

Brochure



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11th Evaluation Conference in Prague

Data in Action:

Evaluation as the Key
to Effective Cohesion Policy 2028+

13 November 2025



Co-funded by
the European Union



MINISTRY
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EVALUATION
UNIT NCA

The organizer of the conference is
Ministry for Regional Development of the Czech Republic – National
Coordination Authority (MMR – NCA)

Conference day programme

13 November 2025

AVI – Academy of Public Investment, Pařížská 4, 110 00 Prague

8:30-9:00

Registration of participants

9:00-9:15

Opening remarks (interpreted) In Czech

- **Martina Postupová** – State Secretary, Ministry of Regional Development

9:15-10:45

1st Discussion Panel: The Future of Evaluation and Evidence-Based Approach in Cohesion Policy

Presentation and discussion (interpreted) In English

- **Peter Berkowitz**, European Commission – DG REGIO
- **Stanislav Schneider**, Ministry of Regional Development
- **Federico Lucidi**, European Commission – DG EMPL
- **Siret Soonsein**, State Shared Service Centre, Estonia
- **Enrico Pesaresi**, European Commission - DG REGIO

Moderated by: **Klára Kracíková**

10:45-11:15

Break

11:15-12:45

2nd Discussion Panel: Evidence of What Works and Under What Conditions in Supporting Competitiveness and Convergence

Presentation and discussion (interpreted) In Czech

- **Martin Pělucha**, University of Economics, Prague
- **Jan Ženka**, University of Ostrava
- **Jan Píša**, Jan Evangelista Purkyně University
- **Ondřej Slach**, University of Ostrava

Moderated by: **Alexandre Paul Denis Reznikow**

12:45-13:45

Lunch break

2 parallel afternoon blocks

Main Hall AVI, interpreted

Large meeting room

13:45-15:15

3rd Afternoon Block A Inspiration from Abroad

Presentation and discussion (interpreted) In English

- **Enrico Pesaresi** – DG REGIO – Impact of cohesion policy funds: evidence from the ex post evaluation of the 2014-2020 programming period and mid-term evaluation of 2021-2027
- **Miryam Vahtra** – Ministry of Finance of Estonia – Increasing the use of evaluation results – link to state budget and policy discussions
- **Mariana Pereira-Lopez** – World Bank (online) – Driving Innovation and Entrepreneurship: Evidence from Firm-Level Interventions in the Czech Republic

Moderated by: **Jana Drliková**

3rd Afternoon Block B Inspiration from the Czech Republic

Presentation and discussion In Czech

- **Jan Práněl** and **Michal Kvasnička**, Ministry of Education, Youth and Sports – Evaluation of the Action Planning Call in the Territory
- **Martin Dytrych** – Ministry of Labour and Social Affairs – Social Work with Return: Data Speaks Clearly
- **León Kamenický** – Charles University – Regional Dimension of EU Funds' Impacts: Experiences from Applied Research

Moderated by: **Kateřina Gregorová**

15:15-15:45

Break

15:45-16:45

4th Afternoon Block A - The Future of Evaluation: Technology and Strategic Planning in Practice

Presentation and discussion (interpreted) In English/Czech

- **Marlena Stępień** – Ministry of Development Funds and Regional Policy, Poland – Use of GenAI in the design of the Evaluation of the implementation of the partnership principle in the 2021-2027 perspective (case study from Poland)
- **Anna Pasková** – Ministry of the Environment – Policy coherence for sustainable development (Improving strategic planning to achieve sustainability goals)

Moderated by: **Jana Bystřická**

4th Afternoon Block B – Workshop

In Czech

- **Lucie Jungwiertová** and **Pavel Hanosek** – Czech Priorities – Strategic foresight & evaluation Workshop by Czech Priorities on where strategic foresight can help within (and beyond) the evaluation process. How does strategic foresight overlap and/or differ from ex-ante and mid-term evaluation methods? Several examples will be discussed on how to effectively combine and use these methods.

Moderated by: **Tomáš Novotný**

16:45-17:00

Closing and thanks

17:00-19:00

Informal discussion and networking

Conference day programme

13 November 2025

AVI, Pařížská 4, 110 00 Prague

9:00 – 9:15

Opening remarks



Martina Postupová

State Secretary of the Ministry of Regional Development of the Czech Republic

Martina Postupová graduated from the Faculty of Law at Masaryk University in Brno. She has spent her entire professional career in various state administration institutions. The most significant part of her career was connected with law and the Ministry of the Interior, where after her studies she started as a state administration and government officer in the Department of Legislation and Coordination of Regulations. Since November 2011, she has been a member of the Commission for the Reform of Administrative Proceedings and Administrative Punishment. In January 2018, she became a member of the Advisory Board of the Deputy Minister of the Interior for State Service. Her last experience with the ministry relates to her position as Personnel Director of the State Service Section, which she held from December 2020.

9:15 - 10:45

1st Discussion Panel: The Future of Evaluation and Evidence-Based Approach in Cohesion Policy

News

Presentation followed by discussion (with interpretation)

The panel will focus on the changing role of evaluation in the context of the new regulatory framework of cohesion policy after 2028, with special emphasis on the performance framework and results-oriented management. The discussion will address how legislative changes and the shift towards strategic, evidence-based decision-making are changing expectations and the practical use of evaluations at national and European levels.

Key topics include:

- Practical aspects of monitoring and evaluating future national and regional plans and possibilities for better use of evaluation results for strategic management.
- Opportunities and challenges arising from the transition from a cost-based model to a results-based model.
- Strategic anchoring of evaluation within the new performance-based management model.
- Integration of evaluation findings into policy-making, ensuring accountability and learning processes.
- The role of evaluation in demonstrating that cohesion policy is a long-term investment in the EU's competitiveness, not just a redistribution mechanism.

Opening Speech: (online)



Peter Berkowitz

Director for Policy, European Commission – DG REGIO

Peter Berkowitz is Director for Policy at the Directorate-General for Regional and Urban Policy (DG REGIO) of the European Commission. In this role, he is responsible for policy development, economic analysis, evaluation, the European Semester, financial instruments, and legal matters in the field of EU regional policy. Previously, he led the Smart and Sustainable Growth Unit, coordinating work on climate change, innovation, the digital economy, and the Just Transition Fund. From 2008 to 2016, he was Head of the Policy Development Unit and participated in the preparation and negotiation of the cohesion policy reform for 2014–2020. He began his career at the European Commission as a desk officer for regional policy and also worked on EU enlargement, the reform of the Common Agricultural Policy, and rural development. He holds postgraduate degrees in politics from Oxford University and Sciences Po in Paris, as well as in finance and economic policy from the University of London.

Panelists:



Stanislav Schneider

Director General of the Section for Coordination of European Funds, International Relations and Tourism, Ministry of Regional Development of the Czech Republic

Stanislav Schneider is an expert on European funds and regional policy with more than twenty years of experience in public administration. Thirteen years of his career have been devoted to the European agenda, both at national and international levels. He worked at the Permanent Representation of the Czech Republic to the EU in Brussels and participated in the negotiations on the Czech Republic's accession to the EU in the field of regional and structural policy, which included the implementation of pre-accession support instruments and programmes for the 2004–2006 period. He was also a member of the negotiating team for the EU multiannual financial frameworks 2007–2013 and 2014–2020, including related EU regulations and implementing legislation, among other things as part of setting up the structure of strategic and programme documents of the Czech Republic.



Pascal Boijmans

Head of Unit, European Commission – DG REGIO

Pascal Boijmans is Head of Unit “Czech Republic and Slovakia” at the Directorate General for Regional and Urban Policy, European Commission. The mission of the unit is to assist the Czech Republic and Slovakia at gaining the maximum benefit from the EU funds, namely the European Regional Development Fund, the Cohesion Fund and the Just Transition Fund. This requires, in close partnership with the national and regional authorities, to identify the best strategy to implement them, also in cooperation with other services of the Commission. Throughout his career in the European Commission Pascal has been working in DG Regional and Urban Policy at several country desks: for the Netherlands, Austria, Germany, Estonia, Latvia, Czech Republic and Poland. He was in his previous functions Head of Unit for Administrative capacity building (for better management of the funds) and INTERREG – cross border cooperation.

Before joining the European Commission, Pascal worked for a Euro-Info Centre for SMEs in Amsterdam and for a Regional Development Agency in Arnhem-Nijmegen.

Pascal Boijmans has a master's degree in economic geography from the Faculty of Spatial Sciences in Utrecht.



Federico Lucidi

Head of Unit, European Commission – DG EMPL

Federico Lucidi is Head of Unit for Impact Assessment, Evaluation, Monitoring of Funds in DG Employment, Social Affairs and Inclusion. A labour economist by background, he holds a PhD in Economics from Sapienza University of Rome. He has experience on the governance, analysis and evaluation of employment and social policies. In his current role, he supports evaluation and impact assessment activities at DG Employment, Social Affairs and Inclusion. More specifically, he coordinates EU level evaluation activities for the European Social Fund Plus and supports Member States on programmes' monitoring and evaluation.



Siret Soonsein

State Shared Service Centre, Estonia

Siret Soonsein is a grant development specialist at the State Shared Service Centre (managing authority for structural funds in Estonia), where she coordinates the implementation of the National Recovery and Resilience Plan and develops results-based financing schemes, such as non-cost-based financing. She has more than seven years of experience in managing EU-funded and national grant programmes, focusing on project selection, monitoring, and evaluation. In the past, she worked as a coordinator of services for business support programmes and as a project manager in international cooperative programmes.

Moderator:



Klára Kracíková

Director of the Department of Strategic Framework for EU Funds, Ministry of Regional Development of the Czech Republic

Klára Kracíková has been serving as the Director of the Department of Strategic Framework for EU Funds at the Ministry of Regional Development of the Czech Republic since September 2024. In her professional career, she specializes in coordinating European funds, strategy, and international cooperation, especially in the field of European regional and structural policy. In 2022–2023, she worked in Brussels as the Vice-Chair of the Working Group for Structural Measures and Outermost Regions at the Permanent Representation of the Czech Republic to the European Union. In previous periods, she led departments and units dealing with the management of EU funds at the Ministry of Regional Development, where she served as Director of the Department of Management and Coordination of EU Funds (2019–2021), Head of the Programme Coordination Unit (2016–2019), and Coordinator of Operational Programmes (2013–2016). She entered public administration after experience in the private sector as Head of the Project Application Preparation Unit at MAG CONSULTING. Klára Kracíková holds a Master's degree from the University of Economics in Prague.

10:45 - 11:15

Break

11:15 - 12:45

2nd Discussion Panel: Evidence of What Works and Under What Conditions in Supporting Competitiveness and Convergence News

Presentation followed by discussion (with interpretation)

Foreign research shows that the regional allocation of public expenditures is closely related to the development trajectories of regions. Public expenditures have a direct impact on the socio-economic development of regions, for example through public investments in infrastructure or public services, but the opposite relationship also applies, as the level of socio-economic development can influence the regional allocation of public expenditures (e.g., due to lower absorption capacity in weaker regions).

What is the situation in the Czech Republic? Does it successfully target public expenditures to lagging regions to prevent their stagnation or even decline? In which areas are public expenditures allocated at the regional level? Are there discrepancies between the objectives of regional policy and the objectives of individual sectoral policies?

Using the results of a regional analysis of public investment data over the past ten years, policymakers can be provided with information on what types of expenditures have been allocated to different types of regions according to their level of development. Monitoring this data can help better target limited financial resources and assess their impact.

Introductory presentation: Moderator:



Alexandre Paul Denis Reznikow

Head of the Analytical Unit, Ministry of Regional Development

Alexandre Reznikow leads the analytical unit of the Ministry of Regional Development of the Czech Republic, which, among other things, focuses on evaluating the impacts of regional development policies. He is co-author of the study "Review of Expenditures in the Field of Regional Policy," which for the first time mapped the regional allocation of investment expenditures from national sources. He is currently preparing an ex-post evaluation of the Act on the Support of Regional Development (No. 248/2000 Coll.) and the related Regional Development Strategy of the Czech Republic.

Panelists:

Martin Pělucha

Professor, University of Economics, Prague



Martin Pělucha is a professor in economic policy at the University of Economics in Prague and has also been an expert in the field of evaluation since 2003 at IREAS. During his career, he has coordinated or been a member of a number of research projects related to the evaluation of public expenditure programmes from both national and European sources (for Czech Science Foundation, Technology Agency of the Czech Republic, the European Commission, the Ministry of Agriculture, the Ministry of Regional Development, the Ministry of the Environment, regional authorities of Czech coal regions, etc.). His publications focus mainly on regional policy, and he specifically deals with a critical analysis of the position of rural development policy in the EU Common Agricultural Policy. Prof. Martin Pělucha is the national ambassador of the RSA – Regional Studies Association in the Czech Republic and is also a member of the Czech Evaluation Society. He also works in several government or ministerial working groups (e.g., Socio-Economic Committee of the Government Council for Sustainable Development; Ministry of Regional Development – Working Group for Rural Areas).



Jan Piša

Social Geographer, Jan Evangelista Purkyně University

Jan Piša is a social geographer at the Faculty of Science, Jan Evangelista Purkyně University in Ústí nad Labem, where he mainly deals with the decline and redevelopment of old industrial regions, with an emphasis on structurally affected areas of the Czech Republic, especially the Ústí Region. He examines related trends mainly through the lens of local change actors, i.e., people who, through various initiatives, contribute to improving the quality of life in these regions. He is currently collaborating on research and development projects focused on intensifying cooperation among local actors and also on more specific topics such as the introduction of advanced technologies in structurally affected areas or the evaluation of the impacts of planned revitalization of areas after brown coal mining. All these studies, however, intersect with questions related to the motivations, competencies, and resources used by different types of actors, as well as the various barriers that limit the possibilities for change/transformation in these regions.



Ondřej Slach

Vice-Rector for Strategy and Development, University of Ostrava

Ondřej Slach is an economic geographer who has been working at the University of Ostrava since 2005. He teaches economic geography, urban geography, and cultural and creative industries. Since 2023, he has served as Vice-Rector for Strategy and Development at the University of Ostrava and is currently also the scientific director of Social Lab, which is managed by the University of Ostrava as part of the REFRESH project. As a research project leader, he is involved in the STENEO project. He was a member of the organizing team for Ostrava's bid for European Capital of Culture 2015 (2010), worked as an external advisor at the Ministry of Regional Development, and as an evaluator of projects from the Just Transition Operational Programme/Technology Agency of the Czech Republic/National Recovery Plan, among others. He led teams that prepared both the update of the Cultural Development Concept of the Statutory City of Ostrava (2014), the current Cultural Development Concept of the City of Ostrava 2030 (2021), and other strategic documents. His current research focuses primarily on the just transition of industrial (shrinking) cities and regions from a comparative perspective.

AVI – large hall

Afternoon Block A – Inspiration from Abroad

Presentation followed by discussion (interpretation)

AVI – large meeting room

Afternoon Block B – Inspiration from the Czech Republic

Presentation followed by discussion (only in Czech)

Afternoon Block A – Inspiration from Abroad

Impact of cohesion policy funds: evidence from the ex post evaluation of the 2014-2020 programming period and mid-term evaluation of 2021-2027

Cohesion policy plays a vital role in reducing disparities and fostering balanced development across EU regions. The Commission has recently completed comprehensive evaluations of the use of the EU funds for cohesion policy in 2014-2020 and 2021-2027, assessing what has worked, where progress is being made and what can be improved. Enrico Pesaresi, Deputy Head of the Unit in charge of the evaluations, will present the main highlights of the ex-post and mid-term evaluations of the funds, providing information on the impact of investments and insights for the future of the policy. Participants will see how evaluation can contribute to better policymaking and more effective delivery on cohesion and growth objectives.

**Enrico Pesaresi**

European Commission – DG REGIO

Enrico Pesaresi is Deputy Head of the policy development and evaluation Unit of the Directorate-General for Regional and Urban Policy at European Commission (DG REGIO). An economist by training, he has over 15 years of professional experience in conducting and overseeing evaluation work across different fields, including regulation, competition enforcement and public investment policies. In his current role, he coordinates the work of DG REGIO in the areas of monitoring and evaluation.

Increasing the Use of Evaluation Results – Linking with the State Budget and Policy Discussions

Increasing the use of evaluation results has been a challenge for Estonia as well as for many other countries. It is difficult to reach political debates with recommendations of strategic nature, and coverage of several policy fields.

In my presentation I will explain how Estonia has addressed this challenge with a state budget revision process. I will explain the evaluation management model within the state budget revision process including the link to spending reviews.

Especially in the context of preparing for the 2028+ period and the focus on the reforms, how to create broader cumulative knowledge to support future policy decisions and choices to be made. We will look at the questions arisen in practice, lessons learned, and steps taken while aiming at combining national and Cohesion Policy evaluations."

**Miryam Vahtra**

Ministry of Finance, Estonia

Miryam Vahtra is an evaluation advisor at the State Budget Department of the Ministry of Finance of Estonia. She obtained a Master's degree in business administration from Tallinn University of Technology. For more than 15 years, she has been responsible for developing the evaluation function in Estonia. Miryam is the head of the working group for the evaluation of structural funds in Estonia and project manager for evaluations of structural funds at the Ministry of Finance.

Supporting Innovation and Entrepreneurship: Evidence from Firm-Level Interventions in the Czech Republic

The presentation is based on short-term results of two randomized controlled trials conducted in the Czech Republic, which evaluated firm-level interventions aimed at accelerating the transition to more resilient and knowledge-oriented economies.

The Smart Start programme in the Moravian-Silesian Region targeted start-up entrepreneurs and provided them with training in business model validation and scientific decision-making. The result was improved customer acquisition strategies, revenue growth, and higher entrepreneurial ambitions.

The AI Club programme in the Ústí and Karlovy Vary Regions offered practical workshops to support the adoption of artificial intelligence in small and medium-sized enterprises. The programme led to a significant increase in technology use, organizational changes related to innovation, inter-firm cooperation, and improved business results.

Both programmes were highly cost-effective, with rapid returns on investment and adaptable delivery models. The studies show that targeted interventions focused on knowledge and thinking can support innovation and entrepreneurship with high growth potential across regions.



Mariana Pereira-Lopez

Lead Economist, World Bank (online)

Mariana Pereira-Lopez works as a lead economist in the Department of Economics and Market Research at the International Finance Corporation (IFC). Her research focuses on firm productivity, management, technology, innovation, entrepreneurship, impact evaluations, competitiveness, and energy efficiency. Her contributions have been published in peer-reviewed journals such as the Journal of Development Economics, World Bank Economic Review, Journal of Environmental Economics and Management, Research Policy, and Proceedings of the National Academy of Sciences (PNAS). Mariana Pereira-Lopez has more than sixteen years of experience from various positions in the Mexican government, academia, and the World Bank. She holds a Ph.D. and a master's degree in economics from El Colegio de México.

Afternoon Block B – Inspiration from the Czech Republic

Evaluation of the “Local Action Planning in Education” Call

The “Local Action Planning in Education” call (local action plans for the development of education) from the Johannes Amos Comenius Operational Programme (P JAC) follows on from three previous stages that have been gradually implemented in the Czech Republic since 2016. Within the call, 199 projects are being implemented (usually in the administrative districts of municipalities with extended powers), covering most of the territory of the Czech Republic. The call has two main objectives: (i) to support joint planning and cooperation of actors in education in a given locality, thus enabling the solution of locally specific problems and needs in education, (ii) to implement specific interventions in the territories that will lead to improving the quality of education in nursery and primary schools. In our contribution, we share the methodology used and the ongoing results of the evaluation of this call. All projects within the call conducted their own internal evaluation, and we synthesized these data based on regular evaluation-methodological meetings with project representatives, where we also tested the use of artificial intelligence. We supplemented qualitative outputs with project data from MS2021+ and data from evaluation questionnaires. A specific feature of the evaluation is the absence of a control group and the inclusion of all implemented projects in the survey.



Michal Kvasnička

Evaluator, Ministry of Education, Youth and Sports

Michal Kvasnička works as an evaluator and expert assessor of MSCA COFUND projects. For more than ten years, he has been engaged in the evaluation of programmes focused on research, development, and education at the Ministry of Education, Youth and Sports. He also works as an independent evaluator of projects for The European Research Executive Agency (REA).



Jan Prančl

Evaluator, Ministry of Education, Youth and Sports

Jan Prančl joined the evaluation unit of the Ministry of Education in March of this year; in his previous professional life, he was a long-time researcher at the Academy of Sciences of the Czech Republic. He focuses on the evaluation of programmes aimed at improving education and social inclusion in regional education.

Social Work with Return: Data Speaks Clearly

Timely and quality social work has not only a human but also an economic benefit. According to an analysis by STEM for the Ministry of Labour and Social Affairs, every timely and quality intervention by a social worker brings significant savings in public finances and at the same time increases the quality of life of people in vulnerable situations. The contribution presents key findings from research in which financial models of costs and savings of quality and timely social work intervention were created. The analysis worked with three detailed model case studies, based on real cases from practice: a single mother with three children in housing distress, a senior woman with drug dependence and loss of self-care ability, and finally a man with a disability after the loss of a close caregiver. For each of these cases, three scenarios were created: 1. the case of timely and quality social work (as described by social work methodologists), then a hypothetical delayed intervention (defined based on interviews with experts), and finally, illustratively, the complete absence of a social worker's intervention. The impacts of these scenarios were described in detail and monetized. The research results open a discussion on how to turn relevant knowledge into specific policy and systemic measures. How to set up the financing and support of social work so that help reaches people in time – and the state does not have to deal with the consequences?



Martin Dytrych

Evaluator, Ministry of Labour and Social Affairs of the Czech Republic

Since 2017, Martin has led the evaluation department of the Ministry of Labour and Social Affairs, which is responsible for evaluating projects and calls from the Operational Programme Employment +. Within this department, a significant part of the evaluation outputs is carried out internally by its own capacities. Together with colleagues, he collaborates on the development of the ESF+ information system, within which data on supported persons in projects are linked with data from the OK system and the Czech Social Security Administration database. He has long been striving to facilitate the sharing of administrative data within the state administration and to improve their availability for research purposes.

Regional Dimension of EU Funds' Impacts: Experiences from Applied Research

In the contribution, we present ongoing findings from applied research carried out within the project "Evaluation of Different Ways of Supporting Entrepreneurship and Their Impact on the Success of Firms and the Transformation of the Regional Environment," which is currently in the phase of the first more comprehensive impact analyses. We focus on our research approach, including the limitations we encounter in analyses and the ways we overcome them.

The first results suggest that even despite the insufficient quality of some data, which does not always allow the use of the most suitable methods, it is possible to work with alternative procedures and create interesting variables even from limited sources. On specific examples, we show how we approach data visualization using the ArcGIS tool and how we apply methods of econometric analysis of panel data with fixed effects and geographically weighted regression – methods that are still used only to a limited extent in the Czech environment for evaluating the impacts of EU funds.



Léon Kamenický

Charles University

Léon Kamenický has been involved in the field of controls and evaluations of the impacts of EU funds and other support mechanisms on regional development for more than five years. He is currently a third-year doctoral student at the Department of Social Geography and Regional Development, Faculty of Science, Charles University. A significant part of his research is a project funded by the OP Technical Assistance, from which this conference contribution is also derived. He also works partly in the consulting company Gatum Group, where he focuses on strategic consulting for the public sector, including evaluations.

AVI – large hall

Afternoon Block A – The Future of Evaluation: Technology and Strategic Planning in Practice

Presentation followed by discussion (with interpretation)

AVI – large meeting room

Afternoon Block B – Workshop: Strategic Foresight & Evaluation

Afternoon Block A – The Future of Evaluation: Technology and Strategic Planning in Practice

Inspiration

Use of Generative Artificial Intelligence (GenAI) in Designing the Evaluation of the Implementation of the Partnership Principle in the Period 2021–2027 (case study)

Involving stakeholders in shaping evaluations – including co-creating evaluation questions – is widely recognized as good practice that increases the relevance, acceptance, and usability of evaluation. However, in the case of large-scale public interventions, this approach brings challenges. The volume and diversity of stakeholder inputs make their meaningful synthesis within a limited timeframe difficult. This case study examines how generative artificial intelligence (GenAI), specifically ChatGPT (GPT-4) and NotebookLM (Google), supported the design of the evaluation of the partnership principle in Poland's cohesion policy for 2021–2027. Stakeholders proposed more than 500 questions and topics for evaluation, and GenAI helped synthesize, organize, and refine this data when creating the evaluation Terms of Reference (ToR).

NotebookLM was used to generate initial drafts of the evaluation context, objectives, and preliminary grouping of questions and topics submitted by stakeholders. ChatGPT then supported deeper analysis by identifying duplicates and gaps, thematic sorting, and proposing key priority questions. GenAI tools also helped elaborate other key elements of the evaluation design – including evaluation criteria, methods, data sources, outputs, and timeline. Human control ("human-in-the-loop") played a crucial role – the entire process was led by one evaluator with several iterations and expert validation. The use of artificial intelligence was transparently communicated to stakeholders, which also contributed to cooperation and trust-building.

**Marlena Stępień**

Senior Specialist at the Ministry of Development Funds and Regional Policy, Poland (National Evaluation Unit)

Marlena Stępień is a senior specialist in the National Evaluation Unit of the Ministry of Development Funds and Regional Policy, Poland. She coordinates evaluation studies in the field of social and territorial development, responsible for organizing events and using new technologies in evaluation projects.

Policy Coherence for Sustainable Development (Improving Strategic Planning for Achieving Sustainability Goals)

The Czech Republic has long faced challenges in strategic management. At the national level, there are about 300 strategies with 5,000 goals, which often overlap and create a confusing environment. Quality evaluations are mostly lacking, rarely enter the budget process, and strategies often lack cost estimates, links to finances, or a timeframe for achieving goals.

As part of the NRP project, the expert team of the Ministry of the Environment, in cooperation with CENIA, the Czech Statistical Office, the Ministry of Finance, and the Ministry of Regional Development, focused on two main objectives: 1) recommendations for streamlining government strategies for achieving sustainable development goals based on analysis of government strategies and consultations across ministries. Recommendations target, for example, real evaluations, meaningful linking of strategies with finances, unified formulation of goals, and more. 2) maximally updated data for sustainable development – cooperation between IT specialists and statisticians creates a system for continuous semi-automated data updates on the website www.sdg-data.cz. Current, valid, and accessible data are the basis for quality policy-making and evaluation, as well as for a modern informed society.



Anna Pasková

Director of the Department of Environmental Policy and Sustainable Development at the Ministry of the Environment of the Czech Republic

Anna Pasková has been working at the Ministry of the Environment for over ten years and is responsible for coordinating national strategies such as the Strategic Framework for Sustainable Development Czech Republic 2030 and the State Environmental Policy of the Czech Republic. Her responsibilities include evaluation publications on the state of the environment and achieving sustainability goals and preparing RIA – regulatory impact assessments. She graduated from the Faculty of Social Sciences at Charles University and the United Nations University in environmental security. In the past, she gained experience at the American Foundation for Environmental Security and Sustainability, at the Ministry of Foreign Affairs at the embassy in the Democratic Republic of Congo, the State Environmental Fund of the Czech Republic, and the Technology Agency of the Czech Republic.

Workshop: Strategic Foresight & Evaluation

Workshop of Czech Priorities on where strategic foresight can help within (and beyond) the evaluation process. How does strategic foresight overlap and/or differ from ex-ante and mid-term evaluation methods? On several examples, we will discuss how to combine and use these methods effectively.



Lucie Jungwiertová

Project Manager, Czech Priorities

Lucie Jungwiertová has long been involved in regional development, public policy development, strategic management, EU funds, at all levels from local, through regional, national to international, in strategic, implementation, and evaluation levels. She currently works at Czech Priorities. In 2018 and 2019, she was a member of the board of the Czech Evaluation Society.



Pavel Hanosek

Researcher, Czech Priorities

In recent years, Pavel Hanosek has coordinated projects to identify experts with the best estimates about the future and has collaborated with 18+ public institutions on creating specific predictions. Within Czech Priorities projects, he has also worked on several large strategic foresight projects.

To find out more about evaluations of EU funds, see:

www.DotaceEU.cz/evaluace



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