

Evaluation in 2014-2020: Challenges and Opportunities

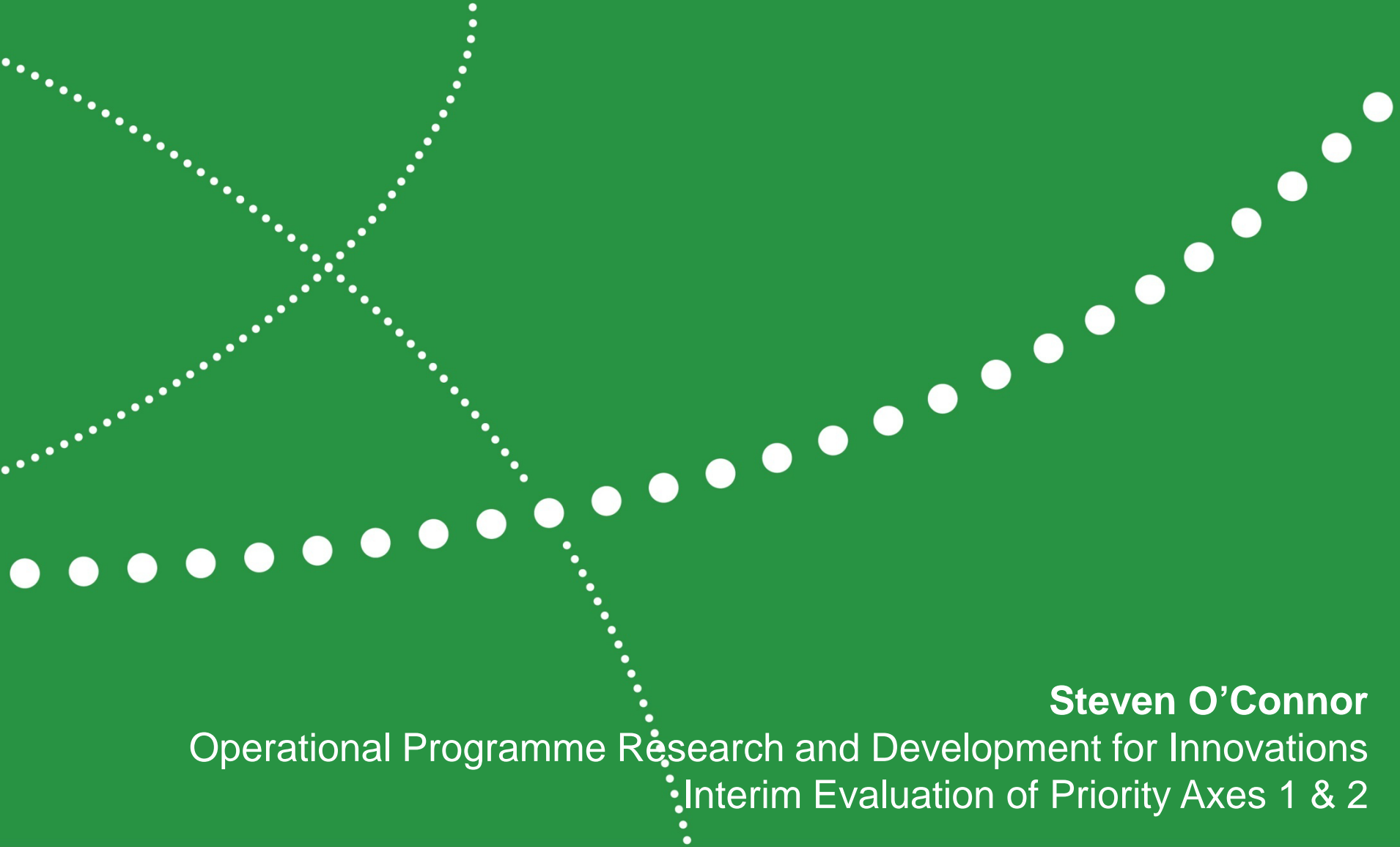
First annual conference of the National Coordination Authority's Evaluation Unit



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Interim Evaluation of Priority Axes 1 & 2

Background of OP RDI and Priority Axes 1 & 2



Objective of OP RDI

- Develop the R&D infrastructure in CZ

Total value €2.1 Billion (from ERDF)

5 priority axes

- European centres of excellence
- Regional R&D centres
- Commercialisation and popularisation of R&D
- Infrastructure for universities linked to R&D
- Technical assistance

Interim Evaluation of Priority Axes 1 & 2



Scope

- All R&D centres funded from PA 1 & 2 (6 & 42)
- Total value of assistance under evaluation -
€1.4 Billion approx.

Duration of evaluation

- 2012 – 2015

Budget of evaluation – 25 million CZK approx

Interim Evaluation of Priority Axes 1 & 2



Overall objective

- Contribute to the achievement of the objectives of PA1 & 2

Purposes

- Improve the performance of centres funded PA 1 & 2
- Raise awareness among stakeholders of the value of evaluation as a management tool

Methodology - Design



- Standard IE methodology structured around 5 DAC criteria
- Strong peer review element reflecting the scientific character of the evaluand
- Beneficiary self assessment report the documentary basis
- Main output – evaluation report containing recommendations to centre and MA
- No scoring or grading systems employed
- Strongly formative in character

Organisation of the evaluation



- Centrally managed by MA OP RDI (2 staff plus 1 external)
- Evaluations delivered by small teams of independent international & national experts recruited directly by MA OP RDI from its internal database (typically 3-4 evaluators)
- No consultancy firms involved (CZ or other)

Evaluation teams - more



- Evaluation teams composed to reflect orientation of centre
- Teams led by a 'lead evaluator' with expertise primarily in evaluation of SF measures, but with some R&D background
- 2 international scientific experts (3 for PA1 projects) plus 1 CZ scientific expert

Outputs



- 48 evaluation reports accompanied by a debriefing for each one held at the MA HQ in Prague
- 48 Self Assessment Reports
- 2 annual summary evaluation reports
- 5 Thematic Focus group summaries
- 1 summary evaluation at the end of the evaluation (2016)
- All in English

Main Findings of the Evaluations



- Relevance of the centres to both PA & OP RDI priorities strong
- Centres usually correspond to needs of the sector in which they operate, but less clear relevance to regional R&D priorities (where they existed)
- relevance to the needs of the parent institutions was found to be less clear-cut than might be expected
- Intervention logic of the projects was usually weak
 - Poorly defined hierarchy of objectives
 - Inadequate/inappropriate indicators (often mandatory)
 - Risks and assumptions often not realistic

More findings – Efficiency, Effectiveness



- Most centres encountered delays, invariably related to public procurement issues
- Project management varied from very good to very bad, but was usually (surprisingly) pretty good.
- Supervisory arrangements presented a mixed picture, but were for the most part sub-optimal
- The threat posed by potential state aids infringements was evident but largely ignored
- Implementation and monitoring arrangements inefficient, ineffective

More findings – Impact and sustainability



- OP RDI funding had been effective in terms of outputs and results
- With most centres only just completed or being completed, there was little evidence of real impact
- Mid-term financial sustainability is secured for many centres via the National Sustainability Programme
- Larger centres with a more explicit international research focus had taken steps to participate in international grant programmes
- smaller regional centres often lacked the capacity and in some cases ambition to go down the road of international collaborations
- Several centres (especially those funded from PA1) had multiple parent institutions. This was identified as a potentially critical factor to their institutional sustainability.

General observations on the IE of PA 1&2 OPRDI



Strengths

- Innovative and complex evaluation approach
- Provided centres with objective expert feedback on performance
- Generally welcomed by the centres
- Over 80% of recommendations accepted at debriefings

General observations on the IE of PA 1&2 OPRD II



Weaknesses

- Self-assessment not always taken seriously by centres, hampering the preparation
- Limited participation of the MA in evaluation process
- No adequate follow-up of application of recommendations by MA (objectives achieved?)
- Lessons learned not transmitted to new OP VVV e.g. design and intervention logic, monitoring

Dotazy a odpovědi

