



EUROPEAN UNION  
Cohesion Fund  
Operational Programme Technical Assistance



MINISTRY  
OF REGIONAL  
DEVELOPMENT CZ

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

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

October 24 - 25, 2019, the Ministry of Regional Development, AVI Hall - Pařížská 4 entrance

**SELECTED ABSTRACTS AND SPEAKERS' PROFILES**



EUROPEAN UNION  
Cohesion Fund  
Operational Programme Technical Assistance



MINISTRY  
OF REGIONAL  
DEVELOPMENT CZ

## How to report on your communication to your stakeholders, Jesper Andersen



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

With a master's degree in English from the University of Copenhagen, Jesper has more than 15 years of experience in the public relations industry, is a former associate professor and a regular guest teacher at several universities.

In 2014, Jesper became a member of AMEC – the international Association for the Measurement and Evaluation of Communication – a mark of the highest professional standards

in the industry.

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

How do you give a precise account of what has happened over the space of 6 months in just a 5-minute presentation? Reporting to management the results of your communication activities should be precise, relevant and to the point. That means focusing on what is absolutely vital for the executives to know and leaving out the account of how you got there. Your job is to support management make informed decisions based on the information you provide them.

In this presentation, Jesper Andersen will share examples of best practice, balancing the combination of visual aids and detailed text, and what things to focus on when presenting communication results to executives and upper management.

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



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

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

In the context of EU cohesion policy, it is the responsibility of the evaluator to successfully communicate the evaluation results. If we assume that the definition of effective communication applies also to the implementation of ESI Funds, then attention should be paid not only to the information sender, but also to the receiver and, additionally, to the environment in which the communication takes place. Nowadays, there is plenty of literature, guidelines and blogs on how to communicate effectively. These provide practical tips on how to communicate evaluation results in a “scientifically” proper way so that they have the desired effect on public policies. The aim of the presentation is to point out the fact that communication of the evaluation of operational programmes can be successful only if the



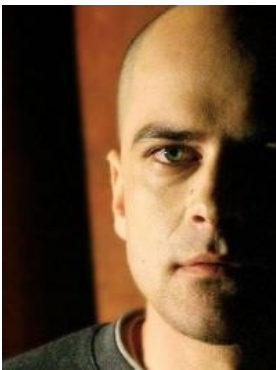
EUROPEAN UNION  
Cohesion Fund  
Operational Programme Technical Assistance



MINISTRY  
OF REGIONAL  
DEVELOPMENT CZ

implementing structures commissioning the evaluation actively participate in the process. Factors hindering successful communication of evaluation findings and conclusions to relevant target groups are identified and described. Subsequently, practical recommendations for better communication of evaluation results are provided as an important contribution to building a knowledge base for modern management of public policies.

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



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

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

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

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

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

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

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

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

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

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

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



EUROPEAN UNION  
Cohesion Fund  
Operational Programme Technical Assistance



MINISTRY  
OF REGIONAL  
DEVELOPMENT CZ

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



**JACEK BIALEK** has been working in the area of regional development and cohesion policy since 2006. Currently he works as a chief expert at the Ministry of Investment and Economic Development, where he deals with cohesion policy's impact on the Polish economy as well as with macroeconomic developments in Poland and in the European Union.

He graduated from the University of Warsaw (Faculty of Political Science and Faculty of Management) and holds a PhD from Warsaw School of Economics. His research interests focus on international political and economic relations and on the economic development of Poland.

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

The Ministry of Investment and Economic Development has been conducting for many years systematic research on the impact of the Cohesion Policy on the socio-economic development of Poland and of its regions.

The impact of the EU Funds is being cyclically evaluated on the basis of analysis of selected indicators which measure the degree of achievement of the objectives set in the main strategic documents.

The assessment of the Cohesion Policy's impact on the Polish economy in the years 2004-2018 as well as forecasts for the period until 2023 was based on research conducted by IMAPP, IMAPP Consulting, and the Institute for Structural Research with the application of the EUImpactMOD (DSGE).

The said impact has ascertained a difference between two scenarios – one reflecting the use of the EU funds and the other one implying lack of the said funds. In this year's edition of research additional activities have been undertaken in order to evaluate the impact of the Partnership Agreement 2014-2020 as well as of individual Operational Programs in national and regional dimensions.

The research shows in a consistent manner that the impact of the Cohesion Policy on Poland's socio-economic development has been unequivocally positive, boosting economic growth (and hence convergence towards the average level of socio-economic development in the EU), investment activity and the labour market in Poland, not only positively affecting the internal and external equilibrium of the national economy but also mitigating the degree of internal diversification of the country. In the presentation we are going to discuss the EU funds impact on a variety of economic and social indicators showing both the hitherto and projected impact of the said funds in different points in time.



EUROPEAN UNION  
Cohesion Fund  
Operational Programme Technical Assistance



MINISTRY  
OF REGIONAL  
DEVELOPMENT CZ

## A good start - inclusive methods of working with children and parents: three years of continuous evaluation, Marek Havrda and Jaromír Mazák



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



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

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

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

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



EUROPEAN UNION  
Cohesion Fund  
Operational Programme Technical Assistance



MINISTRY  
OF REGIONAL  
DEVELOPMENT CZ

## Impact evaluation of the Strategic Plans for Social Inclusion, Daniela Büchlerová and Ivana Siglová



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



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

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

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

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



EUROPEAN UNION  
Cohesion Fund  
Operational Programme Technical Assistance



MINISTRY  
OF REGIONAL  
DEVELOPMENT CZ

## EU funds as an accelerator of change for the Slovak health care system? Kristína Gardoňová, Lukáš Sekelský, Veronika Zlaczká



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



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



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

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

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

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

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



EUROPEAN UNION  
Cohesion Fund  
Operational Programme Technical Assistance



**MINISTRY  
OF REGIONAL  
DEVELOPMENT CZ**

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