migration and gender. Before joining the Czech Women's Lobby, she was a part of the People in Need missions in Turkey and Iraq. In the Czech Women's Lobby, she works as a sociologist on a project analysing the impact of European Funds on the position of women in the labour market. She is a member of the Gender Expert Chamber of the Czech Republic.



**ANNA LIBOVÁ** studied Social Sciences at the Comenius University in Bratislava, and continued her studies at the Charles University in Prague in the programme Sociology in European Context. After her studies, as a design researcher, she explored the needs and behaviour of different target groups who were customers of different products and services. In April 2019, she joined the Czech Women's Lobby as a sociologist. She is interested in the evolution of the feminist movement and human rights in the digital era.

## MAPPING CORRUPTION RISKS IN REGIONS

The presentation on Mapping Corruption Risks in Regions will introduce the results of a multiannual project of the same name, whose focus was based on Thematic objective 11 of the Partnership Agreement, i.e. increasing the institutional capacity of public authorities and improving the efficiency of public administration. Through the collection of data on corruption perception, prevention and incidence at regional and local level and their subsequent evaluation, a set of outputs has been developed to help map the use of public funds at regional and local level. The contribution will present results and recommendations on ESI Funds in relation to results expected in the Partnership Agreement.



***JANA STEHNOVÁ** is a graduate in International Politics and Diplomacy at the University of Economics, Prague with a minor in Lobbying and Decision-Making Processes, she completed an exchange scholarship at the Johan Skytte Political Institute at Tartu University. Currently she is active in the non-profit sector; she focuses on analytical and coordinating activities in the Association for Transparency within the project Mapping Corruption Risks in the Regions; she also works as a member of working groups focused on transparency in public procurement and communication technologies in the organization Transparency International.*

## 3:30 p.m. – 4:15 p.m. AFTERNOON SESSIONS (concurrently) IV

### AVI Hall (Interpreted)

Chaired by: Věra Karin Brázová (Strategies Department, NCA CZ)

#### V4 + 4 EXPERIENCE

### Evaluation of Labour Market Measures under the Youth Employment Initiative (YEI): Evidence from Bulgaria

Radostina Angelova, Ralitsa Simeonova-Ganeva (Sofia University St. Kliment Ohridski, BG)

### Large classroom (Only in Slovak)

Chaired by: Tomáš Novotný (Evaluation Unit, NCA CZ)

#### V4 + 4 EXPERIENCE: COMMUNICATION OF EVALUATION RESULTS

### How not to get lost in translation of evaluation results (into languages of neighbouring and distant tribes)

Martin Obuch (Consulting Associates, SK)

### Small classroom (Only in English)

Chaired by: Stanislav Volčik (Government of the CR, CZ)

#### PANEL: MACROMODELING

### Use of macro-evaluations and macroeconomic models by EU Member States, Stanislav Volčik (Government of the CR, CZ)

Practical application of the HERMIN model in Slovakia and elsewhere, Marek Radvanský (Institute of Economic Research at Slovak Academy of Sciences, SK)

Impact assessment with macroeconomic models, Janos Varga (DG ECFIN, European Commission)

## V4 + 4 EXPERIENCE - AVI Hall (Interpreted)

### EVALUATION OF LABOUR MARKET MEASURES UNDER THE YOUTH EMPLOYMENT INITIATIVE (YEI): EVIDENCE FROM BULGARIA

The main objective of the report is to evaluate the effectiveness, efficiency and impact of measures co-funded by the ESF and YEI under the OP HRD 2014-2020 in Bulgaria. The relevant operations are *Youth Employment, Active, Ready for Work, and Training and Employment for Young People*. The data used include *Employment Agency* records, quantitative and qualitative survey data (treatment and control groups of young people; employers), official labour market statistics, etc. Findings show that significant results have been achieved spending a relatively small amount of funds: as of the end of 2018, over 52,000 people aged 15-29 participated in the listed operations. The gross effect of YEI measures is 52% - more than half of the young people unemployed in 2015 had a job in 2018. The net effects indicate improved chances of having a job after the programme: by 37% (after 6 months), and by 49% (after 12 months). This positive impact justifies implementation of policies for activation and vocational training of young people in the future. However, a major challenge remains the activation of NEETs, which requires a proper assessment of reservation wage levels, as well as identification of non-standard and innovative solutions to successfully reach the target group.



**RALITSA SIMEONOVA-GANEVA** is an Associate Professor of Statistics and Econometrics and Director of the Master's Programme in Applied Econometrics and Economic Modelling at Sofia University St. Kliment Ohridski. She received her MSc. in Statistics and Econometrics, MBA in Strategic Management, and Ph.D. in Economics/Statistics from the same university. She is also a senior analytics manager at Sigma Hat and an experienced consultant with a demonstrated history in the field of decision analytics, economic modelling and forecasting, and strategic management. Her project record includes the development of a simulation model for net impact assessment of EU funds in Bulgaria (SIBILA 1.0 and SIBILA 2.0 models), development and upgrade of a labour market forecasting model (for Bulgaria, covering the period 2014 – 2034), Montenegrin Macroeconometric Model (comprised of a macroeconomic forecasting module and an impact assessment module for policy simulations), impact assessment and treatment evaluation of labour market policies at macroeconomic and individual level, etc.



**RADOSTINA ANGELOVÁ** has a master's degree in Sociology from Sofia University St. Kliment Ohridski and has obtained her Ph.D. in Economics at the same university with a thesis topic on net effects of public investments in higher education. She is a senior research manager (running her own research company Global Metrics) with an extensive experience in social, political and marketing research, including application of both quantitative and qualitative methods. She has been involved in numerous monitoring and evaluation assignments in the field of labour market policy, social policy, education, judicial system, etc. She has a proven track record in elaboration of methodologies, desk research, applied research related to result indicators and index numbers, development and application of impact assessment models for impact assessment, strategic consulting, etc.

## V4 + 4 EXPERIENCE - Large classroom (Only in Slovak)

### HOW NOT TO GET LOST IN TRANSLATION OF EVALUATION RESULTS (INTO LANGUAGES OF NEIGHBOURING AND DISTANT TRIBES)

In the context of EU cohesion policy, it is the responsibility of the evaluator to successfully communicate the evaluation results. If we assume that the definition of effective communication applies also to the implementation of ESI Funds, then attention should be paid not only to the information sender, but also to the receiver and additionally, to the environment in which the communication takes place. Nowadays, there is plenty of literature, guidelines and blogs on how to communicate effectively. These provide practical tips on how to communicate evaluation results in a “scientifically” proper way so that they have the desired effect on public policies. The aim of the presentation is to point out the fact that communication of the evaluation of operational programmes can be successful only if the implementing structures commissioning the evaluation actively participate in the process. Factors hindering successful communication of evaluation findings and conclusions to relevant target groups are identified and described. Subsequently, practical recommendations for better communication of evaluation results are provided as an important contribution to building a knowledge base for modern management of public policies.



**MARTIN OBUCH** (Consulting Associates, s.r.o.) has been actively involved in evaluation of public policies and the EU cohesion policy since 2003. He regularly participates in evaluation assignments for the European Commission, European Parliament, European Committee of Regions, the European Investment Bank and national and regional authorities in Central Europe. He is experienced in ex-ante, on-going and ex-post evaluations, and the application of a wide range of quantitative and qualitative methods. Mr Martin Obuch specialises in the design and implementation of evidence-based public policies.

## PANEL: MACROMODELING- Small classroom (Only in English)

### THE USE OF MACROEVALUATIONS AND MACROECONOMIC MODELS BY EU MEMBER STATES



**STANISLAV VOLČÍK** graduated from the Faculty of Economics, VSB Technical University of Ostrava in Economic Policy and Administration – Euroadministration (2006-2012). Then he obtained a Bachelor's degree in Political Science (2012-2017) from the Philosophical Faculty of the University of Hradec Králové. During his studies, he gained experience on a study visit at the University of Adam Mickiewicz in Poznan (one of the best international faculties of political science in Poland), on a short foreign study trip to Bolivia and on a traineeship at the Eurocentre in Hradec Králové where he communicated about European issues with citizens. From 2014 he worked at the Office of the Government of the Czech Republic (OG CR) as an analyst. In October 2017 he was appointed as head of the Unit of EU Strategies and Trends under the Section for European Affairs of the OG CR where he coordinated analytical work in the field of European affairs. In May 2019 he became the head of the Unit for Development and Innovation in Education at the Ministry of Education, Youth and Sports where he is in charge of coordinating two strategic documents: Long-term Plan for the Development of the Education System of the Czech Republic 2019-2023 and the Digital Education Strategy up to 2020. He is guided by the motto: "In the middle of difficulty lies opportunity" (Albert Einstein).

### PRACTICAL APPLICATION OF THE HERMIN MODEL IN SLOVAKIA AND ELSEWHERE



**MAREK RADVANSKÝ** has worked as a researcher at the Institute of Economic Research, the Slovak Academy of Sciences since 2004, currently he is the Head of Department of Economic Modelling and Analyses. Dr. Radvanský holds a Ph.D. in Operational Research and Econometrics. He has more than 15 years of practical experience in conducting research, mainly related to macroeconomic forecasting, labour market development, regional analysis, and cohesion policies. He is a co-author of more than a hundred mostly empirical papers. Since 2010, he has served as a national expert on Skills forecasting and labour market developments for the CEDEFOP Skillsnet program. In cooperation with the Slovak government office, he carried out several ex-ante and ex-post assessments of cohesion policy effects in Slovakia.

### IMPACT ASSESSMENT WITH MACROECONOMIC MODELS



**JANOS VARGA** is an economist at the European Commission, Directorate General for Economic and Financial Affairs where he is a member of the macroeconomic modelling team. He carries out model-based impact assessments using DG ECFIN's dynamic stochastic general equilibrium models. He obtained his postgraduate research degree in economics at the Central European University, Budapest. Prior to joining the European Commission, he worked at Collegium Budapest - Institute for Advanced Studies. His current research focuses on structural reforms and economic integration.

## CHAIRS' PROFILES



**VĚRA-KARIN BRÁZOVÁ** is the Head of the Strategic Unit at the Ministry of Regional Development. Together with her team she is responsible for methodological support of strategic work in the Czech public administration, including analytical activities and realization of education in this field. She obtained her MA degrees at the Faculty of Social Sciences, Charles University in Prague in the fields of Public and Social Policy (at the Institute of Sociological Studies) and Security Studies (at the Institute of Political Studies). Before she joined the Ministry in 2015, she worked as a researcher at the Adam Mickiewicz University in Poznan. She is a member of the International Public Policy Association. You can find her articles in both Czech and foreign academic journals.



**JANA DRLÍKOVÁ** leads the National Coordination Authority's Evaluation Unit. She focuses on qualitative methods, project management and public procurement issues. Previously, she worked at the Ministry of Health, where she gained a comprehensive insight into the implementation of ESI Funds in the Czech Republic. She received her Bachelor's Degree in Political Science from Charles University and in International Relations and European Studies from Masaryk University; she graduated from the Central European University in Budapest.




**JAN PIKNA** has been the coordinator of evaluations in INTERREG programs (cross-border, transnational, interregional) with Czech participation since 2015. Prior to engaging in public services, he worked as a project coordinator in the non-profit sector. In 2013 he graduated from European Studies + International Relations at the Faculty of Social Studies, Masaryk University in Brno. In his spare time he is an active participant in civil society in his hometown Litomyšl.



**TOMÁŠ NOVOTNÝ** studied Demography and Social Geography at the Faculty of Science at Charles University. He has worked in the field of cohesion policy for ten years. Currently, he works at the Ministry of Regional Development as an Evaluation Coordinator. During this time, he has gained expertise not only in the implementation system of cohesion policy in the Czech Republic, but also in the processes of implementation and evaluation of EU Funds. He has experience with monitoring and developing analytical and evaluation products; he has contributed to systemic measures, risk management and developing the monitoring system.





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