

Building evaluation culture in Poland. Success story(?)

Stanislaw Bienias

IDEA

**Institute for Development, Evaluation and Analysis
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Content of the presentation:

How the system for evaluation of cohesion policy in Poland has been developed and how it looks like?

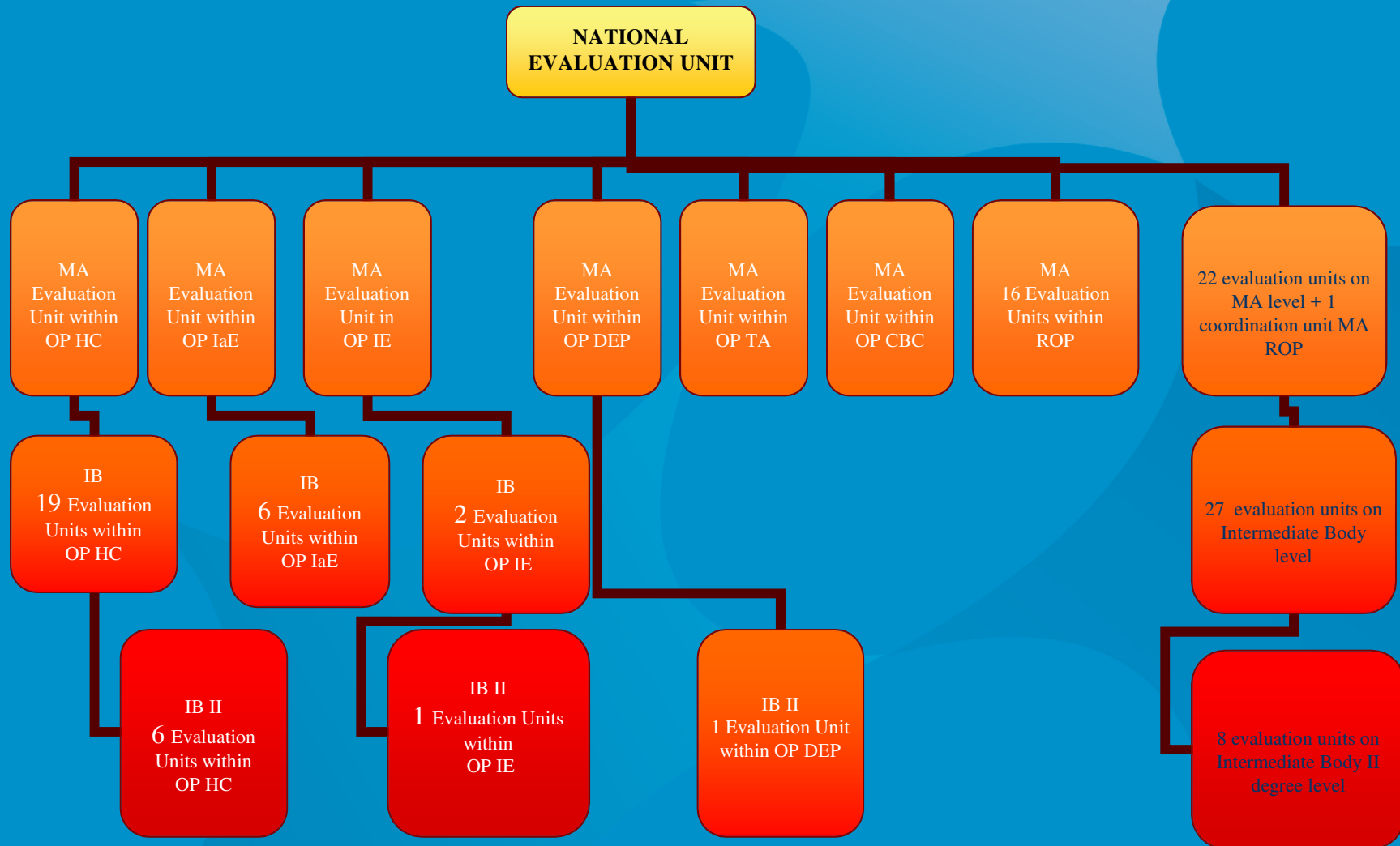
What are roles, tasks and capacities of the national evaluation unit

Which factors have been critical for development of evaluation capacity in Poland

Presentation of „good practice“ evaluation (at national level)

Use of evaluation Plans for 2014-2020

The institutional system of evaluation in Poland



National Evaluation Unit:

(6 people in the Ministry of Regional Development)

- Carrying out the evaluations at the level of the National Strategic Reference Framework (horizontal issues)
- Coordination of evaluation activities of the Evaluation Units on the OP level
- Development of evaluation culture in institutions involved in the implementation of the NSRF
- Creation of guidelines and integrated system of recommendations
- Since 2012 also indicators

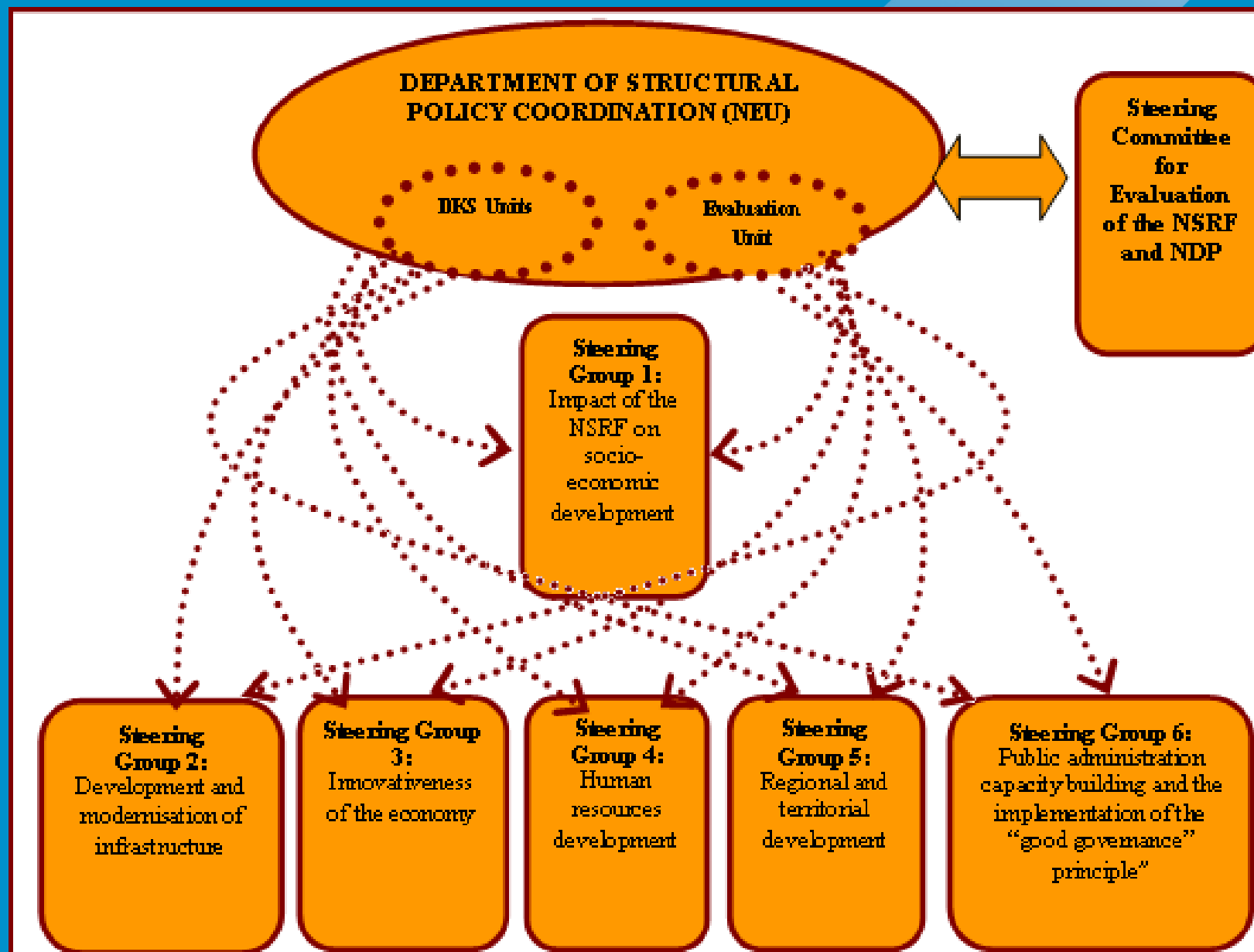
Evaluation procedures and responsibilities

Main documents:

- Regulations (European Commission with the cooperation of the Member States - negotiations)
- Guidelines concerning the Evaluation of Operational Programmes for 2007 - 2013 – scope of competency of the main institutions, main principles of the evaluation process realization, scope of OP Evaluation Plans (National Evaluation Unit)
- National Strategic Reference Framework Evaluation Plan – general directions for evaluation activities, organization of the NSRF evaluation system.
- NSRF Evaluation System – organization of the evaluation process of the NSRF
- National legislation

Main evaluation principles:

- integration of two evaluation processes: evaluation of the National Development Plan (NDP) 2004-6 and National Strategic Reference Framework (NSRF) 2007-2013
- planning of the evaluation process: strategic and operational
- decentralization of the evaluation system
- partnership principle (thematic steering groups)
- flexibility (evaluation process depends on needs; linked with management process)
- engagement of decision makers (Steering Committee)



Dissemination of knowledge in NEU

Dissemination of knowledge is a basic precondition for using evaluation results.

How we disseminate the evaluation findings?

- organise a special meeting with stakeholders,
- prepare a paper version,
- organise press conference,
- prepare brochure,
- prepare English version of the summary,
- prepare one-page note for high decision makers,
- give a presentation on monitoring committee.

Evaluation report data base (all evaluation findings in one place)

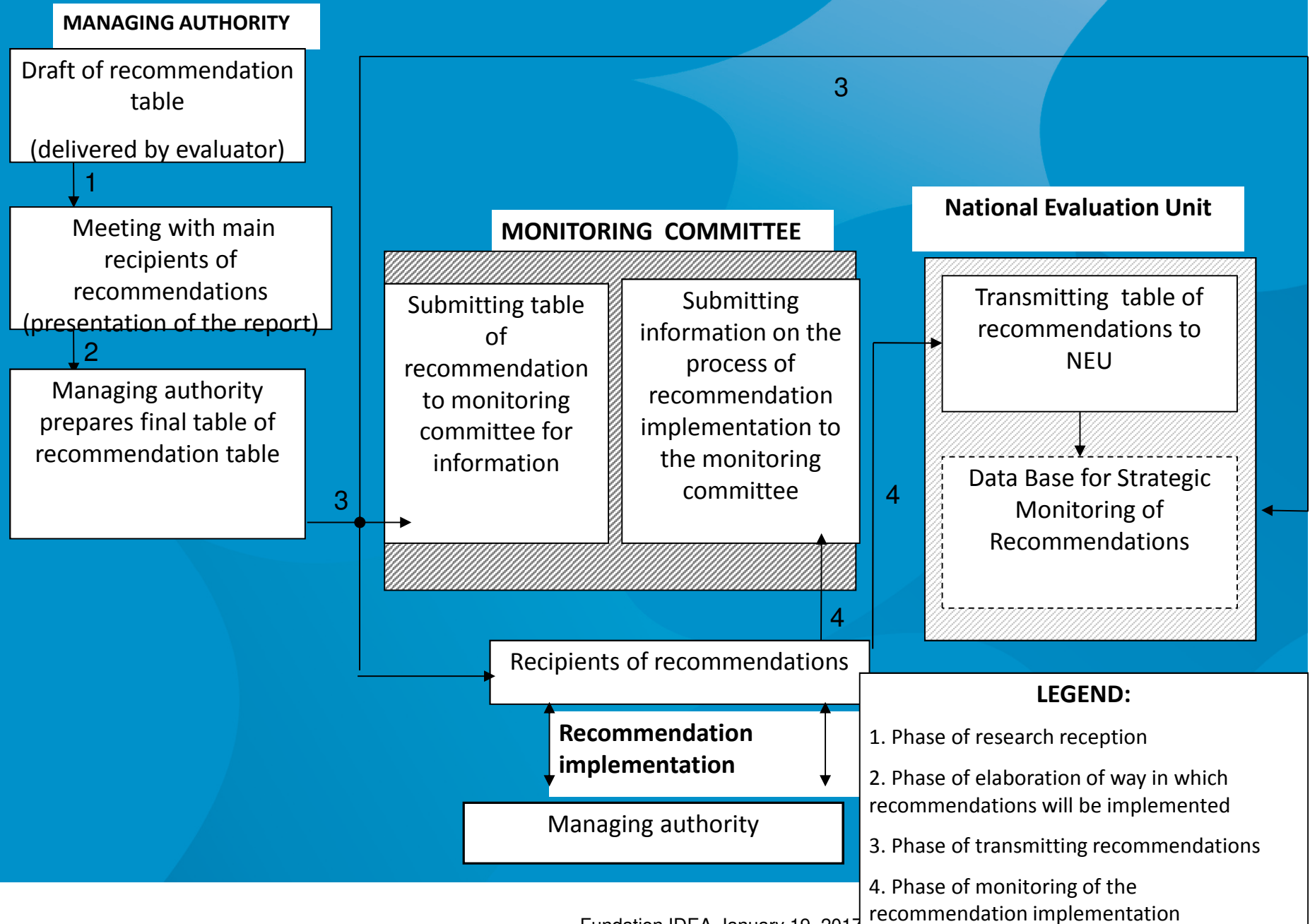
No.	Evaluation title	Evaluation type	Programme	Strategic thematic areas of evaluation	Evaluation finish tim	Evaluation accomplish ed year	Programmi ng perio	entity letting the perfor- mance of a contract	Contractor	Evaluation size
1	Ocena wpływu program	On going	Horyzontalne - dotyczy więcej niż jednego programu operacyjnego	wpływ NPR/NSRO	grudzień 07	2007	2004-2006	KJO	ECORYS	duże
2	Przestrzenne zróżnicowanie dochodów	On going	Horyzontalne - dotyczy więcej niż jednego programu operacyjnego	wpływ NPR/NSRO	grudzień 07	2007	2004-2006	KJO	IBNGR	duże
3	Ocena makroekonomicznego wpływu realizacji Narodowego Planu	On going	Horyzontalne - dotyczy więcej niż jednego programu operacyjnego	wpływ NPR/NSRO	sierpień 07	2007	2004-2006, 2007-2013	KJO	WARR	małe
4	Ocena wpływu Narodowych Strategicznych Ram	Ex ante	Horyzontalne - dotyczy więcej niż jednego programu operacyjnego	wpływ NPR/NSRO	grudzień 06	2006	2007-2013	KJO	WARR	duże
5	Ocena wpływu Narodowych Strategicznych Ram	Ex ante	Horyzontalne - dotyczy więcej niż jednego programu operacyjnego	wpływ NPR/NSRO	grudzień 06	2006	2007-2013	KJO	WARR	duże
6	Ocena szacunkowa Narodowych	Ex ante	Horyzontalne - dotyczy więcej niż jednego programu operacyjnego	wpływ NPR/NSRO	listopad 06	2006	2007-2013	KJO	IKICHZ	duże
7	Prognozy oddziaływania makroekonomicznego dokumentów	Ex ante	Horyzontalne - dotyczy więcej niż jednego programu operacyjnego	wpływ NPR/NSRO	listopad 06	2006	2007-2013	KJO	IBNGR	duże
8	Raporty z ewaluacji ex- ante programów	Ex ante	Horyzontalne - dotyczy więcej niż jednego programu operacyjnego	wpływ NPR/NSRO	listopad 02	2002	2004-2006	Umowa bliźniacza MG z Francją (DATAR)	François BAFOIL	bd.
9	Badanie wpływu Narodowego Planu Rozwoju 2004-2006 i Narodowych	On going	Horyzontalne - dotyczy więcej niż jednego programu operacyjnego	wpływ NPR/NSRO	maj 08	2008	2004-2006, 2007-2013	KJO	IBNGR	średnie

System for implementation of recommendations

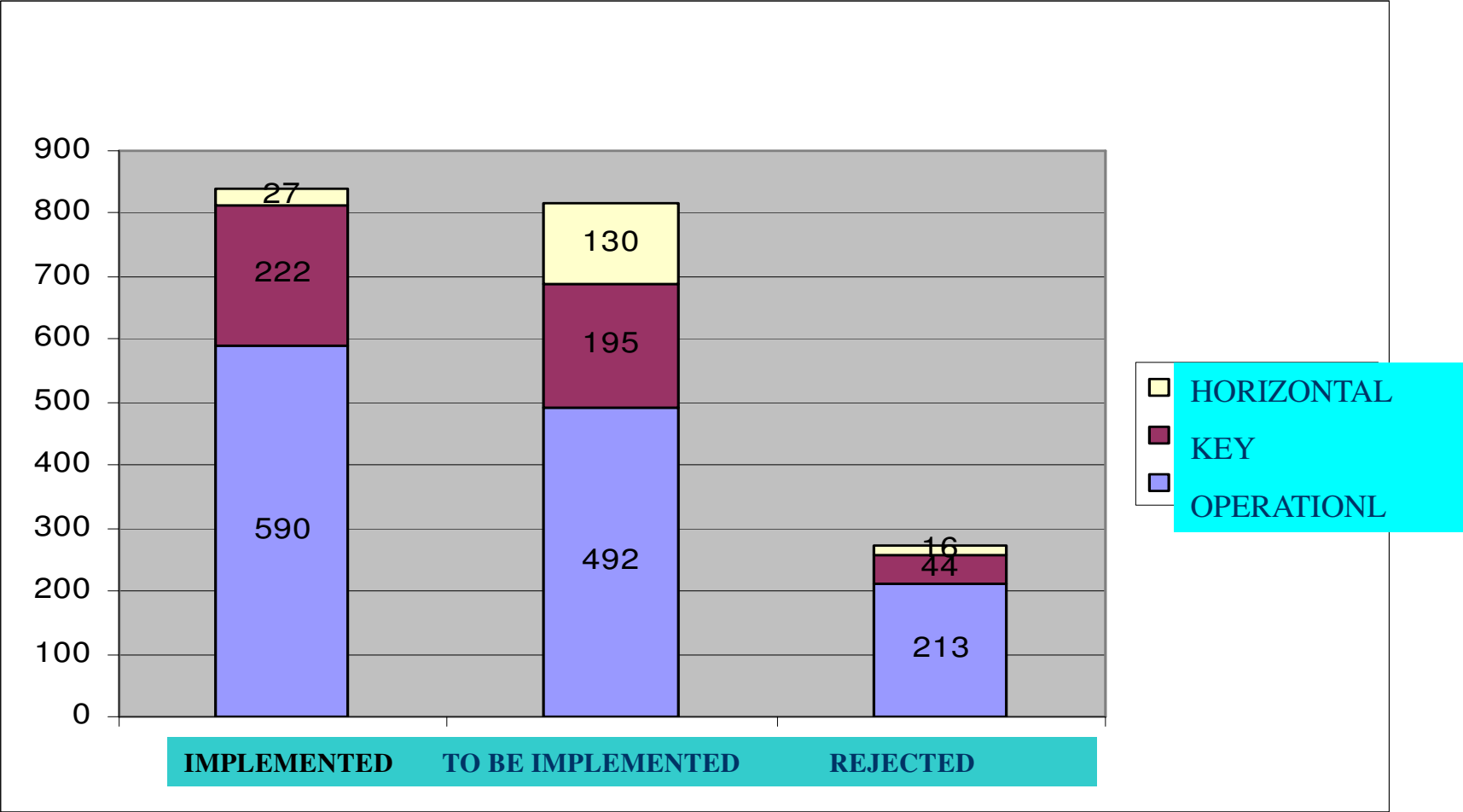
Integrated System for Managing Conclusions and Recommendations from the evaluation researches

- System launched in Poland in 2009/2010 by National Evaluation Unit
- Firstly tested by evaluation unit within Human Capital OP
- Embrace 55 evaluation units

Structure of the system



Recommendation data base, as for 8 January 2013



Evaluation as a tool for strategic management

What may increase the probability of the use of evaluation finding?

- Proper timing which fits into decision making process
- Adequate language and form – adjusted to decision makers
- Good quality of the report – as a precondition
- Trust – important role of internal evaluation
- Formal requirements may help
- Willingness of decision makers to use expert knowledge

Capacity building in the evaluation field

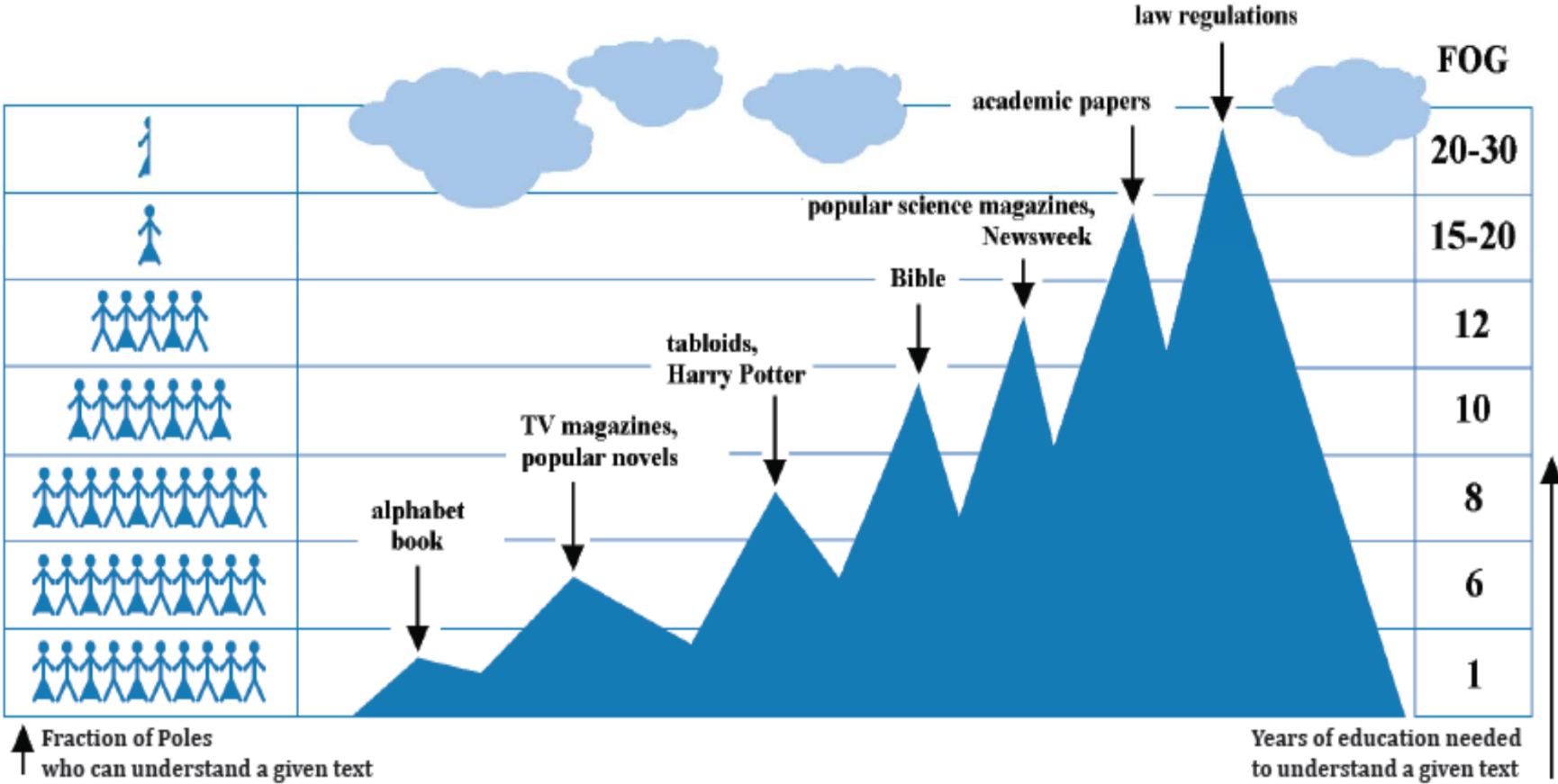
Postgraduate Studies

- 4 editions so far
- Over 100 participants from public administration institutions
- Lectors – leading experts and academics from whole world (European Commission, representatives of universities from Europe and USA)
- Complex and Innovative course programme
- 192 h
- Free of charge

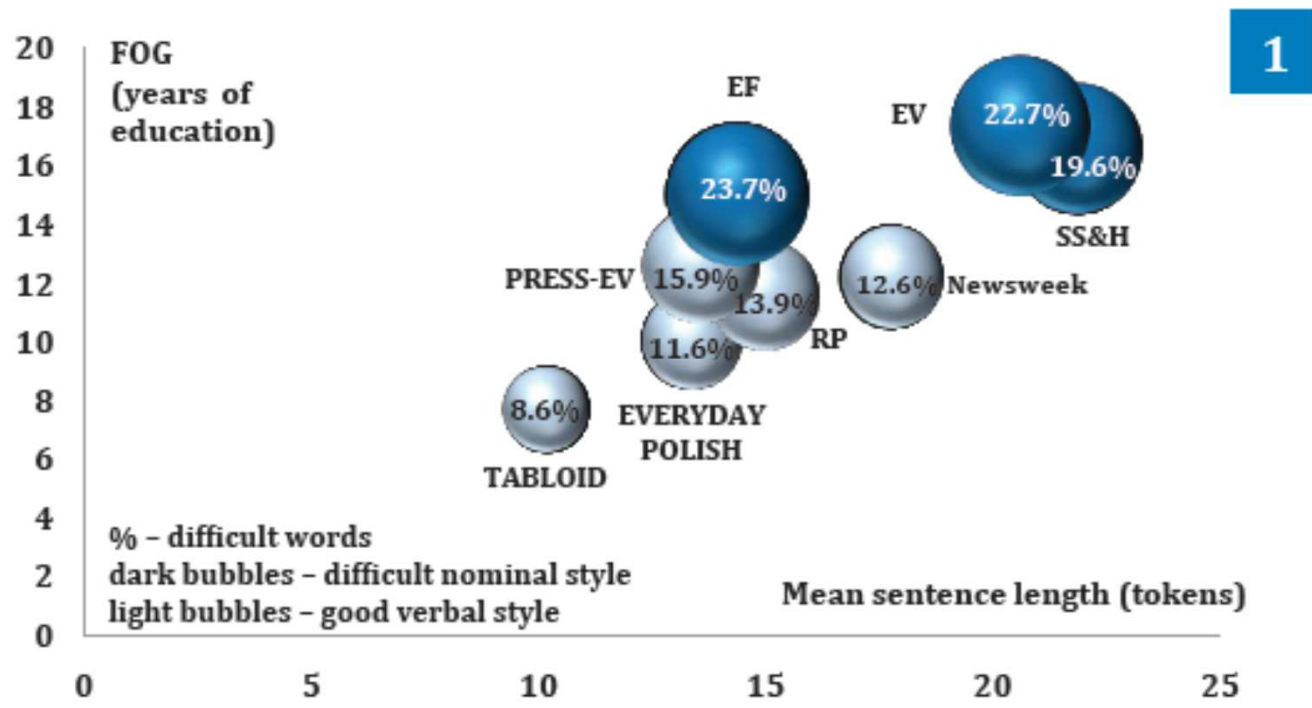
Annual conference

- Over 400 participants from public administration institutions, academics, experts, member states and others in the last edition, which was organised during the Polish Presidency
- Lectors – representatives of public administration (from Poland, EU and USA) and international organizations (among other OECD, IMF), leading experts and academics from whole world
- Eight editions (from 2005) + one impact evaluation seminar

Language of evaluation research

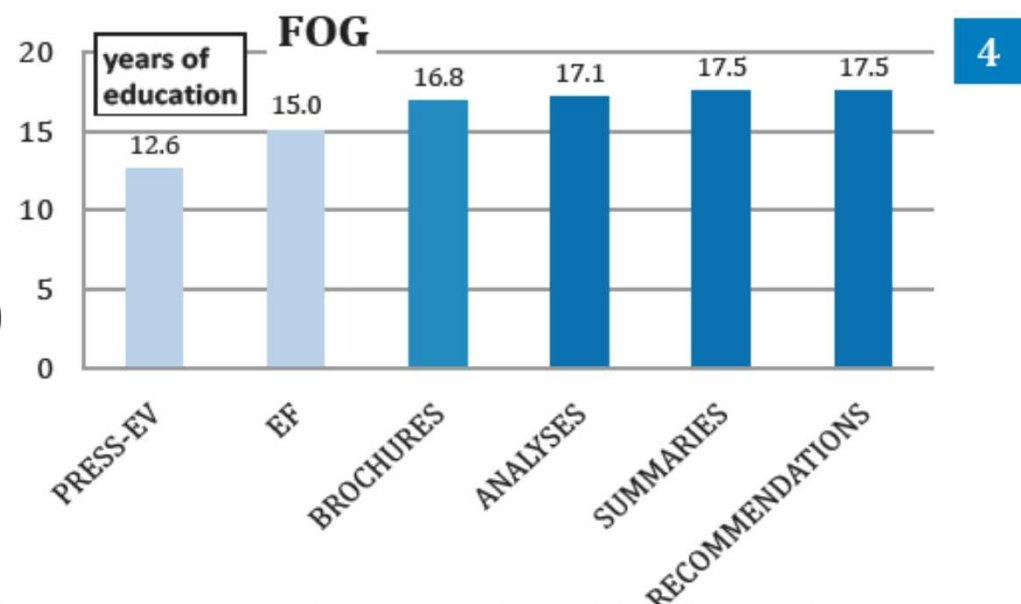


The study has been carried out at the request of the Ministry of Regional Development by Plain Polish Group

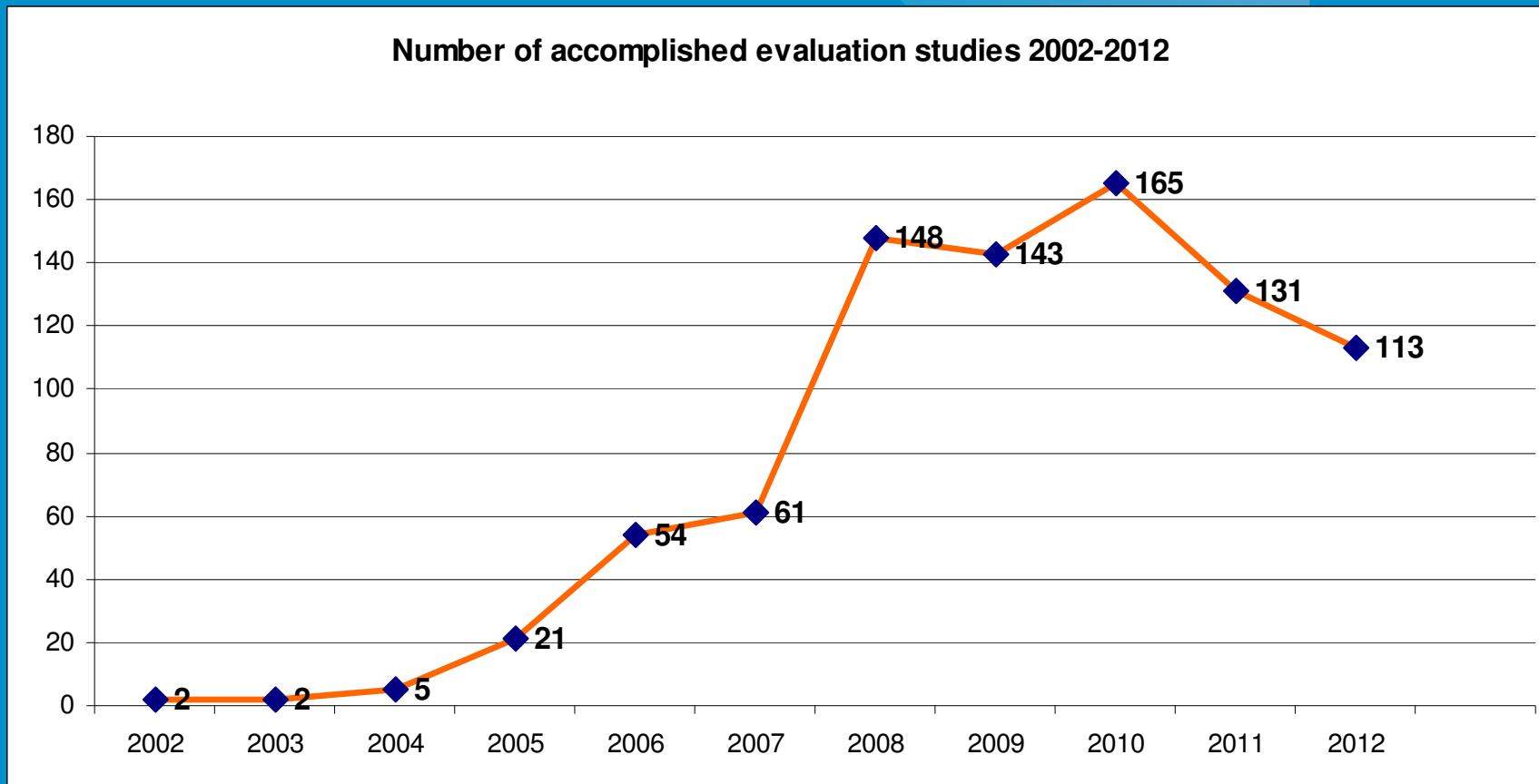


Abbreviations:

EV - evaluation reports; EF - texts on European Funds; PRESS-EV - newspapers on evaluation
 RP - *Rzeczpospolita*, a quality newspaper; SS&H - social sciences and humanities.



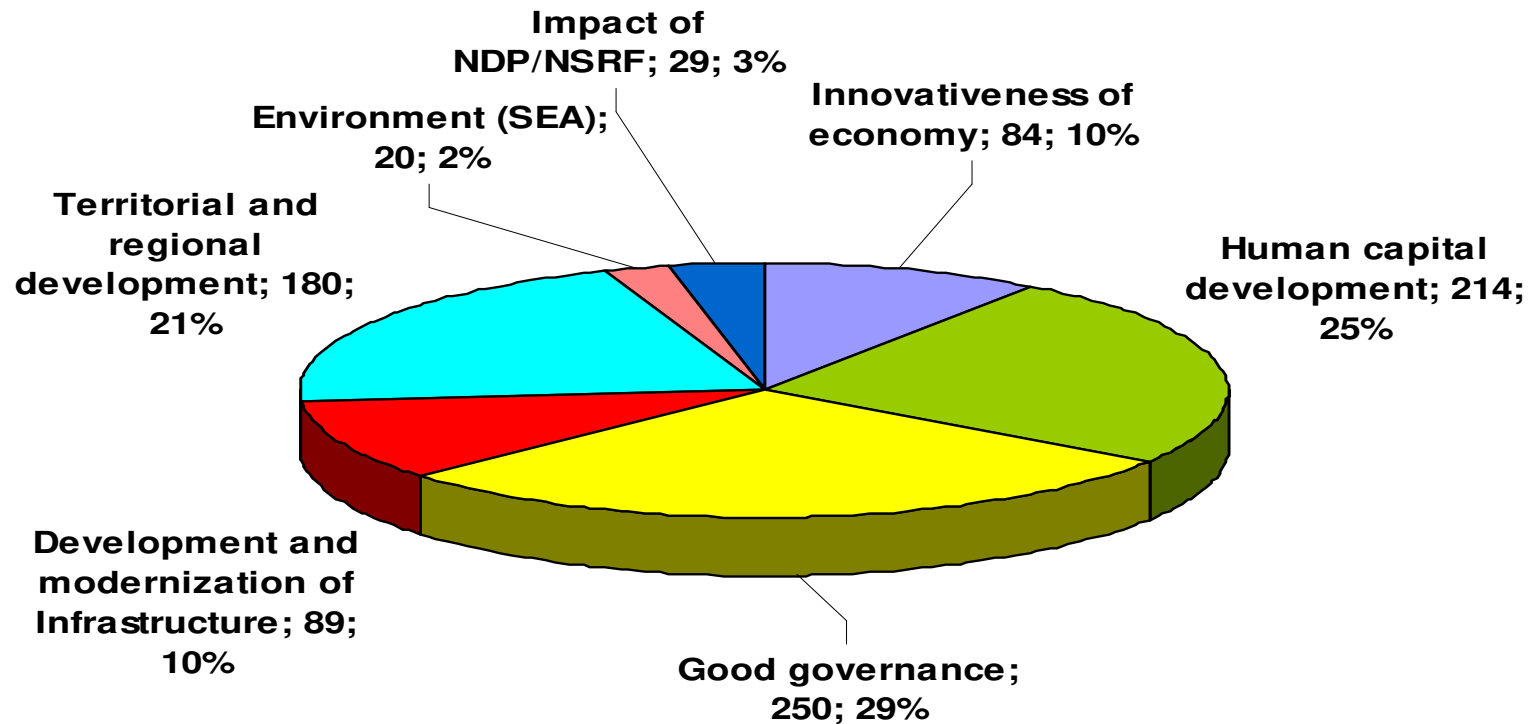
The number of evaluation studies in the years 2002-2012



850 evaluations all together. The number of evaluations carried out in Poland has grown significantly since 2002. It seems that it is stabilizing now.

Evaluation researches by thematic fields

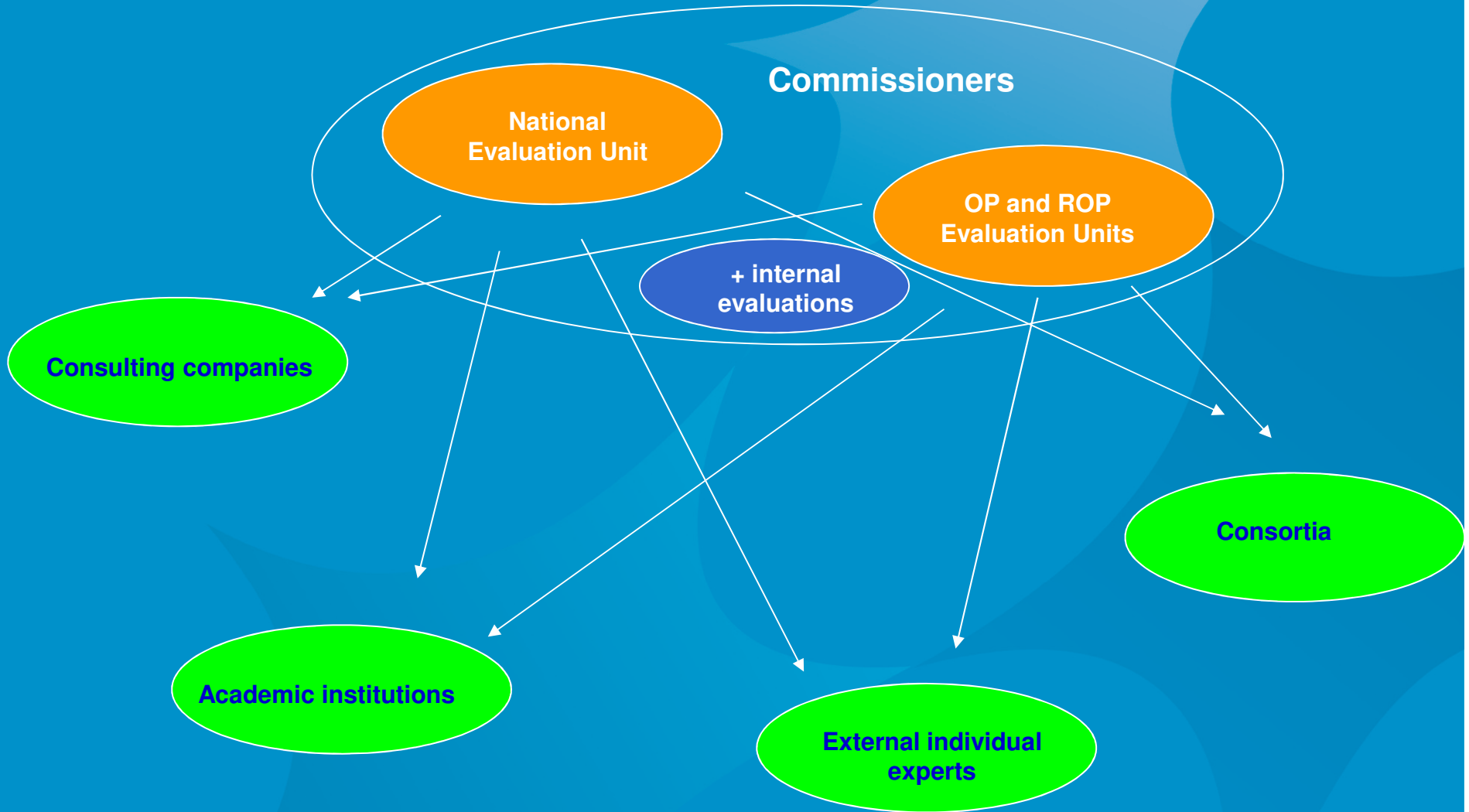
Accomplished evaluation studies according to thematic areas



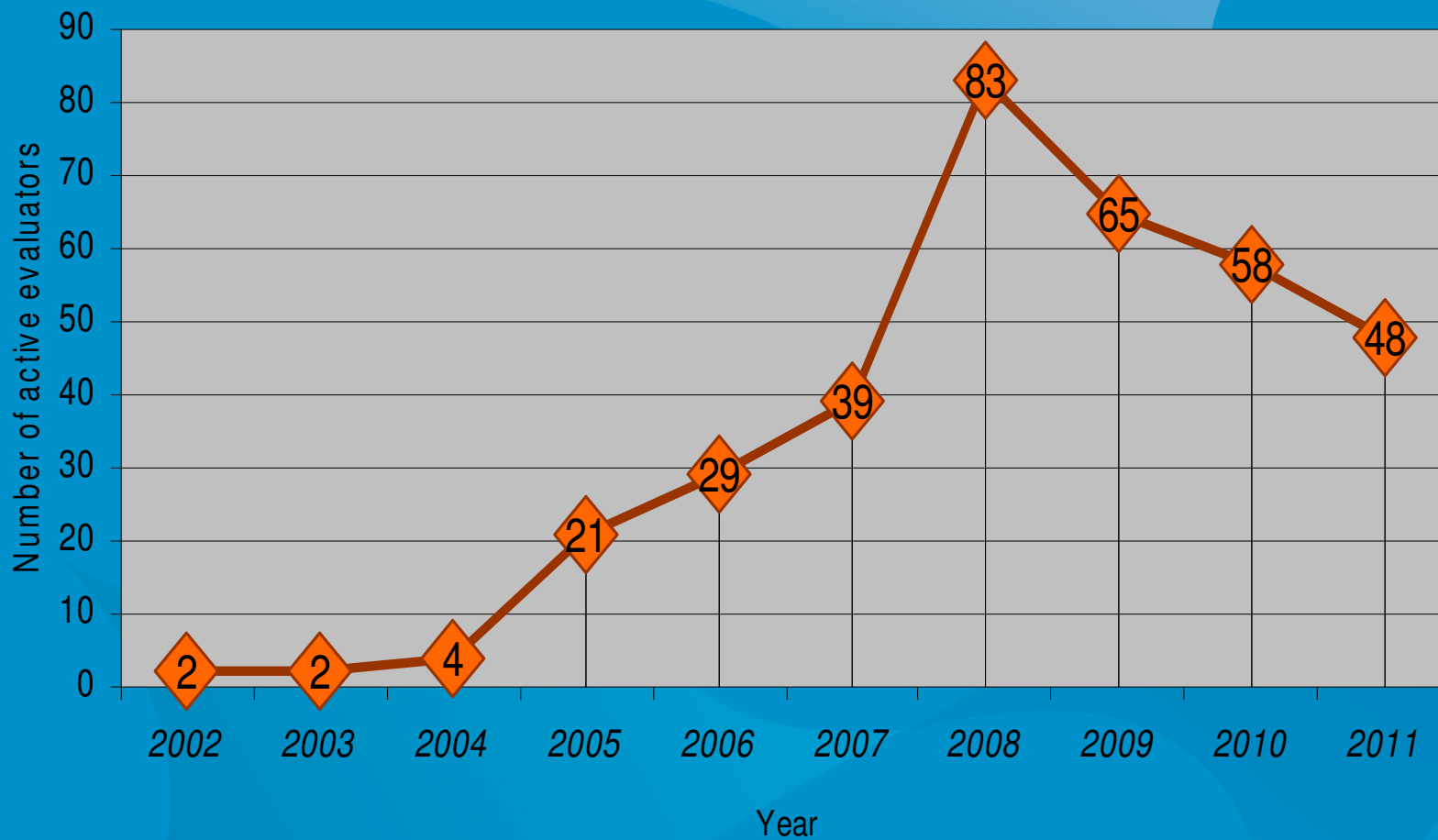
Source: The evaluation data base, June 2013

The most numerous are the evaluations in the good governance field and human capital development field.

Evaluation market



Number of external evaluators active on the market 2002-2011



Source: The evaluation data base, 1st January 2012

Position of evaluation in the Polish system

2004
Evaluation
as a
control
instrument



2006/2007
Evaluation
as a
legal
obligation



Since 2009
Evaluation
as a management and
accountability
information source

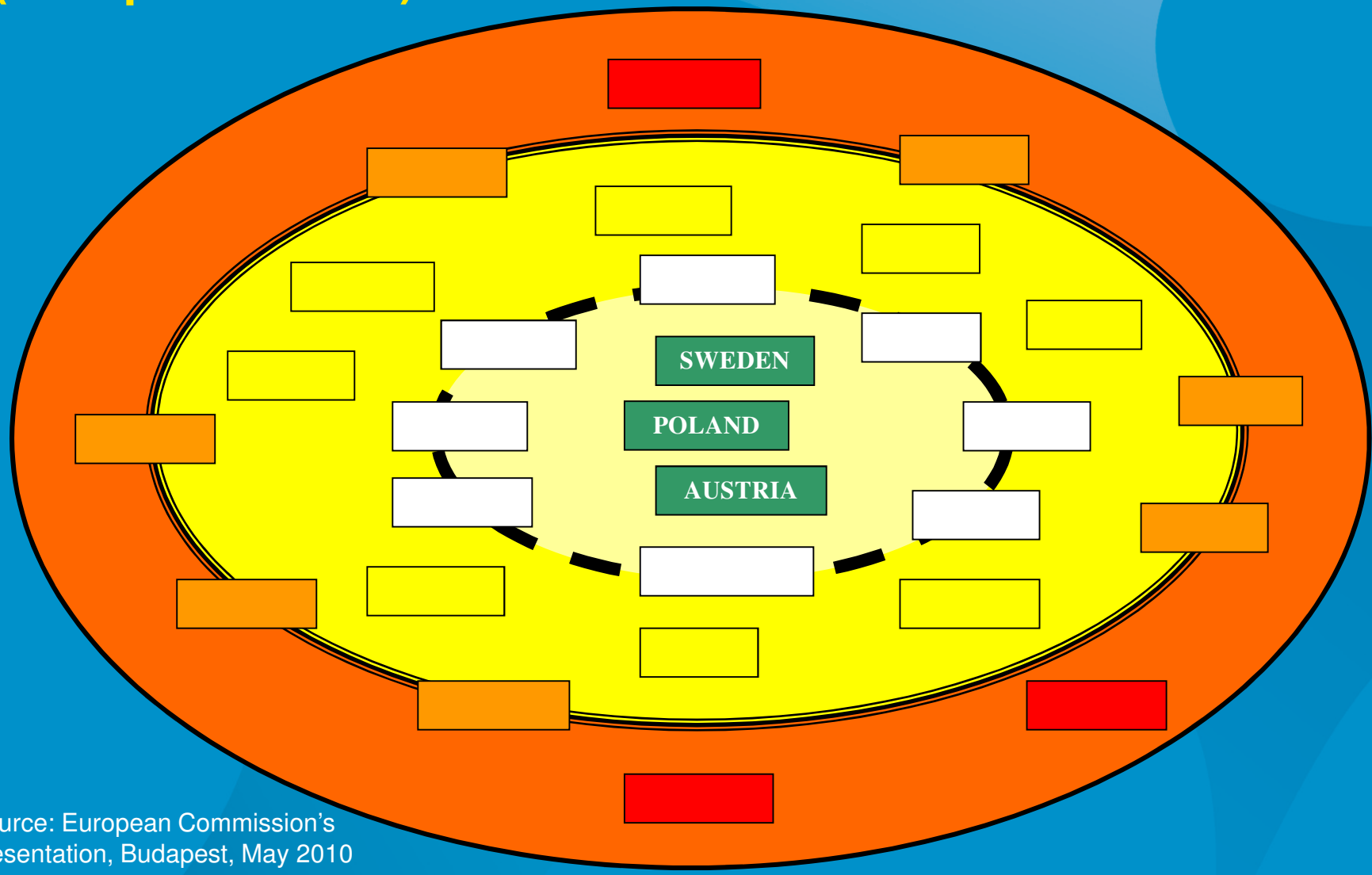
Critical factors for development of evaluation culture in Poland

Good team of people (NEU, OP HC, PAED) !!!

Openness of the key decision makers

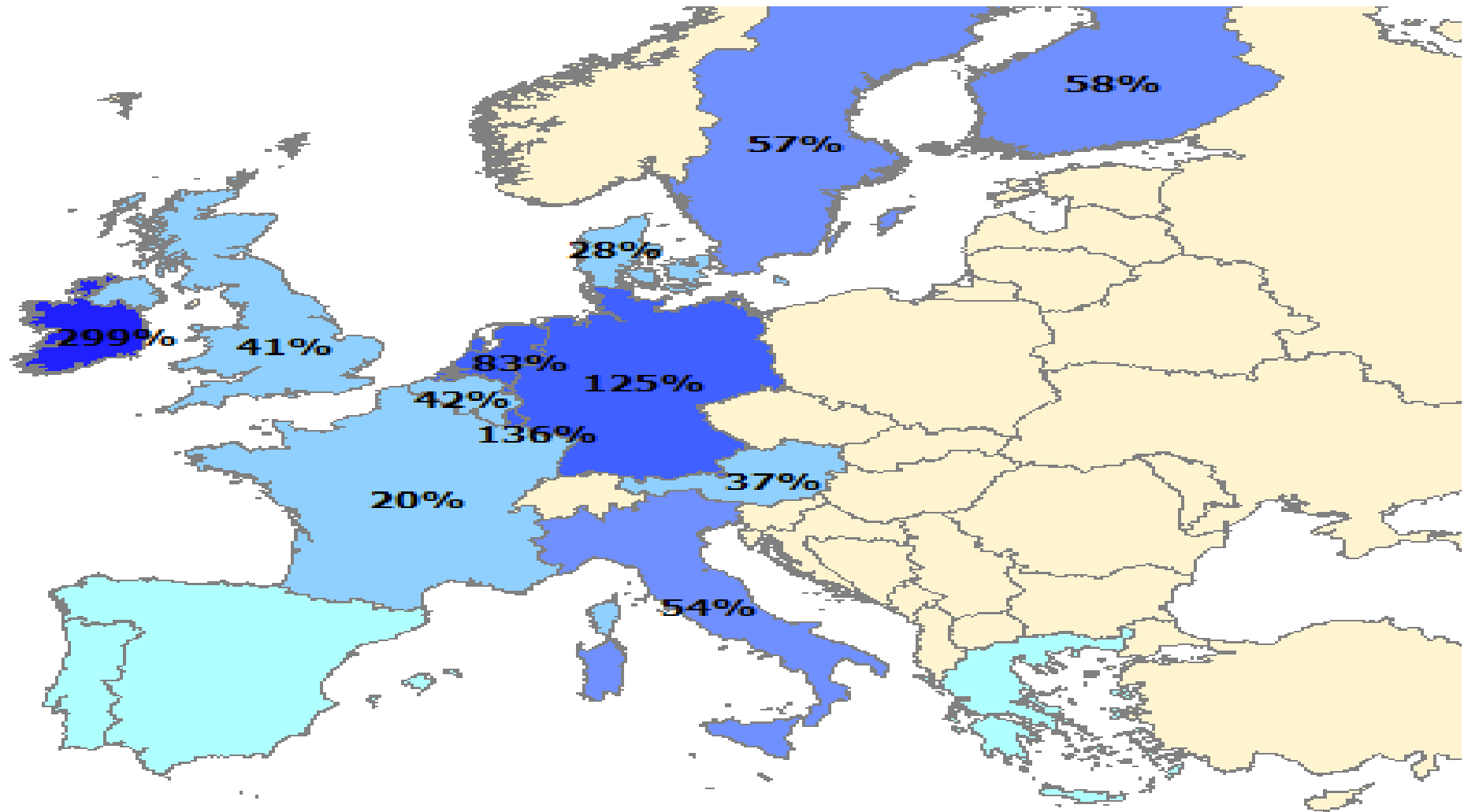
Decentralization of the system

Poland as one of the leaders in the evaluation field (European Union)



Source: European Commission's presentation, Budapest, May 2010

EU 15 benefits due to implementation of cohesion policy in V4 countries



Evaluation plans 2014-2020

An evaluation plan should include the following elements:

- indicative list of evaluations to be undertaken, their subject and rationale;
- methods to be used for the individual evaluations and their data requirements;
- provisions that data required for certain evaluations will be available or will be collected;
- a timetable;
- a strategy to ensure use and communication of evaluations;
- human resources involved;
- the indicative budget for implementation of the plan;
- possibly a training map.

Source: The Programming Period 2014-2020 Monitoring and Evaluation of European Cohesion Policy – ERDF & CF – Concepts and Recommendations, DG Regio, Draft guidance document

How do the Poland prepares for shaping the plans

What we have already done

- Discussion about new intervention logic
- Training on counterfactual methods
- Two expertise on data requirements
- National Statistic Office as a beneficiary for TA (memorandum)
- Training on Theory Based Evaluation methods

What we are going to do:

- Discussion on the shape of the evaluation system 2014-20
- Training on preparation of the plans
- Changing the legal acts to get the access to data registers
- Coordination of preparation of the plans

Preparation of the evaluation plans

Tips & Tricks

- Use previous experiences (what worked good and what should be changed)
- Don't be too ambitious! Limit your imagination as ad-hoc evaluation still possible
- Basis – evaluation of the effects of each priority
- Use the regulation to determine the information needs
- Use steering group
- Involve Monitoring Committee
- Critical issue – counterfactual impact evaluation (data needs)
- Combine CIE with TBIE (what works & why)
- Start as soon as possible – you will have an influence on others (ex monitoring system)
- Ask for professional help if needed
- Use ex ante evaluation to help you draft the programmes

A little bit of criticism

- Use of evaluation findings but mostly „implementation oriented” - limited use of strategic recommendations
- Simple/poor methodology of most of evaluation researches
- Evaluators –private companies (limited interest of academia Evaluation seldomly used in domestic policies mostly)
- 30% of public tenders based on „price only” criteria
- Lack of understanding for evaluation among high level decision makers (political level)
- Poor coordination
- No public – „evidence based” debate (week media)

Lessons learned

There is no universal patent for evaluation system!

Evaluation is to deliver essential information to the proper person in the right moment!

Build your own evaluation market. It is cheaper and in longer perspective you develop your own national capacity for policy making!

Evaluation is not the end in itself. Evaluation must foster the implementation of the strategy!

Stanislaw Bienias

IDEA

Institute for Development, Evaluation and Analysis

stanislawbienias@ideaorg.eu

*Thank you very much for
your attention!*