



MINISTERSTVO PRO MÍSTNÍ ROZVOJ

Národní orgán pro koordinaci

EVALUATION PLAN

of the Partnership Agreement
for the 2014–2020 programming period

Version: 2016.01

Date: 24 November 2016



EVROPSKÁ UNIE
Fond soudržnosti
Operační program Technická pomoc



MINISTERSTVO
PRO MÍSTNÍ
ROZVOJ ČR

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Approved by the ESIF Working Level Council: 24 November 2016



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1 Introduction

In connection with the requirement of the European Commission (EC) to ensure demonstrable results of interventions, the emphasis on evaluation of activities supported by the European Structural and Investment Funds (ESIF, ESI funds) has increased compared to the previous programming periods 2004–2006 and 2007–2013. The Evaluation Plan (EP) of the Partnership Agreement (PA) briefly presents the way evaluations will be organized in the 2014–2020 programming period.

The individual parts of the document summarize the underlying considerations for evaluation activities resulting from European or national legislation, Evaluation Guideline 2014–2020, evaluation standards and further recommendations. It also deals with explaining the roles of individual evaluation actors and their groupings as well as the general definition of evaluation activities contained in the EP PA with respect to the evaluation activities of the Managing Authority of the Operational Programme Technical Assistance (MA OP TA). The document also explains the performance of evaluations, including the connection between activities organised by the National Coordination Authority (MRD-NCA), the activities of the Managing Authorities (MA) and links to other sources of information, and provides an indicative overview of anticipated evaluation activities conducted or organized by the MRD-NCA and the requirements for evaluation activities which should be organised at the level of Managing Authorities. The document also focuses on the development of evaluation capacities, including an overview of the expected MRD-NCA activities in this area, and provides an overview of financial and human resources that are available to implement the EP PA.

The evaluations described in the EP PA constitute a tool to obtain unbiased feedback on the implemented interventions (whether concerning the manner in which they are implemented or their results) in order to provide relevant actors with information necessary to learn and improve the quality, efficiency and coherence of ESIF interventions. Activities concerning the building of evaluation capacity then aim to permanently improve individual evaluations and increase their utilisation.

The Evaluation Plan of the Partnership Agreement is made flexibly so that it can operatively respond to the needs associated with the implementation of ESI funds in the Czech Republic. It can be elaborated in more detail only in the short term (about 3 years) with an emphasis on the following year; the design of the earliest activities is described in more detail in the Annexes. Other proposed evaluation activities are only indicative and will be subject to updates in the coming years.

For individual programmes implemented during the 2014–2020 programming period, evaluation plans of individual programmes are prepared by their Managing Authorities. These evaluation plans will be related to the EP PA in terms of their structure and content of relevant activities.



2 Underlying considerations of evaluation activities

2.1 Legislation and methodological environment

The obligation of a Member State of the European Union (EU) to prepare an evaluation plan is given by Articles 54 and 56 of the Regulation (EU) No. 1303/2013 of the European Parliament and of the Council of 17 December 2013 laying down common provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund, the European Agricultural Fund for Rural Development and the European Maritime and Fisheries Fund and laying down general provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund and the European Maritime and Fisheries Fund and repealing Council Regulation (EC) No. 1083/2006 (the Common Provisions Regulation). The requirements for the content of the evaluation plan incl. the indicative planned activities are further elaborated in the following supplementary guidance documents of the Directorates General of the EC (DG):

- Guidance Document on Evaluation Plans¹,
- Guidance document for Programming Period 2014–2020 Monitoring and Evaluation of European Cohesion Policy, European Regional Development Fund and Cohesion Fund - Concepts and Recommendation²,
- Guidance document for Programming Period 2014–2020 Monitoring and Evaluation of European Cohesion Policy, European Social Fund³,
- Guidelines: Establishing and implementing the evaluation plan of 2014–2020 RDPs⁴,
- Guidelines for strategic programming for the period 2014–2020, Directorate General for Agriculture and Rural Development,
- Commission Operational Regulation (EU) No. 771/2014⁵.

Based on guidance notes of the European Commission and in connection with the concept of a Single Methodological Environment, the MRD-NCA prepared a **Guidance for the evaluation of the 2014–2020 programming period** (GN Evaluation 2014-2020), which was approved by Government Decree No. 597 of 9 August 2013 and is mandatory for all⁶ programmes within European Structural and Investment Funds⁷.

1 Available at: http://ec.europa.eu/regional_policy/sources/docoffic/2014/working/evaluation_plan_guidance_en.pdf.

2 Available at: http://ec.europa.eu/regional_policy/sources/docoffic/2014/working/wd_2014_en.pdf.

3 Available at: <http://ec.europa.eu/social/BlobServlet?docId=7884&langId=en>.

4 Available at: http://enrd.ec.europa.eu/enrd-static/evaluation/library/evaluation-helpdesk-publications/en/evaluation-helpdesk-publications_en.html#guidance.

5 Available at: <http://eur-lex.europa.eu/legal-content/CS/TXT/?qid=1471865013230&uri=CELEX:32014R0771>

6 The guidance note has a recommending character for the Rural Development Programme (RDP). However, in accordance with GR No. 540/2015, selected relevant parts of individual chapters will be integrated, based on agreement with the Minister of Regional Development and the Minister of Agriculture and taking into account specific procedures for the RDP, in the Procedures associated with the preparation, management, implementation, monitoring and evaluation of the Rural Development Programme for 2014–2020 ("the Procedures"). Such chapters will take, in the Procedures, the form of binding procedures and rules.

7 Available at: <http://www.dotaceeu.cz/cs/Fondy-EU/Kohezni-politika-EU/Metodicke-pokyny/Metodika-evaluaci>.



2.2 Preparation and update of EP PA

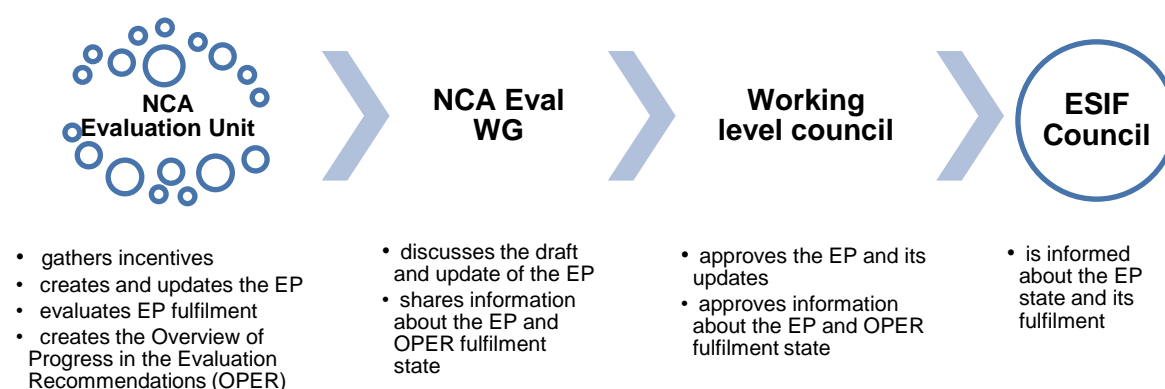
Compiling the identified or expected evaluation needs into the Evaluation Plan of the Partnership Agreement is the first step in the evaluation process. The creation of the EP PA is part of programming, and its implementation is an integral part of the implementation of interventions⁸.

The draft EP PA was prepared already during the preparation of the overall Partnership Agreement strategy, and the content of the plan was discussed with the ex-ante evaluator of the Partnership Agreement. Based on the recommendations of the European Commission, the EP PA is being prepared in cooperation with all relevant partners involved in the preparation and implementation of the 2014–2020 programming period, which are other departments of the MRD-NCA, Managing Authorities (MA), for instance within the NCA, NCA Eval WG and European Commission's Evaluation Units, experts, etc.

The preparation and update of EP PA falls under the responsibility of the NCA Evaluation Unit which gathers incentives for the content of EP PA, prepares the document and discusses with all relevant partners. (According to Rule 12 of the GN Evaluation 2014–2020, **the EP PA update must be ready by 15 September of the previous year.**) The EP PA is discussed with the MA in the NCA Evaluation Working Group (NCA Eval WG), and subsequently approved in the European Structural and Investment Funds Working Level Council (ESIF Working Level Council). After approval, the document is sent to the Council for ESI funds for information purposes and **published on the ESIF website** (www.dotaceEU.cz).

The implementation and coordination of the Evaluation Plan falls under the responsibility of the MRD-NCA's Department of the Partnership Agreement, Evaluations and Strategies, evaluation department (NCA Evaluation Unit)⁹, which works closely with all relevant partners, managing authorities and MRD.

Fig. 1: Role of individual platforms in the preparation and updating of EP PA



2.3 Definition of evaluation activities in relation to the MA OP TA

The activities of the National Coordination Authority are closely linked to the Operational Programme Technical Assistance 2014 - 2020 (OP TA), mainly because the OP TA is aimed at setting the environment

⁸ For more details see e.g. the Guidance for the preparation of PD, available at <http://www.dotaceeu.cz/cs/Fondy-EU/Kohezni-politika-EU/Metodicke-pokyny/Metodika-pripravy-programu>.

⁹ To ensure the independence of the NCA Evaluation Unit, it is included under the Department of the Partnership Agreement, Evaluations and Strategies, which is organizationally separated within the NCA from the creators of the methodological environment and the implementers of cross-cutting activities (such as publicity, administrative capacity, monitoring system administration, etc.).



for the implementation of the PA managed by the MRD-NCA and the programmes that MRD-NCA coordinates. This means that the OP TA is a tool that is essential for the MRD-NCA (and other actors involved) to fulfil their role (not only as a source of finance for its activities). For this reason, it is very difficult to separate evaluation activities planned and carried out at the level of MRD-NCA from the evaluation activities of the MA OP TA. To avoid overlapping of these activities and ensure that all areas are covered, it has been agreed with the MA OP TA that the evaluation activities will be divided according to the following key.

Evaluations focused on interventions under Priority Axis 1 of the OP TA will be divided based on who is responsible for the performance of specific activities:

- If it falls under the responsibility of the MRD-NCA (the MRD Department of Regional Policy, where appropriate), their evaluation will be a part of EP PA and the NCA EU must ensure their evaluation, sharing the results of these evaluation activities with the MA OP TA (the evaluations will mainly focus on the relevance of the setting and fulfilment of PA objectives, Single Methodological Environment, territorial dimension and integrated tools in terms of substantive and process aspects, synergistic chains, administrative capacity across the PA/programmes, publicity across the PA/programmes, preparation of the programming period 2021+, etc.).
- The NCA EU will also ensure surveys to determine the satisfaction of employees / relevant actors.¹⁰
- Other evaluations will be ensured by the MA OP TA (the evaluations will mainly focus on the level of the actual managing authority or on activities outside the responsibility of the MRD-NCA).

Evaluations focused on Priority Axis 2 of the OP TA:

- Are ensured by the MA OP TA (except for the determination of the above indicators of satisfaction of employees / relevant actors).

The following text of the EP PA covers the evaluation corresponding to the agreement with the MA OP TA. Other evaluation activities are covered under the Evaluation Plan of the OP TA. During the implementation of evaluation activities ensured by the NCA Evaluation Unit across the PA/programmes, the OP TA will not be specially set apart and will be equivalent to other programmes.

2.4 Cooperation on evaluations

Achieving cooperation among evaluation units, coherence of their activities and the effective use of evaluation results requires coordination of the programmes managing authorities and the MRD-NCA. Successful coordination requires the exchange of information between all evaluation units, sharing of all

¹⁰ These indicators include the following:

8 24 10 Level of satisfaction of relevant actors with the conditions for work related to the management of PA/OP;

8 21 10 Level of satisfaction of employees of the implementation structure with human resources policy and the system of education;

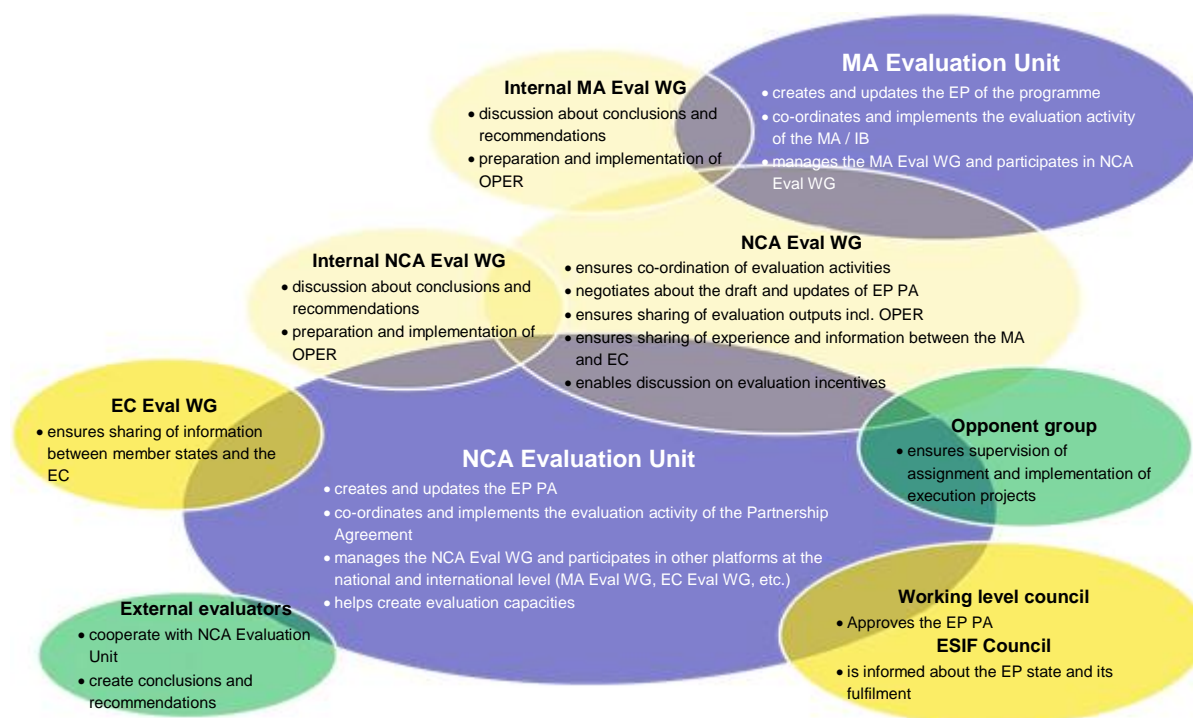
8 34 20 Level of satisfaction of employees of the implementation structure and beneficiaries and applicants with the information system.



important evaluation (and related) documents, and the active mutual participation in the evaluation working groups and conferences.

Cooperation in the field of evaluation is based on Chapter 8 of the GN Evaluation 2014-2020, containing a detailed list of binding activities of the actors involved. This part of the EP PA therefore does not aim to copy such activities, but rather to clearly summarize the overall concept of cooperation between the various actors, i.e. to describe the links between of evaluation activities at the international, national and programme level. This is shown in the following diagram.

Figure 2: The main activities of evaluation actors and platforms



2.4.1 Sharing information and evaluation standards

The diagram clearly shows that sharing information and knowledge is one of the key activities of all evaluation platforms. In this regard, GN Evaluation 2014-2020 sets the rules for the disclosure and sharing of information, including mandatory deadlines, to be observed by the NCA Evaluation Unit in its activities.

Rule 23: Detailed information on each evaluation activity are updated by the implementation bodies regularly, at least every 10 working days before the NCA Eval WG, so that the module contains the most recent data before each meeting of this group.

Rule 24: Article 54(4) of the Common Provisions Regulation requires that all evaluations, including ad-hoc evaluations, carried out outside the approved evaluation plan of programmes / Partnership Agreement, must be made available to the public.

Rule 25: The evaluations module in MS2014+ is used to store complete outputs including annexes and specification documents. Each output must respect the requirements for the unified form defined under Rule 21. Selected outputs will then be automatically published on the MRD-NCA website.

*After carrying out any evaluation¹¹, all implementation entities must immediately, but no later than **within 20 working days**, update the information in the MS2014+ and make at least the executive summary in Czech and English available to the public on their websites.*

In order to increase the quality of the evaluation environment and its outputs, basic evaluation standards will be observed, as defined under Chapter 9 of the GN Evaluation 2014-2020, in particular rules 21 and 22.

Rule 21: *Based on the experience from the programming period 2007 - 2013 and EC recommendations¹², it is required that **all implementing entities specify in their specification documents the requirement to observe the Code of Ethics for Evaluators¹³ and the minimum quality and content of evaluation outputs with reference to CES standards.***

Rule 22: *To improve the quality and comparability of evaluation outputs, it is required to **follow a uniform structure and form of outputs** in the following format: the output of each external evaluation will contain at least the final report and executive summary in Czech and English, which, in addition to the identified conclusions, must contain a description of the methods used and data sources. Given the scope and subject of evaluation, it is also recommended to require an initial report, interim reports etc.*

*As part of the evaluation process, it is recommended to conduct **quality assessments of the evaluation process and its outputs**, both by external evaluation contracting authority and the selected contractor (evaluator); for more details see GN Evaluation 2014-2020.*

2.5 Evaluating EP PA

The MRD-NCA believes that the evaluation culture in the Czech Republic is not satisfactory; one of the basic characteristics is under-utilisation of evaluation outputs for policy management as well as in the implementation of the ESI funds. The GN Evaluation 2014-2020 responds to this by defining the basic rules for the evaluation of the progress towards the EP and defining binding rules to work with evaluation outputs. In accordance with Rule 16, the NCA Evaluation Unit will, at least once per year, prepare the evaluation of the progress towards the EP PA, which will be submitted to the Working Level Council for approval, which, in comparison to other MAs within the platform structure, acts in the evaluation area in a similar capacity as a monitoring committee. The evaluation of the progress in the EP and the Overview of Progress in the Evaluation Recommendations (OPER), which is **always prepared for a calendar year no later than by 28 February of year n+1**, is submitted for approval in the Working Group Council. The ESIF Council is subsequently informed about the state. The evaluation outcomes are part of the Annual Report on the Implementation of the Partnership Agreement (section Evaluation summary).

Rule 16: *With regard to the requirement of Article 110 of the Common Provisions Regulation, which provides that the monitoring committee examines progress made in the implementation of the evaluation plan and the follow-up given to findings of evaluations, the **MA/MRD-NCA at least annually presents the respective platforms (in the case of MA MC) with the evaluation of progress towards the EP of the programme / Partnership Agreement in the form of a short report containing information about the evaluation activities carried out and their results, and about how they were used within implementation.***

*The **Progress Report on the Evaluation Plan** must also contain the **Overview of Progress in the Evaluation Recommendations (OPER)**, which defines the individual tasks and anticipated deadlines of their performance on the basis of the accepted recommendations from completed evaluations.*

11 When the required outputs are complete and approved by the contracting authority.

12 Annex 3 of the GN Evaluation 2014-2020 contains minimum standards defined by the European Commission in its Guidance Note of DG REGIO.

13 Code of Ethics for Evaluators – Czech Evaluation Society, available at http://www.czecheval.cz/standardy_kodex/ces_eticky_kodex_.pdf



2.5.1 Working with evaluation outputs

The evaluations should primarily aim to provide an independent assessment of the state or development of implementation and its success in terms of achieving the objectives. Therefore, the activities of the NCA Evaluation Unit will include ensuring the discussion over the main conclusions and recommendations with the evaluators and relevant partners in the implementation, including ensuring the presentation of defined proposals for measures to the top management of the MRD-NCA (Deputy of the National Coordination Authority Section). The main conclusions and recommendations will be discussed (i) with the author of the evaluation and the main "beneficiaries" of the recommendations in relation to the specific evaluation during the preparation of conclusions and recommendations, and (ii) also during the preparation of the OPER. Working discussion concerning the OPER will take place within the NCA Evaluation Internal Working Group (Internal NCA Eval WG), which will usually meet twice per year, or as needed. The OPER content will also be made known to other platforms - NCA Eval WG, Working Level Council, etc.

Rule 26: *Each implementation entity shall, on the basis of the accepted conclusions and recommendations of evaluation, prepare the so-called **Overview of Progress in the Evaluation Recommendations (OPER)**, which defines the individual tasks and anticipated deadlines for their completion, including the definition of specific responsible managers. The plan only uses those recommendations that the MA or MRD-NCA accepted as relevant.¹⁴ In addition to defining specific responsible managers, the OPER enters in the MS2014+ an implementation entity for each tasks (MA or MRD-NCA), **no later than within 10 working days** before the meeting of the relevant platform (Monitoring Committee in the case of MA). Recommendation plans serve as one of the underlying documents to monitor implementation management, as well as a basis for the preparation of the **Progress Report on the Evaluation Plan**¹⁵ and also as an input for completing the report on the risks of the programme / Agreement. The MA / MRD-NCA familiarise the appropriate platforms (MC members in the case of MA) with the progress towards the OPER at regular meetings.*

¹⁴ The OPER does not have to contain all the recommendations given by the evaluator. Specific recommendations may be included in the OPER at the discretion of the MA and should be subject to the discussion in the relevant programme and its implementation structure.

¹⁵ For minimum requirements for the content of the Progress Report on the Evaluation Plan, see the Monitoring Guideline 2014–2020.



2.6 Strengthening and development of evaluation capacity

Experience of the authors of the EP PA and also the managing authorities indicates that the current evaluation culture in the Czech Republic is not sufficiently developed and it is only improving slowly. Evaluation of public policies is almost non-existent (with the exception of European funds and development co-operation), and if so, evaluations are often of poor quality and are non-transparent.¹⁶ There is a dominance of process evaluations, while result or impact evaluations, which would track the fulfilment of the ultimate objective of the interventions, are only sporadic.¹⁷ Low quality of outputs from evaluation then leads to negative consequences, which are reflected in their utilisation as a learning and management tool.

The NCA Evaluation Unit and this part of the EP PA aim to introduce in more detail the causes of the issue of poor quality of evaluations, its consequences and propose tools to be used to improve the situation. To do so, the NCA Evaluation Unit will focus on two areas: (i) initiate procedures to improve evaluators' activities in State administration, (ii) improve the alignment of monitoring and evaluations by providing relevant data, including administrative data from existing registers.

In terms of technical aspects, NCA Evaluation Unit believes that the poor quality of evaluations is due to two main causes - (i) lack of high quality human resources and (ii) the limited ability of public administration to provide data. In addition to these technical causes, there are also many general factors such as insufficient use of evaluations by public administration, underestimating their importance or inability to continue working with them. This is followed up on by the newly formed binding rules of the GN Evaluation 2014-2020 in the form of requirements for the assessment of progress towards the EP and the creation of OPER, which the MA must use to ensure work with the evaluation conclusions and recommendations.

In terms of NCA Evaluation Unit, the first cause of the current status is minimum evaluation capacity of the public administration, both in terms of quantity and quality (i.e. the knowledge and skills of employees). This complicates the requesting high quality evaluation contracts and prevents the evaluation from being performed internally in good quality. As some contracting authorities of evaluations lack experience in evaluation practice, they are unable to formulate in detail the requirements in procurement proceedings and check the quality of the supplied services. The supplied services, however, are just the flip side of the same coin, as some suppliers do not have much higher expertise and therefore often struggle to prepare a good quality evaluation proposal. This may lead to market failure, where the optimal strategy of consultants is to provide services at minimal but acceptable quality.¹⁸ The NCA Evaluation Unit will follow on this fact by specifically targeted

¹⁶ This mainly concerns lack of methodological transparency, where the detail of the method's description and of the research is often so inadequate that it is impossible to consider the possible replication of research, i.e. an essential attribute of any research, and thus also applied social-science research such as the evaluation work.

¹⁷ Increased use of process evaluation at the expense of impact evaluations is not only a problem of the Czech Republic, see e.g. Riché M., Theory Based Evaluation: A wealth of approaches and an untapped potential, European Commission, http://ec.europa.eu/regional_policy/impact/evaluation/conf_doc/helsinki_mri_2012.pdf

¹⁸ In this case, this may constitute a typical example of "principal-agent" information asymmetry (see http://en.wikipedia.org/wiki/The_Market_for_Lemons, http://en.wikipedia.org/wiki/Principal%E2%80%93agent_problem). Contracting authorities often act as "uninformed customers" ("principals") authorizing the evaluators ("agents") to perform evaluation services. The potential inability to recognize quality can lead to a moral dilemma on the part of the evaluator, between the "ethical approach to deliver the best possible service" and the pragmatic approach "deliver the cheapest acceptable solution" (especially due to the



training courses and annual conferences with the participation of relevant partners (i.e. including external evaluators and contractors).

The Czech Republic has had a relatively short tradition of evaluation, and therefore has insufficient "know-how" (or so-called "evaluation culture"), with significantly lower involvement of the academic sector in evaluations in comparison with economically more advanced countries and the issue of human resources in public administration. In this regard, in addition to the currently used commercial cooperation, the EP PA proposes three possible ways of involving the academic sector (see the following chapter). On the other hand, the public administration has (or should have) data sources. However, a lax approach to provision - due to the high cost of collection - leads to evaluation results which are often based on insufficient data.

Partial causes of the problem then include evaluators, who in some cases are willing to write evaluation reports as instructed by the contracting authority, announce procurement procedures for evaluation with too much emphasis on price and the related offering of cheap, low-quality services from the evaluators and the lack of a centralized publication of evaluations, research, analyses etc. by the public administration, which would simplify both knowledge transfer and promote the use of evaluations in further decision making.

In connection to the above condition of evaluation culture in the Czech Republic, we propose the following measures to strengthen evaluation capacity.

Table 1: Proposed measures and activities of the NCA Evaluation Unit to strengthen evaluation capacity

Situational analysis of the evaluation environment in the Czech Republic	Proposed measures	Activities to achieve the measures
Evaluation culture is not satisfactory, evaluation is scarce and often of poor quality.	Emphasis on education and exchange of experience (development of methodical basis of evaluation)	<ul style="list-style-type: none"> Cooperation within the established evaluation platforms (NCA Eval WG, CES, EC Eval WG etc.) training for employees of evaluation units presenting the conclusions of conducted evaluations, including methodological concept / design organizing regular evaluation conferences
	Defining binding rules in the GN Evaluation 2014-2020	<ul style="list-style-type: none"> requirement for fulfilment of evaluation standards and code of ethics for evaluators according to CES
	Evaluating the quality of evaluation activities	<ul style="list-style-type: none"> evaluation of the quality of contract documents (emphasis on feedback) quality assessment of evaluation outputs, GN Evaluation 2014 - 2020 and the related meta-evaluation.

combination of a highly competitive market and falling prices). At this point, it is impossible to argue that all evaluators choose the ethical solution. This is a classic example of a market failure. The solution consists in increasing the competences of the contracting authorities.

Situational analysis of the evaluation environment in the Czech Republic	Proposed measures	Activities to achieve the measures
Dominance of operative evaluation, absent assessment of the effects of interventions.	Emphasis on education and sharing experience	<ul style="list-style-type: none"> Educational activities focusing on methods of impact evaluations, consulting activities in the field of procuring evaluations
	Involvement of academic and scientific sectors	<ul style="list-style-type: none"> cooperation with the academic sector on small evaluation projects in the form of diploma theses increasing the number of internally conducted or facilitated evaluations
	Involvement of the non-state non-profit-making sector	<ul style="list-style-type: none"> notification of the 4th OPTA invitation focused on research activities and collection of data in order to achieve PA objectives
Evaluations are not used for decision-making and management processes.		<ul style="list-style-type: none"> compulsory assessment of the progress towards the evaluation plan and preparation of the OER, see Rule 26 of the GN Evaluation 2014-2020

2.7 Possibilities of cooperation between the NCA Evaluation Unit and the academic sector in the Czech Republic

In addition to the previously widely used commercial cooperation in the field of evaluation, it is appropriate to ensure deeper development of the evaluation culture in the Czech Republic by establishing cooperation with the academic sector. Cooperation with the academic sector will complement, rather than replace, cooperation with the commercial sector, observing the standard public procurement rules and rules on conflict of interest.

The chapter briefly summarizes the potential NCA Evaluation Unit cooperation with the academic sector, identifies three possible regimes and provides their advantages and limitations. These regimes are not mutually exclusive and can complement each other. They differ in their potential, advantages and limitations (see below).

- a) Free cooperation
- b) Cooperation with the Technology Agency of the CR (TA CR)
- c) Commercial cooperation with the academic sector

Free cooperation

Universities are generally interested in cooperation with the application sector, especially to allow students to be exposed to tasks and conditions of the real world. In this regime, universities offer "student work", e.g. in the form of topics of diploma and other theses and, to a limited extent, adjust their study programmes (e.g. the inclusion of a "practical course" in which students deal with real problems).

The benefits of working for the MRD-NCA or NCA Evaluation Unit consist in minimum costs, the ability to hire interns from relevant fields and, in the long term, it offers the opportunity to educate professionals for practice. In terms of its limitations, it is necessary to see this cooperation as inflexible with a response time of 3-4 months, possibly a year, and without guaranteed quality.



Applied research projects - Cooperation with the Technology Agency of the CR (TA CR)

The MRD-NCA, as well as some other Ministries, has the possibility to directly submit, in the context of its research needs, a request into public procurement in the field of research and development (e.g. BeTA programme). If the research need is approved, the TA CR will announce a procurement procedure for a contractor. Such a contractor is always a subject fulfilling the necessary qualitative requirements, i.e. an experienced research team in the particular field. Such contractors are usually universities, public research institutions or a consortium created together with business subjects. Another possibility is to cooperate with public tender programmes in applied research, development and innovations. Such cooperation can cover implementation of strategic objectives of a department into objectives of a programme itself, defining specific focus of a call of proposals or use of the results from already supported projects. The benefits of working for the MRD-NCA, or NCA Evaluation Unit consist in minimizing costs and the involvement of high-quality research team that can analyse the issue in great depth. Limitations include complex administrative mechanism for approving the topic. As a result, cooperation is possible only for sectional and "atemporal" topics.

Commercial cooperation

Commercial cooperation would take the form of a tender, e.g. in the form of a framework agreement with 3–4 academic facilities. NCA Evaluation Unit would meet current needs by minitender procedures to award sub-contracts. Due to the contractual relationship under this approach, we can assume temporal flexibility and guaranteed quality.

2.8 Educational activities in the area of evaluation

The NCA Evaluation Unit aims to support and develop evaluation capacity of NCA Evaluation Unit as well as MAs also through educational activities. For this purpose, it will also use the education system set within the MRD-NCA. To ensure high quality of education, cooperation will be established with both domestic and foreign experts in the field of evaluation. The first set of educational activities will be targeted to assist the creation and finalization of the evaluation plans at the programme level.

Another tool to create and develop evaluation capacities is a regular annual NCA Evaluation Unit conference which will focus on sharing information about interesting evaluation activities, best practices, innovations in the field of evaluation, etc. It is expected that the conference will be held regularly once a year in October/November and will be attended by the representatives of the NCA Evaluation Unit and the MA as well as domestic and foreign guests, representatives of the academic sector, EC, etc.

Table 2: Overview of planned educational activities of the NCA Evaluation Unit for the period 2014–2016

Topic	Content	Scope	Note	Deadlines
Planned activities in 2017				
2nd NCA Evaluation Unit annual conference	The aim is to share opinions, experience and examples of good practice and thus contribute to improving the evaluation	2 days		2 and 3 November 2016

Topic	Content	Scope	Note	Deadlines
Planned activities in 2017				
	culture in the Czech Republic.			
NCA Education system: Evaluation I and Evaluation II	Initial education for new evaluators.	2 days	(will be carried out in accordance with the possibilities of the Education System)	1Q/2Q 2017
Inventory of methods of impact evaluation focusing on the preparation of evaluation plans and evaluation designs	Overview of basic evaluation methods (theory-based approaches and counterfactual impact evaluation).	2 days	Requires basic knowledge in the field of evaluation. (will be carried out in accordance with the possibilities of the Education System)	3Q/2017
Workshop on the creation of evaluation designs	A follow-up workshop aimed at devising concrete methods of evaluations in individual ESIF areas.	1 day	The training will follow on the methods training. (will be carried out in accordance with the possibilities of the Education System)	3Q/2017
3rd NCA Evaluation Unit annual conference	The aim is to share opinions, experience and examples of good practice and thus contribute to improving the evaluation culture in the Czech Republic.	1 day		4Q 2017
Ad hoc seminars / workshops	As required and possible.			1Q–4Q 2017
Implemented activities in 2015 and 2016				
Inventory of methods for impact evaluations focusing on the preparation of evaluation plans and evaluation designs (2nd round)	Overview of basic evaluation methods (theory-based approaches and counterfactual impact evaluation). Emphasis is placed on what each method is suitable for, its limitations and prerequisites.	2 days	The training has taken place.	2 and 9 February 2015
Workshop on the creation of evaluation designs (2nd round)	A follow-up workshop aimed at devising concrete methods of evaluations in individual ESIF areas.	1 day	The training followed on the methods training.	16 February 2015
Introduction to the Evaluation of processes using Vanguard method	Seminar aimed to present the Vanguard method and its application.	2 days	The training has taken place.	15 and 24 June 2015

Topic	Content	Scope	Note	Deadlines
Planned activities in 2017				
Informal round table with V4 representatives	Discussion and sharing of experience with the preparation of evaluation plans, public procurement.	1 day	Information will be passed to the NCA Eval WG.	20 October 2015
1st NCA Evaluation Unit annual conference: Evaluation 2014-2020: Challenges and opportunities	The aim is to share opinions, experience and examples of good practice and thus contribute to improving the evaluation culture in the Czech Republic.	1 day	The event has taken place. Outputs here.	21 October 2015
Advanced inventory of methods for impact evaluation I.: theory-based methods and work with data.	From the cycle "Inventory of methods - advanced". Two parallel workshops focused on TBE and Big data.	1 day	The training has taken place.	22 October 2015
Preparation of contract documents	Discussion workshop on the creation of contract documents, sharing of good practice.	1 day	The training has taken place.	8 December 2015

3 Financial and human resources

Activities of the PA evaluation plan are funded by the OP Technical Assistance 2014–2020.

Evaluation falling within the competence of programmes will not (except for evaluations conducted by the MA OP Technical Assistance) be paid by the OP Technical Assistance 2014–2020. In agreement with the evaluation units of the programmes' MAs, agreement will be reached to finance joint assessment (e.g. publicity, synergistic chains etc.).

Evaluations will be conducted as internal (i.e. using the capacity of NCA Evaluation Unit), as external, or mixed. The initial plan to implement external evaluations through a framework agreement with several suppliers was reworked on the basis of the performance subject-matter to utilization of the Dynamic Purchasing System (DPS). Publication is planned for 4Q 2016. All evaluations planned for the period until the DNS is adopted will be implemented internally by the NCA Evaluation Unit.

The table below summarizes the estimated costs connected with the implementation of evaluation activities described in the previous parts of the EP PA. Similarly to only indicative planning of evaluation activities, the table stated below is only a forecast of anticipated costs. These estimations will be subsequently specified in following updates of the EP PA.

Table 3: Indicative budget for the NCA Evaluation Unit (evaluation and educational / organizational activities incl. ad hoc)

Year	Estimated/real* costs in CZK incl. VAT
2014	0
2015	1,050,000
2016	700,000
2017	6,500,000
2018–2023	45,400,000
Total for 2014–2023	53,650 000

* real costs are stated for finished years

Evaluation activities at the PA level will be staffed by employees of the Evaluation Unit of the Department of the Partnership Agreement, Evaluations and Strategies. The Unit currently has 6 FTEs and uses extra assistance of ½ FTE through a work contract and in the second half of 2016 through an agreement to perform work within 600 working hours. In 2017 we presume utilization of ½ up to one entire FTE through the work contract.

The NCA Evaluation Unit will carry out evaluation activities in cooperation with (and utilizing the knowledge of) other administrative capacities involved in the PA management and programme coordination.



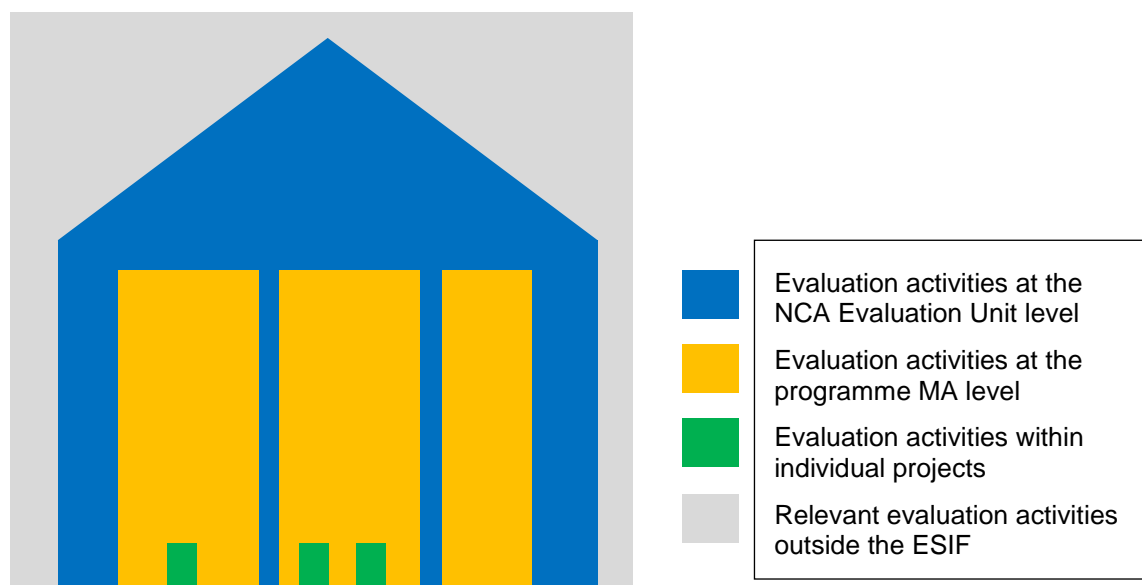
4 Planned evaluations

This chapter explains the relationships between evaluations carried out at various levels, and contains an indicative list of evaluations that will be carried out during the programming period 2014–2020 at the NCA Evaluation Unit level within the EP PA.

To evaluate ESIF interventions, it is appropriate to define four levels at which relevant ESIF evaluations will be carried out.

1. The NCA Evaluation Unit will primarily ensure horizontal evaluation on themes that extend beyond one programme (the majority of planned evaluations carried out at the NCA Evaluation Unit level will cover all programmes, respectively all programmes that are relevant for the evaluated theme).
2. The individual MA of programmes will ensure evaluation of interventions under their programmes, or individual specific objectives or themes. At the level of individual programmes, evaluation plans will be created. Among other things, they cover evaluation of priorities/specific objectives in accordance with Article 56(3) of the Common Provisions Regulation.
3. It is also appropriate to allow for evaluations arising within projects (such evaluations are meaningful for major system projects, or projects of a pilot or a highly innovative nature).
4. In addition to these three levels, the evaluation of the results of ESI funds will make use of evaluations outside of ESI funds; these will include, e.g. the evaluation of various strategies¹⁹ which require the use of ESI funds for some of their measures, or academic research or diploma and dissertation theses with relevant themes.

Figure 3: Relationship between different levels of evaluation activities



The following table provides an indicative list of evaluations at the NCA Evaluation Unit level and also presents framework expectations regarding the evaluations at the level of programmes necessary for the preparation of the PA implementation progress report pursuant to Article 52 of the Common Provisions Regulation, because the cooperation with the MAs and their evaluation units and the link

¹⁹ Overview of relevant strategies and expected deadlines for their evaluation are included in Annex 3.

of their evaluation plans to the EP PA is a prerequisite for the successful implementation of the EP PA. Based on the development of needs, the proposed evaluation activities will be annually updated and further modified and specified. Note: Regularly repeating thematic evaluations are stated within the EP PA and Evaluation module in MS2014+ as one evaluation within which the stages are numbered taking into account the chronology of their sequence.

Evaluation plans at the programme level should be set up in accordance with the recommendation in the GN Evaluation, chapter 7.3, which includes, in addition to a mandatory list of evaluations, a list of non-mandatory but recommended evaluations.

To prepare the Report on the Progress of PA Implementation, the Managing Authorities must reflect the relevant evaluations in their evaluation plans which will be the basis for the below evaluations (evaluation numbers are listed in accordance with the numbers in the Table 4 stated below):

- **Verification of a change in the development needs of the PA** - evaluation No. 7 - MAs will provide outputs from evaluation(s) focused on verifying the relevance of programmes (the themes of S/C and territorial dimension should also be reflected in the verification of programme relevance, i.e. verification of validity of individual theories of change of individual SOs - see details below).
- **Evaluation of the progress towards the objectives of the Partnership Agreement** - evaluation No. 8 - MAs will provide outputs from evaluation(s) focused on the fulfilment of programme specific objectives in relation to the expected results of the PA (the themes of S/C and territorial dimension should also be reflected in these evaluations - see details below).
- **Evaluation of synergistic and complementary chains and relationships in the PA** - evaluation No. 9 - MAs will provide outputs evaluating S/C in terms of set-up of relevance and evaluation of impact. The MA may use the outputs from evaluations that will be implemented in relation to the above evaluations if it reflects the theme of S/C in them; process evaluation of S/C may be also conducted as part of a broader process evaluation.
- **Evaluation of the implementation of territorial dimension?** - evaluation No. 13 - MAs will provide outputs evaluating the territorial dimension in terms of process and relevance. The MA may use the outputs from evaluations that will be implemented in relation to the above stated evaluations if they reflect the theme of territorial dimension in them. Process appraisal of territorial dimension may be implemented within the broader process evaluation.

In preparing the documents (Evaluation of the progress towards the objectives of the PA, evaluations of S/C and the territorial dimension, etc.), it is not necessary to create a separate evaluation for each theme within programme EPs. **The NCA Evaluation Unit believes that the themes of territorial dimension and S/C should be included in the process evaluation, in the evaluation of relevance and/or the validity of the theory of change (see links to the evaluation No. 7) and subsequently in the impact evaluations of individual programme specific objectives (see link to the evaluation No. 8).** On the contrary, evaluation of CLLD and ITI is not mandatory for the MA, except those OPs where integrated tools are used at the level of the entire SO or the priority axis (e.g. OP Emp and IROP). Evaluation of individual integrated tools will be ensured by the MRD-NCA based on supporting documentation from strategy bearers (for more details see the Guideline IT in the programming period 2014–2020).



In the first years of implementation, the evaluation activities of the NCA Evaluation Unit will focus mainly on process evaluations supporting the implementation process, e.g. Evaluation of the progress towards the objectives of the Concept of Single Methodological Environment; emphasis will also be placed on the verification of the relevance of interventions and in terms of impact evaluations, it is possible to focus on ex-post evaluation of interventions for 2007–2013, where individual findings may serve as the necessary base-line to evaluate the impact of interventions for 2014–2020. With regard to the expected implementation of the ESI funds, the focus of result/impact evaluations lies after 2016.

Evaluations in Table 4 are ordered thematically maintaining the unified numbering of evaluations from the previous versions of the EP PA. To ensure uniform numbering across future updates to the EP PA, the numbering will not change in the event of addition/removal of any activity.

More detailed cards have been prepared for the evaluations for years 2015, 2016 and 2017, which are contained in chapter 4.3.

A complete overview of the planned and conducted evaluations in the programming period 2014–2020 is included in the Evaluation Module of the MS2014+ from which the final outputs and executive summaries are mandatorily published on the MRD-NCA website. The deadlines to update the information in the evaluations module in MS2014+ and their subsequent publication are provided in the GN Evaluation 2014-2020, see Rules 23–25.



4.1 Overview of the NCA Evaluation Unit evaluation activities in the programming period 2014–2020

Table 4: Indicative proposal for the evaluation activities of the NCA Evaluation Unit in the programming period 2014–2020

Number*	Title	Objective / subject-matter	Type	Timetable	Stages	Financial framework (excl. VAT in CZK)	Garant	Link to the regulation	Cooperation	Link to the programme EP
1	Evaluation of processes and deadlines in programmes and Single Methodological Environment (SME)	Evaluation of key administrative processes (particularly the selection and assessment of projects, administration of payment request and control process) at the MA level.	continuous process internal summative	4Q/2014 – 4Q/2015 1Q/2016 – 3Q/2016 2Q/2017 – 4Q/2017	1st stage (2015–2016) Creation of a manual for internal evaluation of programmes, baseline from 2007–2013 2nd stage (2016–2017) Creation of analytical tools in MS2014+ Comparison of programmes performance in 2007–2013 and 2014–2020 (project approvals) 3rd stage (2017) Comparison of programmes performance in 2007–2013 and 2014–2020 (RfP reimbursement)	0	NCA EU / MRD-NCA (DPAES, DMCF EU)	No	MA, MRD-DMSA	Optional
3	Evaluation of fulfilment of SME Concept objectives	Evaluating the progress towards the objectives of the SME Concept. Evaluation of simplification of processes and procedures, contribution to process computerization to facilitate administrative processes and anti-bribery elements as a follow-up to the implementation of the Strategy to combat frauds and corruption ("the Strategy") into SME.	continuous process mixed summative	3Q/2015 – 4Q/2015 2Q/2016 – 4Q/2016 3Q/2016 – 2Q/2017 2Q/2018 – 4Q/2018	1st stage (2015) Verification of SME objectives fulfilment – focused on administrative burden, simplification, monitoring system, computerization, etc. 2nd stage (2016) Platforms evaluation. 3rd stage (2016–2017) Evaluation of the Strategy to combat frauds and corruption while utilizing funds within SSR. 4th stage (2018) Final synthesis of previous stages and process evaluations of MA, feedback for MRD-NCA in the area of setting the rules and processes described in the SME Concept.	2,000,000	NCA EU / MRD-NCA (DPAES, DMCF EU)	No	MA, MRD-DMSA	No

Number*	Title	Objective / subject-matter	Type	Timetable	Stages	Financial framework (excl. VAT in CZK)	Garant	Link to the regulation	Cooperation	Link to the programme EP
7	Verification of the change in development needs of the PA	Evaluation of changes in the development needs in the Member State since the adoption of the PA (Common Provisions Regulation, Article 52(2)(a)).	continuous strategic mixed summative	4Q/2015 – 4Q/2017 4Q/2017 – 4Q/2019	1st stage (2016-2017) Macroeconomic situation in the CR, summary of inputs from the MA for the Progress Report in 2017. 2nd stage (2018-2019) Summary of inputs from the MA for the Progress Report in 2019.	2,000,000	NCA EU / MRD-NCA (DPAES)	Regulation of the EP and the Council (EU) No.1303/2013, art. 52(2)(a)	MA, CSO	Yes
8	Evaluation of fulfilment of the PA objectives	Summary evaluation of the progress towards the funding priorities and expected results of the PA.	continuous strategic external formative	4Q/2015 – 4Q/2017 4Q/2017 – 4Q/2019	1st stage (2016-2017) Summary of inputs from the MA for the Progress Report in 2017. 2nd stage (2018-2019) Summary of inputs from the MA for the Progress Report in 2019.	4,000,000	NCA EU / MRD-NCA (DPAES)	Regulation of the EP and the Council (EU) No.1303/2013, art. 52(2)(b)	MA	Yes
9	Evaluation of synergistic and complementary chains and links in the PA	Evaluation of the setting and functioning of synergistic and complementary chains and links in the PA and evaluation of their fulfilment.	continuous, ex-post process, impact mixed summative, formative	2Q/2016 – 4Q/2016 4Q/2016 – 1Q/2017 3Q/2017 – 2Q/2019	1st stage (2016) Process evaluation of the functioning of coordination mechanisms of S/C links and set processes. 2nd stage (2017) Evaluation of S/C chains relevance. 3rd stage (2019) Evaluation of relevance and fulfilment of S/C links and chains.	5,500,000	NCA EU / MRD-NCA (DPAES, DMCF EU)	Regulation of the EP and the Council (EU) No.1303/2013, art. 52(2)(d); Annex to the Regulation No.1 SSR (3.2, 4.1-4.9)	MA, NPC, RPC, MRD-DMSA	Yes
12.	Evaluation of integrated tools implementation	Evaluation of setting and fulfilment of integrated tools	continuous, mid-term process, impact mixed summative, formative	2Q/2017 – 3Q/2017 2Q/2018 – 1Q/2019	1st stage (2017) Evaluation of setting the implementation processes of integrated tools / strategies (IT/IS). It will also include verification of setting of monitoring and basic information about the current IT/IS implementation status. 2nd stage (2019) Mid-term implementation evaluation of CLLD. 3rd stage (2019)	3,500,000	NCA EU / MRD (MEP)	Regulation of the EP and the Council (EU) No.1303/2013, art. 52(2)(e)	MA, integrated tool bearers, NPC, RPC.	No

Number*	Title	Objective / subject-matter	Type	Timetable	Stages	Financial framework (excl. VAT in CZK)	Garant	Link to the regulation	Cooperation	Link to the programme EP
					Mid-term implementation evaluation of ITI and IDPA.					
13	Evaluation of territorial dimension implementation	Evaluation of the set-up and fulfilment of territorial dimension.	continuous, ex-post process, impact mixed summative, formative	2Q/2017 – 3Q/2017 2Q/2018 – 2Q/2019	1st stage (2017) Evaluation of the set-up of processes of implementation of the territorial dimension (TD) and verification of validity of the NDTD. Also included will be verification of the TD monitoring and basic information about the current state of TD implementation. 2nd stage (2019) Evaluation of territorial dimension fulfilment.	2,500,000	NCA EU / MRD (MEP)	No	MA, NPC, RPC, IT bearers, representatives of organizations of territorial partners	Yes
2	Evaluation of NCA communication activities	Qualitative evaluation of NCA communication activities implemented in a given period. The results will be used for setting up another communication strategy in the following annual communication plans.	continuous, ex-post thematic, impact external formative, summative	2014 4Q/2016 – 3Q/2017 2020	1st stage (2014) Evaluation of communication activities + finding out the extent of fulfilling the indicators of results for the publicity area 2nd stage (2017) Evaluation of communication activities + finding out the extent of fulfilling the indicators of results for the publicity area + national questionnaire survey. 3rd stage (2020) Evaluation of effectiveness of implemented communication activities of the MA.	2,000,000	NCA EU / MRD-NCA (DEUP)	Regulation of the EP and the Council (EU) No.1303/2013, art. 116(3)	MA	Optional
4	Education System evaluation	Evaluation in the following areas: 1a. Evaluation of the content and results of educational events. 1b. Evaluation of the Education System functioning.	continuous, ex-post impact external formative, summative	2Q/2015 – 4Q/2015 2Q/2018 – 4Q/2018 2Q/2021 – 4Q/2021	1st stage (2015) Final evaluation of the Education System for 2007–2013. 2nd stage (2018) Ongoing evaluation of the “Education System II” progress for approx. 1/3 of the period 2014–2020, incl. the draft improvement recommendation for the following period.	1,420,000	NCA EU / MRD-NCA (DAC)	No	Employees and implementation structure managers - participants and non-participants of events, supplier of	Optional

Number*	Title	Objective / subject-matter	Type	Timetable	Stages	Financial framework (excl. VAT in CZK)	Garant	Link to the regulation	Cooperation	Link to the programme EP
		2a. Content-targeting of followup education: assurance of educational needs. 2b. Set-up and functioning of the follow-up Education System.			3rd stage (2021) Final evaluation of "Education System II" for 2014–2020				the "System", instructors of events, education coordinators.	
5	Evaluation of PA administrative capacity with regard to carrying out the GN Human resources	Evaluation of the implementation of the Human Resources Guideline and proposal of recommendations for the modification of the Guideline.	ad-hoc thematic external summative	4Q/2016 – 2Q/2017 4Q/2018 – 2Q/2019	1st stage (2017) Focus on individual parts of human resources management, modified GN Human resources. Evaluation of the GN Human resources application across the implementation structure. 2nd stage (2019) Focus on individual parts of human resources management, modified GN Human resources. Evaluation of the GN Human resources application across the implementation structure.	2,000,000	NCA EU / MRD-NCA (DAC)	No	MA / IB, coordination and horizontal activities subjects	Optional
11	Finding out the extent of fulfilling of indicators of employees / relevant actors satisfaction	Identifying the progress towards three result indicators of satisfaction which were defined in the OP TA 2014–2020. Possible update of the methodology as necessary.	continuous, ex-post thematic, result mixed summative	3Q/2015 – 4Q/2015 3Q/2016 – 1Q/2017 and then every year	1st stage Indicators for 2015 2nd stage Indicators for 2016 Similarly in every following year.	2,400,000	NCA EU / MRD-NCA (DPAES)	No	MA	No
6	Ex-post evaluation of the programming period 2007–2013	Final evaluation of the programming period 2007–2013 implemented by the MRD-NCA. Evaluation of benefits of selected NSRF interventions.	ex-post impact mixed formative	3Q/2016 – 4Q/2016 3Q/2015 – 4Q/2017	1st stage Evaluation of the macroeconomic situation in the CR 2nd stage	2,500,000	NCA EU / MRD-NCA (DPAES)	No	MA, CSO, more according to the specific evaluation content	Optional

Number*	Title	Objective / subject-matter	Type	Timetable	Stages	Financial framework (excl. VAT in CZK)	Garant	Link to the regulation	Cooperation	Link to the programme EP
					Results of interventions and verification of their relevance, functioning and project results, sustainability (case studies) 3rd stage Recommendation for setting the cohesion policy in the CR after 2020					
10	Ex post evaluation and forecast of benefits obtained by the EU-15 countries as a result of implementing Cohesion Policy in the V4 countries	Evaluation of implementation of effects of the Cohesion Policy on V4 countries and on EU-15 countries.	ex-post impact external formative	3Q/2015 – 4Q/2016	–	0	NCA EU / Ministry of Transport and Development of Poland	No	Ministry of Transport and Development (Poland), Office of the Government (Slovakia), Prime Minister Cabinet (Hungary)	No
15	Ex-post evaluation of the programming period 2014-2020	Final evaluation of the programming period 2014-2020 implemented by the MRD-NCA. Evaluation of benefits of selected PA interventions.	ex-post result mixed formative	2023-24	–	3,000,000	NCA EU / MRD-NCA (DPAES)	No	MA, CSO, more according to the specific evaluation content	Optional
14	Capability approach as an approach to the evaluation of relevance of ESIF interventions	Pilot evaluation of relevance of selected ESIF interventions for “well-being” of relevant target groups by using the Capability Approach.	ex-post thematic external formative	09/2015 – 11/2016	1st stage (2016) Creation of methodology for preparation a evaluation of public policies based on 8 case studies by using focus groups and modified indices of the quality of life.	200,000	NCA EU / MRD-NCA (DPAES)	No	TA CR	No
16	Meta-evaluation of evaluation activities	Evaluation of the quality of evaluation outputs which should lead to the improvement of evaluation	continuous thematic internal	2016 and then every year	–	0	NCA EU / MRD-NCA (DPAES)	No	MA, evaluation processors	Optional

Number*	Title	Objective / subject-matter	Type	Timetable	Stages	Financial framework (excl. VAT in CZK)	Garant	Link to the regulation	Cooperation	Link to the programme EP
		activities. Evaluation of information obtained from questionnaires from evaluation contracting authorities and processors.	summative							
17	Regular territorial analyses of interventions focused on a specific topic	Analysis of achieved results and effects in selected thematic areas. Supplemented by map outputs.	ad-hoc thematic, result internal formative	2017 and then every year	–	0	NCA EU / MRD-NCA (DPAES)	No	MA, CSO, MRD-DMSA	No
18	Report summarizing conclusions from evaluations at the PA level	Summary of outputs from evaluations implemented at the PA level.	ex-post thematic mixed formative	2022	1st stage (2022) Synthesis of evaluation outputs at the PA level.	200,000	NCA EU / MRD-NCA (DPAES)	No NCA Yes MA Regulation of the EP and the Council (EU) No.1303/2013, art. 114(2)	MA	Yes

* number according to MS2014+

4.2 Indicative plan of evaluation activities in the programming period 2014–2020

Figure 4: Indicative plan of evaluation activities in the programming period 2014–2020

		2015				2016				2017				2018				2019				2020				2021			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
1.	Evaluation of processes and deadlines in programmes and	1 st stage				2 nd stage				2 nd stage 3 rd stage																			
3.	Evaluation of fulfilment of SME Concept objectives	1 st stage				2 nd stage 3 rd stage								4 th stage															
7.	Verification of the change in development needs of the PA					1 st stage								2 nd stage															
8.	Evaluation of fulfilment of the PA objectives					1 st stage								2 nd stage															
9.	Evaluation of synergistic and complementary chains and relationships in the PA					1 st stage 2 nd stage								3 rd stage															
12.	Evaluation of integrated tools implementation									1 st stage				2 nd stage 3 rd stage															
13.	Evaluation of territorial dimension implementation									1 st stage				2 nd stage															
	Evaluation of NCA communication activities					2 nd stage												3 rd stage											
4.	Education System evaluation	1 st stage												2 nd stage												3 rd stage			

		2015				2016				2017				2018				2019				2020				2021			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
5.	Evaluation of PA administrative capacity with regard to carrying							1 st stage								2 nd stage													
11.	Finding out the extent of fulfilling indicators of employees / relevant actors satisfaction		1 st stage				2 nd stage				3 rd stage				4 th stage				5 th stage					6 th stage					
6.	Ex-post evaluation of the programming period 2007–2013						1 st stage																						
10.	Ex post evaluation and forecast of benefits						1 st stage																						
14.	Capability approach as an approach to the						1 st stage																						

4.3 Details of planned evaluations of NCA Evaluation Unit

1	Evaluation of processes and deadlines in programmes and Single Methodological Environment (SME)
Objective / subject-matter	<p>The purpose of this evaluation is to develop the ability of organisations involved in the implementation of ESI Funds in the CR to evaluate and understand their own performance so as to be able to gradually, purposefully and meaningfully improve their performance. The essence is therefore a comprehensive and continuous evaluation of setting of processes defined in the managing documentation.</p> <p>Based on pilot testing in the 2007–2013 programming period, the MRD-NCA recommends the Vanguard Method as the method for process evaluation. The method is suitable to strengthen the pro-client orientation of organisations and to identify unnecessary administrative burden.</p> <p>We expect process evaluation to be carried out based on cooperation between the MRD-NCA and Managing Authorities.</p>
Type of evaluation	<ul style="list-style-type: none"> • continuous • process, longitudinal (repeated images of individual programmes incl. the base-line in 2007–2013) • internal – in cooperation with MA of individual programmes (expert support considered – advisor, not implementer). • summative
Expected results and benefits	<p>The results of evaluation should be proposals and measures after the implementation of which they will contribute to the reduction of unnecessary administrative burden without an added value by identifying those parameters of the system setting that cause the burden (whether at the MA level or a unified methodical environment level). The release of capacities by reducing the administrative burden will ideally enable the MAs to obtain capacity for working with applicants.</p>
Stages	<p>The evaluation is performed in stages and includes more stages that are time-limited and contain their own outputs:</p> <p>1st stage (4Q/2014 – 4Q/2015):</p> <p>1st phase - preparation, pilot stage</p> <ul style="list-style-type: none"> • 10/2014 - start • 02/2015 first results - baseline from 2007–2013 and existence of methodological support - (note: implemented for programmes with available data) <p>2nd phase - introduction of the MA approach</p> <ul style="list-style-type: none"> • 03/2015 – 06/2015 - introduction of the approach to all MAs, organization of workshop introducing the method for evaluating MA processes • finishing the baseline analysis of the evaluation process and selection of projects for 2007–2013 <p>3rd phase - creation of the manual for internal evaluation of programmes and preparation of an intermediate report from the evaluation of ESID implementation in the CR. Creation of the first intermediate report from the process evaluation (processor: MRD-NCA)</p>

	<ul style="list-style-type: none"> • 10/2015 <p>2nd stage (1Q/2016 – 3Q2016):</p> <p>4th phase - creation of analytical tools in MS2014+</p> <ul style="list-style-type: none"> • 01/2016 – 08/2016 <p>5th phase - comparison of programme performance (process of project evaluation) between 2007–2013 and 2014–2020 periods based on data from MS14+ (MRD-NCA)</p> <ul style="list-style-type: none"> • 01/2016 – 09/2016 <p>6th phase - adoption of regular system for the evaluation of internal processes and the performance of follow-up activities with the aim to reduce administrative burden (MA activity with the support of MRD-NCA). Incorporation of administrative burden evaluation through prepared tools into the ESIF environment:</p> <p>a) inputs to risk management at the level of NCA,</p> <p>b) inputs to process evaluation at the MA level.</p> <ul style="list-style-type: none"> • by 07/2017 <p>7th phase - Evaluation of sustainability of performed activities (i.e. whether the tools used to reduce administrative burden were successfully implemented into the ESIF system so that they are regularly used).</p> <ul style="list-style-type: none"> • by 10/2017 <p>3rd stage (2Q/2017 – 4Q/2017):</p> <p>8th phase - comparison of administrative deadlines in reimbursing the application in 2007–2013 and 2014–2020 (evaluation will be carried out if the output sets are incorporated into MS2014+).</p> <ul style="list-style-type: none"> • 04/2017 – 12/2017
Link to the regulation	No
Cooperation	<p>MA, MRD-DMSA</p> <p>MRD-NCA</p> <ul style="list-style-type: none"> • Guide to process evaluation: Toyota production system for service organizations (methodology). • Workshops on the topic of process evaluation. • Analytical supporting documents for managing authorities for the needs of methodical management and implementation management from the level of MRD-NCA prepared on the basis of data from the MONIT7+ (MSC2007) and MS2014+ systems. • Preparation of analytical tools in MS2014+ <p>Managing authorities</p> <ul style="list-style-type: none"> • Implementation of feedback processes focused on performance monitoring. • Analytical outputs focused on performance of own processes (identification of problematic and excessive/duplicate processes, assessment of logical coherence of processes etc.). • Recommendations to change setting of own processes, procedures, documents etc., potentially implementation of recommendations. • Recommendations to change the setting of the unified methodological environment.

Financial framework	CZK 0, in the case of expert support up to CZK 200 thousand
Contact person	Jan Hněvkovský, jan.hnevkovsky@mmr.cz



3	Evaluation of fulfilment of SME Concept objectives
Objective / subject-matter	<p>Evaluating the progress towards the objectives of the SME Concept defined in the chapter 3.2 herein.</p> <p>Evaluation of simplification of processes and procedures, evaluation of the contribution to process computerization to facilitate administrative processes and evaluation of anti-bribery elements as a follow-up to the implementation of the Strategy to combat frauds and corruption (Strategy) into SME. The SME will be assessed also based on the real experience from projects implementation.</p> <p>The evaluation consists of feedback for the MRD-NCA in the area of setting rules and processes described in the SME Strategy. Based on identification of processes that cause unnecessary administrative burden, recommendations will be defined to amend the setting of rules and procedures of the SME. Whether and how individual processes work as well as causes of any malfunctions will be examined, and changes will be proposed to optimise them.</p> <p>Sub-objectives of the evaluation are:</p> <ul style="list-style-type: none"> • determining the state of fulfilment of SME objectives • evaluating the functionality and suitability of tools selected within the SME • assessing selected processes which simplify implementation and administration (both at the recipients and MA levels)
Type of evaluation	<ul style="list-style-type: none"> • continuous • process • mixed • summative
Expected results and benefits	<p>Assessment of the status of SME Concept implementation, assessment of anti-corruption activities and the Strategy itself. Definition of risks and proposals of measures.</p> <ul style="list-style-type: none"> • Is the methodological environment configured efficiently and does it lead to the fulfilment of the objectives of the SME? (see Table 1 in the SME Concept document) • Are the tools listed in the SME Concept integrated in the relevant systems and documents and are they used? • Are tools listed in the SME Concept functional/efficient and are they directed towards fulfilment of the SME objectives (e.g. how do new SME tools, such as the SIP, planning platforms, etc., work)? • Is there an objective of the SME Concept for the achievement of which the single methodological environment lacks instruments? • Are the defined problems still problems or have they been solved? • Was the solution enabled by an SME instrument or anything else? • Did the setting of the SME rules lead to clarity and transparency? • Have elements of simplification been implemented? What other simplifications of processes and procedures can be implemented? • How has the MA been using the central methodology and how did it reflect its rules in its own documents?

	<ul style="list-style-type: none"> • Has the Strategy been suitably and sufficiently reflected in the SME? • Are there proposals for supplementation/precision of the Strategy to better respond to conditions in the implementation of ESI Funds?
Stages	<p>1st stage (08/2015 – 12/2015):</p> <p>It focused on the evaluation of the implementation start. Evaluation of the first calls (i.e. feedback to their clarity). The aim was to determine the responses of applicants to the contents, setting, timing and clarity of calls and also obtain feedback from employees of the implementation structure regarding the set rules of the SME and MS2014+. The stage was connected to evaluation No. 11 EP PA.</p> <p>2st stage (06/2016 – 10/2016):</p> <p>Process evaluation of functioning of the MA platforms.</p> <p>3rd stage (3Q/2016 – 2Q/2017):</p> <p>Evaluation of the Strategy to combat frauds and corruption while utilizing funds within SSR in 2014–2020 according to the requirements of the Action plan for the fight against corruption:</p> <ol style="list-style-type: none"> i. gathering data for evaluation implementation <ul style="list-style-type: none"> • 3Q/2016 – 4Q/2016 ii. evaluation of the method and effectiveness of fulfilling the objectives and observing the set principles <ul style="list-style-type: none"> • 1Q/2017 – 2Q/2017 <p>4th stage (2Q/2018 – 4Q/2018):</p> <p>Final synthesis of previous stages and process evaluations of MA, feedback for MRD-NCA in the area of setting the rules and processes described in the SME Concept, proposals for setting the implementation after 2020+..</p>
Link to the regulation	No
Cooperation	MA, MRD-DMSA
Financial framework	CZK 2 million
Notes	<p>Due to the thematic proximity, the implementation of Phase 1 of evaluation will be carried out together with evaluation of indicators of satisfaction, see evaluation No. 11. The outputs from the evaluation of the first calls will be handed over to the MA as a basis for a follow-up and detailed evaluation of the first OP calls from the programme level (if such evaluation is conducted at the programme level).</p> <p>If necessary, it is possible to include ad-hoc process evaluation of individual administrative processes at individual Mas; to be solved during 4Q/2016 also in connection with currently solved process evaluations at MAs.</p>
Contact person	Jana Chladná, jana.chladna@mmr.cz

7	Verification of the change in development needs of the PA
Objective / subject-matter	<p>Assessing the relevance of development needs within the PA as a basis for assessing the achievement of the PA objectives and preparing the Progress Report of PA Implementation in 2017 and 2019.</p> <p>Evaluation of the development of the macroeconomic situation described in the approved version of the Partnership Agreement will be conducted against the current state. The outputs will be provided to the MA as input data for the verification of changes at the level of individual specific objectives (SO) – the MA will be provided with data from the CSO as well as evaluation of the development of the macroeconomic situation.</p> <p>In the next phase, a synthesis of conclusions based on the inputs of the MA will be carried out, and it will be followed up on by a description how the changes in development needs were reflected in comparison with the baseline situation.</p> <p>The key role will be the coordinating role of the evaluation author towards the authors of MA evaluations, which will lead to ensuring a comparable level and quality of evaluation and covering of all necessary areas.</p>
Type of evaluation	<ul style="list-style-type: none"> • continuous • strategic • mixed – in cooperation with MAs (assessment of the relevance of individual SOs), at the level of PA and OP (the evaluation of trends and their comprehensive interpretation will be required, not only commenting on the development of statistical data) • summative
Expected results and benefits	<p>The evaluation will verify whether the development needs defined in PA are still actual and relevant for socio-economic development of the CR; potentially it will determine other development needs that are not stated in the PA.</p>
Stages	<p>1st stage (4Q/2015 – 4Q/2017):</p> <p>The stage will be performed internally by the NCA Evaluation Unit.</p> <p>Course of implementation:</p> <ul style="list-style-type: none"> • Phase 0 – 08/2016 – preparation of the evaluation intention • Phase 1 - 09/2016 – 10/2016 - evaluation of the development of the macroeconomic situation based on data provided by the SCO as of 31 July 2016 – to be provided to the MA as underlying data for Phase 2 • Phase 2 - 12/2016 – 03/2017 – processing by the MA (with the coordinating role of a author) – evaluation of the relevance of the programme specific objectives (verification of the theory of change) based on data available – based on the data provided by the CSO as of 31 July 2016 and subsequently completed based on data provided by the CSO as of 31 January 2017 • Phase 3 - 03/2017 – 05/2017 – synthesis based on evaluation by the MA and completion of conclusions on the relevance of the development needs of the PA, taking into account any newly available data – based on the data provided by the CSO as of 31 January 2017



	<ul style="list-style-type: none"> Phase 4 – 06/2017 - 12/2017 – cooperation on the completion of the Progress Report and its negotiation with the Commission <p>Stage outputs</p> <ul style="list-style-type: none"> 08/2016 – intention evaluation 10/2016 – assessment of the macroeconomic situation development (underlying documents for MA) 12/2016 - final overall analysis of the macroeconomic situation 03/2017 – inputs from the MA with evaluation of relevance of the SO (verification of the theory of change) 05/2017 – evaluation of the relevance of the development needs of the PA – final output for the Progress Report of PA implementation <p>2nd stage (4Q/2017 – 4Q/2019): See above according to the years of the 2nd stage.</p>
Link to the regulation	Yes – Regulation of the EP and the Council (EU) No.1303/2013, art. 52(2)(a)
Cooperation	<p>CSO - data as of 31 July 2016, respectively 2018 and as of 31 January 2017, respectively 2019.); the MAs are required to provide underlying data by 03/2017, respectively 03/2019 (processing of evaluation of relevance of individual SOs and consultation of conclusions); and ministerial departments (consultation of conclusions).</p> <p>At the MA level, there is a requirement to prepare evaluation the subject of which will be verification of the relevance of the programme, or the SO, through verification of validity of the theories of change and recommendations for any revision of the programme strategy. In this evaluation, it is also necessary to evaluate the validity of the defined S/C links and the validity of the set territorial dimension, unless this is carried out in a separate evaluation.</p> <p>Cooperation with the MA and the authors of their evaluations will be necessary also after obtaining the outputs from the MA for the discussion and consultation of conclusions of evaluations and information included in the Progress Report. The NCA EU recommends entering into a flexible agreement with end by 12/2017, respectively by 12/2019.</p>
Financial framework	CZK 2 million
Methods	Synthesis of evaluation outputs of the MA, statistical data analysis, desk research.
Data requirements	The values of statistical indicators monitored under ESIF programmes and other relevant statistical data monitored at PA level - provided by CSO, MS2014+ by 31 July 2016, respectively 2018 (for Phases 1 and 2) and by 31 January 2017, respectively 2019 (for the completion of Phase 2, and Phases 3 and 4).
Contact person	Jana Chladná, jana.chladna@mmr.cz



8	Evaluation of fulfilment of the PA objectives
Objective / subject-matter	Assessment of the achievement of thematic objectives and expected results of the PA in order to decide on a potential revision of programmes or the PA and preparation of the Progress Report in 2017 and 2019.
Type of evaluation	<ul style="list-style-type: none"> • continuous • strategic • external – in cooperation with individual MAs (assessment of progress towards the specific objectives in relation to the expected PA results), and also at the level of MA (the evaluation of links and benefits and their comprehensive interpretation will be required, not only commenting on the monitoring outputs) • formative
Expected results and benefits	Input for the Progress Report in 2017 and 2019.
Stages	<p>1st stage (4Q/2015 – 4Q/2017):</p> <p>due to non-implementation of the Framework agreement for external evaluation activities, the 1st stage of evaluation (phase 2) will be implemented internally by the NCA Evaluation Unit.</p> <p>Stage implementation</p> <ul style="list-style-type: none"> • Phase 0: 05/2016 – preparation of the underlying documents for the MA on how to process the evaluation (coordination of MA contract documents). • Phase 1: 08/2016 – 03/2017- carried out by the MA (with the coordinating role of an author) – preparation of partial evaluations of the fulfilment of the programme SOs in relation to the expected results of the PA (the MAs will provide interim outputs – 12/2016 and final output 03/2017) – based on data generated on 30 September 2016 for Strategic Implementation Plans (continuous output) and subsequently finalized based on data generated on 28 February 2017 (data as of 31 December 2016) for the needs of Annual Reports (final output) • Phase 2: 01/2017–05/2017 - synthesis of partial evaluations by the MAs and completion of conclusions on the fulfilment of funding priorities, thematic objectives and expected results of the PA – final output for the Progress Report – based on data generated on 28 February 2017 (data as of 31 December 2016) for the needs of Annual Reports • Phase 3: 06/2017–12/2017 - cooperation on the completion of the Progress Report and its negotiation with the Commission <p>Stage outputs</p> <ul style="list-style-type: none"> • 05/2016 - input underlying documents; comments to the contract documents of the MA • 12/2016 - interim output of partial evaluations by the MAs • 03/2017 - final output of partial evaluations by the MAs • 03/2017 - report on the coordination of preparation of partial evaluations by the MAs



	<ul style="list-style-type: none"> 05/2017 - synthesis of partial evaluations by the MA as a basis for the preparation of PA Progress Report <p>2nd stage (4Q/2017 – 4Q/2019):</p> <p>See above according to the years of the 2nd stage.</p>
Link to the regulation	Regulation of the EP and the Council (EU) No.1303/2013, art. 52(2)(b)
Cooperation	<p>Evaluation will be carried out in close coordination with the evaluation activities of the MA. Within the coordinating role, it will be essential to ensure comparable levels and quality of assessment and to cover all necessary areas.</p> <p>The MAs are required to provide the underlying data (interim output on 12/2016, respectively 12/2018, final output by 03/2017, respectively 03/2019) in the form of partial evaluations of the fulfilment of the programme specific objectives in relation to the expected PA results.</p> <p>Individual MAs will prepare, in coordination by the MRD-NCA or the evaluation author, partial evaluations of the fulfilment of specific objectives of their programmes in connection with the expected results of the PA (ER PA), or will provide outputs from other relevant evaluations which provide answers to these EQ. It is therefore not necessary to prepare a separate evaluation, although it is welcome. In these interventions, where evaluation outputs are not available due to the time framework, the MA shall provide qualitative comments on the SO fulfilment in relation to the ER PA. In this verification, it is also necessary to evaluate the effects of the S/C links and the territorial dimension, unless this is carried out in a separate evaluation. Partial evaluations will be prepared according to the possibilities and character of the interventions, i.e. depending on the extent to which it will be possible to assess the performance of specific objectives.</p> <p>The obligation to prepare the evaluations of progress towards the objectives under individual priorities (impact evaluation) at least once in each period pursuant to Article 56 of the Common Provisions Regulation is recommended to be fulfilled only by means of the evaluations carried out in 2018 – 2019 for the purposes of the Progress Report in 2019, unless it is appropriate or desirable to do so earlier in justified cases. It can also be fulfilled by other evaluation activities not related to the Progress Report. Use of the outputs of the Evaluation of a contribution of the ESI funds towards meeting the Europe 2020 Strategy and relevant measures within the NRP and CSR which will be prepared by the OG (see Annex 1).</p> <p>The coordinating role of the supplier towards the authors of MA evaluation will include coordination meetings of evaluators of all programmes as well as (and most importantly) closer talks on selected areas which are related to several programmes and where discussions of the findings and conclusions will take place. Mutual cooperation of evaluators is also expected in order to harmonize the activities in evaluating some cross-cutting areas (e.g. possibility of linking field investigations targeted at similar groups of respondents). In order to consult the conclusions and information for the Progress Report, cooperation with the MAs and authors of evaluations will be necessary also after receiving the outputs from MAs. The NCA EU recommends entering into a flexible agreement with end by 12/2017, respectively by 12/2019.</p>
Financial framework	CZK 4 million

Methods	Synthesis of evaluation outputs of the MA, statistical data analysis, desk research.
Data requirements	Indicators of outputs and results and other data resources (MS2014+), data will be generated on 30 September 2016, respectively 2018 for Strategic Implementation Plans and then on 28 February 2017, respectively 2019 (data as of 31. December 2016, respectively 2018) for the needs of Annual Reports (see the Monitoring Guideline).
Contact person	Jana Chladná, jana.chladna@mmr.cz



9	Evaluation of synergistic and complementary chains and relationships in the PA
Objective / subject-matter	<p>The evaluation will assess the functioning of the mechanisms of coordination of synergistic and complementary links (S/C links) and evaluate the setting of processes in the relevant methodologies (mainly GN for management of calls, assessment and selection of projects, and GN for monitoring 2014–2020) and MS2014+. The evaluation also includes verification of the setting of S/C chains and other links in the PA (process stage).</p> <p>The evaluation will also assess fulfilment of defined synergistic and complementary chains within the PA based on the evaluation of individual links defined in programmes, namely based on the links between ESIF in the PA, links among ESIF programmes and Union programmes/tools, links among ESIF programmes and national programmes, possibly among ESIF programmes and EIB tools (thematic / result stage).</p>
Type of evaluation	<ul style="list-style-type: none"> • continuous, ex-post • process, impact • mixed • summative, formative
Expected results and benefits	<p>Evaluation of the functioning of coordination mechanisms stated in the PA, particularly in terms of efficiency of mechanisms, including the evaluation of ESIF Council functioning.</p> <p>Evaluation of the fulfilment of S/C chains defined in the PA in terms of achieving expected results and synergistic effects in terms of factors influencing the fulfilment of chains.</p> <p>Definition of potential other links or modifications of existing links defined at the PA level.</p>
Stages	<p>1st stage (2Q/2016 – 4Q/2016): Process evaluation of the functioning of coordination mechanisms of S/C links and set processes.</p> <p>2nd stage (4Q/2016 – 1Q/2017): Evaluation of S/C chains relevance.</p> <p>3rd stage (3Q/2017 – 2Q/2019): Evaluation of relevance and fulfilment of S/C links and chains.</p>
Link to the regulation	Regulation of the EP and the Council (EU) No.1303/2013, art. 52(2)(d); Annex to the Regulation No.1 SSR (3.2, 4.1-4.9)
Cooperation	<p>MA, NPC, RPC, MRD-DMSA</p> <p>The MAs are required to provide underlying documentation for evaluation of relevance by 03/2017, respectively 03/2019, the interim output – by 12/2016, respectively 12/2018 is required for result evaluation, followed by the final output by 03/2017, respectively 03/2019.</p> <p>MAs will provide the overview of the fulfilment of S/C links and evaluation of S/C programmes. The evaluation of programme links will include the evaluation of fulfilment of S/C links contained in the programmes (achievement of real synergistic effects in relation to the programme, factors influencing achievement of synergistic effects, achievement of real</p>

	complementarity between programmes, real prevention of overlapping), examples of good and bad practice in the implementation of synergies and complementarities, definition of other S/C links not contained in the programme, evaluation of programmes compared to community and national programmes.
Financial framework	CZK 5.5 million
Note	<p>Each MA is responsible for the evaluation of individual S/C links set in the programming document. The MRD-NCA will then build on these evaluations when evaluating the synergistic chains in the PA.</p> <p>Evaluation of individual S/C links included in the programmes (mainly functioning of the coordination mechanisms, evaluation of the setting of the processes of management and monitoring of links, additional definition of new synergistic and complementary links), overviews of fulfilment of the S/C links of individual programmes (prepared once per year based on the GN Monitoring 2014–2020) will be used to evaluate the S/C chains in the PA. Furthermore, for the purpose of evaluation of synergistic chains, questionnaire surveys with MAs and evaluation of involvement of mechanisms at the level of PA are envisaged.</p> <p>The evaluation of synergies and complementarities will be implemented in 3 stages:</p> <ul style="list-style-type: none"> • process (evaluation No. 9a) - internal evaluation by the MRD-NCA • relevance of S/C links (part of evaluation No. 3) – the MRD-NCA will perform the synthesis of underlying documents from the MA • S/C chains relevance
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9a - 1st stage	Process evaluation of coordination of synergistic and complementary chains and relationships in the PA
Objective / subject-matter	<p>Process stage of evaluation:</p> <ul style="list-style-type: none"> • verification of the set processes in the implementation of S/C links, identifying barriers and white areas in terms of methodologies and MS2014+, recommendations for streamlined implementation of S/C links. • evaluation of the functioning of coordination mechanisms, especially at the MA/IB level, or other authorities/suppliers important for financing of a given area with a relationship to the relevant operational programme; how these mechanisms are used; which type of mechanism is the most effective; recommendations for streamlining coordination; proposal of new mechanisms, where appropriate.
Type of evaluation	<ul style="list-style-type: none"> • continuous • process • internal • summative



Expected results and benefits	<ul style="list-style-type: none"> • A study mapping the baseline situation of coordination mechanisms. • A study containing an evaluation of coordination mechanisms, including recommendations to complement them or make any necessary adjustments. • Recommendations to adjust the setting in the methodologies and the MS2014+ monitoring system.
Schedule	<p>2Q 2016 – 3Q 2016</p> <ul style="list-style-type: none"> • 2Q 2016 - preparation of the evaluation and consultation with the MA • 2Q – 3Q 2016 - evaluation implementation • September 2016 - evaluation outputs
Cooperation	<p>Cooperation with MAs in the form of consultations and comments to research tools and participation of the MA Evaluation Units representative at the interview for a specific programme.</p> <p>Cooperation with the Department of Regional Policies in terms of integrated tools etc.</p>
Financial framework	CZK 0
Methods	Analysis of monitoring system data, qualitative evaluation of processes, expert evaluation (thorough interviews with MAs).
Data requirements	Data available in MS2014+, qualitative and, where appropriate, supplementary data, output reports on synergistic and complementary links, reports on the implementation of S/C links of programmes under the ESIF, the annual implementation reports of programmes, outputs from monitoring committees and platforms for addressing synergies and complementarities, etc. The inputs for evaluation will also include ad hoc evaluation of platforms for calls preparation.
Draft evaluation questions	<p>Draft evaluation questions for evaluation:</p> <ul style="list-style-type: none"> • What is the baseline for individual S and C chains? What would the process of implementation of interventions be like in the synergistic chain without any coordination? • Are all coordination mechanisms set in the PA used? • Which mechanisms are used the most? Which ones are most efficient? • Are also other coordination mechanisms beyond the scope of PA used? Which mechanisms are not used? • Is the set process of implementation of the S/C links sufficient? What are the implementation barriers? May the implementation process be streamlined? How? • What are the barriers and white areas in terms of methodologies (mainly the GN management of calls, assessment and selection of projects 2014–2020, and GN Monitoring 2014–2020) • What is the role of the ESIF Council, or a similar institution (e.g. the Government Council or its committees), in the S/C management?



12	Evaluation of integrated tools implementation
Objective / subject-matter	Evaluation of setting and fulfilment of integrated tools.
Type of evaluation	<ul style="list-style-type: none"> • continuous, mid-term • process, impact • mixed • summative, formative
Expected results and benefits	Reflection on experience and identification of weak point in implementation at the level of bearers, IB ITI (at the level of territorial public administration which is not bound in the Czech legal environment of SME, ceteris paribus). Obtaining incentives and recourses to MP IT update. Making the processes more efficient in cooperation with the Managing Authorities for the Operational Programmes and RDP. Gathering inputs to supplement the Progress Report on the Partnership Agreement implementation. Based on the findings, the setting of methodological environment will be adjusted in favour of smooth achievement of undertakings set by the Partnership Agreement.
Stages	<p>1st stage (2Q/2017 – 3Q/2017): Evaluation of setting the implementation processes of integrated tools / strategies (IT/IS). It will also include verification of setting of monitoring and basic information about the current IT/IS implementation status.</p> <p>2nd stage (2Q/2018 – 1Q/2019): Mid-term implementation evaluation of CLLD.</p> <p>3rd stage (2Q/2018 – 1Q/2019): Mid-term implementation evaluation of ITI and IDPA.</p>
Link to the regulation	Regulation of the EP and the Council (EU) No.1303/2013, art. 52(2)(e)
Cooperation	MA, integrated tool bearers, NPC, RPC
Financial framework	CZK 3.5 million
Contact person	Tomáš Novotný, tomas.novotny@mmr.cz

12a - 1 st stage	Process evaluation of integrated tools implementation
Objective / subject-matter	Process evaluation including the evaluation of setting the implementation processes, verification of monitoring setting and basic information on the current implementation status of integrated tools.
Type of evaluation	<ul style="list-style-type: none"> • continuous • process • mixed • summative
Expected results and benefits	Finding information necessary for the continuous improvement of key processes within the ESI funds and for providing better services to managing authorities, applicants and beneficiaries implementing their projects within integrated instruments.



Schedule	<p>2Q 2017 – 3Q 2017</p> <ul style="list-style-type: none"> collection, analysis and evaluation of input data from MS2014+, suggestions and inputs from NPC, RPC, questionnaire survey and qualitative expert interviews (including piloting), by 01/2017 <p>evaluation of processes and preparation of methodological guideline, evaluation within monitoring</p>
Cooperation	<p>MA, integrated tool bearers, NPC, RPC.</p> <p>The evaluation will be conducted at the national level, and supporting documentation in the form of a separate evaluation by the MA is not necessary for its preparation.</p>
Financial framework	CZK 500 thousand
Methods	Data analysis in monitoring systems, qualitative process evaluation.
Data requirements	<p>Input data from MS2014+ (quantitative), suggestions and inputs from NPC, RPC, a questionnaire survey among the owners of int. strategies (particularly ITI, IUPD, CLLD), qualitative expert interviews with representatives of relevant MAs.</p>



13	Evaluation of territorial dimension implementation
Objective / subject-matter	Evaluation of the set-up and fulfilment of territorial dimension.
Type of evaluation	<ul style="list-style-type: none"> • continuous, ex-post • process, impact • mixed • summative, formative
Expected results and benefits	Reflection of the extent and appearance of NDTD fulfilment. Gathering incentives for potential update of NDTD. Obtaining recourses to future direction of the Cohesion Policy and necessary underlying documents for efficient application of the territorial dimension concept in the CR in the programming period 2021+.
Stages	<p>1st stage (2Q/2017 – 3Q/2017):</p> <p>Evaluation of the set-up of processes of implementation of the territorial dimension (TD) and verification of validity of the NDTD. Also included will be verification of the TD monitoring and basic information about the current state of TD implementation.</p> <p>2nd stage (2Q/2018 – 2Q/2019):</p> <p>Evaluation of territorial dimension fulfilment.</p>
Link to the regulation	No
Cooperation	MA, NPC, RPC, IT bearers, representatives of umbrella organisations of territorial partners (ARCR, UTM CR, ALA, NN LAG and RRA, ASI)
Financial framework	CZK 2.5 thousand
Contact person	Tomáš Novotný, tomas.novotny@mmr.cz

13a - 1 st stage	Process evaluation of territorial dimension implementation
Objective / subject-matter	<p>Process evaluation including the setting of the implementation processes, verification of monitoring setting and basic information on the current implementation status of territorial dimension. The evaluation will be implemented using a synthesis of outputs provided by the MAs.</p> <p>The MAs will, based on the evaluation of relevance, assess the validity of the TF in terms of territorial dimension, and where applicable define a proposal for the modification of NDTD.</p> <p>The subject of evaluation will be answering e.g. the following evaluation questions:</p> <p>(1) Whether calls are announced by Managing Authorities in accordance with the National Document on Territorial Dimension (NDTD).</p> <p>(2) Whether the setting of the territorial dimension, and therefore also the NDTD, is still valid within the theory of change (answer from the MA).</p>
Type of evaluation	<ul style="list-style-type: none"> • continuous • process • mixed • summative



Expected results and benefits	Finding information necessary for the continuous improvement of key processes within the ESI funds and for providing better services to managing authorities, applicants and beneficiaries implementing their projects within integrated instruments.
Schedule	<p>2Q 2017 – 3Q 2017</p> <ul style="list-style-type: none"> • start - 04/2017, <ul style="list-style-type: none"> ○ collection, analysis and evaluation of input data from MS2014+, suggestions and inputs from NPC, RPC, questionnaire survey and qualitative expert interviews (including piloting), • evaluation of processes and preparation of methodological guideline, evaluation within monitoring <ul style="list-style-type: none"> ○ synthesis of outputs from MAs 02/2017 – 05/2017.
Cooperation	<p>MA, integrated tool bearers, NPC, RPC.</p> <p>The MA is required to provide underlying data – final output 03/2017.</p>
Financial framework	CZK 500 thousand
Methods	Data analysis in monitoring systems, qualitative process evaluation, synthesis of outputs from MAs.
Data requirements	Input data from MS2014+ (quantitative), suggestions and inputs from NPC, RPC, and qualitative expert interviews with the representatives of relevant MAs, underlying data from the evaluation of relevance from the MAs.



2	Evaluation of NCA communication activities
Objective / subject-matter	<p>Qualitative evaluation of NCA communication activities implemented in a given period. The results will be used for setting up another communication strategy in the following annual communication plans. The evaluation subject will include:</p> <ul style="list-style-type: none"> • communication activities of the NCA carried out in the previous period, including in particular television and radio campaigns, events, advertising, print and electronic publications and materials, outdoor advertising, competitions, • Survey of Czech public awareness on EU funds and finding out the extent of fulfilling the result indicators in the field of publicity. • Continuous inspection of fulfilling objective values of indicators set in the Common Communication Strategy 2014 – 2020 in the field of communication of EU funds (Extent of EU funds awareness at the target group; Extent of knowledge of supported projects at the target group; Extent of broad public awareness on EU funds).
Type of evaluation	<ul style="list-style-type: none"> • continuous, ex-post • thematic, impact • external • formative, summative
Expected results and benefits	<p>Recommendations for other setting of the communication strategy in the following annual communication plans. Finding the extent of continuous fulfilment of result indicators for publicity defined in the Common Communication Strategy 2014 – 2020 and other additional indicators.</p>
Stages	<p>1st stage (2014): Evaluation of NCA communication activities + finding out the extent of fulfilling the indicators of results for the publicity area.</p> <p>2nd stage (4Q/2016 – 3Q/2017): Evaluation of NCA communication activities + determining the extent of fulfilling the indicators of results for the publicity area + national questionnaire survey.</p> <p>3rd stage (2020): Evaluation of effectiveness of implemented communication activities of the MA (activity is recommended for EP programmes).</p>
Link to the regulation	Yes – Regulation of the EP and the Council (EU) No.1303/2013, art. 116(3)
Cooperation	MA
Financial framework	CZK 2 million
Methods	Pre-tests, post-tests of the implemented communication activities, desk research, in-depth interviews, media monitoring, focus groups, expert reviews, omnibus investigation.
Data requirements	–
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4	Education System evaluation
Objective / subject-matter	Evaluation of the Education System progress for the programming periods 2007 - 2013 and 2014 - 2020 implemented by the MRD-NCA and obtaining recommendations for the following period/setting the new education system. The evaluation will be conducted in the following areas: 1a. Evaluation of the contents and results of educational events, 1b. Evaluation of the functioning of the education system, 2a. Content targeting of education: identification of educational needs, 2b. Setting and functioning of the education system
Type of evaluation	<ul style="list-style-type: none"> • continuous, ex-post • impact • external • formative, summative
Expected results and benefits	Assess the current education system and obtain information to assign, set, operate and improve the currently used education system. Evaluation of efficiency and benefits of educational events, assurance of sufficient offer which corresponds to the needs and possibilities of the implementation structure, evaluation of flexibility of fulfilling requirements and needs of the implementation subjects, recommendations for specific events, evaluation of work of education coordinators and of the relationship of events supplier with the contracting authority etc.
Stages	<p>1st stage (2Q/2015 – 4Q/2015): Final evaluation of the Education System for 2007 - 2013 and recommendations for setting the Education System for 2014 - 2020.</p> <p>2nd stage (2Q/2018 – 4Q/2018): Ongoing evaluation of the progress of “Education System II” for approx. 1/3 of the period 2014–2020, incl. the draft improvement recommendation.</p> <p>3rd stage (2Q/2021 – 4Q/2021): Final evaluation of Education System II for 2014–2020.</p>
Link to the regulation	No
Cooperation	Cooperation with participants and non-participants in educational events (employees of implementation entities), with managers, with coordinators of education, with instructors of educational events, with the supplier of technical and organisational securing of the “Education System” and, where applicable, with beneficiaries from the ESI Funds as the final recipients of results of education.
Financial framework	CZK 1,420,000
Methods	Questionnaire survey, individual interviews, desk research, focus groups, analysis of data on participants in the Education System and their feedback.
Data requirements	Primary data (information obtained in the field – questionnaires, interviews, focus groups) and existing data (feedback from the participants in educational events), secondary data (existing data from previously completed evaluations, website of the Education System project, database of the Education System).

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5	Evaluation of PA administrative capacity with regard to carrying out the GN Human resources
Objective / subject-matter	Evaluation of the implementation of the Human Resource Guideline and a follow-up proposal of recommendations for the modification of the Guideline.
Type of evaluation	<ul style="list-style-type: none"> • ad-hoc • thematic • external • summative
Expected results and benefits	<p>Focus on individual parts of human resources management, modified GN Human resources. This particularly deals with personnel planning, obtaining, selection and adaptation of employees, work performance management and evaluation and remuneration.</p> <p>Evaluation of the GN Human resources application across the implementation structure.</p> <p>Continuous data will be acquired within monitoring (MS2014+) from Annual Reports on administrative capacity and Half-year information on administrative capacity.</p> <p>Outputs</p> <ul style="list-style-type: none"> • In terms of application of the GN Human resources, obtaining the overview of human resources management within the implementation structure. • Recommendations for potential updates of the GN Human resources, provisions amendment, their completion etc. • Potentially, recommendations for the modification of the administrative capacity monitoring system within MS2014+.
Stages	<p>1st stage (4Q/2016 – 2Q/2017):</p> <p>Focus on individual parts of human resources management, modified GN Human resources, version 02 (valid as of 1 November 2015). Evaluation of the GN Human resources application across the implementation structure.</p> <p>2nd stage (4Q/2018 – 2Q/2019):</p> <p>Focus on individual parts of human resources management, modified GN Human resources. Evaluation of the GN Human resources application across the implementation structure.</p>
Link to the regulation	No
Cooperation	MA / IB, coordination and horizontal activities subjects
Financial framework	CZK 2 million
Contact person	<p>Petra Holubová, petra.holubova@mmr.cz</p> <p>Jana Drlíková, jana.drlikova@mmr.cz</p>



11	Finding out the extent of fulfilling indicators of employees / relevant actors satisfaction
Objective / subject-matter	<p>Regular (usually annual) standardized questionnaire survey will be used to identify the degree of progress towards three result indicators, which were defined in the Operational Programme Technical Assistance 2014 - 2020. These indicators will include the following:</p> <ul style="list-style-type: none"> • Level of satisfaction of relevant actors with the conditions for work related to the management of PA/OP; • Level of satisfaction of employees of the implementation structure with human resources policy and the system of education; • Level of satisfaction of employees of the implementation structure and beneficiaries and applicants with the information system. <p>The survey will be carried out in accordance with the pre-set methodology, which will also be updated as needed.</p>
Type of evaluation	<ul style="list-style-type: none"> • continuous, ex-post • thematic, impact • mixed • summative
Expected results and benefits	Identifying the progress towards three result indicators which were defined in the OP TA 2014–2020, updates of the methodology set.
Stages	<p>1st stage (3Q/2015 – 4Q/2015):</p> <p>Indicators for 2015</p> <p>2nd stage (3Q/2016 – 1Q/2017):</p> <p>Indicators for 2016</p> <p>Questionnaire survey:</p> <ul style="list-style-type: none"> • 3Q/2016 – 4Q 2016 <p>Outputs:</p> <ul style="list-style-type: none"> • 1Q 2017 <p>Similarly in every following year.</p>
Link to the regulation	No
Cooperation	MA
Financial framework	CZK 2 million
Methods	Standardised questionnaire survey
Data requirements	Data collection through standardized questionnaire survey - CAWI - in accordance with pre-set methodology.
Contact person	Jana Chladná, jana.chladna@mmr.cz



6	Ex-post evaluation of the programming period 2007–2013
Objective / subject-matter	<p>Evaluation of the use and direction of funds allocated in the National Strategic Reference Framework (NSRF) which were allocated to the Czech Republic in the 2007–2013 period. The evaluation will focus on the contribution of selected interventions to the implementation of parts of the strategy and selected objectives of the NSRF, broken down by thematic areas.</p> <p>Evaluation of selected interventions and their results. The evaluation will assess what real results, effects and benefits were achieved and how the implemented interventions were related to fulfilling the selected objectives of NSRF, or OP respectively. Alternatively, an analysis will determine which objectives were prioritized.</p>
Type of evaluation	<ul style="list-style-type: none"> • ex-post • impact • mixed • formative
Expected results and benefits	<p>The evaluation should provide answers to the following questions:</p> <ol style="list-style-type: none"> 1. Finding connections of the interventions of the Cohesion Policy and socio-economic environment of the Czech Republic, and assessment the influence of the socio-economic environment on these interventions. 2. Finding connections of selected interventions with aims and needs of the Czech Republic (verification of relevancy of such selected interventions), and whether these needs were covered via projects funded by the EU budget. 3. Evaluation of results and effects of selected interventions and finding to what extent it was successful to fulfil the selected set expected results, including the evaluation of socio-economic effects and territorial dimension. 4. Evaluation of intervention sustainability, including the functioning of such interventions and finding positive and negative sides that occurred during the implementation of interventions, including the findings on whether the selected interventions were properly designed and applied.
Schedule	<p>3Q 2015 – 4Q 2016 Preparation of the procurement of the evaluation</p> <p>1Q 2017 – 3Q 2017 Evaluation implementation</p> <p>4Q 2017 Evaluation outputs</p>
Stages	<p>1st stage: Evaluation of the macroeconomic situation (3Q/2016 – 4Q2016):</p> <p>Analysis of the macroeconomic situation in the Czech Republic and connection with the Cohesion Policy intervention with the environment where the interventions occurred, and the needs of the Czech economy and society. The aim of the analysis will be to find out how the macroeconomic development in the course of the programming period influence the interventions supported by the funds and whether the</p>



	<p>turbulent economic development will significantly influence the possibility to achieve objectives and expected results described in the NSRF.</p> <p>2nd stage: Results of interventions and verification of their relevance (3Q/2015 – 4Q/2017):</p> <p>Evaluation of selected interventions and their results. It will be evaluated what real results, effects and benefits were achieved and how the implemented interventions related to fulfilling the selected objectives of NSRF, or OP respectively. Alternatively, an analysis will determine which objectives were prioritized.</p> <p>Functioning and results of projects, sustainability (case studies)</p> <p>This part of evaluation will describe typical projects from each selected area (see part 2). The projects will be selected according to the type of beneficiary, co-financing amount, project orientation. The causes of success and failure will be analysed from the perspective of grant beneficiaries and also from the perspective of benefits for local, potentially regional development.</p> <p>3rd stage: Recommendations for setting the cohesion policy in the CR after 2020</p> <p>i) Dependency of activities on finances from EU funds (additionality)</p> <p>ii) Financial instruments vs. grants</p>
Link to the regulation	No
Cooperation	MMR-DMSA, CSO (data sources), MA (cooperation on selection of the evaluated activities, definition of evaluation questions, commenting on the procurement documentation, participation in the opponent group etc, others according to the specific content of evaluation.
Financial framework	CZK 2.5 million
Methods	Monitoring system data analysis, statistical data analysis, secondary analyses, questionnaire surveys, case studies etc.
Data requirements	MSC2007, statistics (CSO, Eurostat, MLSA etc.), qualitative and, where appropriate, additional data from the programme level.
Contact person	Tomáš Novotný, tomas.novotny@mmr.cz



10	Ex post evaluation and forecast of benefits obtained by the EU-15 countries as a result of implementing Cohesion Policy in the V4 countries
Objective / subject-matter	<p>Evaluation of implementation of effects of the Cohesion Policy on V4 countries and on EU-15 countries.</p> <p>The evaluation will assess the benefits of implementation of the Cohesion Policy on V4 countries and on EU-15 countries.</p> <p>It will specifically focus on assessing the three following objectives:</p> <ul style="list-style-type: none"> • evaluation of macroeconomic benefits for EU-15 from additional export caused by the Cohesion Policy, • evaluation of direct benefits for enterprises in EU-15 through payments for goods and services related to the implementation of projects from the Cohesion Policy, and • definition of positive externalities resulting from the implementation of the Cohesion Policy in V4 countries accompanied by relevant case studies.
Type of evaluation	<ul style="list-style-type: none"> • ex-post • impact • external • formative
Expected results and benefits	<p>The evaluation will enumerate benefits resulting from the implementation of the Cohesion Policy in V4 to EU-15 countries which will serve as a significant underlying document for maintaining the Cohesion Policy for potential reallocations in the revision of the Multi-annual financial framework and for setting the Cohesion Policy for the period 2020+.</p>
Schedule	<p>1st stage (3Q/2015 – 4Q/2016):</p> <p>08/2015 – 09/2015 - Evaluation assignment</p> <p>10/2015 – 11/2015 - Preparation of the methodological report</p> <p>06/2016 – 08/2016 - Final report and information brochures</p> <p>09/2016 – 10/2016 - Presentation of study results at the conference</p>
Link to the regulation	No
Cooperation	<p>The evaluation is a joint project of V4 countries. The evaluation manager is the Ministry of Development of Poland which funds the project.</p>
Financial framework	CZK 0
Methods	<p>Macroeconomic models (the DSGE model), econometric and statistical estimations, questionnaire survey (CAWI), desk research, case studies</p>
Data requirements	<p>To be secured by the evaluator. Possible data sources include: MSC2007 and relevant systems in other V4 countries, statistical data (Eurostat, statistical offices in V4 countries), data from questionnaire surveys (CAWI)</p>
Contact person	Jan Hněvkovský, jan.hnevkovsky@mmr.cz



15	Ex-post evaluation of the programming period 2014-2020
Objective / subject-matter	Final evaluation of the programming period 2014-2020 implemented by the MRD-NCA. Evaluation of benefits of selected PA interventions.
Type of evaluation	<ul style="list-style-type: none"> • ex-post • impact • mixed • formative
Expected results and benefits	Evaluation of achieved results and comparison with PA objectives. Assessment of achieved effects (intended and non-intended).
Schedule	2023 – 2024
Link to the regulation	No
Cooperation	MA, CSO, more according to the specific evaluation content
Financial framework	CZK 3 million
Contact person	–



14	Capability approach as an approach to the evaluation of ESIF interventions relevance
Objective / subject-matter	Pilot evaluation of relevance of selected ESIF interventions for “well-being” of relevant target groups by using the <i>Capability Approach</i> and subsequent development of the methodological apparatus for (i) systematic evaluation of ESIF interventions relevance, (ii) preparation of new ESIF interventions (and generally for <i>policy</i> creation).
Type	<ul style="list-style-type: none"> • ex-post • thematic • external • formative
Expected results and benefits	<p>The benefit will be priority verification of utilization of the Capability Approach in different intervention areas. Outputs:</p> <ul style="list-style-type: none"> • 8 case studies. Each pilot study will deal with one typical kind of interventions in specific areas. • The methodology for evaluating the relevance of ESIF interventions with regard to “well-being” of target groups by using the <i>Capability Approach</i>. • Recommendations for the methodological procedure of interventions preparation (calls in programmes and preparation of new programmes) so that the prepared interventions maximize a positive influence on “well-being” of target groups.
Schedule	<p>1st stage (3Q/2015 – 4Q/2016):</p> <p>08/2015 – 09/2015 – Start of the research</p> <p>11/2016 - Project finalization and results certification</p>
Link to the regulation	No
Cooperation	TA CR, PROCES company is a researcher
Financial framework	<p>Outside budgetary means of MRD/OP TA. Project from the programme of public procurements in research, experimental development and innovations for the needs of public service BETA via TA CR.</p> <p>Tender price CZK 1,200,000.</p>
Methods	Creation of methodology for preparation a evaluation of public policies based on 8 case studies by using focus groups and modified indices of the quality of life.
Data requirements	Input information from NCA Evaluation Unit.
Contact person	Petr Bouchal, petr.bouchal@mmr.cz



5 Annexes

5.1 Annex 1 – Indicative summary of evaluation of selected strategic documents

Below is a list of key strategic documents, along with basic information on the strategies and timing of their updates and evaluation. This information is very important for evaluations associated with the Partnership Agreement, with regard to the manner and timing of planned evaluations. Successful PA evaluation requires the provision of underlying data in the form of assessment of progress towards the objectives of strategies (to be provided by their managers). The basis for the preparation of such data is the quality of strategic documents incl. unfinished implementation (monitoring, evaluation system, etc.) system and the timely availability of such information and sufficient extent being essential. Detailed timetables of planned evaluation activities of the NCA Evaluation Unit will reflect the requirement of compliance with deadlines provided in the Government Resolution on individual strategies or within the actual strategies, which determine the method of evaluation (from managers of individual strategies). If this is not included in the strategic documents, the responsible administrators of strategies must take this into account and set these key evaluation milestones of the ESI Funds' contribution to the fulfilment of the strategies.

The list of strategic documents below is not exhaustive. Evaluation will also be carried out on other documents in the fulfilment of which the ESI Funds participate.²⁰ Likewise, the list will be supplemented to include additional information in the case of documents that are currently under preparation or have not yet been approved. Those that will be reviewed during their implementation can also be expected to be supplemented. For more details see the Monitoring Guideline 2014–2020.

Table 5: Indicative summary and timetable of evaluation of selected strategic documents

Order	Strategy name / abbreviation	Strategy validity	Strategy manager	Government Resolution	Update (according to resolution / document)	Evaluation (according to resolution / document)
1	National Reform Programme of the Czech Republic (NRP)	2015	OG	Resolution of Committee for EU of 27 April 2016	2017 / each April	until 31 December 2016 report for government
2	International Competitiveness Strategy of the Czech Republic 2012 - 2020 (ICS)	2012-2020	MIT	713/2011	N/A	Once every half year
3	Strategic Framework for Sustainable Development (SFSD)	2010-2030	OG	37/2010	until 31 December 2016	Once every 2 years (situation report; latest for 2012)

²⁰ In addition to documents explicitly listed in Table 6, this includes other strategies that are a basis for programmes and the Partnership Agreement and will therefore be included in the evaluation of the contribution of the ESI Funds to the fulfilment of strategy objectives such as the National Priorities for Oriented Research, Experimental Development and Innovation, Concept of the State Tourism Policy in the CR for 2014–2020, National Action Plan of Clean Mobility, National Action Plan Smart Grids, Psychiatric Care Reform Strategy, Concept of Protection of the Population Until 2020, with an Outlook until 2030, National Action Plan Supporting Positive Ageing for 2013–2017, Digital Education Strategy until 2020, Action Plan for Inclusive Education (2015–2018), National Programme for Reducing Emissions of the CR, Climate Protection Policy and more.

Order	Strategy name / abbreviation	Strategy validity	Strategy manager	Government Resolution	Update (according to resolution / document)	Evaluation (according to resolution / document)
4	Regional Development Strategy of the CR 2014 - 2020 (RDS)	2014-2020	MRD	344/2013	report on the application of the strategy incl. the current action plan until 31 December 2016	Once per year
5	Spatial Development Policy of the Czech Republic, as amended by Update No. 1 (USDP)	2015 and beyond	MRD	276/2015	N/A	until 30 April 2019 Report on the application of the USDP
6	State Environmental Policy of the Czech Republic 2012 - 2020 (SEP)	2012-2020	MEnv	6/2013	until 31 December 2020	until 30 June 2016 and until 31 December 2020
7	Concept of Support for Small and Medium-Sized Enterprises for 2014-2020	2014-2020	MIT	923/2012	Continuously as needed, approval of a new concept after 2020	Once per year
8	National Action Plan of the Czech Republic for Renewable Energy (NAP RE)	2010-2020	MIT	804/2012 ²¹	Once every 2 years	Once every 2 years
9	State Policy on Electronic Communications – Digital Czech Republic v. 2.0 - The Way to the Digital Economy (DigiČesko 2)	2013-2020	MIT	203/2013	If necessary in relation to annual evaluation	until 28 February 2014 and until 30 June 2014 progress reports, or once per year
10	National Innovation Strategy of the Czech Republic (NIS)	2012-2020	MIT	714/2011	N/A	N/A
11	Transport Sector Strategies of the 2nd Stage (TSS II)	2014 – 2020 (outlook to 2050)	MT	850/2013	until 31 December 2016, and then every 5 years	until 31 December 2016, and then every 5 years, in addition to annual assessment
12	Transport Policy of the Czech Republic 2014–2020 with an outlook until 2050 (TP)	2014 – 2020 (outlook to 2050)	MT	449/2013	until 31 December 2018	until 31 December 2017 <i>evaluation also in 2020</i>
13	Social Inclusion Strategy 2014–2020	2014-2020	MLSA	24/2014	N/A (to be discussed as necessary)	Once a year from 30 April 2015 – Progress Report

21 updated by Government Resolution No. 47/2016

Order	Strategy name / abbreviation	Strategy validity	Strategy manager	Government Resolution	Update (according to resolution / document)	Evaluation (according to resolution / document)
14	Strategic Framework for the Development of Public Administration in the Czech Republic 2014 - 2020 (SF PA)	2014-2020	Min. of Interior	680/2014 ²²	until 30 November 2016 revision; until 30 June 2020 update or a new strategy	until 30 June 2016 and then once every 2 years
15	Implementation plans of the Strategic Framework for the Development of Public Administration in the Czech Republic for 2014–2020	2014-2020	Min. of Interior	21/2015 ²³	according to evaluations resulting from annual or evaluation reports	once a year by 30 June of the annual report (1st report by 30 June 2016), an evaluation report every 2 years
16	Health 2020 – National Strategy for the Protection and Promotion of Health and Prevention of Diseases	2014-2020	MH	23/2014	until 31 December 2015 impl. plans; update possible in 2017	once per year – the first report on 30 September 2015; interim evaluation in 2017 and final in 2021
17	Update of the National Research, Development and Innovation Policy of the Czech Republic for 2016 - 2020	2016-2020	OG	135/2016	until 31 December 2020	until 31 December 2018
18	Education Policy Strategy of the Czech Republic until 2020	2014-2020	MEYS	538/2014	N/A	until 31 August 2016 and then once every 2 years
19	Long-term Plan for Education and the Development of the Educational System for -2020	2015-2020	MEYS	277/2015	according to section 9(1) of the Schools Act (expected 2020)	once in 4 years – according to section 9 of the Schools Act; information about the fulfilment of the LP will be provided in 2016, 2018 and 2020
20	Strategy for Growth - Czech Agriculture and Food Industry under the CAP EU after 2013	from 2013	MAg	512/2013 (acknowledged)	N/A	N/A
21	Multiannual National Strategic Plan for Aquaculture (MNSPA)	2014-2024	MAg	876/2014	N/A	N/A
22	Employment Policy Strategy until 2020 (EPS)	2014-2020	MLSA	835/2014	until 31 December 2017 (if necessary) and until 31 December 2020 (new or updated)	until 31 December 2017 (ongoing) and until 31 December 2020 (summary)
23	Update of National Research and Innovation Strategies for Smart Specialisation of the	2014-2020	OG	634/2016 ²⁴	at least once per 2 years, generally after the assessment	until 30 June 2017 and further on once a year by 30 June

22 amended by Government Resolution No. 21/2015 and subsequently by Government Resolution No. 654/2015

23 updated by Government Resolution No. 654/2015

24 repeals the initial Government Resolution No. 1028/2014



Order	Strategy name / abbreviation	Strategy validity	Strategy manager	Government Resolution	Update (according to resolution / document)	Evaluation (according to resolution / document)
	Czech Republic (RIS3), or its implementation plan					
24	Strategy on Adaptation to Climate Change in the Czech Republic	2015-2020	MEnv	861/2015	the strategy will be elaborated into an action plan by 31 December 2016	once in 4 years starting on 31 March 2019
25	Waste Management Plan 2015 - 2024 (WMP)	2015-2024	MEnv	1080/2014	N/A	periodical evaluation (without specified interval)
26	Mid-term strategy (until 2020) for improving the quality of air in the Czech Republic	2015-2020	MEnv	979/2015	N/A	once a year within the Report on the Environment in the Czech Republic
27	Update of the State Energy Policy of the Czech Republic (USEP)	2014 – 2020 (outlook to 2040)	MIT	362/2015	N/A	until 31 December 2019
28	Roma Integration Strategy until 2020	2014-2020	OG	127/2015	continuously as needed, until 31 December 2020 submit a draft new strategy	once per year as by 31 May
29	National Plan for the Development of Next Generation Networks	by 2020	MIT	in preparation	to be completed after approval	to be completed after approval
30	National Energy Efficiency Action Plan of the Czech Republic (IV)	2014-2020	MIT	1085/2014 ²⁵	until 31 December 2015	continuously without a specific deadline or period
31	Strategy for the Fight against Social Exclusion for 2016 – 2020	2016-2020	OG	134/2016	prepare the action plan by 31 July 2016; update expected in 2018	in 2018

²⁵ updated by Government Resolution No. 215/2016

1	Evaluation of the ESI Funds contribution to the progress of Strategy Europe 2020 and relevant measures within the National Reform Programme and Country-specific Recommendations (Council Recommendations) (CSR)
Objective / subject-matter	<p>The Strategy Europe 2020 form a basic framework for interventions from ESI Funds for 2014 – 2020 whereas the investments that are not aimed at fulfilling objectives of the Strategy Europe 2020 are not eligible in this period.</p> <p>The National Reform Programme (NRP) is the translation of the objectives of the Strategy Europe 2020 into the reform effort of member states.</p> <p>According to the rules on management and co-ordination of the Partnership Agreement the Office of the Government as the NRP manager has to cooperate with NCA on assessing the evaluation of the ESI Funds contribution to the fulfilment of EU 2020, NRP and CSR.</p> <p>Effects of ESI Funds on fulfilling NRP are a topic of discussion also at the level of EU within the context of the discussion on a Europe-wide benefit of cohesion policy for the EU which takes place between net payers and net beneficiaries. With regard to a strong priority attributed by the Czech Republic to a cohesion policy in the context of the European budget, it is in its own interest to have data about it benefits to Europe-wide objectives.</p>
Type of evaluation	<ul style="list-style-type: none"> • continuous • impact • internal • summative
Expected results and benefits	Finding the extent of investment contributions from ESI Funds to support objectives of EU 2020, policies that are identified by the NRP as problematic, and to support relevant measures that the NRP identifies as suitable, and to fulfil relevant CSR.
Methods	Data statistical analysis, Desk research
Data requirements	Input and result indicators – data available in MS2014+.
Outputs	Final report, Input for Progress report in 2017 and 2019
Implementation/evaluation manager	Ensured by the Office of the Government within the project funded from OPTA
Schedule	<p>Follows on ZoP 2017 and 2019</p> <p>1. stage (2017)</p> <p>Evaluation preparation: 2Q – 3Q 2016</p> <p>Evaluation implementation: 4Q 2016 - May 2017 (May 2019 respectively)</p> <p>Evaluation outputs: May 2017, 2019 respectively</p> <p>2. stage (2019)</p> <p>schedule similar to 2017</p>
Cooperation	MA, MRD-NCA



Financial framework	CZK 1 million
Manager	Jana Chladná, jana.chladna@mmr.cz
Methods	Data statistical analysis, Desk research
Data requirements	Input and result indicators – data available in MS2014+.



5.2 Annex 2 – List of Abbreviations

ARCR	Association of Regions of the Czech Republic
ASI	Agency for Social Inclusion
CLLD	Community-led local development
CSR	Country-Specific Council Recommendations
CR	Czech Republic
CES	Czech Evaluation Society
CSO	Czech Statistical Office
DG	EC Directorate-General
PA	Partnership Agreement
NCA Evaluation Unit	National Coordination Authority Evaluation Unit
EC	European Commission
EMFF	European Maritime and Fisheries Fund
EP	Evaluation Plan
EP PA	Evaluation Plan of the Partnership Agreement
ESIF/ESI funds	European Structural and Investment Funds
EU	European Union
FTE	Full time equivalent
IT	Integrated Tools
ITI	Integrated Territorial Investment
SME	Single Methodological Environment
MT	Ministry of Transport of the CR
MRD-NCA	Ministry of Regional Development - National Coordination Authority
GN Evaluation 2014-2020	Guidance note for the evaluation in the programming period 2014–2020
MP IT	Guidance note for the use of integrated tools in the programming period 2014–2020
MIT	Ministry of Industry and Trade of the CR
MLSA	Ministry of Labour and Social Affairs of the CR
MEYS	Ministry of Education, Youth, and Sports of the CR
MH	Ministry of Health of the CR
MAg	Ministry of Agriculture of the CR
MEnv	Ministry of Environment of the CR
GN on the management of calls and evaluation of projects 2014–2020	Guidance note for the management of calls, assessment and selection of projects in the 2014–2020 programming period
MP Monitoring 2014-2020	Guidance note for the monitoring of the implementation of ESIF in the programming period 2014–2020
MS2014+	Monitoring system for the 2014–2020 programming period
MSC2007	Monitoring system for the 2007-2013 programming period
MC	Monitoring Committee
NCI 2014+	National Codebook of Indicators for the 2014–2020 programming period
NDTD	National Document on Territorial Dimension

NCA	National Coordination Authority
NRP	National Reform Programme
NPC	National Permanent Conference
NN LAG	National Network of Local Action Groups
DAC	Department of Administrative Capacity
DPAES	Department of the Partnership Agreement, Evaluations and Strategies
ER PA	Expected results of the Partnership Agreement
DEUP	Department of EU Publicity
OP TA	Operational Programme Technical Assistance
DRP	Department of Regional Policies
DMCF EU	Department of Management and Coordination of EU funds
DMSA	Department of Monitoring System Administration
OER	Overview of Progress in the Evaluation Recommendations
WG	Working group
EC Eval WG	Working group for evaluations established by the European Commission
NCA Eval WG	NCA Evaluation Working Group
RPC	Regional Permanent Conference
RDPs	Rural Development Programmes
MA	Managing authority
MA OP TA	Managing Authority of the Operational Programme Technical Assistance
SO	Specific objective
S/C	Synergies and complementarities
UTM CR	Union of Towns and Municipalities of the Czech Republic
ALA	Association of Local Authorities
RRA	Association for Rural Reconstruction
TA CR	Technology Agency of the Czech Republic
TD	Territorial dimension
OG	Office of the Government
Universities	Higher education institutions
IB	Intermediary body

