

EVALUATION PLAN

of the Partnership Agreement

FOR THE 2014–2020 PROGRAMMING PERIOD

2015
Version 2015.02

MINISTRY OF REGIONAL DEVELOPMENT

National Coordination Authority

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Approved by the ESIF Working Level Council: 26 November 2015

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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 assessment (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 cover the following topics: The second chapter summarizes the underlying considerations for evaluation activities resulting from European or national legislation, Evaluation Guideline 2014–2020, evaluation standards and further recommendations. The chapter also deals with explaining of 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 third chapter explains the performance of evaluations, including the connection between activities organised by the National Coordination Authority (MoRD-NCA), the activities of the Managing Authorities (MA) and links to other sources of information. This chapter provides an indicative overview of anticipated evaluation activities conducted or organized by the MoRD-NCA and the requirements for evaluation activities which should be organised at programme level. The fourth chapter focuses on the development of evaluation capacities, including an overview of the expected MoRD-NCA activities in this area. The fifth chapter provides an overview of financial and human resources that are available to implement the EP PA. The end of the document contains Annexes.

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 evaluation capacity building 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 respond to the needs associated with the implementation of ESI funds. 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 next activities is described in more detail in the Annexes. Other proposed evaluation activities are indicative only and will be subject to updates in the coming years.

At the level of individual programmes implemented during the 2014–2020 programming period, evaluation plans of individual programmes are gradually prepared by their Managing Authorities. These evaluation plans will be related to the EP PA.

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,
- Working Paper Elements of strategic programming for the period 2014–2020, Directorate General for Agriculture and Rural Development,
- Guidance Fiche 1 Content of the Evaluation Plan For the EMFF version 3 (March 2014)⁵.

Based on guidance note of the European Commission and in connection with the concept of an Single Methodological Environment, the MoRD-NCA prepared a **Guidance for the evaluation of the 2014–2020 programming period** (Evaluation Guideline 2014–2020), which was approved by the Government Decree No 597 of 9 August 2013 and is mandatory for all⁶ programmes within all 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 The document will be followed up by a delegated act, which had not yet been approved at the time of preparation of this version of the EP PA; available at: http://ec.europa.eu/fisheries/cfp/emff/legislation/index_en.htm and also from http://ec.europa.eu/fisheries/reform/emff/doc/06-evaluation-plan_en.pdf

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 for 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.s-f.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 setting 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 setting of the implementation of the 2014–2020 programming period, which are other departments of the MoRD-NCA, Managing Authorities (MA), for instance within the, NCA WG, NCA Eval WG and European Commission's Evaluation Units, experts, etc.

Preparation and update of the EP PA falls under the responsibility of the NCA's Evaluation Unit, which collects suggestions for the content of the EP PA, and prepares and discusses the document with all relevant partners. 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 (Working Level Council). After approval, the document sent to the Council for ESI funds for information and **published on the ESIF website** (www.dotaceEU.cz).

According to Rule 12 of the Evaluation Guideline 2014–2020, **the EP PA update must be ready by 15 September of the previous year** for which the EP PA is prepared. The approval and fulfilment of the EP PA 2014–2020 falls under the responsibility of the MoRD-NCA, which discusses its updates in the NCA Eval WG in accordance with Rule 18 of the Evaluation Guideline 2014 - 2020. Identically to the preparation phase, the updated EP PA is submitted for approval to the Working Level Council, and the ESIF Council is then informed about the update.

The implementation and coordination of the Evaluation Plan falls under the responsibility of the MoRD-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 MoRD units in relation to the specific activities of the Evaluation Plan.

Figure 1: Role of individual platforms in the preparation and updating 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 for the implementation of the PA managed by the MoRD-NCA and the programmes that it coordinates. This means that the OP TA is a tool that is essential for the MoRD-NCA (and other

⁸ For more details see e.g. Guidance for the preparation of PD available at <http://www.sf.cz/cs/Fondy-EU/Kohezni-politika-EU/Methodicke-pokyny/Methodika-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.).

actors involved) to fulfil their role (not only as a source to finance its activities). For this reason, it is very difficult to separate evaluation activities planned and carried out at the level of MoRD-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 simple key:

- The evaluations focused on interventions under Priority Axis 1 of the OP TA will be divided based on whether the performance of the activities falls under the responsibility of the MoRD-NCA (or the MoRD Department of Regional Policy), or another entity. If it falls under the responsibility of the MoRD-NCA (the MoRD Department of Regional Policy, where appropriate), the NCA EU must also 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 procedural 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 These evaluations will thus be part of the EP PA. 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 MoRD-NCA).
- The 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 be specially set apart and will be equivalent to other programmes.

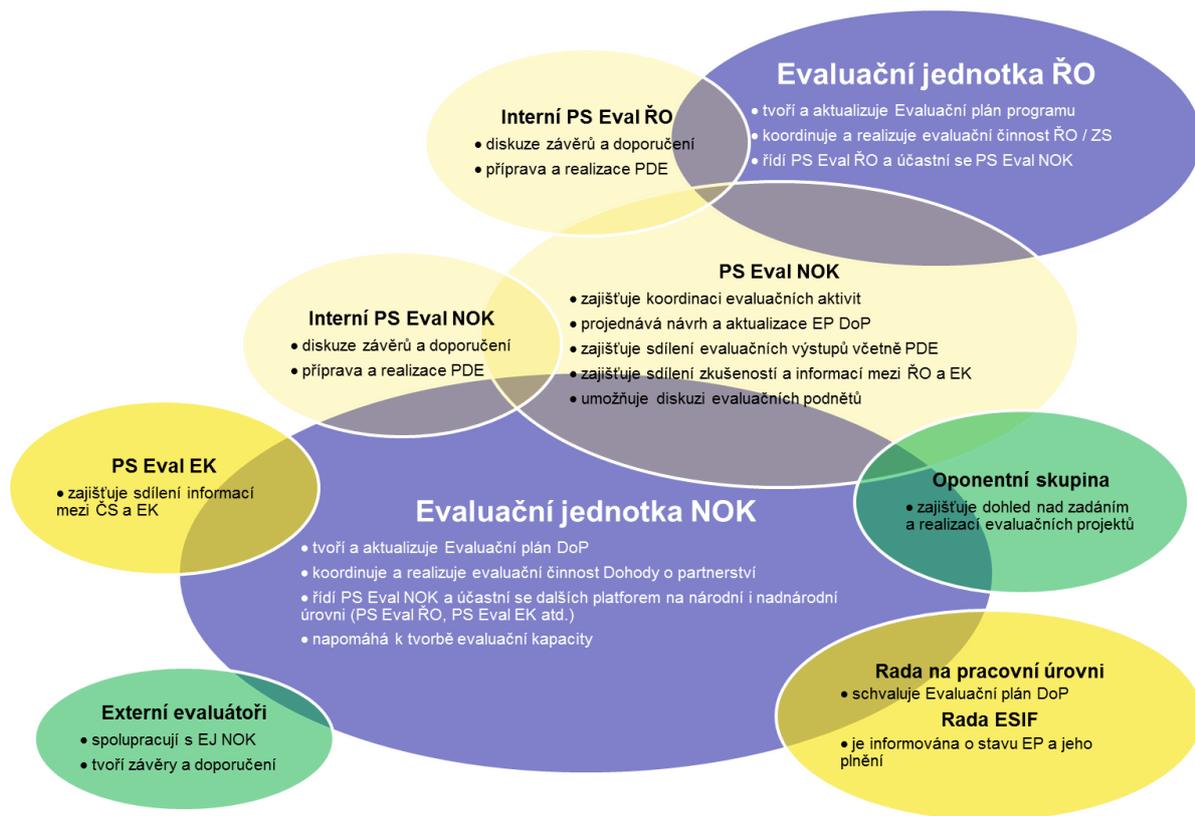
2.4. Cooperation on evaluations

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 MoRD-NCA. Successful coordination requires the exchange of information between all evaluation units, sharing of all 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 Evaluation Guideline 2014–2020, containing a detailed list of the binding activities of the actors involved. This part of the EP PA therefore does not aim to copy the list of activities under the Evaluation Guideline 2014–2020, but 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.

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

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, the Evaluation Guideline 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 22: *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 23: *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, be made available to the public.*

Rule 24: *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 MoRD-NCA website. After carrying out any evaluation, all implementation entities must immediately, but no later than **within 20 working days from the end of implementation**¹¹, update the information in the MS2014+, and make at least the executive summary in Czech and English available to the public on its website.*

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 Evaluation Guideline 2014–2020, in particular rules 20 and 21.

Rule 20: *Based on the experience of 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 21: *o 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 the 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 Evaluation Guideline 2014–2020.

2. 5. Evaluating EP PA

The MoRD-NCA believes that the evaluation culture in the Czech Republic is not satisfactory; one of the basic characteristics is the underutilisation of evaluation outputs for policy management as well as in the implementation of the ESI funds. The Evaluation Guideline 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 annually, prepare the evaluation of the progress towards the EP PA, which will be submitted to the

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

¹² Annex 3 of the Evaluation Guideline 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/fileadmin/user_upload/docs/eticky_kodexEv_CES_fin_fin.pdf

Working Level Council for Approval, which, in comparison with 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 the Application of the Evaluation Recommendations ("OER"), which is **always prepared for a calendar year by 28 February of year n+1**, is submitted for approval in the Working Group Council, and the ESIF Council is subsequently informed about the state. The outcomes are part of the Annual Report on the Implementation of the Partnership Agreement.

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/MoRD-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 an Overview of the Application of the Evaluation Recommendations (the "OER"), which defines the individual tasks and anticipated deadlines of their performance on the basis of the accepted recommendations from completed evaluations.

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 MoRD-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 OER. Working discussion concerning the OER 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 OER content will also be made known to other platforms - NCA Eval WG, Working Level Council, etc.

Rule 25: *Each implementation entity shall, on the basis of the accepted conclusions and recommendations of evaluation, prepare the Overview of the Application of the Evaluation Recommendations (the "OER"), which defines the individual tasks and anticipated deadlines for their completion, including the definition of specific responsible managers. The only uses those recommendations that MA or MoRD-NCA accepted as relevant.¹⁴ In addition to defining specific responsible managers, the OER enters in the MS2014+ an implementation entity for each tasks (MA or MoRD-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 a basis for the preparation of the **Progress Report on the Evaluation Plan¹⁵ and also as an input for completing the report on the risks of the programme / Agreement.** The MA / MoRD-NCA familiarise the appropriate platform (MC members in the case of MA) with the progress towards the OER at regular meetings.*

¹⁴ The OER does not have to contain all the recommendations given by the evaluator. Specific recommendations may be included in the OER 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.

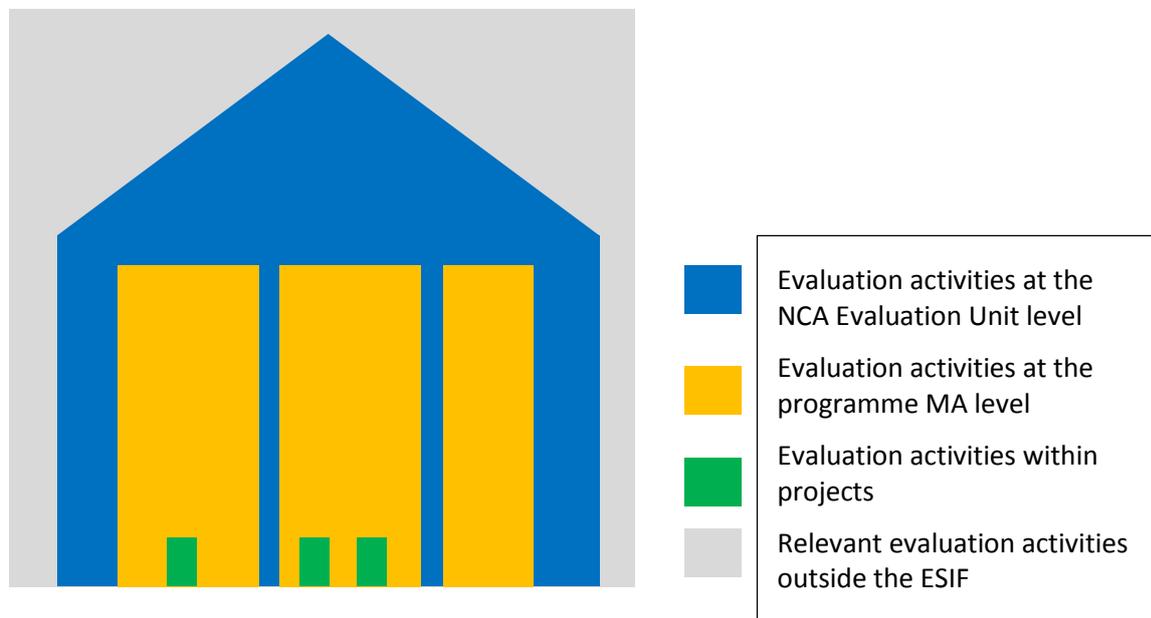
3. Planned evaluations

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 level 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 covers all programmes, respectively all programmes that are relevant for the evaluated theme).
2. The individual MA will ensure evaluation of interventions under their programmes, or specific objectives or themes. At the level of individual programmes, evaluation plans will be created. They will, among other things, 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 strategies¹⁶, 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 the 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

¹⁶ Overview of relevant strategies and expected deadlines for their evaluation are included in Annex 3.

the preparation of the PA implementation progress report under Article 52 of the Common Provisions Regulation, because the cooperation with the MAs and their evaluation units and the link of their evaluation plans to the EP PA is the 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 specified.

Evaluation plans at the programme level should be set up in accordance with recommendations in the Evaluation Guideline, 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 below Table 1):

- **Verification of a change in development needs (PA relevance)**—evaluation No. 7 or 19—the 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).
- **Evaluation of the progress towards the objectives of the Partnership Agreement**—evaluation No. 8 or 20—the 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 below for more details).
- **Evaluation of the set-up and monitoring of synergistic and complementary relationships in the PA**—evaluation No.9—the MAs will provide outputs evaluating S/C in terms of procedural set-up, set-up of relevance and evaluation of results; the MA may use the outputs from evaluations implemented in relation to the above evaluations if it reflects the theme of S/C in them; procedural evaluation of S/C may be also conducted as part of a broader procedural evaluation.
- **Evaluation of the set-up of the territorial dimension**—evaluation No. 13—the MAs will provide outputs evaluating the territorial dimension in terms of procedures and relevance; the MA may use the outputs from evaluations implemented in relation to the above evaluations if it reflects the theme of territorial dimension in them; procedural evaluation of territorial dimension may be also conducted as part of a broader procedural evaluation.
- **Evaluation of the progress towards and implementation of synergy chains**—evaluation No. 18—the MAs will provide outputs evaluating S/C in terms of results in connection to the programme but also procedural evaluation and evaluation of relevance; the MA may use the outputs from evaluations implemented in relation to the above evaluations if it reflects the theme of S/C in them; procedural evaluation of S/C may be also conducted as part of a broader procedural evaluation.
- **Ongoing evaluation of the implementation results of territorial dimension**—evaluation No. 23—the MAs will provide outputs evaluating the territorial dimension in terms of results

but also relevance; the MA may use the outputs from evaluations implemented in relation to the above evaluations if it reflects the theme of territorial dimension in them.

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 EU believes that the themes of territorial dimension and S/C should be included in the procedural evaluation, in the evaluation of relevance and/or the ToC validity (see links to evaluations No. 7 and 19) and subsequently in the result evaluations of individual programme specific objectives (see link to evaluations No. 8 and 20).** 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 axes (e.g. OP Emp and IROP). Evaluation of individual integrated tools will be ensured by the MoRD-NCA based on supporting documentation from strategy bearers (for more details see the Guideline IT).

In the first years of implementation, the evaluation activities of the NCA Evaluation Unit will focus mainly on process evaluation 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 result 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 results 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 1 are ordered according to the expected/actual date of evaluation commencement (including the dates for ToR). 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.

In the first update (in comparison with EP PA version 2015.01), the following amendments and additions were made in the plan of evaluation activities:

- The main responsible party of most evaluations (except the theme of publicity) is now the NCA EU, which will, as an independent entity, closely cooperate with the material sponsors of individual themes.
- Evaluation prepared within cooperation of V4 countries was added (evaluation No. 36).
- More specific information was added for many evaluations.

More detailed cards have been prepared for the evaluations for the next few years (2015 and 2016), which are in Annex 4.

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 MoRD-NCA website. The deadlines to update the information in the evaluations module in MS2014+ and their subsequent publication are provided in the Evaluation Guideline 2014–2020, see Rules 22–24.

Table 1: Indicative proposal for the evaluation activities of the NCA Evaluation Unit in the programming period 2014–2020

Evaluation No.*	Evaluation Title	Subject of evaluation - description	Type	Link to EC Regulation	Internal, external	Planned methods and design	Expected timetable (including ToR) / state of implementation	Expected value in CZK excl. VAT	Description of measures for regular data collection	Responsible party / material sponsor	Required cooperation with	Link to the programme EP	Comments
2014 activities of the NCA EU													
1.	Evaluation of the implementation setting - setting of processes in the programmes and Single Methodological Environment (SME)	Pilot evaluation of key processes (particularly the selection and assessment of projects, administration of calls of proposals and control process) at the MA level, comparison to 2007 - 2013 and the beginning of the implementation of 2014 - 2020. Identification or failure demand and unnecessary activities in the system, identification of barriers to further optimisation of the system at the MA level, at the SME level and at the legislation level (EU and national). + Evaluation of selected implementation processes across programmes in relation to an analysis of managing documentation of programmes with final definition of proposals to improve procedures and processes.	Procedural, longitudinal	No	internal, possible external consultations	Systems thinking – Vanguard method	10/2014 – 6/2016 pilot under way	CZK 200,000	MSC2007, MS2014+	NCA EU / MoRD-NCA (DPAES+DMCF EU)	DMSA, MA	Optional	Expected to be used in regular monitoring after pilot testing. It also includes preparation of a methodological guideline for this method. Timetable for implementation is dependent on the start date for the programme implementation - evaluation should begin about 6 months after the first announcement of calls.
2.	Evaluating the effectiveness of communication activities of the NCA	Ongoing evaluation of effectiveness of the implemented communication activities.	Ongoing	Yes - Regulation (EU) no 1303/2013 of the European Parliament and of the Council, Article 116(3)	external	Pre-tests, post-tests of implemented communication activities, desk research, in-depth interviews, media monitoring, focus groups, expert evaluation, etc.	2014 (already implemented) / below 2017, 2020 completed	CZK 400,000	Data to be provided by an external supplier	MoRD-NCA (DEUP)		Optional	The above estimated value includes all planned evaluations together.
2015 activities of the NCA EU													
3.	Evaluating the progress towards the objectives of the SME Strategy	Verification of fulfilment of the SME objectives—focus on administrative burden, simplification, monitoring system, i.e. computerisation, anti-corruption measures, etc.	procedural	No	mixed	Questionnaire surveys, focus groups, data analysis	Q3 2015 – 12/2016 implementation of the 1st phase of evaluation	CZK 2,000,000	MS2014+, questionnaire survey	NCA EU / MoRD-NCA (DPAES+DMCF EU)	DMSA, DAC, MA	No	Follows up on Procedural evaluation - set-up of processes in programmes and SME. The content of the evaluation is based on an approved Concept of SME.
36.	Ex post evaluation and forecast of benefits to the EU-15 countries resulting from the implementation of the Cohesion Policy in the Visegrad Group countries	Evaluation of impacts of the implementation of the Cohesion Policy in the Visegrad Group countries on the economies of the EU-15 countries.	ex-post, result	No	external	Macroeconomic models (DSGE model), econometric and statistical estimates, questionnaire survey (CAWI), desk research, case studies	Q3 2015 – 4/2016 under way	CZK 0	MSC 2007, data to be provided by an external supplier	NCA EU / Ministry of Transport and Development of Poland	Ministry of Transport and Development of Poland, Office of the Government of the Slovak Republic, Cabinet of the Prime Minister of Hungary	No	The evaluation is a joint project of the Visegrad Group countries. The responsible party for the evaluation is the Ministry of Transport and Development of Poland, which also financially covers the process of preparation of the entire study.
4.	Evaluation of the Education System in 2007 - 2013	Final evaluation of the Education System for the whole programming period 2007 - 2013.	ex-post, result	No	external	Questionnaire survey, individual interviews, desk research, focus groups, analysis of data	2015 (completion November 2015) / also 207,	CZK 420,000	Questionnaire survey, individual interviews, desk research, focus groups	NCA EU / MoRD-NCA (DAC)	Participants in educational events, supplier of the	Optional	–

Evaluation No.*	Evaluation Title	Subject of evaluation - description	Type	Link to EC Regulation	Internal, external	Planned methods and design	Expected timetable (including ToR) / state of implementation	Expected value in CZK excl. VAT	Description of measures for regular data collection	Responsible party / material sponsor	Required cooperation with	Link to the programme EP	Comments
						on participation in and feedback from the Education system	2021 (for the Education System for 2014–2020) under way				Education System, instructors of educational events, coordinators of education of implementation entities, officials.		
5.	Meta-evaluation of evaluation activities	Evaluation of the quality of evaluation outputs, which should lead to improved evaluation activity. Evaluation of information obtained from the questionnaires from the contracting authorities and authors of evaluations.	ongoing, thematic	No	internal	Questionnaire survey	2015 / and then every year (or once every two years)	CZK 0	Questionnaire survey	NCA EU / MoRD-NCA (DPAES)	MA, authors of evaluations - filling in questionnaires	Optional	-
6.	Ex-post evaluation of the programming period 2007–2013	Final evaluation of the programming period 2007–2013 carried out by MoRD-NCA. Evaluating the benefits of selected NSRF interventions.	ex-post, strategic	No	external	Secondary analyses, monitoring system data analysis, statistical data analysis, questionnaire survey, case studies etc.	Q3 2015 – Q3 2017 preparation of the tender dossier	CZK 2,500,000	MSC2007, CSO and other statistics, questionnaire survey etc.	NCA EU / MoRD-NCA (DPAES)	MA, CSO	Optional	Evaluation focused on intervention results, evaluation of implementation is not part of it.
7.	Verification of a change in development needs (PA relevance)	Evaluation of changes in the development needs in the Member State since the adoption of the PA (Common Provisions Regulation, Article 52(2)(a)).	strategic, relevance evaluation	Yes - Regulation (EU) no 1303/2013 of the European Parliament and of the Council, Article 52(2)(a)	external	Synthesis of evaluation outputs of the MA, statistical data analysis, desk research	Q4 2015 – Q4 2017	CZK 1,000,000	CSO, MS2014+, evaluation outputs of the MA	NCA EU / MoRD-NCA (DPAES)	CSO, MAs will deliver underlying data - see comments	Yes - 03/2017	Evaluation is conducted as a basis for the progress report submitted to the European Commission by 31 August 2017 (see Article 52 of the Common Provisions Regulation). The evaluation must be part of the EP of programmes. The deadline for the delivery of outputs by the MA is 31 March 2017 so that the evaluation outputs can be elaborated into a summary evaluation. Supporting documentation is expected in the form of evaluation of relevance of specific objectives (ToC verification) of programmes in relation to the development needs listed in the PA.
8.	Evaluation of the progress towards the objectives of the Partnership Agreement	Summary evaluation of the progress towards the funding priorities and expected results of the PA.	ongoing, strategic	Yes - Regulation (EU) no 1303/2013 of the European Parliament and of the	external	Synthesis of evaluation outputs of the MA, statistical data analysis, desk research	Q4 2015 – Q4 2017	CZK 2,000,000	CSO, MS2014+, evaluation outputs of the MA	NCA EU / MoRD-NCA (DPAES)	The MAs will deliver underlying data - see comments	Yes - 03/2017 (interim output 12/2016)	Evaluation is conducted as a basis for the progress report submitted to the European Commission by 31 August 2017 (see Article 52 of the Common Provisions Regulation).

Evaluation No.*	Evaluation Title	Subject of evaluation - description	Type	Link to EC Regulation	Internal, external	Planned methods and design	Expected timetable (including ToR) / state of implementation	Expected value in CZK excl. VAT	Description of measures for regular data collection	Responsible party / material sponsor	Required cooperation with	Link to the programme EP	Comments
				Council, Article 52(2)(b)									The evaluation must be part of the EP of programmes. The deadline for the delivery of outputs by the MA is 31 March 2017 so that the evaluation outputs can be elaborated into a summary evaluation. Supporting documentation is expected in the form of evaluation of relevance of specific objectives in relation to the development needs listed in the PA, use of evaluation outputs, evaluation of contribution of the ESI Funds to the fulfilment of the Europe 2020 Strategy, the National Reform Programme and Country-specific recommendations of the Council (see Annex 3 and 6), or other sub-deliveries by strategy guarantors.
9.	Evaluation of the set-up and monitoring of synergistic and complementary chains and links in the PA	Evaluation of the functioning of mechanisms of synergistic and complementary coordination relationships and evaluation of the setting of processes in methodologies and MS2014+, also with regard to the implementation of the defined relationships.	process, thematic	Yes - Regulation (EU) no 1303/2013 of the European Parliament and of the Council, Article 52(2)(d); Annex 1 to the CSF (3.2, 4.1 - 4.9)	mixed	Analysis of data from the monitoring system; Qualitative evaluation of processes; Expert evaluation; questionnaire survey, synthesis of outputs from the MA	Q1 2016 – Q2 2017	CZK 2,000,000	Data available in MS2014+; Qualitative and, where applicable, additional data, data from the MA	NCA EU / MoRD-NCA (DPAES / DMCF EU)	MA, NPC, RPC, DMSA	Yes - 03/2017	As far as documents from the MA are concerned, Reports on the fulfilment of synergistic and complementary links of programmes under the ESIF, and mainly evaluations of synergistic and complementary links between programmes will be used
10.	Capability approach as an approach to assess the relevance of ESIF interventions	Pilot verification of the relevance of selected ESIF interventions for the "well-being" of relevant target groups using Capability Approach.	evaluation of relevance	No	external, through TACR; researcher PROCESS	Creation of the methodology of preparation and evaluation of policies based on 8 case studies using focus groups and modified life quality indexes	implementation 09/2015 – 11/2016 under way	Outside the budgetary funds of the MoRD/OP TA; CZK 1,200,000	NR	NCA EU / MoRD-NCA (DPAES)	TACR	No	Pilot verification using Capability Approach. Implemented through TACR - a project under the programme of public procurement in research, experimental development and innovation for the "BETA" state administration through TACR
11.	Identifying the progress towards the indicators of satisfaction of employees / relevant actors	Identifying the progress towards three result indicators of satisfaction, which were defined in the Operational Programme Technical Assistance 2014 - 2020. Potential update of the methodology, as necessary.	ongoing, result	Indirect	External researcher HOPE GROUP, s.r.o.	standardised questionnaire survey	Q3 – Q4 2015 under way	CZK 200,000	standardized questionnaire survey - CAWI - in accordance with pre-set methodology	NCA EU / MoRD-NCA (DPAES)	MA and partners	No	Regular (usually annual) identification of the value of the indicators through a questionnaire survey.
Plan of NCA Evaluation Unit activities 2016													
12.	Evaluating the settings of integrated tool implementation	Evaluation of the setting of implementation of integrated tools / strategies (IT/IS). Also included will be verification of the setting of monitoring and basic information	procedural	Yes - Regulation (EU) no 1303/2013 of the European	mixed	Self-evaluation, data analysis in monitoring systems, qualitative process evaluation	Q3 2016 – 04/2017	CZK 500,000	MS2014+ (quantitative), suggestions and inputs of NPC, RPC, questionnaire survey	NCA EU / MoRD (DRP)	MA, NPC, RPC, IT owners	No	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

Evaluation No.*	Evaluation Title	Subject of evaluation - description	Type	Link to EC Regulation	Internal, external	Planned methods and design	Expected timetable (including ToR) / state of implementation	Expected value in CZK excl. VAT	Description of measures for regular data collection	Responsible party / material sponsor	Required cooperation with	Link to the programme EP	Comments
		about the current state of IT/IS implementation.		Parliament and of the Council, Article 52(2)(e)					among the owners of int. strategies, qualitative expert interviews with representatives of the MAs				preparation.
13.	Evaluating the settings of regional dimension implementation	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 and basic information about the current state of TD implementation.	procedural	No - it is not explicitly stated (unlike in the case of integrated tools)	mixed	Self-evaluation, data analysis in monitoring systems, qualitative process evaluation, content analysis of calls, monitoring of the NPC, RPC	Q4 2016 – 03/2017	CZK 500,000	MS2014+ (quantitative), suggestions and inputs of NPC, RPC, qualitative expert interviews with the representatives of local partners (Regions, IT owners, an umbrella organization of reg. partners - ARCR, UTMCR, ALA, NN LAG and RRA, ASI) and MAs	NCA EU / MoRD (DRP)	MA, NPC, RPC, IT owners, representatives of umbrella organizations of reg. partners (ARCR, UTMCR, ALA, NN LAG and RRA, ASI)	Yes - 03/2017	In the context of the MA's evaluating the ToC relevance, the validity of a link to the selected territorial dimension and the NDTD must be evaluated. The data will be used to review the NDTD.
14.	Evaluation of PA administrative capacity in terms of meeting the Human Resources Guideline	Evaluation of the implementation of the Human Resources Guideline and proposal of recommendations for the modification of the Guideline.	ad-hoc, thematic	No	external	Questionnaire survey, individual interviews, desk research, SWOT analysis	Q3 2016 – Q1 2017	CZK 1,000,000	MS2014+ data for administrative capacity, to be supplemented with specifically targeted questionnaires/tables, if necessary	NCA EU / MoRD-NCA (DAC)	cooperation with all MA/IB across the implementation structure and the and coordination and horizontal activity entities	Optional	Evaluation should include evaluation for all programmes - i.e. it is reflected in the price of evaluation.
15.	Regular spatial analyses of interventions focused on a specific topic	Analysis of the achieved results and effects in selected thematic areas. Supplemented to include map outputs.	ad-hoc, thematic, ongoing	No	internal	Secondary analyses; data analysis	2016 and one topic per quarter	CZK 0	MSC2007, MS2014+; CSO and other statistics	NCA EU / MoRD-NCA (DPAES)	MA, CSO, MoRD-DMSA	No	Use of the map outputs for the creation of reports and presentations.
16.	Identification of progress towards result indicators for the area of publicity	Identifying the progress towards three result indicators in the area of publicity, which were defined in the Common Communication Strategy 2014–2020.	Ongoing	Yes - Regulation (EU) no 1303/2013 of the European Parliament and of the Council, Article 116(3)	external	Omnibus	2016 follows up from 2013 (already implemented), also in 2018, 2019, 2023	CZK 200,000	Data to be provided by an external supplier	MoRD-NCA (DEUP)	–	No	Three main indicators for the area of publicity are identified every year as part of evaluation. The above estimated value includes all planned surveys together.
17.	Identifying the progress towards the indicators of satisfaction of employees / relevant actors	Identifying the progress towards three result indicators of satisfaction, which were defined in the Operational Programme Technical Assistance 2014 - 2020.	ongoing, result	Indirect	external	standardised questionnaire survey	Q3 – Q4 2016	CZK 150,000	standardized questionnaire survey - CAWI - in accordance with pre-set methodology	NCA EU / MoRD-NCA (DPAES)	MA and partners	No	Regular (usually annual) identification of the value of the indicators through a questionnaire survey.

Plan of the NCA Evaluation Unit activities for 2017–2023

Evaluation No.*	Evaluation Title	Subject of evaluation - description	Type	Link to EC Regulation	Internal, external	Planned methods and design	Expected timetable (including ToR) / state of implementation	Expected value in CZK excl. VAT	Description of measures for regular data collection	Responsible party / material sponsor	Required cooperation with	Link to the programme EP	Comments
18.	Evaluation of the fulfilment and implementation of synergistic and complementary chains and links in the PA	The evaluation of the setting and functioning of predefined synergistic and complementary chains and links in the PA and evaluation of the progress towards synergistic and complementary chains and other links defined in the PA.	thematic (results), partially procedural	Yes - Regulation (EU) no 1303/2013 of the European Parliament and of the Council, Article 52(2)(d); Annex 1 to the CSF (3.2, 4.1 - 4.9)	mixed	Analysis of data in monitoring systems; qualitative evaluation of processes; expert evaluation; questionnaire survey, synthesis of outputs from the MA	Q3 2017 – Q2 2019	CZK 3,500,000	Data available in MS2014+; Qualitative and, where applicable, additional data, outputs from the MA	NCA EU / MoRD-NCA (DPAES/DMCF)	MA, NPC, RPC, MoRD-DMSA	Yes - 03/2019 (interim output 12/2018 for result evaluations of SOs)	The MAs will provide Reports on the fulfilment of synergistic and complementary links and evaluations of synergistic and complementary links between programmes will be used.
19.	Verification of a change in development needs (PA relevance)	Evaluation of changes in the development needs in the Member State since the adoption of the PA (Common Provisions Regulation, Article 52(2)(a)).	strategic, relevance evaluation	Yes - Regulation (EU) no 1303/2013 of the European Parliament and of the Council, Article 52(2)(a)	external	Synthesis of evaluation outputs of the MA, statistical data analysis, desk research	Q3 2017 – Q4 2019	CZK 1,000,000	CSO, MS2014+, evaluation outputs of the MA	NCA EU / MoRD-NCA (DPAES)	CSO, MAs will deliver underlying data - see comments	Yes - 03/2019	Evaluation is conducted as a basis for the progress report submitted to the European Commission by 31 August 2019 (see Article 52 of the Common Provisions Regulation). The evaluation must be part of the EP of programmes. The deadline for the delivery of outputs by the MA is 31 March 2019 so that the evaluation outputs can be elaborated into a summary evaluation. Supporting documentation is expected in the form of evaluation of relevance of specific objectives (ToC verification) of programmes in relation to the development needs listed in the PA.
20.	Evaluation of the progress towards the objectives of the Partnership Agreement	Summary evaluation of the progress towards the funding priorities and expected results of the PA.	ongoing, strategic	Yes - Regulation (EU) no 1303/2013 of the European Parliament and of the Council, Article 52(2)(b)	external	Synthesis of evaluation outputs of the MA, statistical data analysis, desk research	Q4 2017 – Q4 2019	CZK 2,000,000	CSO, MS2014+, evaluation outputs of the MA	NCA EU / MoRD-NCA (DPAES)	The MAs will deliver underlying data - see comments	Yes - 03/2019 (interim output 12/2018 for result evaluations of SOs)	Evaluation is conducted as a basis for the progress report submitted to the European Commission by 31 August 2019 (see Article 52 of the Common Provisions Regulation). The evaluation must be part of the EP of programmes. The deadline for the delivery of outputs by the MA is 31 March 2019 so that the evaluation outputs can be elaborated into a summary evaluation. Supporting documentation is expected in the form of evaluation of relevance of specific objectives in relation to the development needs listed in the PA, use of evaluation outputs, evaluation of contribution of the

Evaluation No.*	Evaluation Title	Subject of evaluation - description	Type	Link to EC Regulation	Internal, external	Planned methods and design	Expected timetable (including ToR) / state of implementation	Expected value in CZK excl. VAT	Description of measures for regular data collection	Responsible party / material sponsor	Required cooperation with	Link to the programme EP	Comments
													ESI Funds to the fulfilment of the Europe 2020 Strategy, the National Reform Programme and Country-specific recommendations of the Council (see Annexes 3 and 6), or other sub-deliveries by strategy guarantors.
21.	Ongoing evaluation of implementation results of CLLD	Mid-term evaluation of the IT implementation.	continuous, result	Yes - Regulation (EU) no 1303/2013 of the European Parliament and of the Council, Article 52(2)(e)	mixed	Analysis of monitoring system data, qualitative evaluation of processes, synthesis of outputs of self-evaluation of IS bearers	Q2 2018 – Q1 2019	CZK 2,000,000	MS2014+; CSO and other statistics, self-evaluation of IS bearers submitted by 31/12/2018	NCA EU / MoRD (DRP)	bearers of integrated strategies	No	Outputs will be used of evaluations of IT bearers carrying out mandatory mid-term evaluations of implementation and fulfilment of their IT (procedural and result evaluation) with data valid as of 30/09/2018.
22.	Ongoing evaluation of the results of the implementation of ITI and IU DP	Mid-term evaluation of the IT implementation.	continuous, result	Yes - Regulation (EU) no 1303/2013 of the European Parliament and of the Council, Article 52(2)(e)	mixed	Analysis of monitoring system data, qualitative evaluation of processes, synthesis of outputs of self-evaluation of IS bearers	Q2 2018 – Q1 2019	CZK 1,000,000	MS2014+; CSO and other statistics, self-evaluation of IS bearers submitted by 31/12/2018	NCA EU / MoRD (DRP)	bearers of integrated strategies	No	Outputs will be used of evaluations of IT bearers carrying out mandatory mid-term evaluations of implementation and fulfilment of their IT (procedural and result evaluation) with data valid as of 30/09/2018.
23.	Ongoing evaluation of the implementation results of territorial dimension	Evaluation of the implementation of the territorial dimension.	continuous, result	Not explicitly stated	mixed	Analysis of monitoring system data, qualitative evaluation of processes, synthesis of outputs from the MA	Q2 2018 – Q2 2019	CZK 2,000,000	MS2014+; CSO and other statistics	NCA EU / MoRD (DRP)	MA - provision of input data for evaluation, NPC	Yes - 03/2019 (interim output 12/2018 for result evaluations of SOs)	The evaluation must be part of the EP of programmes. The deadline for the delivery of outputs by the MA is 31 March 2019 so that the evaluation outputs can be elaborated into a summary evaluation.
24.	Horizontal impacts of selected key areas - the basis for programming 2021+	Impact assessment of the results achieved under the PA.	impact		mixed		2019 – 2020		MS2014+; CSO and other statistics	NCA EU / MoRD-NCA (DPAES)		Optional	
25.	Identification of progress towards determined result indicators for the are of publicity	Identifying the progress towards three result indicators in the area of publicity, which were defined in the Common Communication Strategy 2014–2020.	Ongoing	Yes - Regulation (EU) no 1303/2013 of the European Parliament and of the Council, Article 116(3)	external	Omnibus	2018 follows up from 2013 (already implemented), and 2016, also in 2019, 2023	CZK 600,000	Data to be provided by an external supplier	NCA EU / MoRD-NCA (DEUP)	–	No	The above estimated value includes all planned surveys together.

Evaluation No.*	Evaluation Title	Subject of evaluation - description	Type	Link to EC Regulation	Internal, external	Planned methods and design	Expected timetable (including ToR) / state of implementation	Expected value in CZK excl. VAT	Description of measures for regular data collection	Responsible party / material sponsor	Required cooperation with	Link to the programme EP	Comments
26.	Nationwide questionnaire survey: Awareness of Czech citizens concerning EU funds	A survey of public awareness in the Czech Republic on EU funds and identification of the progress towards result indicators in the area of publicity.	Ongoing	Yes - Regulation (EU) no 1303/2013 of the European Parliament and of the Council, Article 116(3)	external	CAPI	2017, follows up from 2013 (already implemented), also in 2020	CZK 2,000,000	Data to be provided by an external supplier	NCA EU / MoRD-NCA (DEUP)	MA (cooperation in the creation of the questionnaire)	Optional	Data from late 2013 is used as the default data for the period 2014–2020. MA can define its own additional questions in the questionnaire. The above estimated value includes all planned surveys together.
27.	Evaluating the effectiveness of communication activities of the NCA	Ongoing evaluation of effectiveness of the implemented communication activities.	result	Yes - Regulation (EU) no 1303/2013 of the European Parliament and of the Council, Article 116(3)	external	Pre-tests, post-tests of implemented communication activities, desk research, in-depth interviews, media monitoring, focus groups, expert evaluation, etc.	2017, follows up from 2014 (already implemented), also in 2020	CZK 2,000,000	Data to be provided by an external supplier	NCA EU / MoRD-NCA (DEUP)	–	No	The above estimated value includes all planned evaluations together.
28.	Evaluation of the Education System in 2014–2020	Ongoing evaluation will recap the progress of the Education System II. for about 1/3 of the 2014–2020 programming period, including draft recommendations on improvements for the upcoming period.	ongoing, during project implementation	No	external	Questionnaire survey, individual interviews, desk research, focus groups	2017, follows up from 2015, also in 2021	CZK 1,000,000	Questionnaire survey, individual interviews, desk research, focus groups	NCA EU / MoRD-NCA (DAC)	Participants in educational events, supplier of the Education System, instructors of educational events, coordinators of education of implementation entities, officials.	Optional	–
29.	Evaluation of PA administrative capacity in terms of meeting the Human Resources Guideline	Evaluation of the implementation of the Human Resources Guideline and recommendations for the modification of the Guideline.	ad-hoc, thematic	No	external	Questionnaire survey, individual interviews, desk research, SWOT analysis	2019	CZK 1,000,000	MS2014+ data for administrative capacity, to be supplemented with specifically targeted questionnaires/tables, if necessary	NCA EU / MoRD-NCA (DAC)	MA/IB across the implementation structure and the and coordination and horizontal activity entities	Optional	Evaluation should include evaluation for all programmes - i.e. it is reflected in the price of evaluation.
30.	Ex-post evaluation of the PA 2014-2020	Ex-post evaluation of the programming period 2014-2020 carried out by MoRD-NCA.	ex-post, strategic	No - optional	mixed	Secondary analyses, MS2014+ data analysis, statistical data analysis; questionnaire survey, case studies etc.	2023/2024	CZK 3,000,000	MSC2014+, CSO and other statistics, questionnaire survey etc.	NCA EU / MoRD-NCA (DPAES)	MA, others according to the specific evaluation content	Optional	Focus on achievement of expected results.
31.	Evaluating the effectiveness of the implemented communication tools of the MA	Ongoing evaluation of effectiveness of the implemented communication activities.	Ongoing	Yes - Regulation (EU) no 1303/2013 of the European Parliament	external	Pre-tests, post-tests of implemented communication activities, desk research, in-depth interviews, media	2017 and 2020	NR for EP PA	Data to be provided by an external supplier	NR	Recommended evaluation for the MA.	Optional	This activity is recommended to be included in the EP of programmes.

Evaluation No.*	Evaluation Title	Subject of evaluation - description	Type	Link to EC Regulation	Internal, external	Planned methods and design	Expected timetable (including ToR) / state of implementation	Expected value in CZK excl. VAT	Description of measures for regular data collection	Responsible party / material sponsor	Required cooperation with	Link to the programme EP	Comments
				and of the Council, Article 116(3)		monitoring, focus groups, expert evaluation, etc.							
32.	Meta-evaluation of evaluation activities	Evaluation of the quality of evaluation outputs, which should lead to improved evaluation activity. Evaluation of information obtained from the questionnaires from the contracting authorities and authors of evaluations.	ongoing, thematic	No	internal	Questionnaire survey	ongoing collection of data after the completion of the evaluation, evaluation in 2015 / and then every year, or once every two years	CZK 0	Questionnaire survey	NCA EU / MoRD-NCA (DPAES)	MA, authors of evaluations - filling in questionnaires	Optional	Pilot testing will take place during 2014 and in early 2015.
33.	Regular spatial analyses of interventions focused on a specific topic	Analysis of the achieved results and effects in selected thematic areas. Supplemented to include map outputs.	ad-hoc, thematic, ongoing	No	internal	Secondary analyses; data analysis	2017-2023, one topic per quarter	CZK 0	MSC2007, MS2014+; CSO and other statistics	NCA EU / MoRD-NCA (DPAES)	MA, CSO - CRD (as a source of base data)	No	Use of the map outputs for the creation of reports and presentations.
34.	Identifying the progress towards the indicators of satisfaction of employees / relevant actors	Identifying the progress towards three result indicators of satisfaction, which were defined in the Operational Programme Technical Assistance 2014 - 2020.	ongoing, result	Indirect	external	standardised questionnaire survey	Q3 - Q4 of each year	CZK 150,000	standardized questionnaire survey - CAWI - in accordance with pre-set methodology	NCA EU / MoRD-NCA (DPAES)	MA and partners	No	Regular (usually annual) identification of the value of the indicators through a questionnaire survey.
35.	Report summarizing the conclusions of assessment at PA level	Summary of outputs from the assessment carried out at PA level.	Thematic	Not for NCA level / Yes for MA level - Article 114(2)	mixed	Synthesis of evaluation outputs at PA level	2022	CZK 200,000	outputs from evaluations (MS2014+/website)	NCA EU / MoRD-NCA (DPAES)	MA - entering evaluation outputs to MS2014+/website publication	Yes	This report will meet the requirements set out in Article 114(2).

* Evaluations are numbered in ascending order and ordered according to the expected/actual date of evaluation commencement (including the dates for ToR). To ensure uniform numbering, the numbering will not change in the event of addition/removal of any activity.

** The dates mean the end of the respective month, e.g. 03/2017 means 31 March 2017.

4. 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 improving slowly. Evaluation of public policies is almost non-existent (with the exception of European funds and development cooperation), and if so, evaluations are often of poor quality and are non-transparent.¹⁷ 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 sporadic.¹⁸

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 focuses 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 - lack of high quality human resources and 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 by the newly formed binding rules of Evaluation Guideline 2014–2020 in the form of requirements for the assessment of progress towards the EP and the creation of OER, 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.¹⁹ The NCA Evaluation Unit follows on this fact by specifically

¹⁷ 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.

¹⁸ 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

¹⁹ 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

targeted 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" (the "evaluation culture"), with significantly lower involvement of the academic sector in evaluations in comparison with the 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 Chapter 4.1). On the other hand, the public administration has (or should have) data sources. However, 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 the evaluation capacity.

Table 2: 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) Defining binding rules in the Evaluation Guideline 2014–2020. Evaluating the quality of evaluation activities	<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 • requirement for fulfilment of evaluation standards and code of ethics for evaluators according to CES • evaluation of the quality of tender documentation (emphasis on feedback) • quality assessment of evaluation outputs, Evaluation Guideline 2014 - 2020 and the

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 in a situation of a sharply competitive market and falling prices). One cannot 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.

		related meta-evaluation.
Dominance of operative evaluation, absent assessment of the effects of interventions	Involvement of academic and scientific sectors	<ul style="list-style-type: none"> educational activities focusing on methods of result 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
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 25 of the Evaluation Guideline 2014 - 2020

4. 1. 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 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 (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 MoRD-NCA or NCA Evaluation Unit consist in minimum cost, the ability to hire trainees 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 response time 3-4 months, possibly a year, and without guaranteed quality.

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

The MoRD-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. programme BETA). 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, defining specific focus of a call of proposals or use of the results from already supported projects. The benefits of working for the MoRD-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" themes.

Commercial cooperation

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

4. 2. 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 MoRD-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 programme level.

Another tool to create and develop evaluation capacities is 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 NCA Evaluation Unit and the MA as well as domestic and foreign guests, representatives of academia, EC, etc.

The overview of planned educational activities for the next period is shown in the following table.

Table 3: Overview of planned educational activities of the NCA Evaluation Unit for the period 2014–2016

Order	Theme	Content	Scope	Note	Deadlines
1.	Inventory of methods of result evaluation focusing on the preparation and evaluation plans and evaluation designs	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 requirements	2 days	The training has taken place.	2 and 9 2. 2015
2.	Workshop on the	A follow-up workshop	1 day	The training	16. 2. 2015

	creation of evaluation designs (second run)	aimed at devising concrete methods of evaluations in individual ESIF areas.		followed on the training of methods The training has taken place.	
3.	Introduction to the Evaluation of processes using Vanguard method	Seminar aims to present the Vanguard method and its application.	2 days	The training has taken place.	15. 6. and 24. 6. 2015
4.	Informal round table with V4 representatives	Discussion and sharing of experience with the preparation of evaluation plans, public procurement, etc.	1 day	Information obtained from the discussion will be passed to the NCA through the Eval WG	20. 10. 2015
5.	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. 10. 2015
6.	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. 10. 2015
7.	Preparation of tender dossier	Discussion workshop on the creation of tender dossier, sharing of good practice.	1 day		8 December 2015
Planned activities in 2016					
8.	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)	Q1/Q2 2016
9.	Inventory of methods of result evaluation focusing on the preparation and evaluation plans and evaluation designs (third run)	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)	Q1/Q2 2016
10.	Workshop on the creation of evaluation designs (third run)	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)	Q1/Q2 2016
11.	2nd NCA Evaluation Unit annual conference		1 day		Q4 2016

12.	Advanced inventory of methods for impact evaluation II.	From the cycle "Inventory of methods - advanced"	1 day		Q4 2016
13.	Eastern-Central Europe Regional Workshop on Counterfactual Impact Evaluation (RWC)	An educational event initiated by the Centre for Research on Impact evaluation (CRIE) at the European Commission. The event takes place in another partner country every year.	3 days		Q3/Q4 2016
14.	Ad-hoc seminars/workshops	As needed and as possible.			Q1–Q4 2016

5. Financial and human resources

Activities of the PA evaluation plan are funded by 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 both as internal (i.e. using the capacity of NCA Evaluation Unit), and as external or mixed. External or mixed evaluations will be provided through a planned framework agreement to be concluded with several suppliers (the conclusion of the framework agreement is scheduled for 2015), or in cooperation with the academic sector.

The table below summarizes the estimated costs connected with the evaluation activities described in the previous parts of the EP AP. As the evaluation activities are only indicatively planned (with more precise settings for two following years), in the same manner, the table below depicts only estimated costs. These estimations will be subsequently specified in following updates of the EP AP.

Table No 4: Indicative proposal for the NCA Evaluation Unit budget (evaluation and educational / organizational activities incl. ad hoc)

Year	Estimated costs in CZK incl. VAT
2014	0
2015	1,750 000
2016	4,300 000
2017-2023	47,600 000
Total for 2014–2023	53,650 000

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 FTEs through agreement to perform work (dohoda o pracovní činnosti).

The above 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.

6. Annexes

Annex 1 - 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
Commission	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
MoRD-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 Czech Republic
MLSA	Ministry of Labour and Social Affairs of the CR
MEYS	Ministry of Education, Youth, and Sports of the CR
MoH	Ministry of Health of the CR
MoA	Ministry of Agriculture of the CR
MoE	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

NDTD	period 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 OG
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

Annex 2 - Planned activities in 2015–2016

Table No 5: Indicative plan of activities in 2015–2016

Planned evaluation activities in 2015–2016 - timetable																		
Quarter		Q4/2015			Q1/2016			Q2/2016			Q3/2016			Q4/2016				
Month		X.	XI.	XII.	I.	II.	III.	IV.	V.	VI.	VII.	VIII.	IX.	X.	XI.	XII.		
Strategic evaluation																	Ex-post evaluation of the 2007–2013 programming period (6.)	
																	Verification of a change in development needs (PA relevance) (7.)	
Procedural evaluation																	Evaluation of the implementation setting - setting of processes in the programmes and Single Methodological Environment (SME)—pilot (1)	
																	Evaluating the progress towards the objectives of the SME Strategy (3.)	
Result evaluation																	Evaluation of setting and monitoring of synergistic and complementary relationships (9.)	
																	Evaluation of the progress towards the objectives of the Partnership Agreement (8.)	
Procedural evaluation																	Ex post evaluation and forecast of benefits to the EU-15 countries resulting from the implementation of the Cohesion Policy in the Visegrad Group countries (36.)	
																	Capability approach as an approach to assess the relevance of ESIF interventions (10.)	
																	Identifying the progress towards the indicators of satisfaction (11.)	
																	Identifying the progress towards the indicators of satisfaction (17.)	
																	Evaluation of the Education System in 07–13 (4.)	
																		Identification of progress towards result indicators for the area of publicity (16.)
																		Evaluation of PA administrative capacity in terms of meeting the GN Human Resources (14.)
Procedural evaluation																	Evaluating the settings of integrated tool implementation (12.)	
																	Evaluating the settings of regional dimension implementation (13.)	
																	Meta-evaluation of evaluation activities (5.)	

Annex 3 - Indicative summary of evaluation of selected strategic documents

Below is a list of key strategic documents, along with basic information on the strategies and the 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 the 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, 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 parties of strategies must take this into account and set these key milestones of evaluation 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 in 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 Monitoring Guideline 2014–2020.

Table 6: Indicative summary and timetable of evaluation of selected strategic documents²¹

Order	Strategy name / abbreviation	Strategy validity	Strategy manager	Government Resolution	Update (according to resolution / document)	Assessment (according to resolution / document)
1.	National Reform Programme of the Czech Republic (NRP)	2015	OG	Resolution of Committee for EU No. 17/2015	2016 / each April	until 31. 12. 2015 report for government
2.	International Competitiveness Strategy of the Czech	2012-2020	MIT	713/2011	N/A	Once every half year

²⁰ In addition to documents explicitly listed in Table 6, this includes 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 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.

²¹ Annex 5 relates to Table 6.

Order	Strategy name / abbreviation	Strategy validity	Strategy manager	Government Resolution	Update (according to resolution / document)	Assessment (according to resolution / document)
	Republic 2012 - 2020 (ICS)					
3.	Strategic Framework for Sustainable Development (SFSD)	2010-2030	OG	37/2010	until 31. 12. 2016	Once every 2 years (situation report, latest for 2012)
4.	Regional Development Strategy 2014 - 2020 (RDS)	2014-2020	MoRD	344/2013	action plan until 31. 12. 2013; report on the application of the strategy until 31. 12. 2016	once per year
5.	Spatial Development Policy of the Czech Republic, as amended by Update No. 1 (USDP)	2015 and beyond	MoRD	276/2015	N/A	until 30. 4. 2019 Report on the application of the USDP
6.	State Environmental Policy of the Czech Republic 2012 - 2020 (SEP)	2012-2020	MoE	6/2013	until 31. 12. 2020	until 30. 6. 2014-2020 12. 2020
7.	Concept of Support for Small and Medium-Sized Enterprises for the 2014-2020 period	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	once every two years	once every two years.
9.	State policy in electronic communications - Digital Czech Republic 2.0 - path to the digital economy (DigiCzech 2)	2013-2020	MIT	203/2013	If necessary in relation to annual evaluation	until 28. 2. 2014 and until 30. 6. 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, phase 2 (TST II)	2014 - 2020 (outlook to 2050)	MT	850/2013	until 31. 12. 2016, and then every 5 years	until 31. 12. 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. 12. 2018	until 31. 12. 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. 4. 2015 - Progress Report
14.	Strategic Framework for the Development of Public	2014-2020	Min. of	680/2014 ²²	until 30. 11. 2016 revision; until 30.	until 30. 6. by 31 August 2016 and

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

Order	Strategy name / abbreviation	Strategy validity	Strategy manager	Government Resolution	Update (according to resolution / document)	Assessment (according to resolution / document)
	Administration in the Czech Republic 2014 - 2020 (SF PA)		Interior		6. 2020 update or a new strategy	then once every two 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. 6. 2016, every other year evaluation reports
16.	Health 2020—National Strategy for the Protection and Promotion of Health and Prevention of Diseases	2014-2020	MoH	23/2014	until 31. 12. 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 2009 - 2015 with an outlook to 2020.	2009-2015 (Outlook 2020)	OG, MEYS, MIT	294/2013 (update)	until 31. 12. 2015	Evaluation in 2015
18.	Education Policy Strategy of the Czech Republic 2020	2014-2020	MEYS	538/2014	N/A	until 31. 8. by 31 August 2016 and then once every two 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	MoA	512/2013 (acknowledged)	N/A	N/A
21.	Multiannual National Strategic Plan for Aquaculture (MNSPA)	2014-2024	MoA	876/2014	N/A	N/A
22.	Employment Policy Strategy 2020 (EPS)	2014-2020	MLSA	835/2014	until 31. 12. 2017 (if necessary) and until 31. 12. 2020 (new or updated)	until 31. 12. 2017 (ongoing) and until 31. 12. 2020 (summary)
23.	National Research and Innovation Strategies for Smart Specialisation (RIS3), or its implementation plan	2014-2020	OG	1028/2014	at least once per two years, generally after the assessment	until 30. 6. 2017 and further on at least once per two years
24.	Strategy on Adaptation to Climate Change in the	2014-2020	MoE	Under preparation	the strategy will be elaborated into	once every 4 years starting from

²³ updated by Government Resolution No. 654/2015

Order	Strategy name / abbreviation	Strategy validity	Strategy manager	Government Resolution	Update (according to resolution / document)	Assessment (according to resolution / document)
	Czech Republic				an action plan (by mid-2017) ²⁴	2019
25.	Waste Management Plan 2015 - 2024 (WMP)	2015-2024	MoE	1080/2014	N/A	periodically (without specified interval)
26.	Mid-term strategy (until 2020) for improving the quality of air in the Czech Republic	2014-2020	MoE	Under preparation	to be completed after approval	to be completed after approval
27.	Update of the State Energy Policy of the Czech Republic (USEP)	2014 - 2020 (outlook to 2040)	MIT	362/2015	N/A	until 31. 12. 2019
28.	Roma Integration Strategy until 2020	2014-2020	OG	127/2015	continuously as needed, until 31. 12. 2020 submit a draft new strategy	once per year as by 31. 5.
29.	National Plan for the Development of Next Generation Networks	By 2020	MIT	Under preparation	to be completed after approval	to be completed after approval
30.	National Energy Efficiency Action Plan of the Czech Republic (III.)	2014-2020	MIT	1085/2014	until 31. 12. 2015	Ongoing without a deadline or period

²⁴ Partial information from a document which was part of interdepartmental commentary proceedings. The information (and the system of evaluation) may be subject to change.

Annex 4 - Detail of planned evaluations of NCA Evaluation Unit in the upcoming years (annex to Table 1)

1.	<i>Evaluation of the implementation setting - setting of processes in the programmes and Single Methodological Environment (SME)</i>
Objective	The aim of the evaluation of the setting of implementation is to develop the culture of continuous evaluation of performance of programme implementation. In other words, the aim of this evaluation is to develop processes of feedback for the system of programme implementation and to create recommendations for the implementation of systemic measures which will lead to improved performance of Managing Authorities.
Subject and course of evaluation	<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 MoRD-NCA recommends the Vanguard Method as the method for procedural evaluation. The method is suitable to strengthen the pro-client orientation of organisations and to identify unnecessary administrative burden.</p> <p>We expect procedural evaluation to be carried out based on cooperation between the MoRD-NCA and Managing Authorities.</p> <p>We see the role of the National Coordination Authority as twofold:</p> <ol style="list-style-type: none"> a) analytical—the MoRD-NCA will serve, at its level, as analytical support for Managing Authorities mainly in the area of analysis of available data from the monitoring system. The support will include analyses of programme performance in aspects enabled by the data from the monitoring system. The performance of programmes will be compared between the 2007–2013 and 2014–2020 programming periods. The MoRD-NCA also plans to ensure completion of analytical modules in the MS2014+ monitoring system, which will allow for easier creation of analytical data suitable for the evaluation of the course of implementation based on setting of parameters by the staff of implementation departments of Managing Authorities. <p>Performance analyses from the monitoring system data will also reflect the needs of methodological management and management of implementation from the MoRD-NCA level.</p> <p>In addition, it will issue, on an ongoing basis, reports summarising the existing findings, theses and experience with the application of the method.</p>

	<p>b) methodological—the MoRD-NCA understands the Vanguard Method as a suitable tool for the evaluation of the procedural settings of programmes in the current development stage of the entire environment of the ESI Funds in the Czech Republic.</p> <p>For this reason, the MoRD-NCA will prepare a methodology representing the possible way of using the Vanguard Method in the environment of ESI Funds.</p> <p>The staff of the National Coordination Authority also prepared a workshop consisting in presenting the method in an interactive form in day. In addition to the general workshop about the method, methodological support more focused on the evaluation through the Vanguard Method will also be ensured for each operational programme.</p> <p>The role of Managing Authorities will consists mainly in the development of the ability to understand one's own performance, carry out analytical activities and receive feedback for the setting of processes in the programme. The Managing Authorities are the key bearers of such evaluation since their staff actually carry out the implementation and it is only them who are in contact with the applicants and beneficiaries. To identify unnecessary administrative burden and strengthen the pro-client perspective, it is necessary that the findings on the causes of performance are generated by these staff.</p> <p>The purpose of such evaluation should be to reduce unnecessary administrative burden without added value by identifying the parameters of systemic settings which cause the burden (at the level of the Managing Authority or the single methodological environment). Release of capacities by reducing administrative burden will then ideally allow the Managing Authorities enhance the pro-client perspective.</p> <p>Enhancement of the pro-client perspective enhances the ability of Managing Authorities to influence the implementation of beneficiaries' project implementation, thus also increasing the potential of the programmes to achieve the set objectives.</p> <p>The MoRD-NCA does not see implementation of activities at the level of Managing Authorities as mandatory; however, it sees it as more than suitable. Nor is it absolutely necessary to use the Vanguard Method but, also based on experience with pilot testing of this method, we understand the use of the perspective of this method for the current state of ESI Funds in the CR as very useful.</p>
Type of evaluation	Procedural, longitudinal (repeated snapshots of programmes, incl. base-line in 2007–2013).
Methods	Analysis of monitoring system data, comparison, quantitative and qualitative

	evaluation of processes (System Thinkings/Vanguard Method), interviews with applicants and beneficiaries
Data requirements	Data on the passage of project applications, monitoring reports and payment requests from MONIT7+ (MSC2007) and MS2014+, analyses at the level of Managing Authorities—collection of information from applicants, beneficiaries, and data of MAs on their own procedural setting.
Outputs	<p>MoRD-NCA</p> <ul style="list-style-type: none"> - Guide to Procedural Evaluation: Toyota production system for service organizations (methodology). - Interim reports from the procedural evaluation of ESI Funds in the CR <ul style="list-style-type: none"> o The interim reports will also include information about the experience of Managing Authorities with implementation, identified problems in the system setting, causes of problems with implementation, and creation of recommendations for their systemic solution. - Workshops on procedural evaluation. - Analytical materials for Managing Authorities for the needs of methodological management and management of implementation from the level of the MoRD-NCA prepared on the bases of data from the MONIT7+ (MSC2007) and MS2014+ systems. <p>Managing Authorities</p> <ul style="list-style-type: none"> - Introduction of feedback processes focused on monitoring of own performance. - Analytical output focused on the performance of own processes (identification of problematic and redundant/duplicate processes, assessment of the logical sequence of the processes, etc.). - Recommendations for changing own processes, procedures, documents, etc., and/or implementation of the recommendations. - Recommendation for changes to the setting of the single methodological environment.
Form	Internal, from Phase 2 in cooperation with the MAs of programmes (expert support considered - consultant, not an implementer).
Schedule	<ul style="list-style-type: none"> • Phase 1 - Preparation, piloting (completed) <ul style="list-style-type: none"> o 10/2014 - start o 02/2015 first results—baseline from the 2007–2013 period and existence of methodological support—conducted for programmes with data available • Phase 2 - Introducing the approach to the MA (completed) <ul style="list-style-type: none"> o 03/2015 – 06/2015 o presentation of the approach to all MAs, organisation of a workshop presenting the method for evaluation of MA processes

	<ul style="list-style-type: none"> ○ completion of the baseline of the analysis of the evaluation process and selection of projects for 2007–2013 ● Phase 3—Creation of a guide for internal evaluation of programmes and preparation of an interim report from the evaluation of implementation of ESI Funds in the CR. Creation of the first interim report from procedural evaluation (processed by: MoRD-NCA). <ul style="list-style-type: none"> ○ 10/2015 ● Phase 4—Comparison of programme performance between 2007–2013 and 2014–2020 based on the monitoring system data; processed by: MoRD-(NCA). <ul style="list-style-type: none"> ○ by 06/2016 ○ Identification of causes of differences in the performance between the periods (MA in cooperation with the NCA) ● Phase 5—Introduction of a regular system of evaluation of performance of internal systems (MA with the support of the MoRD-NCA). <ul style="list-style-type: none"> ○ by 06/2017 ○ Upon completion of the project selection in the first calls, routine operation within monitoring, ad-hoc evaluation as necessary—approx. quarterly snapshots (processed by: MA with the support of the MoRD-NCA). ○ Continuously—reports on the course of procedural evaluation (processed by: MoRD-NCA, MA based on their needs).
Cooperation with	MoRD-DMSA (data sources), MA (qualitative information about processes)
Financial framework	Expert support up to CZK 200 thousand
Notes	Under way—phases 1 and 2 have been completed

2.	<i>Evaluating the effectiveness of communication activities of the National Coordination Authority</i>
<i>Objective</i>	Qualitative evaluation of the communication activities of the National Coordination Authority conducted for the period. The results will be used to set other communication strategies in subsequent annual communication plans.
<i>Subject and course of evaluation</i>	The evaluation concerns communication activities of the National Coordination Authority carried out in the previous period, including in particular television and radio campaigns, events, advertising, print and electronic publications and materials, outdoor advertising, competitions etc. Implemented communication activities are evaluated in terms of evaluation criteria: efficiency, effectiveness, economy, utility, sustainability, impact, relevance using a combination of the methods provided below.
<i>Type of evaluation</i>	Continuous
<i>Methods</i>	Pre-tests, post-tests of the implemented communication activities, desk research, in-depth interviews, media monitoring, focus groups, expert reviews.
<i>Data requirements</i>	-
<i>Outputs</i>	The final report, including recommendations for further setting of the communication strategy in the following annual communication plans.
<i>Form</i>	external
<i>Schedule</i>	2014 (already implemented and incorporated into the Annual Communication Plan for 2015), then in 2017, 2020 according to the following timetable: Preparation of the procurement of the evaluation: Q4 2017 and 2019 Evaluation to be carried out: Q1–2 2017 and 2020 Evaluation outputs: Q2–3 2017 and 2020
<i>Cooperation with</i>	-
<i>Financial framework</i>	CZK 400,000 (Tender prices for evaluation of NCA activities carried out over a period of about 3 years average around CZK 500 - 700 thousand.)
<i>Notes</i>	All outputs from the questionnaire surveys are published in the evaluations library at www.strukturalni-fondy.cz .

3.	<i>Evaluating the progress towards the objectives of the SME Strategy</i>
<i>Objective</i>	Assessing the progress towards the objectives of the Concept of Single Methodological Environment (SME) defined under Chapter 3.2 of the document. Further assessing simplification of processes and a contribution of computerization to lowering the administrative burden and enhancing anticorruption activities based on the implementation of the Anticorruption Strategy (Strategy) into the SME. The SME will be assessed also based on the real experience from implementation of initial projects.
<i>Subject and course of evaluation</i>	<p>The evaluation is a feedback for the MoRD-NCA in the area of setting rules and processes described in the SME Strategy. Following on identification of processes that cause unnecessary administrative burden, recommendations will be defined to amend the setting of rules and procedures of the SME. It will be examined whether and how individual processes work, causes of any malfunctions, and changes will be proposed to optimise them.</p> <p>Sub-objectives of the evaluation will focus on</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 individual processes which simplify implementation and administration (both at the recipients and MA levels). <p>Fulfilment of the SME Strategy will be evaluated in several phases.</p> <p>Phase 1 will focus on the evaluation of the implementation start and will focus on the evaluation of the first calls (i.e. focused on feedback to their clarity). The aim is to determine the responses of applicants to the contents, setting, timing and clarity of calls (Was it clear for the applicants what the call focuses on, did they have all necessary information available, did they use the Guide for Applicants, did they understand it? Did they fill out their applications themselves or in cooperation with some consultancy company?) and also as feedback from employees of the implementation structure regarding the set rules of the SME.</p> <p>Phase 2 will focus on administration of projects and on hands-on experience with their approval, i.e. until contract signing/issue of decision.</p> <p>Phase 3 will focus on the evaluation of the SME setting from contract signing/issue of decision (project implementation).</p>
<i>Draft evaluation questions</i>	<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 document SME Strategy) • Are the tools listed in the SME Strategy integrated in the relevant

	<p>systems and documents and are they used?</p> <ul style="list-style-type: none"> • Are tools listed in the SME Strategy 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 Strategy 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 a SME instrument or anything else? • Did the setting of the SME rules lead to clarity of processes and transparency? • Have elements of simplification been implemented? What other simplification of process 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? • 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?
Type of evaluation	Procedural, non-experimental design.
Methods	<ul style="list-style-type: none"> • Analysis of data in monitoring systems. • Documentation analysis. • Questionnaire survey / focus groups. • Qualitative evaluation of SME tools.
Data requirements	Data from MS2014+, the results from focus groups and questionnaire survey.
Outputs	Assessing the progress towards the Concept of SME, assessing anticorruption activities and the Strategy itself, defining the risks and proposed measures.
Form	Mixed (external assessment of the computerization of administration processes within the MS2014+ and setting of methodologies). Use of output from the pilot testing. Procedural evaluation - setting of processes in programmes and SME.
Schedule	<p>Phase 1 of the evaluation 08/2015–12/2015—focused on the evaluation of the first calls from the applicant's point of view.</p> <ul style="list-style-type: none"> ○ September 2015 (preparation of pilot survey) ○ October 2015—questionnaire survey among applicants ○ November 2015—follow-up individual interviews with applicants, group discussions with representatives of the implementation structure on the issue of the SME Strategy ○ December 2015—final report from the survey, identification of problems and proposals for recommendations <p>Phase 2—until 08/2016 evaluation of the setting of the SME until the phase when a contract is signed/decision about the project is made</p> <p>Phase 3 - until 12/2016</p> <ul style="list-style-type: none"> • evaluation of the setting of the SME from the phase when a contract

	is signed/decision about the project is made; evaluation of the Strategy
Cooperation with	MoRD-DMSA, MoRD-DAC and MA
Financial framework	Up to 2 million CZK excluding VAT.
Notes	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).

36.	<i>Ex post evaluation and forecast of benefits to the EU-15 countries resulting from the implementation of the Cohesion Policy in the Visegrad Group countries</i>
Objective	Evaluation of impacts of the implementation of the Cohesion Policy in the Visegrad Group countries on the economies of the EU-15 countries.
Subject and course of evaluation	The evaluation will evaluate the benefits of the implementation of the Cohesion Policy in the Visegrad Group countries for the economies of the EU-15 countries. Specifically, it will focus on evaluation of the following three objectives: evaluation of macroeconomic benefits for the EU-15 due to additional export resulting from the Cohesion Policy, evaluation of direct benefits for enterprises from EU-15 countries through payments for goods and services associated with the implementation of projects under the Cohesion Policy, and defining positive externalities resulting from the implementation of the Cohesion Policy in the Visegrad Group, accompanied by relevant case studies.
Type of evaluation	Ex-post, result
Methods	Macroeconomic models (DSGE model), econometric and statistical estimates, questionnaire survey (CAWI), desk research, case studies
Data requirements	To be provided by the evaluator. Possible data sources include: MSC2007 and respective systems in other Visegrad Group countries, statistical data (Eurostat, statistical offices of the Visegrad Group countries), data from questionnaire surveys (CAWI)
Outputs	<ul style="list-style-type: none"> • Methodological report • Final report • Two information brochures <ul style="list-style-type: none"> ○ Brochure with synthesis of results ○ Brochure with selected case studies • Three multimedia presentations <ul style="list-style-type: none"> ○ Presentation with methodological premises ○ Presentation with preliminary results ○ Presentation with final results
Form	external
Schedule	<ul style="list-style-type: none"> • Procurement of evaluation: 08-09/2015 • Preparation of the methodological report: 10-11/2015 • Final report and information brochures: 05-06/2016 • Presentation of the results of the study at a conference: 07-08/2016
Cooperation with	Ministry of Transport and Development of Poland, Office of the Government of the Slovak Republic, Cabinet of the Prime Minister of Hungary
Financial framework	CZK 0
Notes	The evaluation is a joint project of the Visegrad Group countries. The responsible party for the evaluation is the Ministry of Transport and Development of Poland, which also financially covers the process of preparation of the entire study.

4.	<i>Evaluation of the Education System in the programming period 2007–2013</i>
<i>Objective</i>	<p>Final assessment of the Education System for the whole programming period 2007 - 2013 implemented by the MoRD-NCA.</p> <p>The aim is to obtain information that will help answer the below question, and thus support decision-making in the procurement and management of the Education System in the 2014–2020 programming period.</p>
<i>Subject and course of evaluation</i>	<p>Complex evaluation of the Education System in the 2007–2013 programming period and creation of supporting documentation for a high-quality procurement, setting and functioning of the Education System in the 2014–2020 programming period.</p> <p>The evaluation will be conducted in the following areas:</p> <ul style="list-style-type: none"> • 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
<i>Draft evaluation questions</i>	<p>The MoRD-NCA expects the evaluation to provide information which will help answer the following questions and thus support decision-making in the procurement and management of the education system in the new period.</p> <ol style="list-style-type: none"> 1. What educational events should be provided? 2. How to ensure that the provided educational events are effective and beneficial for practice? 3. How to ensure that the offering and functioning of the education system corresponds to the needs, possibilities and limitations of employees and is able to respond flexibly to their needs? 4. How to maximize the possibility and ability of employees to take advantage of the offer of education? (the demand side of the education system, see below) 5. How to set the relationship between the supplier and the contracting authority so that it supports the fulfilment of ambitions from the previous recommendations (questions)?
<i>Type of evaluation</i>	ex-post, result
<i>Methods</i>	Questionnaire survey, individual interviews, desk research, focus groups, analysis of data on participants in the Education System and their feedback.
<i>Data requirements</i>	<p>Primary data (now also information obtained in the field—questionnaires, interviews, focus groups) and existing data (feedback from the participants in educational events).</p> <p>Secondary data (existing data from previously completed evaluations, website of the Education System project, database of the Education System).</p>
<i>Outputs</i>	Initial report: description of the procedure and methodology. Expectation: September 2015.

	<p>Interim report: answer to evaluation questions for the decision-making on the award of the public contract for a new education system. Expectation: October 2015.</p> <p>Final report: complete report from the evaluation. Expectation: November 2015. Will the supplier also provide underlying data in a format suitable for further use in the fulfilment of ambitions in the previous recommendations (questions)?</p>
Form	Externally
Schedule	<p>Preparation of evaluation - Q2/Q3 2015</p> <p>Implementation of evaluation - Q3 2015</p> <p>Outputs of evaluation - Q4 2015—for the expected delivery of individual reports see the above information on outputs.</p>
Cooperation with	Cooperation with the DAC, participants in educational events (employees of implementation entities), with managers of participants in educational events, with coordinators of education of implementation entities, with instructors of educational events, with the winning supplier of technical and organisational securing of the Education System 2007–2013 and, where applicable, with beneficiaries from the ESI Funds as the final recipients of results of education in the form of high-quality administration of the ESIF by the grantor.
Financial framework	Estimated value CZK 420,000 excl. VAT
Notes	under way since August 2015

5.	<i>Meta-evaluation of evaluation activities</i>
Objective	<p>Evaluation of the quality of evaluation outputs, which should lead to improved evaluation activity.</p> <p>The objective of meta-evaluation is to acquire objectively founded conclusions useful for contracting other evaluations, both at MoRD-NCA and MA/IB level. Meta-evaluations - quality assessment of evaluation outputs - are a form of assessment that is used as a means to improve evaluation.</p> <p>The purpose of evaluation is to improve the quality of evaluations carried at the MoRD-NCA level, MA/IB, or define areas on which education in evaluations must be focused. Also, its purpose is to provide feedback to the author of the evaluation.</p>
Subject and course of evaluation	<p>The evaluation consists in the selection and subsequent regular evaluation of feedback/questionnaires on individual conducted evaluations.</p> <p>Evaluation question: Where are the strengths and weaknesses in the preparation, implementation and use of evaluations that are contracted / implemented by individual actors of the implementation structure?</p>
Type of evaluation	Ongoing, thematic
Methods	Questionnaire survey
Data requirements	Input data from questionnaires
Outputs	Evaluating the information obtained from the contracting authorities and authors of evaluations (questionnaires, group interviews etc.).
Form	Internal, in cooperation with the MA of programmes and authors of evaluations.
Schedule	<ul style="list-style-type: none"> • Preparation of evaluation <ul style="list-style-type: none"> ○ Q4 2015 - Q2 2016 (pilot testing) • Evaluation to be carried out <ul style="list-style-type: none"> ○ From Q2 2016 • Evaluation outputs <ul style="list-style-type: none"> ○ every year, or once every two years
Cooperation with	MA (completion of the questionnaire, discussion on the results and conclusions).
Financial framework	–
Notes	Pilot testing will take place in 2015–2016. We will also prepare a tool, which will focus on the "authors of evaluations" (this tool has not yet been determined; its specific form will be discussed at NCA Eval WG).

6.	<i>Ex-post evaluation of the programming period 2007–2013</i>
<i>Objective</i>	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.
<i>Subject and course of evaluation</i>	<p>Evaluation of the success of implementation of the economic, social and territorial cohesion in the Czech Republic in the 2007–2013 programming period:</p> <ul style="list-style-type: none"> • evaluation of implementation of funds in selected activities in relation to the objectives defined in the NSRF, • mapping of factors that increased or, conversely, reduced the effects of the activities implemented, • identification of conditions that were essential to their success. <p>A logical framework matrix will be set up for selected activities, i.e. a link between the intervention inputs on the one side and creation of its outputs and subsequently its impacts in the form of results and benefits on the other side:</p> <ul style="list-style-type: none"> • the theory of change will be prepared based on texts of the NSRF and operational programmes as they were prepared for the implementation of intervention and spending of funds in the 2007–2013 programming period, • results and benefits in the context of intervention logic and in the context of the NSRF objectives, or in their sectoral sub-priorities, will be evaluated. <p>The evaluation will also focus on the regional dimension:</p> <ul style="list-style-type: none"> • the regional perspective will focus on the evaluation of implementation of interventions of the Cohesion Policy at the level of regions and districts, or at the level of lower administrative units or functional areas in selected thematic areas, or it will also focus on the mutual relationships between interventions from various themes. <p>The evaluation will also include recommendations for the setting of cohesion policy in the Czech Republic after 2021, e.g.:</p> <ul style="list-style-type: none"> • mapping the dependence of the assisted thematic areas and regions (regions, municipalities) on the resources from the EU Funds, i.e. to what extent the national resources have been replaced by the EU funds, • evaluation of the possibility of use of financial instruments, and identification of suitable activities for this type of funding; comparison with grant programmes. Any identification of problematic spots in the implementation of financial instruments which prevented their widespread use.
<i>Type of evaluation</i>	Strategic, ex-post

Methods	Monitoring system data analysis, statistical data analysis secondary analyses, questionnaire surveys, case studies etc.
Data requirements	MSC2007, statistics (SCO, Eurostat, MLSA etc.), qualitative and, where appropriate, additional data form the level of programmes.
Outputs	<ul style="list-style-type: none"> • Initial report • Final report • Executive Summary • Graphic and map outputs
Form	External, in cooperation with the MAs of programmes.
Schedule	<ul style="list-style-type: none"> • Preparation of the procurement of the evaluation: <ul style="list-style-type: none"> ○ Q3 2015 – Q2 2016 • Evaluation to be carried out <ul style="list-style-type: none"> ○ Q2 2016 – Q2 2017 • Evaluation outputs <ul style="list-style-type: none"> ○ Q3 2017
Cooperation with	MMR-DMSA (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.), CSO.
Financial framework	Approx. 2.5 million CZK excluding VAT.
Notes	

7.	Verification of a change in development needs (PA relevance)
Objective	Assessing the relevance of development needs within the PA as a basis for assessing the achievement of the PA objectives and preparing Report on the Progress of PA Implementation in 2017
Subject and course of evaluation	<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>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> <ul style="list-style-type: none"> - Draft EQ for the area of S/C: <i>Are the set S/C links relevant? Is it appropriate to define new or modify the current S/C links? Does the setting of the S/C links in the OP correspond to the definition of synergy and complementarity?</i> <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 the development needs in comparison with the baseline situation were reflected.</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	strategic, relevance evaluation
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 (for Phases 1 and 2) and 31 January 2017 (for the completion of Phase 2, and Phases 3 and 4).
Outputs	Input for Progress Report in 2017 (Chap. Changes in the developmental needs in a Member State since approval of the Partnership Agreement) and a basis for the preparation of the connected parts of the progress report.
Form	<p>External, in cooperation with MAs (assessment of the relevance of individual SOs).</p> <p>Required both at the PA and MA levels will be evaluation of trends and their comprehensive interpretation, not only commenting on the development of</p>

	statistical data.
Schedule	<p>Preparation of the procurement of the evaluation: 10/2015-07/2016 – preparation of the evaluation procurement and selection of an external author of the evaluation—the contract is expected to be signed by 07/2016</p> <p>Evaluation to be carried out:</p> <ul style="list-style-type: none"> • Phase 0 – 08/2016 – preparation of the initial report • Phase 1 - 09/2016 – 11/2016 - evaluation of the development of the macroeconomic situation based on data provided by the SCO as of 31/07/2016—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 31/07/2016 and subsequently completed based on data provided by the CSO as of 31/01/2017 • 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 31/01/2017 • Phase 4 – 06/2017 - 12/2017 – cooperation on the completion of the Progress Report and its negotiation with the Commission <p>Evaluation outputs:</p> <ul style="list-style-type: none"> • 08/2016 – initial report • 11/2016 – assessment of the macroeconomic situation development • 03/2017 – outputs 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 Report on the Progress of PA Implementation •
Cooperation with	CSO (data provided as of 31/07/2016 and 31/01/2017); the MA s are required to provide underlying data by 03/2017 (processing of evaluation of relevance of individual SOs and consultation of conclusions) and ministerial departments (consultation of conclusions).
Financial framework	CZK 1,000,000
Notes	Cooperation with the MA and the authors of their evaluators will be necessary also after obtaining these outputs 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.

8.	<i>Evaluation of the progress towards the objectives of the Partnership Agreement</i>
Objective	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.
Subject and course of evaluation	<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>Individual MA will prepare, in coordination by the MoRD-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 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 set territorial dimension, unless this is carried out in a separate evaluation. The outcomes of the MA evaluations will then be used to prepare a synthetic output for the Progress Report in 2017.</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 put in line the activities in evaluating some cross-cutting areas (e.g. possibility of linking field investigations targeted at similar groups of respondents).</p>
Type of evaluation	Strategic, evaluation of the effectiveness and efficiency
Methods	Synthesis of evaluation outputs of the MA, statistical data analysis, desk research
Data requirements	<p>Indicators of output and outcome and other data sources—data available in MS2014+—data generated on 30/09/2016 for Strategic Implementation Plans and subsequently on 28/02/2017 (data as of 31/12/2016) for the needs of Annual Reports (see the Monitoring Guideline)</p> <p>Use of the outputs of the Evaluation of a contribution of the ESIF funds towards meeting the Europe 2020 Strategy and relevant measures within the NRP and CSR (see Annexes 3 and 6).</p> <p>Alternatively, other subcontracts of strategy managers</p> <p>Any outputs of other ad-hoc investigations</p>
Outputs	Input for the 2017 Progress Report
Form	<p>External, in cooperation with individual MAs (assessment of progress towards the specific objectives in relation to the expected PA results).</p> <p>Required both at the PA and MA levels will be evaluation of links and benefits and their comprehensive interpretation, not only commenting on the</p>

	monitoring outputs.
Schedule	<p>Preparation of the procurement of the evaluation: 10/2015-06/2016 – preparation of the evaluation procurement, selection of an external author of the evaluation, and internal coordination of MA evaluations procurement—the contract is expected to be signed by 06/2016</p> <p>Evaluation to be carried out:</p> <ul style="list-style-type: none"> ○ Phase 0: 07/2016 – preparation of the initial report ○ Phase 1: 08/2016 – 03/2017- carried out by the MA (with the coordinating role of a 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 30/09/2016 for Strategic Implementation Plans and subsequently finalized based on data generated on 28/02/2017 (data as of 31/12/2016) 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 28/02/2017 (data as of 31/12/2016) 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>Evaluation outputs:</p> <ul style="list-style-type: none"> ○ 07/2016 – initial report ○ 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 ○ 05/2017 - synthesis of partial evaluations by the MA as a basis for the preparation of PA Progress Report
Cooperation with	<p>The MAs are required to provide the underlying data (interim output 12/2016, final output 03/2017) in the form of partial evaluations of the fulfilment of the programme specific objectives in relation to the expected PA results. With regard to the implementation of evaluations at a relatively early stage of the programming period, 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 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</p>

	Evaluation of a contribution of the ESIF funds towards meeting the Europe 2020 Strategy and relevant measures within the NRP and CSR which will be prepared by the OG (see Annexes 3 and 6).
Financial framework	CZK 2,000,000
Notes	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. The NCA EU recommends entering into a flexible agreement with end by 12/2017.

9.	Evaluation of the set-up and monitoring of synergistic and complementary chains and links in the PA
Objective	The objective is to assess the functioning of the mechanism 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+ also with regard to the fulfilment of the defined links. The evaluation also includes verification of the setting of S/C chains and other links in the PA.
Subject and course of evaluation	<p>The subject of evaluation will include, without limitation:</p> <p>Process phase:</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—data required from the MA • 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 most effective, recommendations for streamlining coordination, proposal of new mechanisms, where appropriate. — data required from the MA <p>Thematic (result) phase:</p> <ul style="list-style-type: none"> • verification of setting of S/C chains and other links in the PA (within ESIF, between ESIF and national programmes, between ESIF and EU programmes)—data required from the MA • partial evaluation of the progress towards defined chains (within ESIF, between ESIF and national programmes, between ESIF and EU programmes) depending on the degree of implementation of interventions in all ESIF programmes. <p>At the MA level, the setting of S/C must be evaluated, which may be part of individual types of evaluations (e.g. procedural, evaluation of relevance and result evaluation).</p>
Draft evaluation questions	<p>Draft EQ for evaluation at the national level:</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? (external evaluation) - Are all coordination mechanisms set in the PA used? (internal, synthesis of evaluations by the MA + from minutes of meetings of platforms and the MC) - Which mechanisms are used most? Which ones are most efficient? (internal, synthesis of evaluations by the MA + from minutes of meetings of platforms and the MC)

	<ul style="list-style-type: none"> - Are also other coordination mechanisms beyond the scope of PA used? (internal, synthesis of evaluations by the MA + from minutes of meetings of platforms and the MC) - Which mechanisms are not used? (internal, synthesis of evaluations by the MA + from minutes of meetings of platforms and the MC) - Is the set process of implementation of the S/C links sufficient? What are the implementation barriers? May the implementation process be streamlined? How? (external) - 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) (external) - Are the set S/C chains relevant? Is it possible to define new or modify the current S/C chains? (external—partly will be based on MA evaluations) - 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? Are the competences of the ESIF Council (and similar institutions) in the area of S/C set correctly? What competences do they apply in practice? What steps do they make to improve the baseline situation? (internal) <p>Draft EQ for evaluation conducted by the MAs:</p> <ul style="list-style-type: none"> - How was coordination of S and C done in the 2007–2013 programming period? - Is the process of management and monitoring of S/C links functionally set? (prevents duplication and promotes greater effect of the proposed interventions) - What barriers and white areas did the MA identify in terms of methodological setting and documents at the OP level (also with regard to the SME and MS2014+)? - Are the set mechanism included in the programme managing documentation and the SME of coordination sufficient? How are individual mechanisms used? Which kind of mechanism is the most efficient one, which one the least efficient one? (Including justification) How exactly are individual used coordination mechanisms applied in practice? - Are any other mechanisms used not described in the programme?
Type of evaluation	Procedural, thematic (result)
Methods	Analysis of monitoring system data, qualitative evaluation of processes, questionnaire survey, expert evaluation
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, surveys conducted by evaluators, questionnaire surveys with MAs, evaluation of S/C links prepared by the MAs, etc.
Outputs	<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. • Recommendations to modify the S/C chains and links defined in the PA and in the OP programming documents.
Form	mixed
Schedule	<p>Q1 2016 – Q2 2017</p> <ul style="list-style-type: none"> • Q3 2016 - Q3 2016 Preparation of the evaluation instructions and selection of an external author • Underlying documents from the MA, deadline in 03/2017 • Q4 2016 – Q2 2017 Evaluation to be carried out • Q2 2017: Evaluation outputs
Cooperation with	the MAs are required to provide underlying documentation for procedural evaluation and evaluation of relevance by 03/2017, interim output by 12/2016 is required for result evaluation, followed by final output by 03/2017 ; NPC, RPC, experts.
Financial framework	2 million CZK
Notes	<p>General notes on the assessment of synergies and complementarities:</p> <p>Each MA is responsible for the procedural and result evaluation of individual S/C links set in the programming document. The MoRD-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 will be used to evaluate the S/C chains in the PA (prepared once per year based on the GN Monitoring 2014–2020).</p> <p>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>

10.	Capability approach as an approach to assess the relevance of ESIF interventions
Objective	Pilot evaluation of the relevance of selected ESIF interventions for the "well-being" of relevant target groups using Capability Approach and the subsequent development of methodological apparatus for (i) a systematic assessment (evaluation) of the relevance of ESIF interventions, (ii) the preparation of new ESIF interventions (and, in general, to create policy).
Subject and course of evaluation	Preparation of eight case studies linked to eight areas of the main priorities of the Czech Republic in the programming period 2014 - 2020. Each pilot study will examine one of the typical kinds of interventions in the relevant areas. Based on the findings, it will propose a) appropriate general methodology for assessment (evaluation) of the relevance of ESIF interventions when looking at the "well-being" of the target groups, b) appropriate recommendations for the methodical process of preparation of interventions (at the level of calls in programmes and at the level of preparation of new programmes) so that the prepared interventions maximize their positive influence on the "well-being" of target groups.
Type of evaluation	Relevance evaluation
Methods	Creation of the methodology of preparation and evaluation of policies based on 8 case studies using focus groups and modified life quality indexes
Data requirements	Input information from NCA Evaluation Unit
Outputs	<ul style="list-style-type: none"> • 8 case studies. • Methodology for the assessment (evaluation) of the relevance of ESIF interventions when looking at the "well-being" of the target groups by means of Capability Approach. • Recommendations for the methodical process of the preparation of interventions.
Form	Independent external - through a TACR project Supplier PROCES
Schedule	Commencement of research: August/September 2015 Completion of project: November 2016
Cooperation with	TACR
Financial framework	Outside budgetary funds of the MoRD/OP TA ("BETA" project under the public procurement programme in research, experimental development and innovation for state administration through the TACR) The price of the tendered contract is CZK 1,200,000.
Notes	Pilot verification using Capability Approach Under way since September 2015

11./17.	Identifying the progress towards the indicators of satisfaction of employees / relevant actors
Objective	Identifying the progress towards three result indicators, which were defined in the Operational Programme Technical Assistance 2014 - 2020, update of the determined methodology.
Subject and course of evaluation	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: Level of satisfaction of the relevant actors with the conditions for the management of the PA/programmes; Level of satisfaction of the implementation structure employees with the personnel policy and the education system; Level of satisfaction of the implementation structure employees and the beneficiaries and applicants with the information system. Survey will be carried out in accordance with the pre-set methodology, which will also be updated as needed.
Type of evaluation	Ongoing, result
Methods	standardised questionnaire survey
Data requirements	Data collection through standardized questionnaire survey - CAWI - in accordance with pre-set methodology
Outputs	Values of the three indicators.
Form	external
Schedule	Questionnaire survey - Q3 - Q4 2015 Outputs - 4Q 2015 Similarly in each subsequent year.
Cooperation with	MA and other partners (completion of questionnaires); DMSA;
Financial framework	CZK 150,000 - 200,000 per year
Notes	Regular (usually annual) identification of the value of the indicators through a questionnaire survey. Due to the thematic proximity, the questionnaire survey in 2015 will take place together with the implementation of Phase I of the Evaluation of the progress towards the objectives of the SME Strategy. Under way since September 2015

12.	<i>Evaluating the settings of integrated tool implementation</i>
Objective	Ensuring 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.
Subject and course of evaluation	It is a process evaluation involving the setting of implementation processes, verification of the setting of monitoring and basic information on the current status of implementation of integrated instruments.
Type of evaluation	process
Methods	data analysis in monitoring systems, qualitative process evaluation
Data requirements	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.
Outputs	<ul style="list-style-type: none"> • Guidelines to optimize processes. • Evaluation within monitoring.
Form	mixed
Schedule	Q3 2016 – 03/2017 <ul style="list-style-type: none"> • start <ul style="list-style-type: none"> ○ 07/2016, ○ 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, • evaluation of processes and preparation of methodological guideline, evaluation within monitoring <ul style="list-style-type: none"> ○ 02–03/2017.
Cooperation with	MAs, owners of integrated tools, NPC, RPC.
Financial framework	CZK 500,000.
Notes	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.

13.	<i>Evaluating the settings of regional dimension implementation</i>
Objective	Ensuring information necessary for the continuous improvement of key processes within the ESI funds and for providing better services to managing authorities, regional partners including the owners of integrated instruments, applicants and beneficiaries implementing their projects within territorial dimension.
Subject and course of evaluation	It is a process evaluation involving the setting of implementation processes, verification of the setting of monitoring and basic information on the current status of implementation of territorial dimension. The evaluation will be implemented using a synthesis of outputs provided by the MA. The MA will, based on the evaluation of relevance, assess the validity of the TF in terms of territorial dimension, and where applicable defines a proposal for the modification of NDTD.
Draft evaluation questions	The subject of evaluation will be answering e.g. the following evaluation questions: (1) Whether calls are announced by Managing Authorities in accordance with the National Document on Territorial Dimension (NDTD) for the needs of the summary preparation of the report, the MA will provide answers to the following questions: (2) Whether the setting of the territorial dimension, and therefore also the NDTD, is still valid within the theory of change
Type of evaluation	Procedural, strategic
Methods	data analysis in monitoring systems, qualitative process evaluation, synthesis of outputs from the MA
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.
Outputs	<ul style="list-style-type: none"> • Guidelines to optimize processes, and NDTD. • Evaluation within monitoring.
Form	mixed
Schedule	<p>Q4 2016–05/2017</p> <ul style="list-style-type: none"> • start <ul style="list-style-type: none"> ○ 9/2016, ○ collection, analysis and evaluation of input data from MS2014+, suggestions and inputs from NPC, RPC, questionnaire survey and qualitative expert interviews (including piloting), by 04/2017, • evaluation of processes and preparation of methodological guideline, evaluation within monitoring <ul style="list-style-type: none"> ○ synthesis of outputs in the MA 02–05/2017.
Cooperation with	The MA is required to provide underlying data— final output 03/2017 , NPC ,RPC, umbrella organisations of territorial partners.
Financial framework	CZK 500,000.

Notes	The MA need not carry out separate evaluation only of the TD but it can include the topic in the procedural evaluation, evaluation of relevance of result evaluations.
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14.	<i>Evaluation of PA administrative capacity in terms of meeting the Human Resources Guideline</i>
<i>Objective</i>	Evaluation of the implementation of the Human Resources Guideline and, as a follow-up, proposal of recommendations for the modification of the Guideline.
<i>Subject and course of evaluation</i>	<ul style="list-style-type: none"> • Focusing on individual areas of human resource management, modified guideline on human resources. These include HR planning, recruitment, selection and adaptation of employees, performance management and evaluation and remuneration. • Evaluation of the application of Guideline on human resources across the implementation structure. • Data will be continuously obtained within monitoring (MS2014+), from Annual Reports on administrative capacity and Bi-annual information on administrative capacity.
<i>Type of evaluation</i>	ad-hoc, thematic
<i>Methods</i>	Questionnaire survey, individual interviews, desk research, SWOT analysis
<i>Data requirements</i>	Statistical data available in MS2014+, other data obtained with regard to the objective of evaluation and the methods used.
<i>Outputs</i>	<p>A comprehensive overview of human resource management in the implementation structure, particularly in terms of the application of the Guideline on human resources.</p> <p>Recommendation for possible update of the Guideline on human resources, modification/supplement of provisions, etc.</p> <p>Where appropriate, recommendation for the modification of the monitoring system of administrative capacity within the MS2014+.</p>
<i>Form</i>	Externally
<i>Schedule</i>	<p>Preparation of the procurement of the evaluation: Q3 2016</p> <p>Selection of an external author: second half 2016</p> <p>Evaluation to be carried out: Q4 2016–Q1 2017 (data collection and evaluation)</p> <p>Evaluation outputs: the end of March 2017 (final report)</p>
<i>Cooperation with</i>	cooperation with all MA/IB across the implementation structure and the and coordination and horizontal activity entities
<i>Financial framework</i>	Estimated CZK 1 million - price determined with respect to the scope (the whole IS) and cost of analyses which have already been implemented.
<i>Notes</i>	

15. Regular spatial analyses of interventions focused on a specific topic	
Objective	Analysis, which will focus on the effects of cohesion policy achieved in the Czech Republic. Analysis will cover the main supported thematic areas that have the greatest impact on the growth of competitiveness and regional development in the Czech Republic.
Subject and course of evaluation	<p>Analysis of the achieved results and effects in selected thematic areas. The analysis will evaluate the contribution of interventions implemented using ESIF financing to the existing socio-economic results of the Czech Republic based on the quantification of the currently achieved values of selected indicators.</p> <p>Evaluation will also cover territorial aspects of implementation and analysis will be complemented by cartographic outputs.</p>
Type of evaluation	Ad-hoc, ongoing, thematic.
Methods	Secondary analyses, monitoring system data analysis, statistical data analysis etc., cartographic methods.
Data requirements	MSC2007; CSO and other statistics
Outputs	Cartographic output showing the spatial distribution of funds directed to a specific thematic area, activity, or performance of selected indicators on Czech territory.
Form	Internal.
Schedule	<ul style="list-style-type: none"> • Preparation of evaluation <ul style="list-style-type: none"> ○ from Q1 2016, ongoing by individual themes • Evaluation to be carried out <ul style="list-style-type: none"> ○ From Q1 2016 • Evaluation outputs <ul style="list-style-type: none"> ○ quarterly one theme
Cooperation with	MoRD-DMSA (data sources), CSO and other institutions (data source), MA
Financial framework	–
Notes	

16. Identification of progress towards result indicators for the area of publicity	
Objective	<p>Representatives of the managing authorities of programmes have set objectives for the communication of EU funds in the Common Communication Strategy 2014 - 2020, three of which are defined by three measurable outcome indicators.</p> <p>The purpose of this evaluation is ongoing monitoring of the fulfilment of the target values of these indicators:</p> <ul style="list-style-type: none"> • The level of awareness of EU funds in the target group • The level of knowledge of the projects supported in the target group • Level of awareness of EU Funds among the general public <p>In addition to these indicators, we will also monitor the development of other additional indicators that have not been set as official NCI indicators, but whose achievement is important for successful communication of EU funds.</p>
Subject and course of evaluation	The evaluation aims to determine the degree of ongoing fulfilment of result indicators for publicity defined in the Common Communication Strategy 2014 - 2020 and other complementary indicators.
Type of evaluation	ongoing
Methods	Omnibus
Data requirements	-
Outputs	Final report
Form	external
Schedule	<p>Preparation of the procurement of the evaluation: 1Q - 2Q 2016/ 2018/ 2019/ 2023</p> <p>Evaluation to be carried out: 1Q - 2Q 2016/ 2018/ 2019/ 2023</p> <p>Evaluation outputs: 1Q - 2Q 2016/ 2018/ 2019/ 2023</p> <p><i>Note: Omnibus surveys complement each other with broader planned countrywide questionnaire surveys with different years of implementation. These omnibus surveys only aim to ensure continuous monitoring to identify the fulfilment of specific result indicators in years when extensive survey (50-80 questions) will not be implemented in order to ensure the continuity of monitoring of these key indicators.</i></p>
Cooperation with	MA (cooperation in the creation of the questionnaire, the possibility to define their own questions).
Financial framework	Tender prices in an omnibus survey range up to CZK 10,000 per one question.
Notes	All outputs from the questionnaire surveys have been and will be published in the evaluations library at www.strukturalni-fondy.cz .

18.	<i>Evaluation of the fulfilment and implementation of synergistic and complementary chains and links in the PA</i>
<i>Objective</i>	The aim is to set and fulfil the defined synergistic and complementary chains in the PA, which will be carried out based on evaluations of individual links defined in the programmes, i.e. specifically based on links between the ESIF in the PA, links in the ESIF programmes and EU programmes/instruments, links between ESIF programmes and national programmes, or where applicable between ESIF programmes and EIB instruments.
<i>Subject and course of evaluation</i>	<p>The subject of evaluation at the national level will be mainly:</p> <ul style="list-style-type: none"> • Evaluation of fulfilment of S/C chains defined in the PA in terms of achievement of estimated results and synergistic effects in terms of factors influencing the fulfilment of chains. • Evaluation of the functioning of coordination mechanisms listed in the PA, mainly in terms of effectiveness of the mechanism, including evaluation of functioning of the ESIF Council. • Definition of any other links or modifications of the current links defined at the PA level.
<i>Draft evaluation questions</i>	<p><u>Evaluation of S/C chains at the national level:</u></p> <ul style="list-style-type: none"> - Is the set process of implementation of the S/C links sufficient? What are the implementation barriers? May the implementation process be streamlined? – the question from the 2016 procedural evaluation is repeated (external evaluation) - Has there been any change in the S/C chains in comparison with the baseline situation? Which areas have seen improvement or, where applicable, deterioration? - Have entire S/C chains been implemented? What results have been achieved in the implementation of the S/C chain? Which parts were not implemented and why? - Have the initially envisaged effects from the implementation of S/C chains been achieved? To what extent did synergies contribute to greater impact of the interventions implemented? (external evaluation) - Which synergistic chains brought the highest added value for the ESIF and the economy of the CR? (external evaluation) - What other interventions outside the S/C chains would have brought greater effect if they had been implemented in a coordinated manner? (external evaluation) - In what areas (thematic objectives) are findings from the implementation of synergies reflected? Do these findings imply any need to modify the original (albeit partial) strategies at the programme or PA levels? If so, what are the proposals for the strategy modification?

	<p>(external evaluation)</p> <ul style="list-style-type: none"> - Were the links between ESIF programmes and EU programmes managed effectively? Which national and which EU programme appeared most/least frequently in the links to the ESIF? (internal evaluation) <p>What effects were achieved resulting from the coordination of interventions between ESIF programmes and EU programmes/national programmes? (external evaluation)</p> <ul style="list-style-type: none"> - Were the links between ESIF programmes and national programmes managed effectively? Was support from national sources directed to the same areas as support from ESIF? In what parameters did it differ? - What role does the ESIF Council play in the management of S/C? Are the competences of the ESIF Council in the area of S and C set correctly? What competences does it apply in practice? What steps has it made to improve the baseline situation? <p><u>Draft EQ for evaluations of S/C links at the OP level</u></p> <ul style="list-style-type: none"> - Is the set process of implementation of the S/C links sufficient? What are the implementation barriers? May the implementation process be streamlined? Have all the envisaged synergies/complementarities related to the given OP been implemented? - Have all potential overlaps been avoided? In what areas was the risk of overlap highest and why? What mechanisms did eliminate the risk? - Do the S/C links defined in the programme contribute to achievement of objectives with greater effectiveness? How? - What did complementarity bring, how were overlaps avoided, was the entire link of complementarities used as it had been set? If calls were mutually conditioned, it is synergy. - Did the influence of synergy/complementarity change the conditions for achievement of the objectives of the projects or the programme? - What examples of good/bad practice upon the synergy and complementarity implementation may be stated? What common features of examples of good/bad practice upon achieving synergistic or complementary effects may be found? - How was the coordination of the OP towards the Community and national programmes carried out? How effectively were the coordination mechanisms set in the programme used towards Community and national programmes? What effects (results) did such coordination bring?
Type of evaluation	Thematic (results), partially procedural
Methods	<p>Analysis of data in monitoring systems.</p> <p>Qualitative evaluation of processes.</p> <p>Questionnaire survey</p> <p>Expert evaluation.</p> <p>Synthesis of outputs from the MA.</p>

Data requirements	<p>Data available in MS2014+.</p> <p>Qualitative and, where applicable, complementary data.</p> <p>Output reports on synergistic and complementary chains</p> <p>Evaluation of S/C links prepared by the MA</p> <p>Overviews of fulfilment of S/C links of individual ESIF programmes</p> <p>Outputs from monitoring committees and platforms for addressing synergies and complementarities</p> <p>Annual implementation reports of programmes</p> <p>Own surveys carried out by evaluators, etc.</p>
Outputs	<p>A study including evaluation and fulfilment of results and synergistic effects from the implementation of S/C chains and other links from the PA, including recommendations to supplement or, where applicable, modify chains and links in the PA.</p> <p>Recommendations to modify the coordination mechanisms of links which are part of chains and links in the PA.</p> <p>Recommendations to modify the OP programming documents.</p>
Form	Mixed
Schedule	<p>Q1 2018 – Q2 2019</p> <p>Q3 2018 - Q3 2018 Preparation of the evaluation instructions and selection of an external author</p> <p>Final underlying data from the MAs by 03/2019, partial outputs to be submitted by the MAs continuously</p> <p>4Q 2018-2Q 2019: Evaluation to be carried out</p> <p>Q2 2019: Evaluation outputs</p>
Cooperation with	<p>the MAs are required to provide underlying documentation for procedural evaluation and evaluation of relevance by 03/2019, interim output by 12/2018 is required for result evaluation, followed by final output by 03/2019; NPC, RPC, experts</p>
Financial framework	CZK 3.5 million
Note	<p>The MAs are to provide overviews of the fulfilment of S/C links and evaluation of S/C programmes. The evaluations of programme links will include evaluation of fulfilment of S/C links included in the programmes (achievement of actual synergistic effects in relation to the programme, factors influencing achievement of synergistic effects, in the case of complementarities achievement of actual complementarity between OPs, actual elimination of overlaps), examples of good and bad practice in the implementation of synergies and complementarities, defining other S/C links not including in the programme, evaluation of the programme against Community and national programmes.</p>

Annex 5 – Details of planned evaluations of strategic documents (annex to Table 6)

1.	<i>Evaluation of a contribution of the ESIF funds towards meeting the Europe 2020 Strategy and relevant measures within the NRP and CSR</i>
<i>Objective</i>	<p>The Europe 2020 Strategy constitutes the basic framework for interventions from the ESI funds in the period 2014-2020. Only investment that leads to meeting the objectives of the Europe 2020 Strategy is considered appropriate.</p> <p>The objectives of the Europe 2020 Strategy are transformed into reform endeavours of member states through National Reform Programme (NRP). According to the rules of management and coordination defined in the PA, the OG as a manager of NPR is obliged to cooperate with the NCA on evaluating a contribution of the ESIF funds towards meeting the Europe 2020 Strategy, NRP and CSR.</p> <p>A contribution of the ESI funds to meeting the objectives of NRP is discussed at the EU level as well, particularly in the debate about the benefits of the Cohesion Policy for the whole EU, which is held by the net contributors and net beneficiaries. Regarding the fact that the Czech Republic assigns a strong priority to the Cohesion Policy in the context of the EU budget, it is in its own interest to have the data about the benefits of Cohesion Policy at the EU level.</p>
<i>Subject and course of evaluation</i>	The subject of the evaluation is to determine the extent of a contribution of investment from the ESI funds towards meeting the objectives of the Europe 2020, politics that are marked as problematic in NRP and to support relevant measures identified by the NRP as suitable, and also fulfilment of relevant CSR.
<i>Type of evaluation</i>	Strategic, evaluation of the effectiveness and efficiency
<i>Methods</i>	Statistical data analysis, Desk research
<i>Data requirements</i>	Input and output indicators - data available in MS2014+
<i>Outputs</i>	Final report, input for Progress Report in 2017 and 2019
<i>Form/responsible party of the evaluation</i>	Office of the Government
<i>Schedule</i>	Preparation of evaluation: Q2 – Q3 2016 Evaluation to be carried out: Q4 2016 - May 2017 Evaluation outputs: May 2017
<i>Cooperation with</i>	MAs and MoRD-NCA
<i>Financial framework</i>	CZK 1,000,000
<i>Notes</i>	All outputs will be published in the evaluations library at www.strukturalni-fondy.cz . The outputs might be used during negotiations at the EU level.