

“The on-going evaluation of RDPs: governance and practices of the Italian Mid- Term Evaluations”

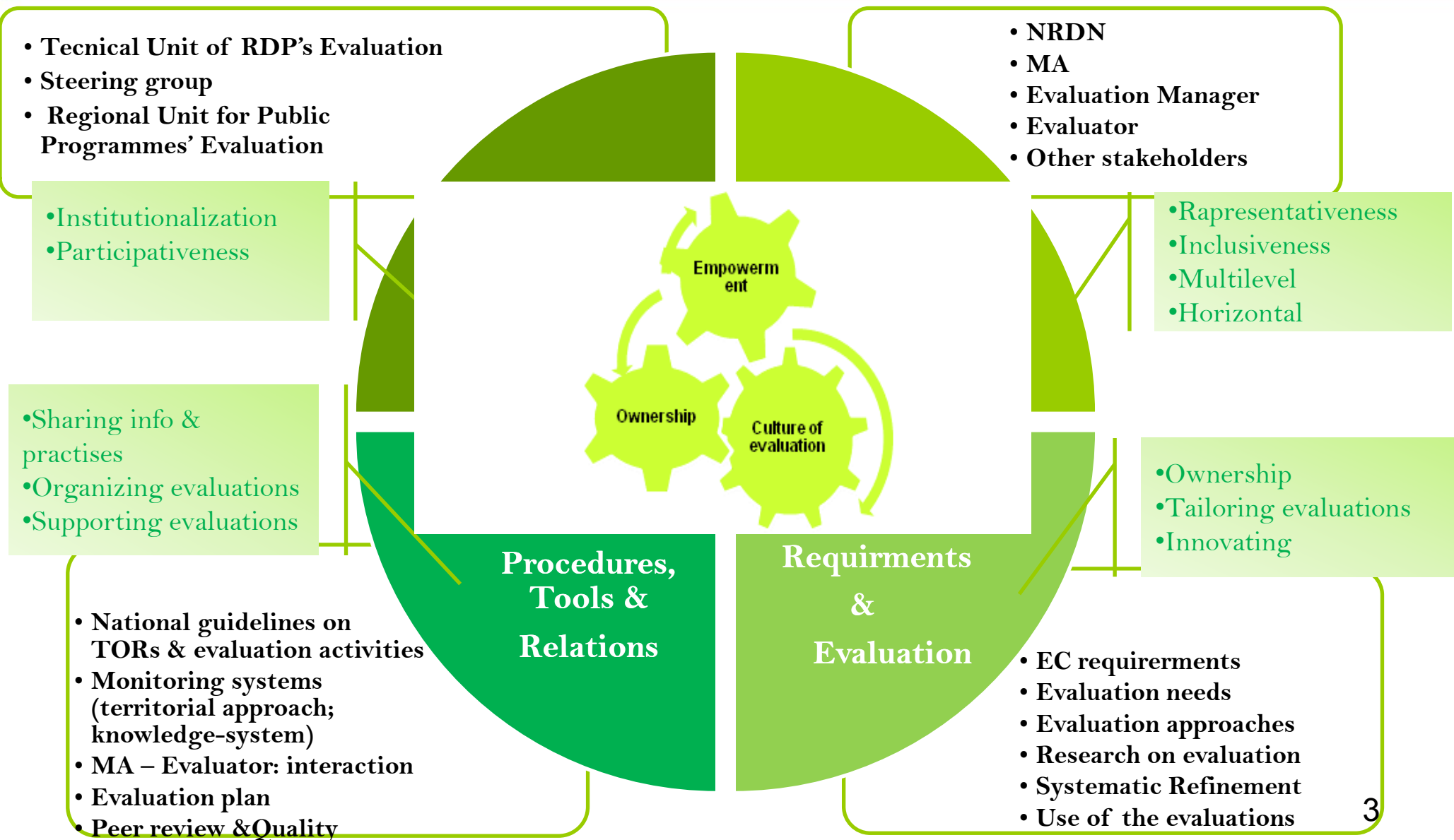
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Athens , June 06th 2012



Outlines

- Governance of the evaluations
- Mid-term Evaluations: topics and approaches
- On-going evaluation activities



Structure	Responsible for the on-going evaluation of RDP	M&E Unit	Steering Group		
Role	<i>Manager - Administrative management</i>	<i>Manager - Administrative management</i>	<i>Advocacy/Representativeness</i>	<i>Support to the MA</i>	<i>Technical and Scientific support</i>
Function	Setting up the evaluation system	Setting up the evaluation system	Evaluation needs' assessment	Preparation of the tender	Interfacing the independent evaluator
	Preparation of the tender and management of the independent evaluator	Compliance Control of services and products	Refining the evaluation demand	Compliance Control of services and products	Setting up the relations between the stakeholders
	Interface with Monitoring unit	Preparation of the tender and management of the independent evaluator	Facilitating of evaluation's results utilization	Quality and utilization of data	Facilitating of evaluation's results utilization
	Compliance with the regulation	Compliance with the regulation	Setting up the relations between the stakeholders	Communication of the evaluation's results	Refining the evaluation demand
	Compliance Control of services and products - Validation	Quality and utilization of data	Facilitating the dialogue between MA and independent evaluator	Compliance with the regulation	Compliance with the regulation
Representativeness	Low	Low	Large	Low/Medium	Low/Medium
Participation	Low	Low	Variable	Low/Medium	High

Regional Unit of Public Policies' Evaluation

- ❖ Coordination & dialogue with the other policies (i.e. cohesion); Strong efforts at National level
- ❖ Experience of Common Evaluation plans
- ❖ Scarcely involved in the evaluations

Profiling Italian RDPs' evaluators

DATA

- ❖ 21 RDPs + the NRDN/10 evaluators
- ❖ 20.133.925 euro (0,11% total RDPs)
- ❖ 7 Partnerships; 15 Companies
- ❖ In search of Complementarities and synergies

- Agriconsulting (8)
- Ecosfera (5+NRN)
- Agrotec - Disamis (1)
- ISRI (1)
- ESA-AGER (1)
- ESA (1)
- In house (1)
- IZI - Appollis (1)
- AGER - Starter (1)
- Agrotec-Rina Value (1)



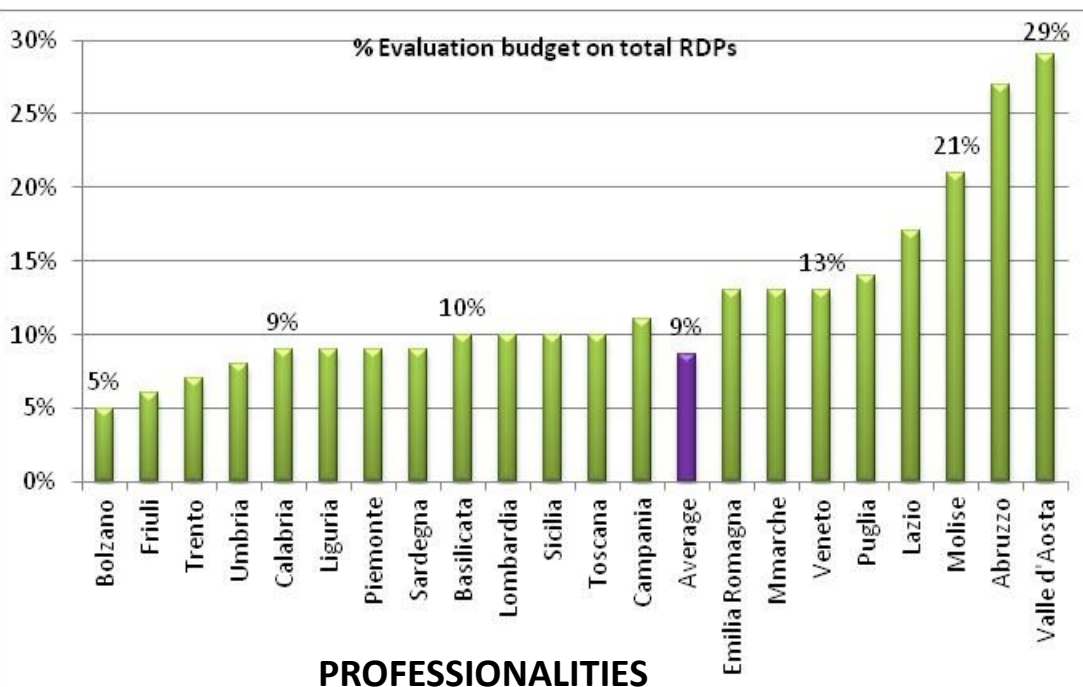
ORGANIZATION

- ❖ Working groups: Multidisciplinary; 10-25 experts; constellations
- ❖ Enhancing skills: internalizing skills vs outsourcing

BEHAVIOURS

- ❖ Challenging with MA: collaborative vs interactive
- ❖ Competitive with Italian evaluators: few dialogue
- ❖ Curious with foreign evaluators: needs 4 sharing practices and points of view
- ❖ Interested in local: evaluation of LEADER and Integrated Projects

% Evaluation budget on total RDPs



PROFESSIONALITIES

- ❖ Some expertise as :
 - ✓ Technical Assistance in previous RDPs, OPs & LEADER
 - ✓ TA in other cohesion programmes
 - ✓ Evaluators in I & II Pillar
- ❖ Thematic expertise
- ❖ Innovative: Links with academics and researchers

■ Evaluation governance

- Increasing **need** for governance structures (EUs & EMs): Mid-term evaluations; awariness on the **complexity**
- Steering group as pathway of **influence**
- Discussion on the results and Reviewing the programmes
- National **Evaluation Network** as facilitator: guidelines, dissemination and evaluative thinking

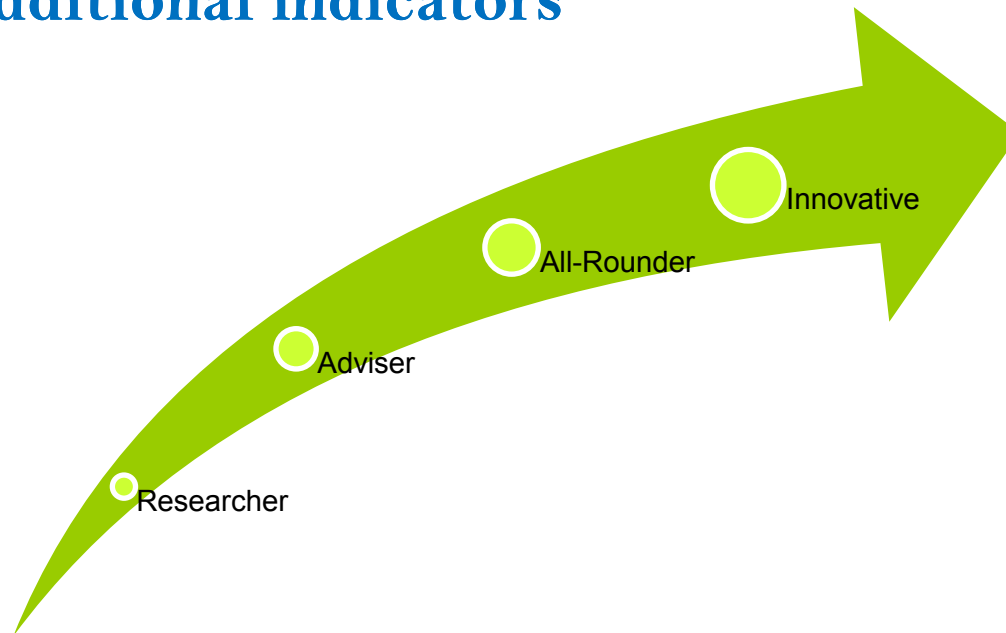
■ Evaluation capabilities

- Turning to innovative approaches
- Enhancing the skills
- Specialization and competitiveness on EvalMarkets

■ **Awariness** and communication:

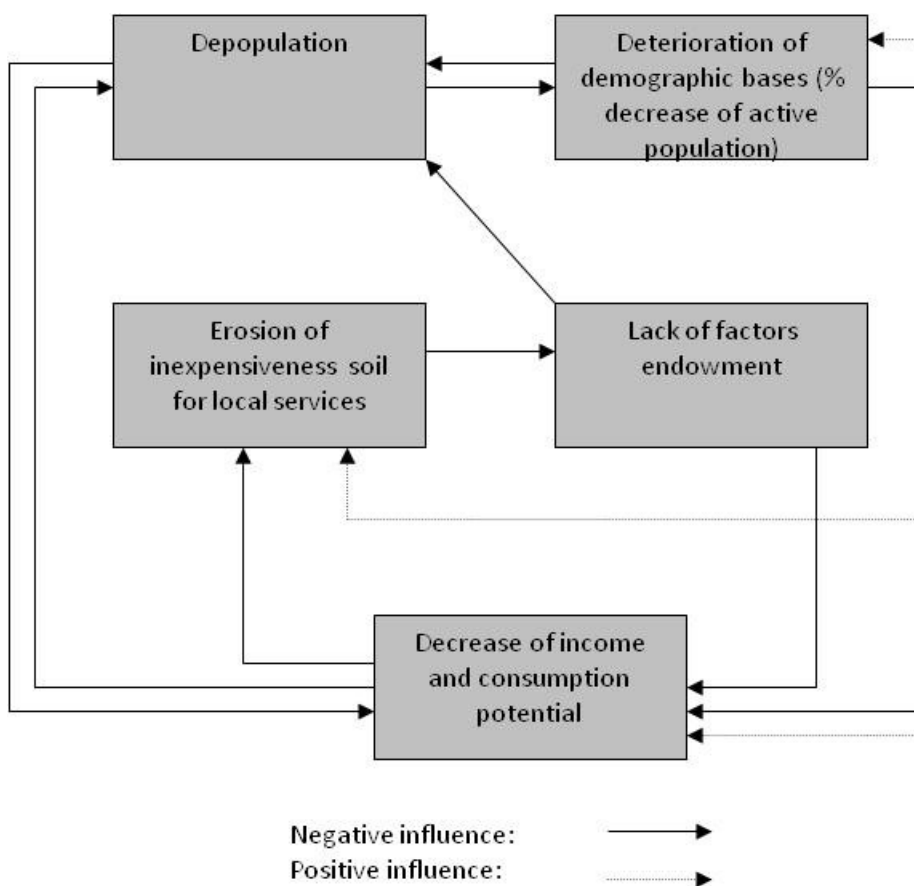
- Reaching the territory: stakeholders & rural population
- Communication: innovative activities; Tailor-made; emerging need for a Communication Strategy

1. Use of the **Common** evaluation questions
2. Use of **Additional** evaluation **questions**
3. **Thematic** analysis:
4. Use of the **common indicators**
5. Use of **Additional indicators**



- Measure 121
- Measure 123
- Measure 124
- Measure 125
- 15 Additional EQs
- 43 Additional indicators
- 23 Integrative indicators

The assumption: Marginality is considered very close to the concepts of wellbeing and QoL, or better can be deemed as a proxy of their lack.



- Methodology: Quantitative
- Composition:
 - 11 indicators grouped into four dimensions
 - Demography
 - Income
 - Endowments
 - Activities
 - Territorial level: Municipality level (< 5.000)
 - standardized model

Tourism can help to curb the process...

- Model's Usability:
 - for performance analysis by spatial approach *comparing territorial distribution of support by RDPs with indexes of marginality (target group vs regional average)*
 - for "Before-After" approach *highlighting changes over time*

- Methodology: Quantitative + Qualitative (weight & assessment; scaling value)
- Composition:
 - 25 indicators grouped into six dimensions:
 - Services
 - Economy
 - Infrastructures:
 - Environment
 - Culture
 - Quality of social and institutional process
- data at sub-regional level
- Model's Usability:
 - correlation between QoL and RDP interventions
 - participation and communication of evaluation process
- Approach: participative – bottom-up
- Territorial level: sub-regional (LEADER)

Additional EQs

I. Specifying the CEQs

II. Focus on: Contribution to regional **specific strategies** (Tobacco); **Synergies** between knowledge-measures; Changes in **perceptions** (sustainable practises) & entrepreneurial **behaviours** (organizational; marketing; ...); **Networking** and **exchange** of good practises.

Thematic analysis

- **Need's** assessment (users & providers)
- **Satisfaction** on the services (contents; timing; specific needs; relevance) & on the delivery system (specific tool; user-friendly)
- **Behavioural** aspects (use of measures and services)
- **Perceptions** on the effects (on entrepreneurial activities & organization; on the integrated use of measures; on GVA)
- **Clusterization** (behavioural, motivational & socio-economic aspects) in view of characterizing the users and targeting their needs

(Questionnaires to beneficiaries) 11

Difficulties

- **Timing**: delays in selections; long-term investments;
- **Relation** with other measures (dependency)
- **Concept**: the notion of innovation

Additional EQs:

- Contribution to improving entrepreneurial **performances** (use of innovative process & products; environmental friendly practises; quality of products; competitiveness & markets)
- No thematic analysis ... but ... some **studies** on needs' assessment & entrepreneurial behaviours

Difficulties

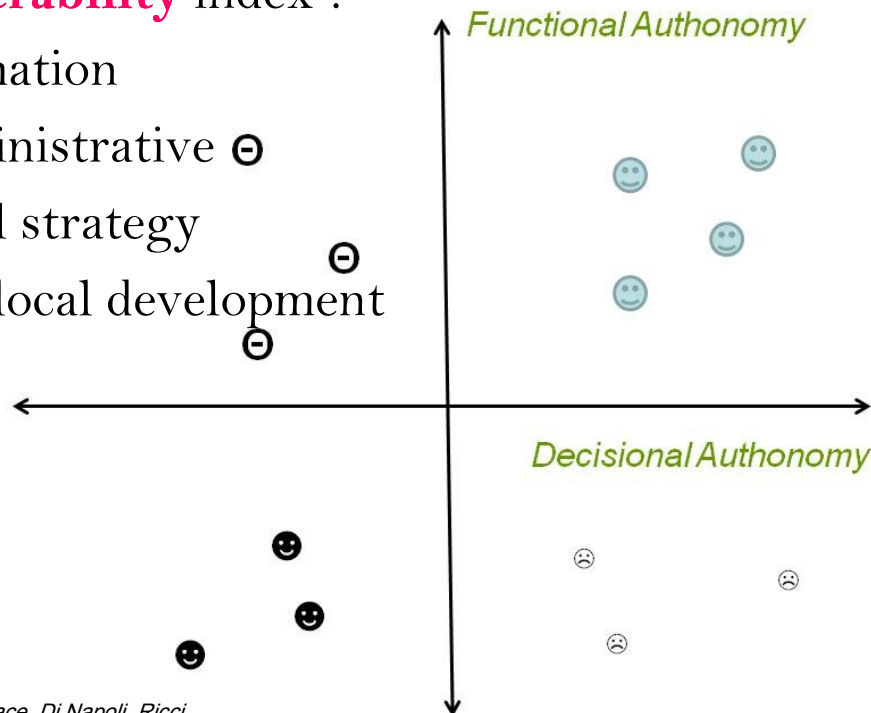
- **Timing**: delays in selections and start ups; difficulties with LEADER cooperation
- **Effects**: still not evident; small interventions;
- **Contribution to the RDP**: challenging

Emerging methods

Auto-evaluation**:

Leaderability index*:

- Animation
- Administrative ☹
- Local strategy ☹
- Full local development ☹

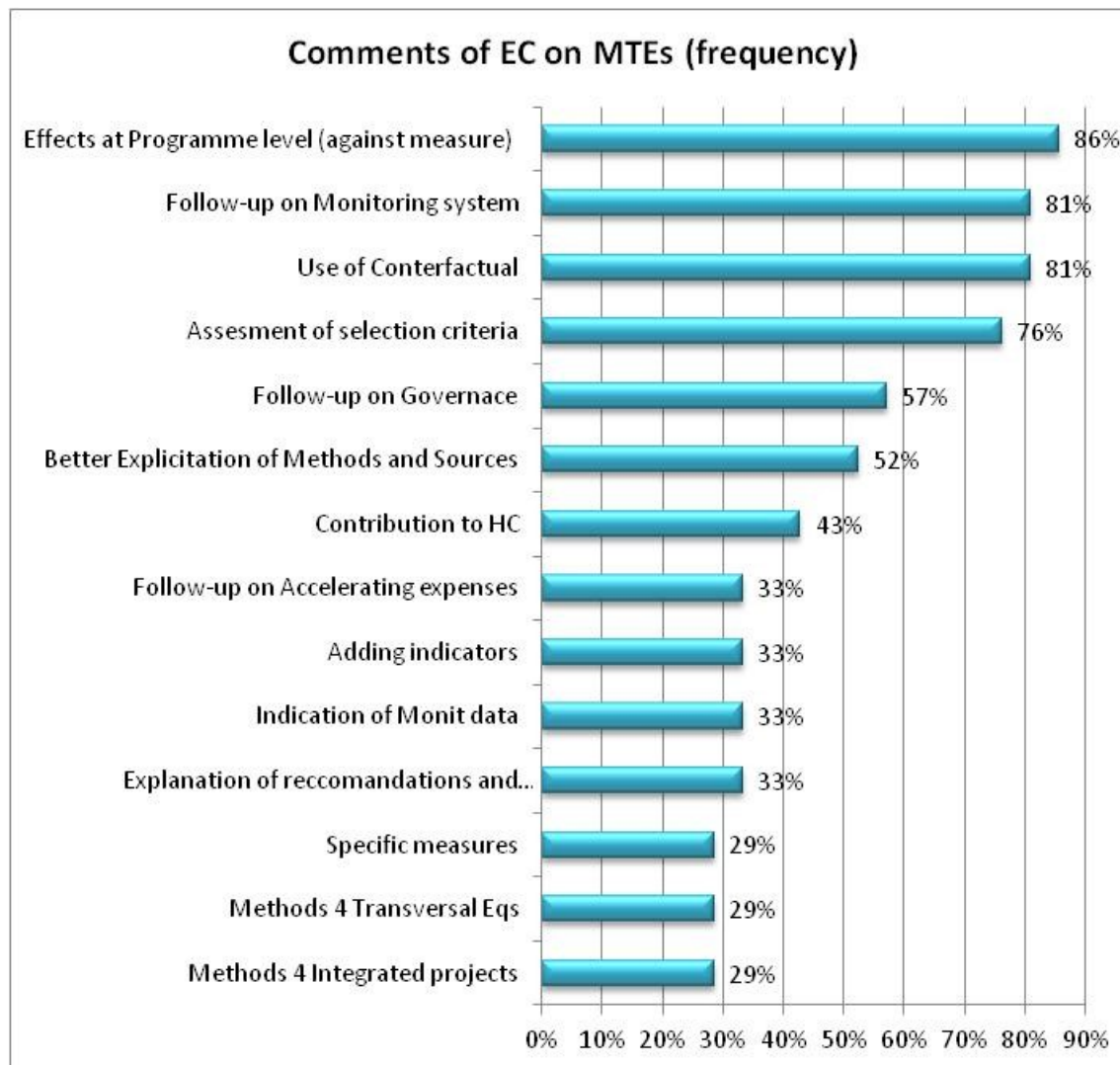


Evaluator as a facilitator

- On LDS implementation: impacts on territory and governance
- Use of questionnaire
- Identification & grouping of crucial points
- Defining indicators
- Prioritizing indicators
- Mapping effectiveness & efficiency
- Scale of priorities required
- Aiming at empowerment

* Source: Cacace, Di Napoli, Ricci

** Source: Agriconsulting S.P.A.



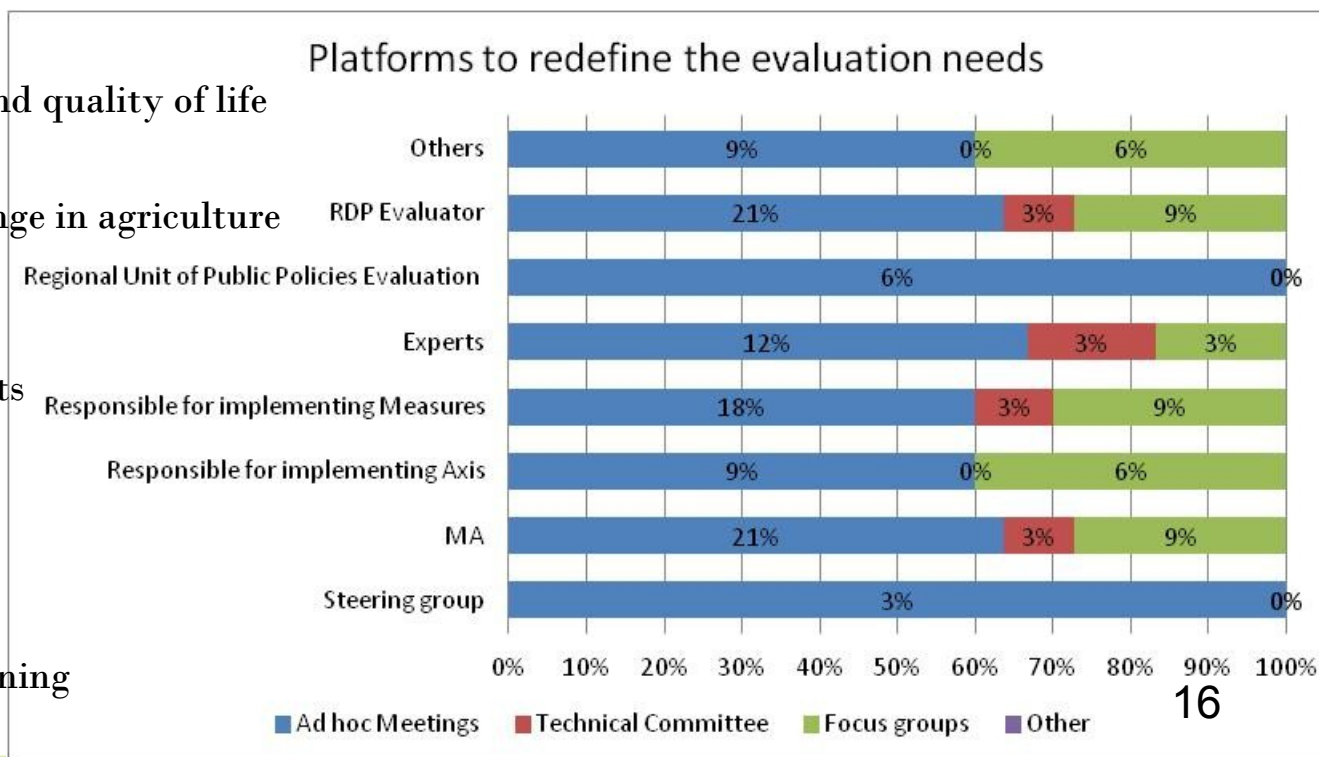
- MTEs broadly recognized as just an **accomplishment**, difficult & too burdening
- **Additional** topics and Eqs: tailoring the evaluations: learning process
- Innovative **approaches** take place on demand-driven evaluations
- Voluntary Updating (EAS mostly included) MTEs: recognition of the **valued added** of the evaluation for meliorating programmes (utilization-focused)
- On-going **participative** and inclusive processes: **sharing** methodologies, findings & recommendations
- Evaluators facing off a **challenging relation** with the MA and the other stakeholder
- Increase **territorial approach** of the evaluation: stakeholders and LEADER

▪ Defining the **Evaluation need**:

- Participative process: “accountability” vs. “learning process”
- Increasing consciousness of own need for knowledge Refining the evaluation designs

▪ **Further** Evaluations (Themes):

- Relation btwn agro-environmental measures and payments
- Quality of applications for Measures 121 and 123
- Effectiveness of selection criteria
- Land Abandonment, rural families and quality of life
- Governance of territorial approach
- Young farmers and generational change in agriculture
- Mountains
- Integrated projects of value-chain
- Investments and environment impacts
- Measures axis 2
- State aids
- LEADER
- Good practises
- Needs' assessment for vocational training



Thank you for attention

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