

Meta-study on lessons from existing evalua- tions as an input to the Review of EU spending

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The opinions expressed in this document represent the authors' points of view which are not necessarily shared by the European Commission.

EXECUTIVE SUMMARY

Purpose

This study is part of the preparatory work on the Budget Review on which the European Commission will report in 2008/2009 and which will cover all aspects of EU spending and resources, as agreed in May 2006 by the European Parliament, the Council and the Commission.

Its purpose is twofold: to draw an overall picture of the types of successes and problems which are pointed out in the evaluation reports, and to highlight the lessons learned through the evaluation exercises. These two dimensions are reflected in the two questions asked by the Commission, i.e.:

- How relevant, effective, efficient and sustainable were the Community-funded programmes and policies under the 2000-2006 Financial Perspectives?
- What lessons learned are relevant to the review of EU spending?

Strengths and weaknesses of this study

The study team first identified all European-level evaluation reports and impact assessments, plus a selection of country-level evaluations. This material (close to 1000 documents) covers all European policies in a fairly well-balanced way under the period up till and including 2006, but only a few reports from 2007. The evaluative information has been produced within a framework which ensures that it is not biased towards the views of specific stakeholders.

After a rapid assessment of the potential value of these documents for the Budget Review, a sample of 257 reports was accessed. The reviewed reports cover the whole range of European policies in a satisfactory way, but their robustness is uneven. The study team has therefore concentrated on the more robust messages, especially when attempting to draw lessons.

The first question is answered on the basis of a systematic screening according to seven evaluation criteria. Every of the selected conclusive assessment found in the reviewed reports has been rated from very positive to very negative. Average rates have been compiled per policy area and sub-area. In addition, interesting assessments have been extracted in the form of short messages extracted from the reports in order to mix quantitative and qualitative approaches.

In order to answer the second question, a series of lessons are identified by combining two approaches: (1) revisiting the evaluator's assessments and understanding how successes and failures are explained, and (2) screening the sample of reports for a series of issues identified as particularly interesting in the context of the budget review.

The main limitations applying to this study are (1) the fact that assessment rates cannot be readily compared across policy areas, and (2) the probability that a number of problems highlighted in the reviewed reports have already been acted on, something which was outside the scope of this study.

Assessment per policy area

This study provides separate assessments for seventeen policies clustered into a five broad policy areas (competitiveness, cohesion, natural resources, citizenship, and global partnership).

The next paragraphs summarise these assessments for the heaviest policies in budgetary terms. Overall they cover 94% of the European budget.

The effectiveness of the markets support and direct aid in **agriculture** policy is assessed as satisfactory in that farmers' income has reached a fair and stable level, but significant shortcomings or failures are also mentioned in terms of market imbalances or increased production costs. Where efficiency is assessed, there are some very negative messages, especially about the fact that farmers' difficulties are over-compensated in a number of instances.

European interventions targeted at **rural development** are assessed as having generated major benefits in terms of improving product quality and marketing channels, and opening new perspectives for local governance in rural areas. Large-scale impacts are however limited by the fact that the policy does not reach a critical mass in the supported territories.

Regional development programmes are assessed as relevant, although a number of evaluators mention concrete development needs that would deserve stronger emphasis, especially in connection with sustainable development and, to a lesser extent, the "Lisbon objectives". Macro-economic studies predict an impact of 1% to 3% in GDP after seven years of support, which suggests that the rapid convergence of some Member States is attributable to causes other than the cohesion policy, such as the benefits of the internal market and/or effective national economic policies.

The **Cohesion Fund** is assessed as relevant and effective. There is a clear and considerably faster improvement of infrastructure in the beneficiary Member States, owing to European assistance. Further impacts on business investments, economic activities, and employment are predicted to be positive.

The **employment** measures supported by the European Social Fund are assessed as relevant with limited exceptions such as insufficient emphasis on social inclusion and gender pay gap in Objective 2 regions. Effectiveness is also assessed positively in terms of contribution to the development of skills and qualifications, but also in terms of system-wide effects such as reform of labour market policies.

Research and technological development policy is said to add European value by strengthening the research system as a whole through a structural effect, although its expenditure is less than five percent of the total government RTD expenditure in the EU area. The policy has corrected some of the deficiencies in the European research landscape and significantly contributed to bridging the gap between research and innovation.

Finally, **cooperation** with third countries is subject to mixed assessments. All donors, including the Commission and the Member States, have committed themselves to better co-ordinating their activities with recipient countries and between themselves, but the assessment of coherence remained mixed during the period under study. Apart from specific successes and failures, a common pattern is repeatedly highlighted, i.e. the effectiveness of projects and programmes heavily depends on the progress of policy reforms at sector level.

Assessment per evaluation criterion¹

Most European policies are said to be **relevant** in that they respond to stakeholders' needs and address key challenges. When there are reservations, the evaluators report on policy responses which are not proportionate to the problem, which build upon inappropriate impact assumptions, which do not match the expectations of the targeted groups, or which lack a proper long-term strategy.

Trans-national networks and partnerships are repeatedly assessed as **adding European value** in that they contribute to mutual learning, benchmarking, creative thinking and raising new ideas. Other ways of adding value are: to address challenges which are cross-border by nature, to seek effects which arise beyond Member States' boundaries, or to tackle problems that are not politically appealing and therefore not addressed by Member States. The two last approaches may be seen as either opposing or complementing each other: (1) achieving economies of scale through European harmonisation and standardisation, and (2) promoting diversity in a context of European levelling.

As regards **coherence**, several strong conclusions point out contradictions in the objectives of Community policies such as human/animal health objectives colliding with trade and economic development, or the modernisation of the fisheries fleet colliding with the goal of reducing pressure on the ocean resources. In several instances, conflicts between objectives are not addressed by a clear-cut prioritisation but rather by creating (and paying for) "bridging measures" with an aim to reconcile opposing objectives, e.g. agri-environmental measures.

Effectiveness tends to be less positively assessed where the evaluated intervention bring direct short-term benefits to a large number of people or organisations. In contrast, the effectiveness of system changes or structural changes are often assessed more positively.

Assessments of **efficiency** are not that frequent but rather negative. Frequently-raised problems are (1) insufficient targeting and allocation of a grant, subsidy, or payment to those who do not really need it, and (2) complex procedures entailing waste of human resources and discouraging those in need of the support from applying for it.

Transferable lessons

The main lessons learned are displayed hereafter in several clusters ordered per level of budgetary incidence.

European interventions do not need a heavy critical mass if they are to reach their target indirectly through **inducing changes in systems and structures**. On the contrary, interventions are much more costly, and rarely reach the necessary critical mass if they attempt to reach large Europe wide targets in a direct manner.

Drawing the lesson to the extreme would mean that indirect system wide approaches are the best ones. In practice the problem raised by the lack of critical mass is to be solved through a less extreme solution, i.e. designing an adequate policy-mix involving both direct and indirect approaches.

¹ Criteria are defined in Box 1. Two criteria are not covered in a conclusive enough way in the reports and are therefore not mentioned in this summary: sustainability, and the value of unintended impacts.

Instead of being used for its own merits (i.e. satisfying the end user's needs), the direct approach should be primarily understood as an incentive for inducing policy reforms or governance improvements. Expenditures should therefore be proportionate to the desired "incentivation" effects, and no longer to the needs of the targeted groups.

This lesson originates from a cross-cutting view on evaluation conclusions across almost all policy areas. To a certain extent, it could also be applied in the areas where the current interventions reach large targets in a direct manner, i.e. cohesion for growth and agriculture.

Accurate targeting of beneficiaries is a major factor of success. It helps reaching the most in-need people or organisations and therefore optimizing the achievement of the intended results. Conversely, it minimizes deadweight.

The lesson was learned in the areas of research, innovation, energy, agriculture, and rural development, more often in a negative way, i.e. from failure to target the beneficiaries in an accurate enough way.

It could therefore be transferred to any policy area where implementation bodies can be given an increased autonomy in the targeting of beneficiaries. This could be the case in the future for cohesion, rural development, cooperation, enlargement, etc.

Convergent messages are delivered about the **complexity** of procedures. While being resource-consuming, complexity is mainly assessed as counter-productive in terms of reaching the right people or entities, and therefore in terms of achieving the intended results. The study team follows the views of some of the analysed reports and considers that complexity derives from a systematic reliance on command-and-control approaches, risk adverse procedures, and limited discretion left to implementing bodies.

Through decentralising management and increasing the **autonomy of implementing bodies**, it is possible to achieve flexibility, to reduce complexity, and ultimately to ensure local relevance and increased efficiency.

The complexity of procedures is highlighted in evaluation reports across almost all policy areas. Explanations and remedies are however proposed in just a few reports related to SME schemes and the European Social Fund. The lesson should therefore have a large potential for being used in many policy areas.

An associated risk is however that the intended results and impacts be forgotten if the implementing bodies are granted considerable autonomy. The lesson is therefore transferable if, and only if, a result-oriented management can be put in place.

Major attempts have recently been made at developing **performance incentives** in the spirit of result-oriented management. The incentives have taken the form of additional budgetary funds allocated to the best performing interventions.

The first attempt has taken place in the area of cohesion for growth and employment, but the performance incentives could not been integrated in a consistent system of result based management and the implementing bodies have not been granted significantly larger autonomy. Complexity has not seriously declined and the assessment of the experience has been negative.

The second attempt has been launched recently in the area of cooperation, and is assessed as likely to succeed in one of the reviewed reports, but not yet on an evidence basis. There is a prospect for learning from this second experience in other policy areas, as soon as more lessons are learnt.

Finally, there is a scope for better ***leveraging private and public funds***. Leverage is said to “multiply” the budgetary expenditure in the sense that targeted people or entities are allocated a small part of the funds they need, with a view to encouraging them to provide complementary resources, either from their own funds, from public-private partnerships, or from other public or private funding institutions.

The multiplier may be even larger if use is made of financial engineering where budgetary funds are converted into loans, seed capital, loan guarantee, etc.

Co-financing is another way of multiplying European funds by attracting matching funds from public institutions at the level of regions, Member States, partner governments, or international institutions.

In the view of impressive multipliers figures quoted in a few evaluation reports, the EC should be called to promote leverage by any available means in all policy areas. This idea needs however further reflection because leverage involves risks. In fact a lesson arising from the reviewed evaluations is that the larger the multiplier, the higher the risk that the intervention serves the interests of those providing the matching funds, rather than the objectives of the EC intervention. High multipliers may also involve a high level of dead-weight.

The lesson does not mean that leverage should be avoided, but that it deserves to be quite closely monitored, and that its potential budgetary incidence may not be as high as the record multipliers suggest.

Learning

The previous lines do not pay tribute to the efforts of the European Institutions to use the lessons learnt as an input into policy reforms, a point which was not part of the mandate of this study.

The reviewed reports do however address this issue in a few instances, and suggest that there is room for learning more and faster.

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Acronyms

ABB	Activity Based Budgeting
CMO	Common Market Organisation
ECA	European Court of Auditors
ECHO	European Commission's Humanitarian Aid Office
ERDF	The European Regional Development Fund
ESF	European Social Fund
FIFG	Financial Instrument for Fisheries Guidance
NGO	Non Governmental Organisation
RTD	Research and Technological Development
SAPARD	Special Accession Programme for Agriculture and Rural Development

INTRODUCTION

Frame, purpose and scope of the study

This study is part of the preparatory work on the Budget Review on which the European Commission will report in 2008/2009 and which will cover all aspects of EU spending and resources, as agreed in 2006² by the European Parliament, the Council and the Commission.

As part of the preparatory process of the Budget Review the Commission has launched, on 12 September 2007, a wide consultation process³, and a number of studies, including a study on EU spending and on the financing of the EU budget.

The purpose of this study is twofold: to draw an overall picture of the types of successes and problems which are pointed out in the evaluation reports, and to highlight the lessons learned through the evaluation exercises. These two dimensions are reflected in the two questions asked by the Commission, i.e.

- How relevant, effective, efficient and sustainable were the Community-funded programmes and policies under the 2000-2006 Financial Perspectives?
- What lessons learned are relevant to the review of EU spending?

Methodological approach

Over the 2000-2006 period, the Commission extended its practice of systematic evaluation to all existing policies. For the first time, new programmes and policy reforms were accompanied by impact assessments. The Court of Auditors increasingly issued reports embracing all dimensions of European policies, well beyond regularity. On a continued basis, Member States carried out hundreds of evaluations of co-funded programmes. The documentary basis for this study is therefore very large.

A database of about 1000 documents has been set up, including almost all European-level reports and a selection of country-level evaluations at the beginning of 2007⁴. The study team has rapidly assessed the potential value of these documents for the budget review, and selected a sample of 257 reports to be read and analysed.

These reports have been accessed and rapidly screened in order to identify the conclusive messages pertaining to seven standard evaluation criteria, i.e. relevance, coherence, European added value, effectiveness, sustainability, efficiency, and value of unintended impacts (see Box 1). The reports have also been screened for a series of issues considered as particularly relevant for learning lessons (see Appendix E).

² Interinstitutional Agreement between the European Parliament, the Council and the Commission on budgetary discipline and sound financial management (2006/C 139/01)

³ http://ec.europa.eu/budget/reform/index_en.htm

⁴ As seen in Appendices A2 and B2, only a small number of the identified and reviewed reports has been issued in 2007.

Box 1 – Seven evaluation criteria

The seven following criteria are defined in line with the DG Budget glossary⁵.

Relevance is the extent to which the objectives are (still) in line with the needs, problems and challenges which justified the launching of the intervention.

Coherence is the extent to which the intervention complements other interventions pursuing the same goals, while avoiding duplication and seeking synergies.

Added value is the extent to which the desired results/impacts are better achieved through a European intervention than what would have resulted from similar interventions at the level of Member States.

Effectiveness is the extent to which the desired results/impacts are achieved.

Sustainability is the extent to which the achieved results/impacts are likely to continue in the long-term.

Efficiency is the extent to which the desired effects are achieved at a reasonable cost (the term cost effectiveness is also used in this report as a synonym).

The last criterion (**value of unintended impacts**) is the extent to which unintended impacts (if there are any) are positive or negative with respect to the needs, problems and challenges of the society.

The study team has reviewed all selected reports, starting with a thorough review of the most interesting ones, and continuing with a lighter review of the rest. The depth of the reviewing has been proportionate to the interest of the reports, as assessed through the screening process (see Appendix A3).

The outcome of the review is a series of 'report fiches' (see Appendix C) which include:

- Identification of the report and hyperlink to the full text
- Identification of the policy or programme
- Conclusive assessments of the evaluation criteria converted into rates on a {-3;+3} scale
- Quotations of the report ('messages'), as far as a given criterion is assessed in a conclusive way and the report is subject to in-depth review.

The reviewed reports and the corresponding fiches are identified by numbers which are systematically used for specifying the references of the documents quoted in this report. All reports are listed in Appendix C1 by order of identifier⁶. Average rates have been compiled per broad policy area and sub-area. Rates and extracted messages constitute the basis for answering Question 1 (How relevant, effective, efficient and sustainable were the Community-funded programmes and policies?).

⁵ http://ec.europa.eu/budget/library/publications/financial_pub/eval_activities_en.pdf. The glossary does not define the criteria of added value and unintended impacts.

⁶ The electronic version of this report includes hyperlinks that enable the reader to open the "analysis fiche" of every document quoted in the following pages. These fiches include in turn the hyperlinks that enable to access the full text of the quoted document.

The lessons learnt have emerged through a two-round brain-storming process, and then confirmed through a systematic review of the corresponding messages, so as to answer Question 2 (What lessons learned are relevant to the review of EU spending?).

Methodological limitations

Gaps in the evaluation coverage: a minor limitation

On average, 15 reports have been reviewed per sub policy area. The smallest number of reviewed reports is found in the following sub-areas: Cohesion Fund (1), Fisheries (2), Media (4), and Justice (7). Except for the Cohesion Fund, all sub-policy areas involving large or medium expenditures are covered by more than 14 reports⁷.

Considering that the number of reports is not meaningful enough, the study team has undertaken to assess the coverage in budgetary terms, i.e. expenditures under the evaluated programmes in comparison with total budgetary expenditures⁸. In this respect, the least covered sub-areas are: “Learning and jobs”, and “Media, cultures and youth”, two areas which involve medium and small expenditures, respectively.

Although some reports do assess all the evaluation criteria in a conclusive way, others do not. Effectiveness is by far the most frequently assessed criterion, and the value of unintended impacts is the least frequently assessed one. Relevance and European added value are relatively well covered.

Robustness of reviewed information: a manageable limitation

The bulk of the material reviewed consists of evaluations launched by the Commission and carried out by external evaluators or expert panels. Most often, an evaluation steering committee attended by EC officers play a role of technical support and quality assurance. Overall, the evaluative information contained in such reports is mainly targeted at the needs of managers and decision-makers. The study team however considers that the conclusions of the reports are not biased towards the views of specific stakeholders (see Appendix A3).

It is nevertheless obvious that evaluators tend to express their conclusions in a ‘politically correct’ manner. Considering this fact, the study team has concentrated its search on sharp messages, i.e. messages including explicit value judgements on specific issues.

The reports and messages have been rapidly checked with regard to their robustness, i.e. whether they are transparently rooted in a strong evidence base. An in-depth check of robustness would have been impossible in most instances since it would have to rely upon a detailed review of the evaluation method, plus randomised verification in the set of collected data. In general, the reviewed material does not display detailed methodological explanations and does not provide access to supporting data.

⁷ Appendix A2 provides a break-down of the full set of reports (913) per policy area. This is mirrored in Appendix B2 for the sample of 257 reports.

⁸ This exercise is difficult and has never been done before. Its outcome is methodologically weak (see Appendix D2), but comparisons across policies are robust enough to be quoted.

Robustness has been assessed on a {1;3} scale from relatively weak to strong (see Appendix D3). The outcome of this rapid check is that a large proportion of extracted messages are relatively weak⁹.

Limitations in robustness have been taken into account in two ways: (1) the systematic assessment of the evaluation criteria are reported in Table 2 and the following ones in a format which mentions strengths and weaknesses in terms of robustness, and (2) qualitative comments and lessons include caveats about information weaknesses as far as necessary.

Use of assessment rates: a tough limitation

The study team has strived to rate the evaluators' assessments on a {-3;+3}, scale, with an aim to point out the areas where successes and problems are mentioned by the evaluators, and ultimately to set the scene for learning lessons.

The outcome of this rating process is displayed in Table 2 and the following ones, per broad policy area in a way which might suggest comparisons across policy areas. The reader should resist the temptation of doing such comparisons since the differences in assessment rates across policy areas may reflect the variations of evaluation cultures, as well as actual variations in the merits of the evaluated programmes.

Comparing the merits of policies across sectors on the basis of evaluations is an exercise that has never been undertaken by any government. Many development banks have such a practice, which needs to be applied with the help of standard and detailed rating grids in order to ensure full comparability of the assessments. The interest of such a system in a context like that of the European Institutions would be highly questionable, and in any case, the current approach to evaluation is not meant to ensure comparability.

The Commission's evaluation system is decentralised, and each DG has developed its own evaluation practice and culture, depending on many factors such as: type of programme management, evaluation tradition in the policy area, and European Institutions' demands. Consequently, some policies (e.g. Cohesion) are evaluated in a distinctly more lenient way than others (e.g. Agriculture). Differences in rates therefore reflect many factors other than the merits of the evaluated programmes.

Pointing out problems which have already been acted on: a tough limitation

A number of messages extracted from the reviewed material highlight problems which may have been addressed or even resolved by the European Institutions since the release of the evaluation reports. Some DGs track the decisions taken in response to their evaluations, but it was outside the scope of this study to include a systematic search for the actions taken as a follow up of the evaluations.

The reader is therefore requested to avoid making any hasty use of negative assessments which might be outdated.

⁹ This is further explained in Appendix D3. Basically, robustness is weak because European policies are complex and implemented in heterogeneous contexts. In addition, European evaluations tend to address many questions at a time, which restricts the quality of individual answers. These statements should not be interpreted as the fact that European policies would be poorly evaluated. On the contrary, it is widely acknowledged that evaluation practice is stronger at European level than in a number of countries and international organisations.

Transferability of lessons: a manageable limitation

Most of lessons learned derive from evaluation reports reviewed in several policy areas, which suggests that they are of general value.

In an ideal world, a lesson should be rooted in a state of art cause-and-effect analysis, including a thorough examination of the contextual factors which might restrict its transferability. In fact, such a standard is not often matched in the individual evaluation reports processed in this study, something which reflects the current limitations of evaluators' capacity, and the fact that the purpose of many reviewed evaluation was not primarily lesson learning.

The lessons highlighted in this study are therefore to be considered as suggestions, or even strong suggestions, rather than fully validated knowledge. This limitation is however manageable in a context where many other knowledge sources are available for cross-checking.

Moreover, the lessons have emerged from an informal brainstorming process which is heavily affected by (1) the frequency of some messages (e.g. complexity of procedures) and (2) the understanding of the study team. As a consequence the process has inevitably been affected by the ways of thinking and the intellectual fashions which currently prevail in the European political arena.

Structure of this report

The report is structured in three parts as follows:

- Synthesis of the evaluator's assessments per broad policy area and per evaluation criterion
- Lessons learned
- Challenges, solutions and knowledge transfer

Appendices include: database of available reports, sample of reviewed reports, fiches per reviewed report, study method in detail, definitions, interviews and documents.

1. SYNTHESIS OF EVALUATORS' ASSESSMENTS

This first part synthesises the assessments available in the reviewed evaluation reports. The evaluators' views are successively synthesised per broad policy area and per evaluation criterion.

The purpose is to point out the areas where successes and problems are mentioned by the evaluators, and ultimately to set the scene for learning lessons. Part 3 provides a synopsis of the identified successes, problems and lessons learned across policy areas.

Table 1 – Broad policy areas and sub-areas

Broad areas and sub-areas	EUR Mio (2007)	%	Examples of evaluated policies and programmes
Competitiveness	8867	7,5%	
Research	5486	4,6%	Research Framework
Innovation and SMEs	565	0,5%	Enterprise and entrepreneurship, eEurope, e TEN
Transport and energy	1061	0,9%	TEN Transports, Intelligent transport systems, Marco Polo, Galileo
Learning and jobs	1755	1,5%	Tempus, Socrates, Regional lifelong learning initiative
Cohesion	45486	38,5%	
for Growth	27265	23,1%	ERDF (Objective 1 and 2, URBAN, ...)
Cohesion fund	7121	6,0%	
for Employment	11100	9,4%	ESF (Objective 3 and 2, EQUAL, ...)
Natural resources	56144	47,5%	
Agriculture	42712	36,1%	EAGGF: Common market organisations, promotion of agricultural products
Rural development	12317	10,4%	EAGGF: Rural development programmes (Objective 5), LEADER
Fisheries	875	0,7%	FIFG
Environment	240	0,2%	LIFE
Citizenship	1088	0,9%	
Justice, freedom, security	623	0,5%	AEGIS, European refugee fund
Health, consumer protect.	63	0,1%	Public health programme, animal health policy
Media, youth, culture	402	0,3%	MEDIA
Global partnership	6577	5,6%	
Cooperation	4512	3,8%	EDF, Neighborhood policy, MEDA
Humanitarian assistance	732	0,6%	ECHO
Enlargement	1333	1,1%	PHARE, SAPARD

Budgetary allocations - commitments (Study team's calculation)¹⁰

1.1. Assessment per broad policy area

This section summarises the reviewed reports per broad policy area, i.e.:

- Competitiveness
- Cohesion
- Natural resources
- Citizenship
- Global partnership.

¹⁰ Financial allocations are those of the 2007 budget (OJ L 77, 16.3.2007) plus Amending Budgets No 1 to No 4/2007. Figures have been extracted from http://eur-lex.europa.eu/budget/data/P2008_VOL1/EN/nmc-grseq42960935830-3/index.html. See also 2007 general budget at <http://eur-lex.europa.eu/budget/www/index-en.htm>. The study team is responsible for the correspondence between titles, chapters and articles on the one hand, and broad areas and sub-areas on the other hand.

As shown in Table 1, the five broad areas are broken down into 17 sub-areas. These are very uneven in terms of their share in the EU budget, ranging from 47% (natural resources) to less than 1% (citizenship).

These areas are successively covered in the following sections. Each section starts with a first broad picture of the evaluators' assessments (see Box 2) per evaluation criterion (see Box 1), and then continues with the main messages arising from a qualitative analysis.

Box 2 - Reading the assessments

The table below and the following ones summarise the evaluators' assessments, as they have been interpreted by the study team¹¹. Assessments have been converted into rates on a {-3;+3} scale (from very negative to very positive). Only the assessments that are conclusive enough have been rated.

The cells display the average rates in the form of symbols:

- + : positive assessment (average rate over 0.8)
- : negative assessment (average rate below -0.4)
- = : mixed assessment (in between).

The above thresholds have no meaning by themselves. They have been set by trials and errors, until a balanced proportion of positive, mixed, and negative assessments was found. If a criterion is conclusively assessed in less than three reports, the cell is left empty¹².

The assessments do not all have the same importance and have therefore been weighted (from 1 to 9), depending on their higher interest (e.g. they are recent, very conclusive, and they cover large programmes) and their robustness (see Appendix D4). In the table below and the following ones, the assessments per policy area and per criterion result from a weighted average of individual assessments extracted from the reports.

The average robustness is visible in the tables in the form of shaded cells from high (dark grey) to low (blank). Once again, the thresholds have no absolute value. They have also been set by trials and errors, until a balanced proportion high; medium, and low robustness was found.

Finally, the reader's attention is drawn on the fact that the tables should not be used for comparing European interventions across policy areas. In fact the tables build upon the evaluators assessments which reflect many factors other than the intrinsic merits of the interventions, including the differences in evaluation cultures across policy areas¹³.

1.1.1. Competitiveness

In this first broad policy area, the main lines of expenditure are:

¹¹ The reader is reminded that these tables reflect the average evaluators' views in a system which is not structured for achieving harmonisation across DGs. Differences in the assessments may therefore be due to the evaluation culture in a policy area as much as to variations in the merits of the evaluated policies.

¹² With a few exceptions in sub-areas covered by a few robust reports.

¹³ See page 4 (third methodological limitation)

- The research framework
- A number of programmes supporting innovations in SMEs and information technologies
- Programmes targeted at energy and transport systems and networks
- Programmes targeted at lifelong learning, mainly academic and vocational training, and equal opportunities.

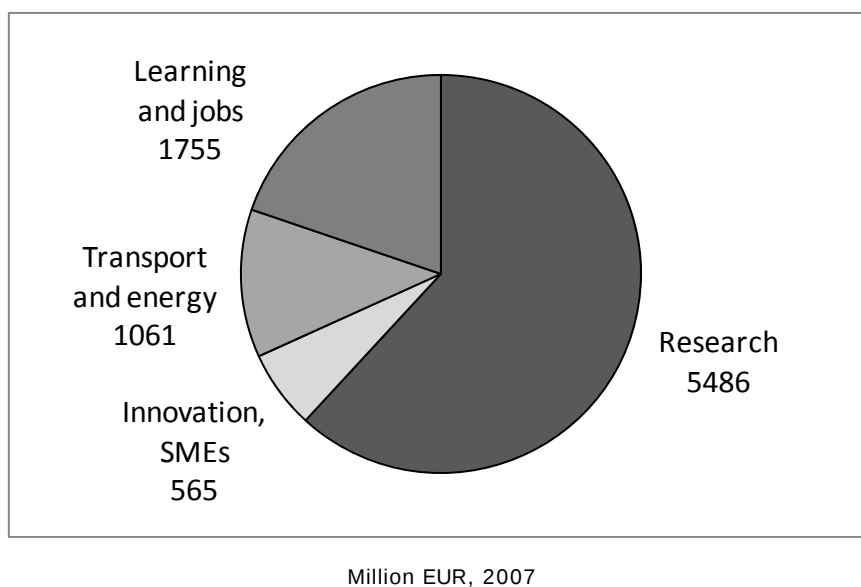
Table 2 summarises the reviewed reports per evaluation criterion, and per sub-area.

Table 2– Competitiveness: average evaluators' assessments

	Research	Innovation, SMEs	Transport and energy	Learning and jobs	
Relevance	=	=	+	+	
Coherence	=	=	+	-	
European added value	+	=	+	+	
Effectiveness	+	+	-	+	
Sustainability				+	
Efficiency	=		=		
Unintended impacts					

	Assessment	Robustness
positive	+	high
mixed	=	medium
negative	-	low
N/A		

Figure 1 – Competitiveness: expenditures per sub-area



Research

This sub-area involves large expenditures (see Figure 1) which are implemented through the European RTD Framework Programme and its successive cycles.

The main sources substantiating this section are a comprehensive and recent assessment by high-ranking expert panels¹⁴ (589)¹⁵. This assessment is highly legitimate and fed by a number of evidence-based studies, although the conclusions can hardly be traced back to their evidence base. Additional sources are available through several robust thematic evaluations (586, 629).

The reviewed reports concentrate on effectiveness, European added value and relevance, the first two criteria being more positively assessed.

The reports do not convey a clear synthetic message about the relevance of this European policy, but do include converging positive assessments of its added value. The policy is said to have strengthened the European research system as a whole through a 'structural' effect, although its expenditure is less than five percent of the total government RTD expenditure in the EU area.

The policy is deemed to be effective in that it has remedied some of the deficiencies in the European RTD landscape and significantly contributed to bridging the gap between RTD and innovation.

An in-depth study of 18 successful projects shows that eleven of them would never have taken off without European funding, that intra-European cooperation was a key factor in their success, and that they have increased scientific knowledge, which in turn generates enabling technical development as well as policy advice and standards. Among successful projects, half have a potential for very high economic impacts within 10 years.

The main reservation is about the complexity and time-consuming nature of participation in European programmes which are repeatedly assessed as unreasonably high and not diminishing. This impedes the participation of small players such as SMEs, small research teams, and actors from the new Member States.

Innovation and SMEs

Expenditures in this sub-area are relatively small and take the form of programmes supporting innovation, entrepreneurship and the development of information technologies, with a strong focus on SMEs.

This section is mainly substantiated by a robust and recent evaluation of DG Enterprise activities in the field of innovation (362), a thematic evaluation of assistance to SMEs cutting across all EU policies (216), and several other evaluations of specific activities.

The assessment is mixed, except as regards effectiveness which is judged positively.

¹⁴ The expert panel and the independent team are state-of-art approaches to evaluating public interventions. Both have pros and cons, and the value of the assessment owes more to the quality of the evaluation process, than to the option chosen.

¹⁵ Quoted reports are identified by a number which can be retrieved in Appendix C1. In the electronic version of this report, a click on this number opens a fiche which displays the study team's analysis of the evaluation, which in turn enables to access the full text of the quoted document on the Europa website.

The reviewed reports are fairly positive about the relevance of encouraging entrepreneurship and promoting a better environment and governance for innovation, but relevance is sometimes quoted as being undermined because the support is not sufficiently enterprise-minded.

European added value is assessed as still being unclear, which entails overlapping or even duplication with other international and national innovation support initiatives ([362](#)). The thematic evaluation of EU assistance to SMEs concludes that the added value is greatest where the EU support plays a demonstration role for public and/or private providers of services to SMEs ([216](#)).

Activities are assessed as effective in generating structural changes. Whilst the purpose is not to provide direct benefits to enterprises, the evaluators have detected a tendency to understand innovation from a more academic perspective, with an insufficient awareness of the needs of SMEs on the ground.

Several reviewed reports address the issue of efficiency without highlighting significant problems.

Transport and energy

Expenditures in this sub-area are average in volume (see Figure 1) and take two forms: support to large infrastructure investments in trans-European networks, and programmes aimed at addressing future challenges faced by transportation and energy systems.

This section is substantiated by a series of programme evaluations, cross-checked with several syntheses included in recent impact assessments.

The assessment is positive as far as relevance, coherence and added value are concerned, but mixed or even negative as regards the other criteria.

The clearest and most convergent messages pertain to European added value. For instance, it is stressed that, without European support, border-crossing roads and railways tracks would not be achieved, due to a focus on national priorities, the same applying to long-distance traffic arrangement plans ([492](#)).

Learning and jobs

The amount of expenditures in this sub-area is average. Expenditures are mainly channelled through programmes supporting trans-national partnerships for lifelong learning, especially academic and vocational training (see Figure 1).

This section is substantiated by a series of fairly robust evaluations of such programmes, some of which are recent.

The overall assessment is positive, except for coherence.

The reviewed reports are systematically positive about the relevance of promoting lifelong learning, although one of the reports stresses that insufficient links between vocational training and education is a major structural weakness ([85](#)).

European partnerships are assessed as a major added value. Their benefits range from providing new benchmarks and reference points to stimulating new creative thinking on challenging topics ([88](#)).

Many new partnerships have been created between education bodies. These have spawned a wide variety of products and delivered a range of positive results, mainly for those directly involved since wider dissemination is not

effective enough. Many of these partnerships are new and are likely to continue after the termination of the European support (88, 287).

A recent evaluation stresses that the cost of introducing a proposal, managing and monitoring activities, and reporting is excessively high (85).

1.1.2. Cohesion

In this area, the main lines of expenditure are:

- The European Regional Development Fund (ERDF) implemented through hundreds of programmes that are managed and evaluated by the Member States, plus a few 'Initiatives' managed at Community level
- The Cohesion Fund implemented through hundreds of large infrastructure projects that are managed and evaluated by the Member States
- The European Social Fund (ESF) implemented and evaluated in the same way as the ERDF, and sometimes through the same programmes.

The figure hereafter summarises the reviewed reports per evaluation criterion and per sub-area.

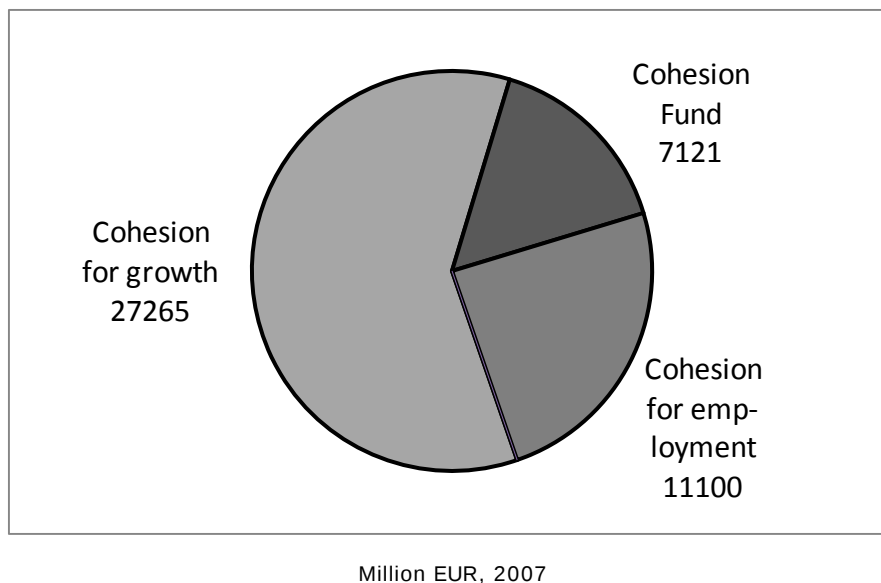
Table 3– Cohesion: average evaluators' assessments

	Cohesion for growth	Cohesion Fund*	Cohesion for employment				
Relevance	+	+	+				
Coherence	+		+				
European added value	+	+	+				
Effectiveness	+	+	+				
Sustainability		-	=				
Efficiency	=	=	=				
Unintended impacts		+					

Assessment		Robustness	
positive	+	high	
mixed	=	medium	
negative	-	low	
N/A			

* Cohesion Fund is assessed on the basis of one report only

Figure 2 – Cohesion: expenditures per sub-area



Cohesion for growth

Expenditures in this sub-area are very large (see Figure 2) and take the form of framework programmes at national level in 'Objective 1' countries¹⁶, or at regional level in 'Objective 2' areas¹⁷. Programmes involve systematic co-financing with national and/or regional authorities. They are 'geographically integrated', which means that they tend to tackle a wide variety of growth factors through a range of diverse measures.

This section is mainly substantiated by the EC's synthesis of the mid-term evaluations carried out in the Member States (11), and the Special Report of the European Court of Auditors on the same subject (973). The ex-post evaluations of the 1994-99 programming cycle have also been rapidly reviewed, mainly through the Commission's syntheses of Objective 1 and 2 evaluations (7, 8) and the Court of Auditors' report commenting on this exercise (974). All these reports point out difficulties in carrying out and pooling programme evaluations, and as a consequence they are themselves poorly conclusive¹⁸.

In the limited framework of this study, it was not easy to access Member State reports which are neither systematically published nor recorded in a database at European level. The study team has accessed and reviewed several evaluations carried out in several Member States, but has not undertaken a third synthesis which would have duplicated those of the Commission and the Court of Auditors.

The team has also drawn on a series of thematic evaluations carried out at European level, cutting across all ERDF funded programmes, e.g. innovation (278), transport (279), implementation methods (145), and sustainable de-

¹⁶ Member States with GDP per capita lower than 75% of European average in all or some of their regions.

¹⁷ Territories suffering from a rapid and substantial decline in industrial or rural employment.

¹⁸ This point is further commented upon in Appendix D5.

velopment (144). These reports are much more robust and conclusive than the aforementioned.

There is a tendency for the evaluators in the Member States to assess the programmes positively (except as regards efficiency), and this tendency is reflected in the synthesis works at European level. Because the centrally managed thematic evaluations convey the same positive message, it appears that there is not a systematically positive bias in decentralised evaluations¹⁹.

National and regional evaluators tend to conclude positively about relevance (11), but almost half of them mention concrete development needs that would deserve stronger emphasis, especially in connection with sustainable development (973).

Competitiveness and jobs (the 'Lisbon objectives') are assessed as insufficiently covered in a number of the reviewed reports (973), especially research and technological development in Objective 1 zones (278). A robust thematic evaluation at Community level (79) shows however that about 2/3 of expenditures are relevant to the Lisbon objectives, and that a larger proportion would not have been achievable.

There are no other Europe-wide conclusive statements arising from the syntheses of programme evaluations.

The EC has undertaken a series of macro-economic studies which predict an impact of 1% to 3% in GDP after seven years of support. These figures suggest that the rapid convergence of some Member States has to be attributed in a large proportion to causes other than the cohesion policy, such as the benefits of the internal market and/or effective national economic policies. Evaluations based on macro-economic modelling have however a relatively weak evidence base. They tend to process cause-and-effect assumptions rather than to test them.

A recent and robust study casts an interesting light on the implementation mechanisms of the Structural Funds (145). In this study, the programming process is positively assessed in that it harmonises development strategies between central and regional authorities. It also has significant value in leveraging investment and development capital from the public and private sector. This statement echoes the ex-post evaluations of the 1994-1999 cycle, which concluded that the involvement of key stakeholders in the economic development programmes (horizontal partnership) was an added-value of the European support, at least in some Member States.

The costs and benefits of the monitoring and control system are frequently referred to as being out of balance. Monitoring is not used for learning, and financial control mechanisms are risk-averse in the extreme. In addition, there are examples of duplicated structures, generating unnecessary costs and implementation complexities, and resulting from the need to comply with the letter of the regulatory requirements on institutional frameworks.

Cohesion fund

The Cohesion Fund supports large infrastructure projects in areas such as transport, energy and environment in Member States whose Gross National Income per inhabitant is less than 90% of the Community average. This sub-area involves substantial EC expenditure (see Figure 2) complemented by Member States' budgetary resources and loans. The Cohesion Fund is part of

¹⁹ There might however be a bias linked to the policy area (see 3rd methodological limitation in the introductory section), especially because integrated regional programmes are difficult to evaluate and are assessed in a context of consensual partnership.

the so-called Objective 1, but it is not implemented through the mainstream programming process in Objective 1 countries.

This section is entirely derived from a single report, but one that is relatively robust and conclusive (80). This report covers 200 supported projects and builds upon field-level evidence from about 60 of them. There are two reasons why the evaluation of the Cohesion Fund is much more conclusive than that of Structural Fund programmes. First, the Cohesion Fund supports a series of simple and homogenous projects whilst regional development programmes are complex and highly heterogeneous. Second, the report answers a series of questions of Community interest instead of trying to synthesise hundreds of evaluation reports addressing issues of local interest.

The overall assessment is positive in almost all respects except sustainability.

As regards relevance, the evaluator assesses that nearly all projects respond to national needs and match European priorities.

Effectiveness is positively assessed since there is a clear and considerably faster improvement of infrastructure due to EC assistance. The impact on business investments, economic activities, and employment is “predicted” to be positive on the basis of macro-economic modelling (80), knowing that this approach reflects the evaluators’ assumptions rather than empirical evidence (as already mentioned in the previous sub-section).

There might be some concerns about sustainability because there is presently no obligation for either the Member States or the beneficiaries to operate or maintain the infrastructure.

The Cohesion Fund has not co-financed “gold-plated” projects; a cost overrun amounts to 17.5%, which is not worse than international experience elsewhere. A few projects do however have an excessive capacity in relation to the future utilisation of the infrastructure. Moreover, the focus on timely commitment of the available funding has sometimes diverted attention from economic priorities (80).

Cohesion for employment

Expenditures in this sub-area are large (see Figure 2) and take the form of national programmes in all Member States (objective 3), plus specific measures in regional development programmes under Objective 2. Programmes involve systematic co-financing with national and/or regional authorities. They tend to address multiple employment-related challenges through a range of diverse measures.

This section is mainly substantiated by the EC’s synthesis of the mid-term evaluations carried out in the Member States. This report is moderately conclusive and loosely rooted in evidence, for reasons similar to what has been said above about regional development programmes.

The study team was provided with a number of country reports and reviewed eight of them, e.g. France (933), Sweden (944).

The average assessment is positive for relevance, coherence, added value and effectiveness, and mixed for sustainability and efficiency.

The assessment of relevance is positive with limited exceptions such as insufficient emphasis on social inclusion and gender pay gap in Objective 2 regions. Effectiveness is also assessed positively in terms of contribution to the development of skills and qualifications, but also in terms of system-wide effects such as reform of labour market policies (149).

Several Community level reports have also been reviewed in specific domains such as equal opportunities (43), capacity building (45) or local actions (901). These reports provide interesting additional views, e.g. insufficient emphasis on the gender gap in terms of quality of employment conditions; positive effects of partnerships, dialogue, and learning across borders, inefficiencies resulting from administrative complexity, which restricts the participation of weaker organisations.

A robust study of the implementation methods of the Structural Funds points out that the integration of ESF- and ERDF-funded initiatives does not work well (145).

1.1.3. Natural resources

The main lines of expenditure are:

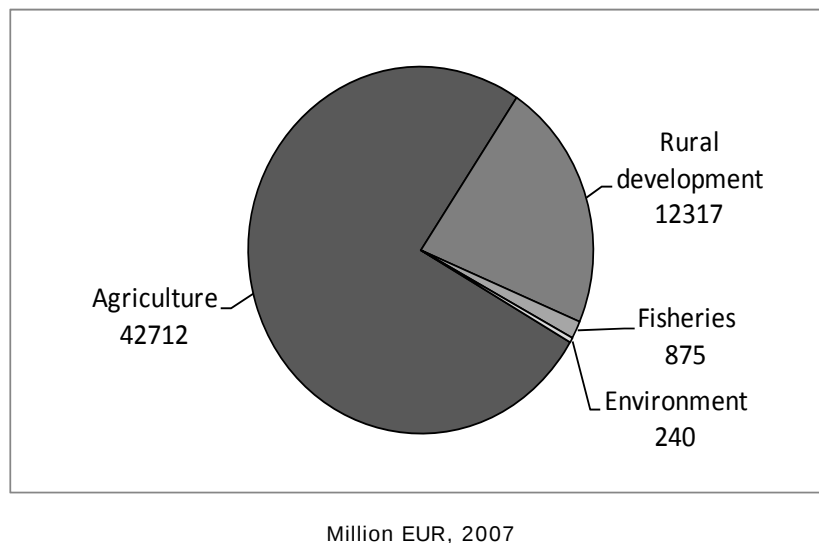
- Direct aid to farmers and support to specific market organisations
- Rural development programmes managed and evaluated by Member States
- Support to the fisheries sector
- Environmental programmes.

The figure below summarises the reviewed reports per evaluation criterion and per sub-area.

Table 4– Natural resources: average evaluators' assessments

	Agriculture	Rural development	Fisheries	Environment				
Relevance	-	+	-	+	Assessment	Robustness	positive	high
Coherence	-	+	-	+				
European added value				+				
Effectiveness	=	+		+				
Sustainability	-							
Efficiency	-							
Unintended impacts	-							
					negative	medium	low	
					N/A			

Figure 3 – Natural resources: expenditures per sub-area



Agriculture

This sub-area is the largest one in terms of budget size (see

Figure 3). Expenditures mainly consist of direct support complementing farmers' income, and of various sector-specific financial schemes and measures aimed at balancing and stabilising agricultural markets.

This section is mainly substantiated by several EC evaluations and a report by the Court of Auditors, covering various sectors of the policy, i.e. the Common Market Organisations (CMO).

Effectiveness and efficiency are the most frequently assessed criteria. On average, effectiveness is assessed as mixed and efficiency as negative. Agriculture is the only area where a number of reports assess unintended impacts, often negatively as seen below²⁰.

Relevance is almost not addressed in the reviewed reports. An exception is the relevance problem raised by the Court of Auditors in the banana sector where the policy has concentrated on increasing production capacity rather than on competitiveness or the efficient use of resources, in spite of the over-supply in the world market (896).

Effectiveness is repeatedly assessed as satisfactory in that farmers' income is fair, in terms of both magnitude and volatility (47, 49, 51, 488). Several shortcomings or failures are however mentioned in terms of balancing the markets, or excessive production costs (4, 234, 235).

Where efficiency is assessed, there are some very negative messages, especially about the fact that farmers' difficulties are over-compensated in a

²⁰ There might however be a bias linked to the policy area (see 3rd methodological limitation in the introductory section), especially because agricultural policy is relatively easy to evaluate (abundant data and simple implementation arrangements). This allows for delivering sharp conclusions about efficiency, something that evaluators repeatedly fail to achieve in other policy areas. The same applies to the negative assessment of unintended impacts.

number of instances. The most severe assessment²¹ applies to the cereal sector where large producers have received a premium (direct aid) which is twice what would have been appropriate for achieving a fair income if entrepreneurial income was taken as a benchmark. The level of direct aid therefore resulted in an inefficiency of €600 million per year (51).

Some unintended effects are also clearly negative, e.g. one third of the financial support has been absorbed by higher land rentals, of which 40% do not benefit farmers' households (51); supported exports have had heavily negative impacts on food markets in some partner countries (233); increased intensity of production has contributed towards environmental problems (47).

Rural development

Expenditures in this sub-area are large (see

Figure 3) and are channelled through co-financed programmes at national and/or regional level. Programmes address a variety of rural development challenges through a range of diverse measures which may be wide or narrow, depending on the options taken by partners.

This section is first substantiated by several recent syntheses of country level evaluations. Several other reports have also been considered, including two reports by the Court of Auditors and an overall impact assessment.

Effectiveness, coherence and relevance are positively assessed, but efficiency is subject to a few negative assessments.

As far as relevance is concerned, the policy is assessed as broadly appropriate to meet the needs of rural areas (930), although with reservations about insufficient emphasis on: farmers' empowerment against upstream and downstream activities (41), diversification beyond agriculture (40), and social issues (930).

The recent impact assessment includes a negative message about coherence, especially with regard to the first "pillar" of the Common Agricultural Policy (i.e. markets and direct aid), the Structural Funds, the EU environmental policy, and national and regional rural development policies (930). The other reviewed reports are however not that critical about coherence, e.g. synergy with other EU programmes aimed at improving the quality of life (59).

Rural development programmes have achieved positive micro-level impacts in terms of economic, environmental and social development, e.g. improving product quality (together with strong market and regulatory incentives), improving marketing channels (in one third of Member States), and opening new perspectives for local governance (930, 155, 59).

A report of the Court of Auditors points out risks of over-compensation of farming difficulties in one of the major components of the policy (scheme for less favoured areas) because the criteria justifying the delineation of beneficiary areas are unclear (900).

Large-scale impacts are however limited by the fact that the policy does not reach a critical mass in the supported territories, e.g. impact on farm efficiency and young farmers was not substantial (155). In the new Member States, the European policy was launched through small-scale pilot pro-

²¹ The reader is reminded that the study team has not checked whether the problems identified by the evaluators in 2004 have been acted on since then. They may therefore be outdated (see page 4).

programmes mainly aimed at capacity-building, and their socio-economic impacts is described as merely ‘a drop in the ocean’ ([60](#)).

Fisheries

Expenditures in this sub-area are small (see

Figure 3) and take place mainly in the framework of the Financial Instruments for Fisheries Guidance (FIFG), and co-financed programmes at regional level.

This section builds upon a European synthesis of mid-term programme evaluations. As regards regional development and employment programmes, this synthesis delivers messages which are not very conclusive and are loosely connected to evidence. Some retrospective statements are also included in the recent impact assessment of a European Fisheries Fund for 2007-2013, itself derived from an ex post evaluation covering the 1994-1999 cycle.

The overall picture drawn by these reports is negative. The successive FIFG programmes are assessed as having failed to adapt the fleet capacity in accordance with sustainably available resources. First, these programmes are undersized in comparison to the problem at stake. Second, they have not been fully implemented. Third, the fleet reduction has involved small and/or old vessels which exert low pressure on the natural resources ([502](#)).

In addition, there was a severe inconsistency in the fact that the objectives included the renewal and modernisation of the fleet whilst a key goal was to reduce ocean fishing activity ([71](#)).

Environment

Expenditures in this sub-area are small (see

Figure 3) and take the form of programmes co-financing projects in the area of environmental protection, education, and performance, the main one being LIFE.

This section builds upon the mid-term evaluation of LIFE and a Court of Auditors' report on the same subject. Several other reports cover more specific issues. In addition, this section refers to a thematic evaluation cutting across all EU policies and dealing with integration of sustainability ([227](#)). There are also several thematic evaluation in various policy areas, for instance in that of Cohesion ([144](#)).

The overall assessment is positive for most of the criteria.

The policy and the projects supported in its framework are assessed as relevant in so far as they fill gaps in national activities, and as legitimate in that environmental problems are trans-boundary by nature ([63](#), [260](#)).

An example of positive assessment of effectiveness is the LIFE programme. The evaluator concludes that without this programme, very little progress would have been made in implementing the Birds and Habitats directives and in setting up the Natura 2000 conservation sites across the EU ([63](#)).

This success has been achieved in a very efficient way by funding around 10% of the supported practical conservation measures and achieving a multiplier effect of 90% ([63](#)). A significant amount of funding was however devoted to the purchase of land for conservation actions with insufficient guarantees that this land would continue to be used for nature conservation purposes in the long run ([907](#)).

In more general terms, the EC strives to achieve environmental impacts by non-financial means, mainly by requiring that Environmental Impact Assessments be attached to proposed expenditures across all policy areas, and by promoting environmental mainstreaming systematically. In the latter case, EU policies maintain a relatively high standard but they fail to meet one of the criteria for successful mainstreaming, i.e. the trade-off between the three dimensions of sustainability ([227](#)).

1.1.4. Citizenship

The main lines of expenditure are:

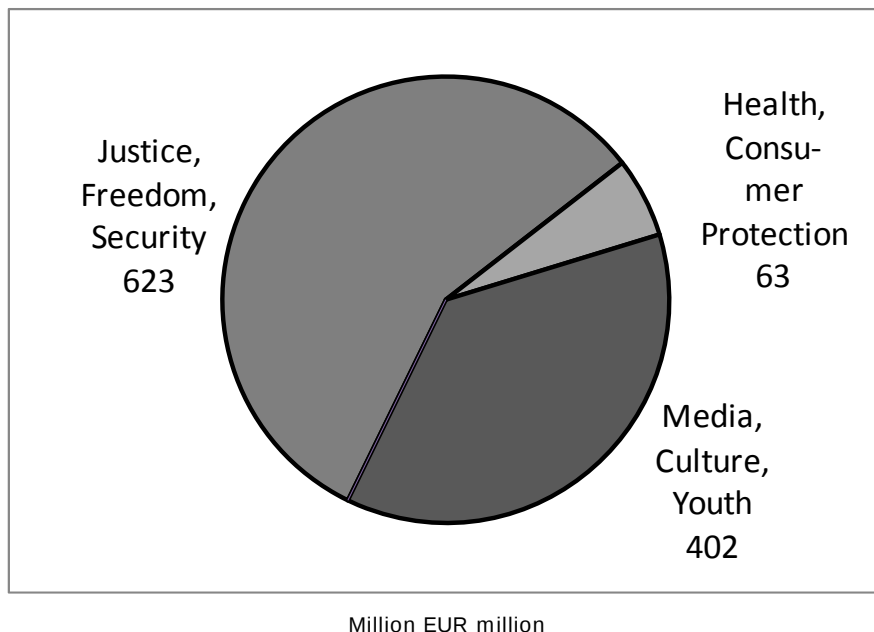
- Programmes in the sub-area of justice, freedom, and security
- Programmes managed by DG health and consumer protection
- Programmes targeted at media, youth, and culture.

Table 5– Citizenship: average evaluators' assessments

	Justice, Freedom, Security	Health, Consumer Protection	Media, Culture, Youth*		
Relevance	+	+	=	Assessment	Robustness
Coherence	+	-		positive +	high
European added value	+	+		mixed =	medium
Effectiveness	+	+		negative -	low
Sustainability				N/A	
Efficiency	=				
Unintended impacts					

* In fact, only media are covered by the reviewed reports

Figure 4 – Citizenship: expenditures per sub-area



Justice, freedom, and security

This sub-area is small in terms of budget size (see Figure 4). Expenditures are implemented by a single DG, and mainly consist of instruments and programmes subsidising Member State actions, or supporting trans-national partnerships.

This section is substantiated by a limited number of evaluation reports.

The overall assessment is positive, except as regards efficiency.

The expenditures in this sub-area are principally meant to contribute to structural changes, which has been the case in some instances, e.g. justice ([707](#)), but not in others, e.g. refugees ([442](#)). The European Refugee Fund has however reached out to at least 600,000 refugees and contributed to breaking isolation, facilitating employment, strengthening language skills, providing services, as well as organising and empowering the target groups ([442](#)).

Some of the new trans-national networks have been created on a permanent basis, and will remain sustainable ([707](#)).

Health and consumer protection

This sub-area is the smallest in terms of budget size (see Figure 4). The resources are implemented by a single DG, through a series of programmes which, among others, support trans-national disease surveillance networks.

This section is mainly substantiated by three recent evaluations covering the public health programme, animal health programme, and the consumer policy strategy. These evaluations are however uneven in terms of strength and conclusiveness. An evaluation of the European Food Safety Authority, and several recent impact assessments have also been reviewed.

The assessments are positive in terms of relevance, added value, and effectiveness.

An important coherence problem is raised in the area of animal health, especially in terms of tension between the trade/commercial objectives and the human/animal health objectives, human health having not always been unambiguously prioritised in the past (924).

European added value is subject to a particularly precise conclusion in the case of animal health: diseases presenting a risk to human health are better targeted if priorities are defined at Community level, but the question of added value can however be raised for some diseases that are lower priorities and could be addressed more efficiently at regional/local level.

The reports highlight some precise and positive achievements such as setting standards for animal health crisis management, larger zones free of animal diseases (924), and the development of consumer policy strategies in the new Member States (968).

Media, youth and culture

This sub-area is small in terms of budget size (see Figure 4). The resources are channelled through various programmes and schemes, implemented by several distinct DGs.

Only the Media Programme has been covered by the evaluation reports reviewed in this study. A couple of impact assessments have also been used. The most noteworthy message is that the European intervention implemented under the period under review did not reach the critical mass which would have made a difference on the movie market (190).

1.1.5. Global partnership

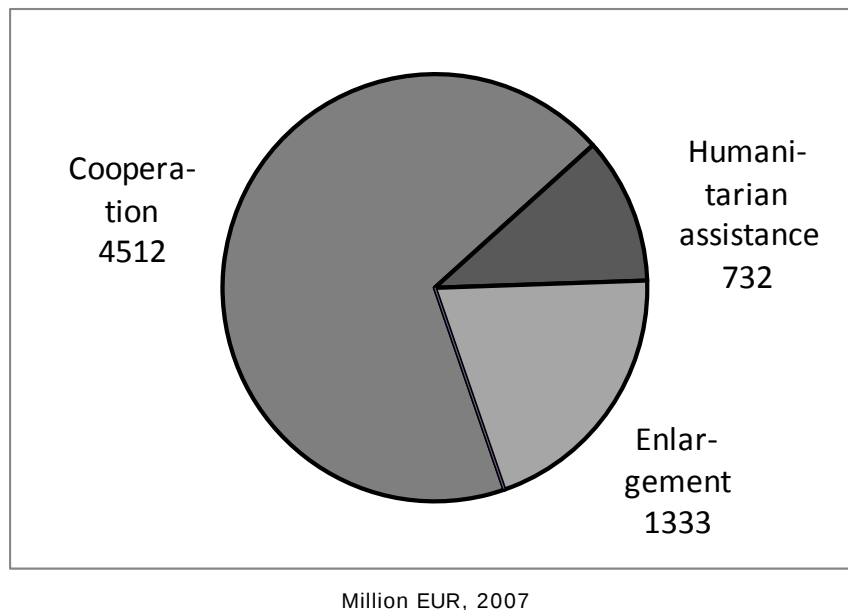
The main lines of expenditure are:

- Cooperation with third countries
- Humanitarian aid
- Enlargement.

Table 6– Global partnership: average evaluators' assessments

	Cooperation	Humanitarian assistance	Enlargement				
Relevance	=	+	+	Assessment positive mixed negative N/A + = - Robustness high medium low			
Coherence	=	=	=				
European added value	-	+	=				
Effectiveness	=	+	=				
Sustainability	-	=	-				
Efficiency	=	-	=				
Unintended impacts							

Figure 5 – Global partnership: expenditures per sub-area



Cooperation

The amount of expenditures in this sub-area is large (see Figure 5). The policy was traditionally implemented through hundreds of centrally managed projects throughout the world. Two major changes occurred during the period under study:

- rapid increase in the share of budget support²², sector programmes, and country strategies;
- and decentralisation of almost all remaining management tasks to the EC Delegations in the partner countries.

Evaluation has experienced a parallel move from project evaluation to evaluation of country strategies. Also available are a number of worldwide thematic evaluations as well as regional-level²³ evaluations. This section builds upon the review of a selection of such evaluations. A multilateral evaluation of the budget support is also reviewed. There is no overall synthesis of all evaluations.

The evaluators' assessments are mixed as regards relevance, coherence, effectiveness and efficiency, and negative about added value and sustainability²⁴.

Relevance is assessed either positively or negatively with no clear pattern emerging from the study. The following two examples illustrate on the one hand a very positive assessment: "the major weaknesses hampering the de-

²² Global funding of the partner country's budget and management fully handled by national authorities in a framework of systematic dialogue on results.

²³ In the context of cooperation the term 'region' is more or less equivalent to a continent.

²⁴ There might be a bias linked to the policy area (see 3rd methodological limitation in the introductory section), especially because external assistance is still evaluated mainly by Northern experts with limited partnership with recipient countries.

velopment of a competitive private sector have been addressed” (13); and, on the other hand, a very negative one: “population growth and the ratio of population to natural and economic resources are a major development challenge, but they have disappeared from country strategies” (20).

Country/Region Strategy Papers were first designed in all partner countries and in key regions in the first years of the Millennium. Unsurprisingly, several messages point out the weaknesses of the first generation of strategy papers, e.g. the approach to poverty reduction remained implicit, making it impossible for the EC to explain and justify its approach to poverty reduction (110).

Coherence has a specific dimension and importance in the field of external aid because all donors, including the Commission and the Member States, have committed themselves to better co-ordinating their activities with recipient countries and between themselves²⁵. As relevance, this criterion is also assessed in a mixed way, but it is worth noting the convergent messages of two reports stating: that General Budget Support enhances coherence, harmonisation and alignment (111), and that Europe actively contributes to innovative practices of harmonised policy dialogue (110).

The assessment of effectiveness is mixed. Significant progress has been pointed out in areas such as: removing a major obstacle to economic growth through a significant contribution to the rehabilitation of major roads (38); avoiding massive humanitarian crises through enhancing food security (16). Insufficient achievements have also been recorded in areas such as rehabilitation activities (19).

Many evaluation reports show that the success of projects and programmes heavily depends on the progress of policy reforms in the concerned sector. Moreover, such reforms are more likely to be undertaken where the same arena is used for the allocation of funds and for sector policy dialogue, preferably on a multilateral basis (110).

Efficiency is assessed as mixed, but some messages show interesting contrasts between:

- the traditional project approach which is sometimes described as a cumbersome decision-making and implementation process, which contributes to enormous delays, rigidities and wastes of human resources (92),
- and the new budget support approach which increases autonomy in the use of funds and entails clear gains in efficiency (111).

Humanitarian Aid

The amount of expenditures in this sub-area is relatively small (see Figure 5). The policy is managed by DG ECHO and mainly implemented through partnerships with international NGOs and the UNHCR²⁶.

The EC carries out post-crisis evaluations at country level, plus worldwide thematic evaluations. Both types of report have been reviewed for substantiating this section. Evaluations of the overall policy are periodically carried out, the latest one having been issued in 2006.

The assessment is positive in terms of relevance, value added, and effectiveness, but negative as regards efficiency.

²⁵ Paris Declaration 2005.

²⁶ Office of the UN High Commissioner for Refugees.

The following examples illustrate the generally positive assessment of relevance: “assistance is well targeted to vulnerable groups” (317), and “satisfies needs which were unmet after years of neglect” (133).

In comparison to Member States’ actions, the Community policy adds value by dealing with all crises, including the less visible or even forgotten ones, thus leaving the Member States’ bilateral aid to respond to the so-called ‘CNN-Crises’ (138).

Messages about multilateral coordination range from negative: insufficient contribution to the coordination of international assistance orchestrated by UNHCR (313), to positive: coordination in Darfur was generally much smoother than in recent acute natural disasters (317). No specific coordination efforts are undertaken at European level (138).

The evaluators assess the impacts as effective in saving lives, reducing the number of aid-dependent refugees, and ultimately contributing to political stabilisation (317, 133).

Efficiency is assessed in a somewhat negative way, sometimes because of over-quality, sometimes because of bureaucracy and over-centralised management (138, 317).

Enlargement

The amount of expenditures in this sub-area is medium sized (see Figure 5). The policy is implemented through a number of three-year projects in the framework of joint country strategies.

The policy is subject to a strongly articulated monitoring and evaluation system which generates country and thematic reports. Both types of document have been reviewed for this study. Two overall evaluations were issued a few years ago (ex post and interim).

The overall assessment is positive as regards relevance, negative as regards sustainability, and mixed for the other criteria.

The policy is assessed as generally addressing the challenges of pre-accession, except as regards the building of the institutions in charge of the future Structural Fund programmes. For this purpose, the strategy was one of learning by doing. National and regional authorities had to design and implement programmes looking like Structural Fund programmes. The instrument however suffered from an unclear design, with the consequence that institutions learned by doing things which were not in line with their future needs (122, 241).

The contribution to legislative alignment and institution-building is assessed as satisfactory, though uneven. Impacts on the economy, society and the environment are marginal (122, 241).

Sustainability is a major problem for various reasons such as understaffing in partner organisations, low salary levels, institutional instability, projects launched too early in an environment which has not yet been made favourable by reforms. Moreover, the issue of sustainability is addressed too late after the project design (32, 122, 147, 241).

Somewhat for the same reasons, implementation has sometimes suffered from efficiency problems (122). The evaluation of pre-accession support to Turkey casts an interesting light on this issue since efficiency has been assessed as being lower than that of the previous generation of projects which were run in the framework of development aid. The report ascribes this gap to the need for restructuring the institutional arrangements when shifting from a cooperation perspective to an accession one (147).

1.2. Assessment per evaluation criterion

This section highlights a series of issues which cut across policy areas, and which were raised during the study team's review of the evaluators' assessments. It is structured along the seven evaluation criteria considered in this study (see Box 1). The issues raised may be either successes which might be potentially transferable, or problems which call for learning.

1.2.1. Relevance

Noteworthy messages about relevance are clustered hereafter under four headlines:

- Relevance to needs
- Relevance to problems and challenges
- Policy responses provided
- Timeliness of the response.

Relevance to the needs of specific groups

Evaluators sometimes refer to "the needs of the targeted group" in a quite general manner, which renders their assessment somewhat rhetorical, e.g. the intervention is "relevant to the needs of adult education" (81), or is "broadly appropriate to meet the needs of rural areas" (930).

A number of relevance assessments are however more precise and focus on the needs of specific groups. For instance, the relevance of the evaluated intervention is assessed against the needs of "research teams belonging to a small group of countries"; "scientists working in very specific technical areas" (650); "high-tech SMEs" (229); "small farmers in candidate countries" (60); "the most vulnerable groups in Darfur" (317). These precise statements are sometimes positive and sometimes negative, contrary to the above quoted broad rhetorical assessments which tend to be systematically positive.

Yet the evaluation reports fail to systematically investigate the various profiles of people / organisations in the targeted groups, and the corresponding variations in needs. It will be seen further on that such an approach has a considerable incidence in terms of expenditures (see 2.3.1).

Relevance to problems and challenges

When it comes to addressing problems and challenges, some assessments are also very broad, e.g. the intervention is assessed against "the pre-accession challenges of Turkey" (147), "the common adverse factors in candidate countries' rural areas" (60); "the problem raised by the small market share of European movies" (190).

On the contrary, some evaluators assess relevance against well-thought out and quite specific problems, e.g. "the lack of radical innovation and risk-taking" (229); "the growing population in developing countries in a context of scarce resources" (20); "the capture of the agricultural added value by upstream and downstream industries" (41).

Once again, it seems like evaluators tend to formulate either broad and positive assessments, or specific and mixed ones. This suggests that some positive assessments may simply mean that the evaluators have dealt with relevance in a superficial way, and that opportunities to learn about specific problems have been lost.

Adequateness of policy responses

The EC interventions have to provide adequate and effective responses to the identified needs and problems. Adequateness means that the EC intervention is proportionate to the needs and problems and likely to satisfy or solve these. Effectiveness (i.e. actual contribution to addressing the challenges) is discussed in 1.2.4 hereafter.

The reviewed reports show the same two patterns as mentioned above, i.e. broad and usually positive assessments, or specific and negative ones. In typical examples of the first pattern, the intervention is said to have provided “the proper response to the challenge of insufficient entrepreneurship and unfavourable environment for innovation” (362) or “the appropriate response to the drought challenges in developing countries” (132). Such sentences tend to just rephrase the objectives of the evaluated activities.

In contrast, the more specific and often negative assessments point out that the response:

- is not proportionate to the problem, e.g. “it is not likely to correct the market imbalances” (190)
- builds upon a shaky or inappropriate logic model, , e.g. “it is formulated without an appropriate conceptual framework” (19)
- does not match the expectations of the targeted groups, e.g. “inadequate assumption that industry is willing to engage in long-term research commitments (177).

From the evaluators' assessment of relevance it is also possible to draw lessons related to insufficient prioritisation (see 2.1.1) and lack of critical mass (2.2.2). The assessments of relevance, together with that of other criteria, are also used for supporting one the major lessons of this study, i.e. the importance of inducing structural changes (see 2.2.3).

Timeliness of the response

In addition to being adequate, the response to identified needs and challenges also has to be timely, an issue which is raised to a limited extent in the reviewed reports. Such messages are generally negative but this may simply mean that nothing specific is said in the case where the Community's response is timely.

Time is of course a major issue in the case of crises, and the interventions may fail to address emergencies in time, e.g. “the Darfur crisis was not seriously addressed for nearly a year” (317); “globally the policy failed to provide the necessary rehabilitation assistance in time” (19).

On the other hand, structural interventions may be launched hastily, without a proper long-term strategy, e.g. “assistance [to a candidate country] was programmed too early, at a stage where the necessary legal basis did not yet exist” (147).

Timeliness is often a question of adapting to changes in the context, which raises the questions of flexibility or even exit, two areas where recurrent lessons have been learnt (see 2.4.3 and 2.1.4). Typical examples of discontinued relevance have been identified in instances such as the Common Organisation of the Cereal Market in the changing context of an enlarged Europe (51), or the equity finance support to large European transport projects in the changing context where the market is now able to supply the service offered by the EC (962).

1.2.2. Coherence

Some noteworthy messages are highlighted hereafter and clustered into two categories:

- Coordination
- Complementarity

Coordination

Coordination may be either a first step towards coherence, or a pragmatic approach to solve the problems arising from incoherence. There are many kinds of coordination arrangements involving various types of partners.

In the area of cohesion, co-financing arrangements create a need (and an opportunity) for coordinating partners' activities. This kind of benefit is repeatedly and positively assessed in many areas (see 2.3.5), and especially by Structural Funds evaluators. For instance, co-financing is said to have initiated "new partnerships and coordination arrangements at regional level" ([933](#), [944](#)); "removed the duplication of activity for applicants" ([951](#)).

It was however mentioned that the three Structural Funds (ERDF, ESF and EEAGF) operated according to different principles and with different financial requirements and that coordination efforts (e.g. the mix of ERDF and ESF resources in Objective 2 programmes) are not effective enough for enabling synergy between the funds ([974](#)).

In the areas of development aid and humanitarian assistance, coordination is a major issue and a systematically evaluated one. Coordination involves development partners, i.e. donors and partner countries. Assessments are mixed in this area, with coordination qualified as "good" ([37](#)) to "limited to sharing information" ([14](#)). Several evaluators however suggest the Commission has been among the most active partners promoting a harmonised multi-donor approach to policy dialogue with the governments of the partner countries ([110](#)).

Moreover, the period under study experienced the development of the so-called 'Open Method of Coordination' between Member States and European Institutions. This method was applied in many policy areas and subject to a first series of evaluations, before being merged on the basis of an 'Integrated Guideline Package' in 2005. The instrument involves virtually no expenditure, and its evaluations are therefore commented on later in terms of lessons on alternatives to spending (see 2.2.3).

Complementarity

Complementarity is the fact that the evaluated intervention shares all or part of its objectives with other related policies, without duplication or overlapping.

Complementarity with Member State policies is rarely assessed, since added value is a prominent concern in this domain. Exceptions are however mentioned in the areas of rural development ([930](#)) and innovation ([362](#)).

Complementarity between Community policies is of course a major challenge. Complementarity problems may arise from the fact that the objectives of two policies oppose each another, without sufficient efforts devoted to either prioritise or reconcile these.

It is worth recalling here the above quoted case²⁷ of human/animal health objectives colliding with trade and economic development, whilst prioritisation

²⁷ Section 1.1.4 – Health and consumer protection.

remained ambiguous (924). Another and similar inconsistency is pointed out in the area of fisheries where the objectives included the renewal and modernisation of the fleet whilst a key goal was to reduce ocean fishing activity (71).

In several instances, conflict between objectives are addressed by creating specific measures, e.g. support to exporting enterprises in developing countries as a way to reconcile the objectives of the trade and development aid policies; agri-environmental measures as a way to reconcile the CAP and environmental objectives. Such efforts have been respectively assessed as “not systematic and strategic enough” (977) and “insufficient” (930).

This section suggests that complementarity problems are difficult, and may be addressed in two different ways: setting priorities between conflicting policies, or creating “bridging measures” with an aim to reconcile opposing objectives. It is worth noting in this study that only the second approach involves budgetary expenditures, and that the study team could not identify a success story in either the first or the second approach.

1.2.3. European added value

Although evaluators repeatedly mention difficulties in assessing the European added value, the reviewed reports contain a reasonable number of conclusive messages about it.

Types of added value

By cutting across policy areas, this study provides a valuable insight into the various justifications of EU expenditure. Europe may add value:

- in a purely quantitative way²⁸, for instance through the Cohesion Fund or other forms of support to large infrastructure investments in Objective 1 countries where transport, water supply, wastewater treatment and waste management have been improved at a faster pace owing to EC financial assistance (80, 279)
- by securing diversity, for instance by reinforcing media enterprises in narrow linguistic areas and in countries where the production is low (190)
- by changing mindsets and systems, for instance by orienting national training and insertion systems towards in-need groups such as unqualified workers, women or seniors (933).
- by reaching a critical mass in small niches, e.g. “intra European cooperation is the first main success factor for high-impact research projects” (629).
- because an intervention in a Member State generates benefits in others, e.g. “large impact within European transport corridors outside the country in which the investments have taken place” (279).

Trans-national partnerships

Many programmes are implemented through Community-funded networks, partnerships or twinnings at various levels from just local cross-border ones, to multi-country networks, and partnerships involving non-Europeans. These instruments are very often assessed as adding trans-national value through

²⁸ One could be sceptical about the fact that this is real “added” value. If the EC adds value by complementing national financial resources, then why not simply transfer these resources to the targeted Member States?

“mutual learning, benchmarking, the raising of new ideas, and creative thinking on challenging topics” ([43](#), [88](#), [881](#)).

This point is further developed in 2.2.1.

1.2.4. Effectiveness

Effectiveness²⁹ is positively assessed in the areas of competitiveness and cohesion. This criterion is addressed in a conclusive way in three reviewed reports out of four.

Noteworthy messages are highlighted hereafter about:

- Marginal contributions to large-scale changes
- Contribution to structural changes
- Specific failure factors
- Balancing multiple effects.

Marginal contributions to large-scale changes

Where the evaluated intervention is intended to bring direct short-term benefits to people or organisations, effectiveness is often assessed as not making a difference.

Evaluators repeat such assessments in many instances of small or medium-scale programmes³⁰, e.g. “support to farmers in candidate countries was merely a drop in the ocean” ([60](#)); “the CAP measures targeted at energy crops were not effective at their current level” ([235](#)).

Even large-scale expenditures tend to affect the targeted groups in a marginal rather than significant manner. Among the following contrasted examples, the first one should be seen as the exception and the second as the rule:

- Exception: “The CAP support represents 30% of the farm revenue in the olive oil sector, which has achieved an equitable level of income” ([47](#))
- Rule: “The ESF has reached millions of people across Europe, but developed their skills and qualifications in a marginal way only” ([149](#)).

Is the same pattern of effects applying to macro-economic effects? This question is hard to answer because macro-economic effects are almost out of evaluators' reach. In the area of Cohesion, macro-economic modelling exercises “predict” an impact of 1% to 3% in GDP³¹ after seven years of support ([11](#)), which is not marginal, but also not very substantial in comparisons with other growth factors in the targeted economies.

Simpler methods are sometimes more conclusive, but equally questionable in terms of robustness, e.g. “Considering that the very bad condition of the road network in supported countries was a major obstacle to their economic development, the rehabilitation of major roads has generated significant wealth” ([38](#)).

²⁹ Effectiveness is understood as the achievement of intended effects, i.e. direct results, specific impact and any other intended effect, including far-reaching ones. This definition is in line with DG Budget's glossary – See Box 1.

³⁰ An evaluation has specifically addressed the issue of small-scale actions ([215](#)), but ‘small scale’ is defined in absolute terms in respect of budgetary allocation, and not in relative terms with regard to the effects on the targeted groups.

³¹ Knowing that such figures are deeply questioned in methodological terms, and reflect the assumptions of the evaluators at least as much as empirical data.

Contribution to structural changes

The assessments of effectiveness tend to be positive where programmes aim at changing systems, structures and policies in order to induce second order large-scale effects.

Contributions to structural changes are praised in almost all policy areas, with interventions having: “corrected some of the deficiencies in the European RTD landscape” (229); “contributed towards reforms aimed at reducing inequalities and discrimination in the Member States” (43); “opened new perspectives for local governance in rural areas” (59); “enhanced consensus and commitment towards reforms in the Western Balkans in the areas of refugees, asylum, border management, police, local governments, trade, and environment (37).

Interventions are assessed as more effective where they target systems and structures in comparison to individual beneficiaries such as people, farms, or enterprises. This contrasted judgement may be explained in part by a methodological bias since the assumed benefits of an intervention on its direct beneficiaries are easy to evaluate, and therefore to disconfirm, something which is much more difficult in the case of system changes. A part of the reviewed material is however strong enough for supporting the view that interventions targeted at systems and structures are more effective. This point is discussed further in 2.2.2 and 2.2.3 hereafter.

Specific failure factors

Among the identified failure factors, the following ones seem to be relatively frequent:

- insufficient connection with the targeted groups, e.g. difficulties for an intervention targeted at enterprises to be “private-sector minded” (362)
- lack of dissemination of the products or results of the supported projects out of the circle of project partners (88, 963).

Balancing multiple effects

Quite often, the evaluation reports assess several intended effects, none of which clearly coming first in terms of priority. Inevitably, it happens that some effects are assessed positively and others negatively, e.g. the intervention “secured a fair and stable income for farmers, and reduced production, but it entailed an excessive increase in the production costs” (49).

Many evaluators conclude separately on the various dimensions of the interventions, without delivering an overall assessment. This practice has not facilitated the study team’s work, although it is fully acceptable if the evaluation is meant to assist in programme management.

1.2.5. Sustainability³²

Evaluators are not often conclusive about sustainability, except in a few sub-areas such as enlargement and cooperation where the evaluation culture puts

³² Sustainability is understood in this section as the extent to which the benefits of interventions are resilient to risks and likely to continue in the long-term (see Box 1). The concept of sustainable development is both similar in that it pertains to long-term risks, and slightly different in that it is associated with a structured three-dimension framework (environmental, social and economic).

much emphasis on this criterion. The issue of sustainability is typically addressed in three contexts.

First, the sustainability of investment and capacity-building projects is often assessed negatively, a problem which is explained by the absence of an exit strategy (21, 133, 147, 442) and the absence of a supportive environment (14, 32). This point is developed further in 2.1.4.

Another light on sustainability is shed by the many evaluators who study partnerships, networks and twinnings. They tend to be fully or moderately positive about the sustainability of these arrangements and their likeliness to generate lasting benefits after the termination of the financial support (34, 88, 287, 707).

Finally, the sustainability of structural changes is almost never assessed, although this is an increasingly important issue. A few reports in the area of external aid suggest that budget support and policy dialogue may induce partner governments to keep the momentum on their structural reforms (110, 111).

1.2.6. Efficiency

Assessments of efficiency are not that frequent in the analysed reports. There are exceptions in sub-areas such as transport, cooperation and enlargement. This is not surprising in the sense that other meta-studies give a similar picture³³. In fact evaluators face recurrent difficulties in assessing this criterion, which is even subject to deep misunderstandings³⁴.

Noteworthy messages are highlighted hereafter about:

- Over-quality
- Targeting the public in need
- Complexity of implementation processes.

Over-quality

In a few instances, evaluators point out inefficiencies arising from over-quality. Such problems may result from excessively demanding standards or eligibility criteria, e.g. “artificial enlargement of research partnerships, way beyond the potential added value that can be created” (177), or simply from misunderstandings about these standards and criteria e.g. “very high quality standards unduly assumed to be reached by humanitarian NGOs in Darfur” (317). This issue is further addressed in 2.1.3.

Complexity of implementation processes

Implementation procedures are repeatedly assessed as excessively complex by the evaluators, who mention “cumbersome decision-making processes”, “bureaucratic administrative procedures”, “payment delays”, etc. How such rigidities affect efficiency is often left unexplained.

³³ DG Budget (2006) Study on the Use of Cost-effectiveness Analysis in EC's Evaluations http://ec.europa.eu/budget/library/documents/evaluation/studies/cea_finalreport_en.pdf

³⁴ According to DG Budget, efficiency is the extent to which the desired effects are achieved at a reasonable cost (see Box 1). If defined in this way, efficiency is very difficult to assess, which is one of the reasons why evaluators often use a narrower definition (outputs achieved at a reasonable cost), or even a misleading one (any implementation difficulty).

What appears from the reviewed reports is that complexity entails both a waste of human resources (85, 442, 92, 930) and a failure to reach the targeted groups, and therefore to achieve the desired effects (177, 229, 963).

In the areas where new policies are being developed, it may be understood that the targeted groups face some difficulties connected with the European dimension of the policy, especially the groups that are not accustomed to working in an international context. Dealing with a new level of government, transparent selection processes, and strict audit rules may be perceived as complex during a transitional time period. This is sometimes expressed in terms of 'entry cost', e.g. "complexity and the time-consuming nature of the application and appraisal process create a number of barriers to new entrants" (963).

There are however frequent concerns that the problem goes beyond that of 'entry cost', e.g. "the perception of participants is that bureaucracy is increasing rather than decreasing, and that costs and risks of participation in competitive funding process are unreasonably high (177). This point is developed further and commented upon in 2.4.2.

Targeting the public in need

Insufficient targeting may heavily affect efficiency by allocating grants, subsidies or payments to those who do not need it. In the above quoted case³⁵ of the Common Organisation of the Cereal Market this kind of inefficiency has reached a considerable level (51). Moreover, the reviewed material shows that such problems are relatively frequent. This point is developed further and commented upon in 2.3.1.

1.2.7. Unintended impacts

Most of the analysed reports do not conclude on unintended impacts. There are some exceptions such as: "negative impact of food aid on certain local food markets" (233) or "positive impact of research on people's perceptions about new ways of fulfilling societal needs" (629).

Such assessments are however so rare that unintended impacts seem to be reported upon at random. Only in the area of agriculture is this issue addressed significantly, with positive and negative effects being identified in areas such as natural resources (47, 49), price of land (51), or non-European farmers.

³⁵ See 1.1.3 – Agriculture.

2. LESSONS LEARNED

The study team has identified the following lessons through two distinct approaches:

- successes or problems unveiled through the evaluator's assessments, as summarised in part 1;
- direct search into the reviewed material for lessons learned in a series of areas of interest for the budget review³⁶.

The study team has developed the four following headings, which provide a convenient framework for articulating all the identified lessons³⁷:

- Designing policies that work
- Ensuring subsidiarity
- Spending wisely
- Seeking results.

2.1. Designing policies that work

A first cluster of lessons pertain to the design of European interventions, i.e. the formulation of strategies, policies, and programmes, especially where large expenditures are at stake. Four lessons are drawn and are labelled as follows:

- Prioritising objectives
- Integrating cross-cutting issues
- Formulating achievable strategies
- Designing exit strategy.

2.1.1. Prioritising objectives

Failure to prioritise induces an implicit continuation of questionable priorities

This lesson is highlighted in a number of evaluation reports in the area of external policies, certainly because the principles of strategy making and prioritisation have been introduced during the period under study³⁸, and have therefore been paid systematic attention. The same problem is however identified in other policy areas, e.g. in the area of transport (62).

The evaluation reports conclude that the Commission “attempts to cover all critical needs in all sectors and geographical areas” (317), and “has too many policy commitments and too many projects relative to its limited staff” (20).

The failure to prioritise may undermine the effectiveness and efficiency of multiple small actions, as suggested above, but it has also deeper negative consequences.

³⁶ The search started with a set of issues which are displayed in Appendix E.

³⁷ These headings result from the study process, which means the same task implemented in another context might end into a relatively different set of headings.

³⁸ The recent introduction of these principles has obviously something to do with the fact the quoted assessments are negative.

In fact, the lack of prioritisation does not come from an absence of objectives. On the contrary, the evaluated interventions tend to have too many objectives expressed “with a high degree of generality”, which potentially justify every kind of commitment, and especially the continuation of “business as usual”. The *de facto* priorities which are identified by the evaluators “do not result from a forward-looking approach” (20), and do not fit with global European policies in a coherent manner (92).

One of the evaluation reports describes an implicit approach to poverty reduction in which, considerable efforts were targeted at economic infrastructure and basic services whilst a low or very low priority was given to the issues of equity and vulnerability. Such *de facto* priorities are not criticised in the evaluation report, but their implicit nature makes it impossible for the European Commission to explain and justify its approach to tackling the poverty problem (110).

2.1.2. Integrating cross-cutting issues

Synergy opportunities are missed when cross-cutting issues are not integrated in an adequate manner

This lesson arises from a series of evaluation reports in two policy areas (cohesion and global partnership).

Successfully integrating³⁹ a cross-cutting issue means that in addition to achieving its intended effects, a policy will also achieve something else at a limited or no additional cost (see appendix E2), potentially with amplified effects on both sides (synergy). Successful integration should at least prevent detrimental effects.

There is an unquestionable willingness to integrate the issues of gender, environment and SMEs in a wide range of European policies. This is visible in the conclusions of the evaluation reports, but also in the fact that the Commission asks its evaluators to address these issues, and even launches thematic evaluations (216, 227, 925).

The reviewed material includes a number of successful examples of integration such as a programme targeted at lifelong learning having contributed towards the fight against racism and xenophobia (287), of a rural development instrument having devoted considerable efforts to environmental aspects (59).

Many evaluators however regret that the Commission does not achieve to integrate some important issues such as trade, security or population, in development aid (20, 92), or gender in Cohesion programmes (932).

The repetition of such complaints calls for further reflection. A creative way of thinking is suggested in one of the reviewed reports in the following terms: “cross-cutting priorities are too numerous, change too often and are poorly managed” (933). This view should be further investigated before being validated as a lesson. If it were confirmed, this would justify a more strategic approach to integration, i.e. based on a diagnosis of where the areas offering the most promising synergies are, and focusing integration efforts on these areas, and these areas only.

³⁹ The term “mainstreaming” is also used with the same meaning.

2.1.3. Formulating achievable strategies

Over-ambitious expectations and unrealistic impact assumptions compromise and even undermine the achievement of the intended effects

A number of analysed reports in the areas of cooperation and enlargement conclude that all or some of the objectives are over-ambitious, either because “the allocated resources are inadequate for achieving overly broad objectives” (93), or because the objectives cannot be achieved within the planned time-frame (147). These two examples refer to cooperation and enlargement respectively, but the problem is visible in many other areas.

Even more frequent are the cases where objectives are out of reach because there are failed assumptions in the intervention logic or inadequate attention is paid to contextual factors. For instance, an evaluation panel in the area of RTD raises doubts about the relevance of a new instrument (Networks of Excellence) because industry is reluctant to engage in long-term research commitments (177). In the area of development aid, the effectiveness of rehabilitation interventions is negatively assessed because “the EC has not yet designed an appropriate conceptual framework for addressing this challenge within a comprehensive approach to crisis management” (19).

In the area of cohesion, an evaluation report concludes on this issue in the form of a lesson: “the worst performing programmes are also the ones with the poorest intervention logic and the vaguest objectives. There is even evidence of negative effects in such instances” (45).

2.1.4. Considering the after-policy period from the outset

In the absence of an exit strategy designed early enough in the policy cycle, sustainability is threatened

This lesson first arises from a few evaluation reports in the area of global partnership.

These reports conclude that the evaluated interventions were lacking a phasing-out strategy (133) or an exit strategy looking at the intervention from a long-term perspective (2). Sustainability is sometimes paid attention at too late a stage, well after the design of the EC support (147).

Similar statements are also visible in the many reports evaluating transnational partnerships. Even if the partnerships themselves tend to be sustainable, the future of their products is often questioned, mainly because the programmes lack a long term dissemination strategy (88, 167, 287, 963).

Phasing out strategies do exist in certain policy areas, such as Structural Fund programmes. The study team however understands that the reviewed material includes no or almost no empirical studies of successful and unsuccessful exit strategies in this area.

2.2. Ensuring subsidiarity

This second cluster of lessons pertains to subsidiarity, understood as the extent to which policy issues are addressed at the appropriate level, from local to European level⁴⁰. This section covers:

- Adding trans-national value
- Dealing with critical mass
- Changing systems
- Securing local relevance.

2.2.1. Adding trans-national value

The promotion of trans-national learning and thinking adds European value

This lesson stems from reports in almost all policy domains.

The added value of EC interventions is almost always acknowledged in the case of interventions implemented through trans-national networks and partnerships. For instance, a strong impact analysis in the area of research concludes that “intra European cooperation is the first main success factor for high-impact projects” (629). Similar messages are delivered in the evaluation of programmes dedicated to environment (259), refugees (442), and customs (680).

One of the reviewed reports in the area of cohesion (43) includes a deeper analysis of a series of successful partnerships, and concludes that these have achieved a balance between stability (a core group of partners maintains leadership and has credibility) and fluidity over time (mobilisation of different partners at different phases).

Trans-national networks benefit their partners, and more widely the targeted groups, in the form of mutual learning, benchmarking, new ideas and creative thinking on challenging topics (see 1.2.3). The same kinds of benefit are sought through the Open Method of Coordination (OMC) at the level of the Member States.

This method was progressively developed in several policy areas in the 1990s, and fully developed and harmonised during the time period covered by this study. The reviewed material includes several evaluations of the coordination methods undertaken by various DGs such as Enterprises and Information Society (164, 929).

These early assessments of the OMC tend to confirm the assumption that they add European value through trans-national learning and thinking, probably more than through peer pressure. One of the reports however states that “it may be difficult to exchange good practices because of differences between national contexts, and as it is not always clear why a practice is labelled as good and how far it is transferable” (164).

Trans-national learning and thinking may be achieved with limited resources if the point is just to bring people to connect and talk to one another. Networks and open coordination could therefore be said to provide an excellent “cost /

⁴⁰ According to the Treaties, the Community shall - in areas which do not fall within its exclusive competence - take action, in accordance with the principle of subsidiarity, only if and in so far as the objectives of the proposed action cannot be sufficiently achieved by the Member States and can therefore, by reason of the scale or effects of the proposed action, be better achieved by the Community.

added value” ratio. The real picture is however slightly different since networks are most often subsidised for producing outputs and not only to meet and talk, the subsidy being an incentive for bringing the network to birth.

A similar pattern may apply in the areas covered by the OMC. For instance, employment policies are subject to both open coordination and significant subsidies through the European Social Fund.

It would be interesting to learn lessons about the extent to which financial incentives are a success factor for bringing European stakeholders and governments to work together and to learn from one another. Unfortunately, such lessons were not found in the reviewed material.

Box 3 – How should value be added in a mature Europe?

Trans-national networks and partnerships are repeatedly assessed as adding European value, despite criticism about the complexity of their management. This has been highlighted in areas such as research, learning, rural development, enlargement, etc.

This way of adding value nevertheless deserves some reflection. Networks and partnerships are positively assessed in that they contribute to mutual learning, benchmarking, creative thinking and raising new ideas. These effects might be particularly positive in a context of ‘building Europe’, i.e. enabling national stakeholders to get to know one another across borders, and to initiate connections.

As far as Europe gets mature, the benefits of ‘being European’ might however increasingly arise from spontaneous cross-border connections. A continued financial support to trans-national networks might therefore involve increasing deadweight.

In a mature Europe, what would the ways of adding value be? Only a partial answer can be found in the reviewed reports which include suggestions like: (1) addressing challenges which are cross-border by nature, (2) seeking effects which arise beyond boundaries, (3) safeguarding diversity in a context of European levelling, (4) tackling problems that are not politically appealing and therefore not addressed by Member States, or (5) seeking economies of scale through European harmonisation and standardisation.

2.2.2. Dealing with critical mass

Many interventions do not reach the critical mass which would make a difference for Europe-wide target groups

As already seen in 1.2.4., the effects of EC interventions are often assessed as “marginal” (area of cohesion - [149](#)), ineffective at their current level” (area of agriculture - [235](#)) or even a “drop in the ocean” (enlargement - [60](#)).

Some European interventions benefit the targeted people or entities directly, e.g. payments to farmers, emergency support to refugees.

Achieving Europe-wide effects in such a straightforward manner tends to involve heavy expenditures as far as the EU budget is concerned, but to remain marginal in proportion of the large targeted groups. With the exception of agricultural policy, European expenditures are typically small in proportion of the problems addressed.

Critical mass is therefore a matter of concern in many instances. This is reflected in the evaluation reports in terms such as: “impact on young farmers has not been substantial, due to the relatively low weight of the support” (930), “impact is not likely to correct the market imbalances” (Media - 190).

Even in the case of very large expenditures such as the Structural Funds, the evaluators assess the impacts as relatively limited, e.g. “1% to 3% in GDP after seven years of support” (11) or long-term effects which will only “marginally help to narrow the gap between income levels in supported countries and the EU-average” (279).

These messages should not to be understood as a criticism against small-scale actions. In fact, a thematic evaluation on this precise subject has concluded that some small budget lines succeed in reaching the critical mass which conditions their effectiveness (215). The lesson is rather that a European intervention needs to reach a heavy critical mass if it is to reach its targeted group directly. In comparison, the critical mass for inducing indirect changes through systems and structures may be much lower, as will be seen in the next section.

2.2.3. Changing systems

Many interventions generate Europe-wide benefits by inducing changes in systems and structures

Relevance, added value, effectiveness and efficiency tend to be more positively assessed where European policies reach people indirectly, though changing systems. This is reflected in a number of areas where EC intervention are said to contribute “to change national training and insertion systems” (cohesion - 933), “to bridge the gap between RTD and innovation” (research - 229), “to initiate local governance systems” (rural development - 59), “to better focus national policies” (innovation - 164).

A lesson from this study is therefore that an adequate approach to adding value in a context of multi-level policy-making consists in promoting changes in systems and structures, which will ultimately entail large-scale far-reaching effects.

Box 4 – Are large expenditure programmes needed for accelerating structural changes?

Various instruments may be applied in order to achieve system changes: (1) non-financial instruments such as regulation or open method of coordination, (2) low-cost instruments such as pilots or capacity-building programmes, and (3) a mix of large expenditure interventions and non-financial instruments.

Almost none of the reviewed reports assess the benefit of the third approach, probably because large subsidies are not actually used as 'carrots' for promoting system changes, or at least not in a way which would be explicit enough for being evaluated.

Large expenditure interventions could probably be more closely combined with no-cost or low-cost instruments in order to accelerate system changes. The proportion in which this could be achieved remains an open question.

2.2.4. Securing local relevance

Autonomy of implementing bodies enhances local relevance and overall effectiveness, provided that the associated risks are properly managed.

Implementation in the field may be put in various hands: Member States, sub-national authorities, national agencies, private or third-sector bodies. Implementation bodies may have limited or significant autonomy for adjusting the implementation of the intervention.

As will be seen hereafter, geographical decentralisation enables lower-level managers to finely adapt the delivery of the intervention to the specific needs of the targeted groups, thus increasing relevance and efficiency, and reducing deadweight.

According to their evaluator, the Local Social Capital Initiative (Cohesion - [247](#)) is a showcase of successful decentralisation. In this case, the implementing bodies were close to the local actors and addressed the specific needs of the targeted group(s), in harmony with the local context. Similar findings are provided in the evaluation of EQUAL (Cohesion - [43](#)), another initiative which is decentralised at regional level. Similarly, the European Refugee Fund is decentralised at national level, and this is said to "ensure the relevance to the evolving needs" ([197](#)).

The evaluation of the PESCA initiative (Fisheries - [502](#)) illustrates a series of additional benefits of decentralisation. The evaluator states that the local bottom-up approach has given birth to innovative solutions integrating the various dimensions of the problem.

Autonomy is however not the panacea. Many evaluators point out the risks associated with decentralised approaches, e.g.

- autonomy should apply to implementation but not to the objectives themselves since the very meaning of the policy would be lost, a risk which was highlighted in the above quoted case of the European Refugee Fund ([442](#));
- autonomy may result in wrong decisions being taken by some implementing bodies, for instance the fact that "some countries applied the rules of the Common Cereal Market Organisation in a way that unduly encouraged irrigation and created substantial imbalances between neighbouring districts ([51](#));

- autonomy requires that implementing bodies have sufficient institutional capacity, which may involve a period of reduced cost-effectiveness until such a capacity is built (Rural development - [57](#));
- decentralisation involves time and resources, and may therefore be inadequate for small pilot initiatives (Learning and jobs - [287](#));
- decentralisation does not need less management from the European Commission, but rather another style of management based on capacity building and incentives instead of command and control, something which requires specific competences (Rural development - [59](#)).

A thematic evaluation on management methods ([217](#)) embraces all policy areas and mentions two other risks

- autonomy may restrict the possibility to implement state-of-art management methods such as the use of external experts for selecting beneficiaries;
- decentralisation involves a risk of unclear responsibilities, poor monitoring, and lack of transparency.

2.3. Spending wisely

This third cluster covers several challenges related to improving cost-effectiveness, i.e. achieving policy objectives with less European budgetary resources. This section covers:

- Targeting participants and beneficiaries
- Avoiding deadweight
- Leveraging non-budgetary resources
- Making use of financial engineering
- Sharing the cost with other levels of government

2.3.1. Targeting participants and beneficiaries

Accurate targeting of beneficiaries is a major factor of efficiency

Good or poor targeting has often affected effectiveness. Typical examples have been found in the area of rural development where a successful intervention was precisely targeted at enterprises facing difficulties to access capital ([41](#)). On the contrary, a programme targeted at energy savings failed to reach smaller organisations because the EC contribution could not fund more than 50 percent of the projects whilst their need was greater ([963](#)).

In other instances, efficiency has been affected by good or poor targeting, for instance in the above quoted case⁴¹ of the Common Cereal Market Organisation where a flat-rate premium was allocated to all segments of the targeted group, although a part of the group had much smaller needs ([51](#)).

A large thematic evaluation of financial schemes reaching SMEs ([216](#)) concludes on this issue in the form of a lesson. It states that “the support tends to be delivered according to pre-defined templates which are too generic, whilst there is a much appreciated alternative in which the intervention is delivered in a flexible way through professional intermediaries”.

⁴¹ See 1.1.3 – Agriculture.

2.3.2. Avoiding deadweight

Inappropriate targeting is a major cause for deadweight

Deadweight is understood as the fact that financial support is granted in order to induce a change which would have occurred anyway. This is one of the main factors of inefficiencies, but this factor cannot easily be managed or even evaluated. Many of the reviewed reports conclude about deadweight in rather vague terms.

There are however a few clear conclusions in which the level of deadweight is both specified and assessed. For instance, deadweight is assessed as reasonable in the case of SMEs reached by Structural Funds since “in the absence of Community support, 70 % of investment projects would have either not taken place at all, or been smaller in scale or postponed” (974). On the contrary, two evaluations in the area of agriculture report excessive deadweight: “only 50% of the allocated support has changed the behaviour of consumers” (49); “only 50 to 70% of the support has changed the behaviour of farmers” (234).

The preceding examples raise the question of what is an acceptable level of deadweight, something which has not been addressed in any of the reviewed reports.

Several reports show that deadweight is important where a policy instrument is applied in the same way to a very large group, irrespective of the differences between beneficiaries/participants. This message is delivered in the form of a lesson by one of the reports reviewed in the area of rural development: “there is a high potential for deadweight resulting from the non-targeting of aid” (41).

The same report suggests that a low rate of subsidy involves an additional risk of deadweight (41). This is explained by the fact that a low level of support requires that the beneficiaries invest a lot of their own resources in order to move forwards, something which can be accepted only by those who are most willing to undertake the kind of changes which correspond to the objectives of the intervention. Finally, a low rate of subsidy tends to create deadweight by concentrating the support on those who are about to undertake the desired change. Once again this is a problem of appropriate or inappropriate targeting.

2.3.3. Leveraging non-budgetary resources

Diminishing the subsidy rate may attract more private resources, provided that this is carefully managed

Leverage is defined (see appendix E3) as the fact that targeted people or entities are allocated a small part of the funds they need, with a view to encouraging them to secure complementary resources, either from their own funds or from other public or private funding institutions.

Leverage is sometimes said to “multiply” the budgetary expenditure. The reviewed reports mention some examples of such “multipliers”, e.g. “the research budget was multiplied by 1.8, and even 2.6 for demonstration projects” (339); “environmental conservation has been achieved by funding around 10% of the supported measures, which means that the funds were multiplied by 9” (63).

Diminishing the subsidy rate is the main way of achieving higher leverage, but this approach faces some limitations, e.g. “the 50 percent EC contribution

has proven to be too low for enabling small entities to take part” (Energy - [963](#)).

Box 5 - Leverage: a complex issue

The leverage and multiplier concepts are far more complex than they seem at a first glance. There is leverage if the matching funds have been attracted in such a way that they contribute towards the objectives of the European intervention. A very high multiplier may just mean that European funds have been attracted towards the objectives of the other financial contributors, which is all but leverage.

Who leverages whose money is a question which is never addressed in the evaluation reports. A very high multiplier may also mean that the supported activity would have been carried out, even in the absence of the European support, something which should be called deadweight and not leverage

An evaluator in the area of research states that better leverage is achieved if the Community commits itself to making available a substantial financial contribution to kick-start the process, and shows openness to consider other forms of contribution at a later stage ([506](#)).

The fact that a project has been selected by an EU funded programme is sometimes said to have “increased beneficiaries’ credibility with national governments and other funding sources, thus creating an important multiplier effect” (Environment - [260](#)).

Two evaluations in the areas of cooperation and rural development respectively show that an early and in-depth involvement of other funding bodies (e.g. banks) is also a means to lever a higher share of resources due to a better scope and more appropriate tailoring of measures ([13](#), [57](#)).

Finally, the promotion of Public-Private Partnerships may be seen as a way to increase leverage. According to an evaluation in the area of cohesion, projects involving Public Private Partnerships tend to be completed on time, within their budget and to specifications. However, they are relatively more complex and their cost may be higher due to a more explicit valuation of risks ([279](#)).

There were expectations that Public Private Partnerships would increasingly be used in the framework the Cohesion Fund for developing large infrastructure projects. This did not really happen due to country-specific circumstances (Spain, Greece) but also to the fact that such projects were making financing from Cohesion Funds more difficult ([80](#)).

Public-Private Partnerships imply that the use of the supported infrastructure is priced, and that the end user is charged a part of the capital costs. Such a contribution may for instance reach 10% to 30% in some Member States in the area of water supply, a rate which may not easily be increased because of a wider concern over the affordability of basic environmental services for lower-income households ([277](#)).

2.3.4. Making use of financial engineering

Financial engineering, and especially loan guarantee, has a very large leverage effect, but also a high risk of deadweight

Financial engineering means that EC budgetary resources are channelled through financial institutions so as to be converted into loans, loan guaran-

tees, seed capital, etc. in order to reach a larger number of beneficiaries whilst matching their specific needs (see appendix E3).

A number of initiatives have been taken recently to develop such arrangements. An important one is the Joint European Resources for Micro to Medium Enterprises (JEREMIE), an initiative of the Commission together with the European Investment Bank (EIB) and the European Investment Fund (EIF), designed to promote increased access to finance. The fact that these initiatives are recent means that they are not studied in the reviewed evaluation reports, but interesting conclusions are however provided by the thematic evaluation of financial assistance schemes for SMEs (216).

The financial instruments assessed in this report provide a good mix of debt, equity and guarantee mechanisms⁴². There is no generalised market failure across Europe for the supply of external finance to SMEs, but there are particular gaps in supply for specific niche markets (e.g. high tech) or disadvantaged geographical areas. EU interventions target these gaps reasonably well (and so tend to score highly in terms of additionality) and complement schemes at Member State level, while tending to make better use of financial engineering techniques. The use of financial engineering within Structural Fund interventions is therefore assessed as relevant, provided that it is better targeted at in-need enterprises.

Without question guarantee mechanisms maximise the total amount of finance made available to SMEs for a minimal public outlay. Great care must however be taken in designing such schemes as additionality can be particularly hard to establish.

Another report in the area of transport (962) also suggests that attention must be paid to continued relevance since “the market may become able to supply the same services as what has been developed by the Commission and its financial partners”.

2.3.5. Sharing the cost with other levels of government

Co-financing reduces the EC budgetary expenditure but often at the expense of prioritisation and transparency

Co-financing is frequent and involves Member States, regional authorities, partner developing countries, or multilateral institutions. Since it “levers” public funds that complement EC expenditures, the idea of a multiplier has been raised by some evaluators, e.g. “Community funding of the European Year of Disabilities returned EUR 4.5 on each EUR 1 invested” (170).

As stated in 2.3.3, the multiplier concept is not that simple. There is a multiplier if, and only if, the matching funds are additional (no deadweight) and targeted at the objectives of the European intervention, two conditions that are not easily evaluable.

According to several evaluators in the area of cohesion, co-financing does not only attract matching funds, but it also encourages coordination and removes the duplication of activity for applicants (e.g. 951). The multi-annual programming process which applies to the co-financing has served as an impetus to public administration development and reform in the regions, and to an increased move towards a regional, decentralised focus to development (145).

⁴² Although they do not include large-scale securitisation of SME loans as in the USA

On the negative side, co-financing is assessed as increasing complexity and undermining transparency (cooperation - [22](#)). The evaluation of the co-funded Objective 1 programme in the Netherlands provides a clear picture of the difficulties of the Dutch ministers to cope with the co-financing arrangements ([943](#)). In fact financial resources had to be programmed through two different systems (European and national) involving different constraints in terms of timing, geographical priorities, objectives, etc. From the reviewed evaluation material, it clearly appears that substantial co-financing tends to dilute objectives and priorities.

2.4. Seeking results

The fourth and last cluster of lessons pertains to result-oriented management, i.e. implementing policies in such a way that results are constantly kept in mind, even if other constraints have to be respected such as regularity or acceptability. This section covers:

- Dealing with the pressure to spend
- Questioning command-and-control approaches
- Considering performance incentives
- Managing flexibility
- Learning from achievements.

2.4.1. Dealing with the pressure to spend

Excessive focus on the absorption of budgetary resources goes against results

Pressure to spend is repeatedly found in the areas of cohesion and cooperation. It tends to divert attention from quality, relevance, and results. The evaluation of the Cohesion Fund expresses this recurrent problem in a very clear way: “managing authorities focused primarily on the timely commitment of available funding, paying less attention to the (technical) contents and (economic) priority of the projects” ([80](#)).

This problem is particularly acute in the countries and policy areas where the budgetary allocation is large and the absorption capacity is limited, something which occurs in the areas of cohesion and cooperation.

It could have been expected that lessons were learned on how to accelerate spending without diverting attention from results, but no such lessons have been found in the reviewed reports.

2.4.2. Questioning command-and-control approaches

Command-and-control approaches increase complexity, which itself generate inefficiencies

Convergent messages are delivered by a large number of evaluation reports in almost all policy areas about the complexity of procedures, which is systematically assessed as a threat to cost-effectiveness.

As seen in 1.2.6, complexity is both a factor of diminishing effectiveness and increasing cost. On the latter point, it would have been interesting to learn about the volume of human resources used for running the implementation

procedures, and about the corresponding budgetary cost. However, none of the reviewed reports provides such data⁴³.

While being resource-consuming, complexity is mainly assessed as counter-productive in terms of reaching the right people or entities, and therefore in terms of achieving results. Evaluators describe this problem as “barriers to participation”, created by “unreasonable costs, risks and delays” associated with application, appraisal, and/or payment. This is reported in areas such as research (229), rural development (930), or energy (963).

As seen above (1.2.6) complexity might be understood as a problem for the new entrants on the European scene, who have to become accustomed to different administrative traditions and management tools (Learning and jobs - 85). There is however a perception that the problem is increasing, something which is not congruent with an explanation of complexity as an entry cost (research - 177).

The analysed reports tend to fall short in their explanation of the complexity of procedures, except in one instance in the area of innovation. This report suggests that complexity derives from an “excessive reliance on command-and-control, substantive regulation and the insufficient level of discretion left to implementing bodies” (353)⁴⁴. The study team is inclined to follow this explanation and this is why alternatives to command-and-control are explored in the next sections.

2.4.3. Managing flexibility

Flexibility may be a way for achieving results without complexity

Conclusions about insufficient flexibility mirror the above quoted messages about excessive complexity. For instance the EC approach to strategy-making, programming and/or reaching beneficiaries is said to be “too rigid” in areas such as cooperation (16) or enlargement (34, 37).

The reviewed material however shows some exceptions where EC interventions have been implemented in a flexible although with divergent outcomes:

- An example in the area of agriculture shows that flexibility may be achieved at the expense of effectiveness. This has been observed with a regulation which was changed several times in order to alleviate the constraints put on farmers, but in such a way that the intended results were no longer achieved (234);
- On the contrary, a success story of decentralised implementation in the area of cohesion for employment shows that flexibility may end in achieving results. In this case, the implementation bureaus where made responsible for management and accountable for results. This entailed flexibility, rapid delivery, low bureaucracy, early funding, and ultimately an increased feasibility of good projects which could not have been carried out in a complex environment through standardised procedures (247).

The fact that flexibility and results could be combined, even in a few instances, is to be considered as an encouraging lesson. The key factor behind

⁴³ Although there is an interesting attempt in the thematic evaluation of small-scale actions (215).

⁴⁴ This view is echoed in a recent study of the European Parliament which states that management arrangements “seems to lead in some cases to a disproportionate control environment” (EP, 2007).

this virtuous circle is the possibility of making autonomous agents responsible for their results / performances. This point is addressed in the next section.

2.4.4. Considering performance incentives

Performance incentives, in the form of additional funds allocated to good performers, have not yet proved to be workable

The background of this section is set by the challenge of combating complexity through increased decentralisation, autonomy and flexibility, whilst securing a result-oriented management.

The challenge is made even more difficult in many instances where “the objectives remain poorly specified” (enlargement - [147](#)). One of the reviewed reports in the area of research concludes in the form of a lesson that “only if and where impact is understood and defined as an integral part of the goals and objectives right from the start, do other success factors become effective” ([629](#)).

In the last few years, the EC has introduced two major reforms aimed at paying more attention to results and impacts. These reforms have taken place in the areas of cohesion and external aid, respectively.

In the area of cohesion, the “Performance Reserve” has been set up in order to allocate additional funds to the best performing measures, as an incentive for achieving results and impacts. The mechanism was implemented and evaluated for the first time during the period under study. It is assessed rather negatively in that “it did not really reward the most effective measures” ([149](#)), and “was significantly constrained by a perceived need to maximise absorption of EU funds” ([973](#)). . Two factors explain this disappointing message. First there was not a precise enough agreement on which results were to be achieved at which milestone. Second, the performance incentive was just piled up over a basically unchanged implementation system, which means that autonomy has not really increased, complexity has not seriously declined, and the pressure to spend has remained high.

During the period under study, an ambitious step has been taken in the area of cooperation with the channelling of a majority of funds through budget support. This system gives the partner government a considerable autonomy in the use of European support. The first overall evaluation of this instrument shows that it entails clear gains in efficiency ([111](#)). In exchange to abandoning its command-and-control power, the European Commission requires that the partner country commits itself to achieving predefined results (performance targets). The achievements of these results are closely monitored and subject to a high level policy dialogue.

A performance incentive is established in the form of a “*Variable Tranche*”, with an aim to allocate a part of the funds on the basis of progress towards performance targets. The mechanism has not yet been assessed on an empirical basis, although one of the reviewed reports states that “budget support and the *Variable Tranche* mechanism offer a good compromise between the need to increase financial aid and that of orienting the support towards the desired impacts” ([110](#)).

2.4.5. Learning from achievements

Learning faster from successes and failures would reduce inefficiencies

Only a limited number of evaluation reports address the issue of learning. This is not surprising because evaluation itself is one of the channels through which policy-makers may learn from successes and failures. Lessons about learning are therefore to be found in meta-evaluations rather than in evaluation themselves.

There are however a few conclusive and strongly substantiated messages arising from this study.

The first message is a claim that the actual use of monitoring information by decision-makers in the area of cohesion is not worth its cost because “there is little evidence that the outcomes of the monitoring system are being fed back into the management process” ([145](#)).

The second message was identified by an evaluator in the area of enlargement who finds that years are needed for learning about successful and unsuccessful impacts. This time has been assessed to be 4–5 years, which means that deviations in impacts could not be discovered and corrected during the life of the projects, which is typically 3 years, although it has been demonstrated that faster learning would be possible ([241](#)).

Box 6 – Applying the lessons learned to assess a policy

The lessons learned in this section might be used for reviewing and analysing European policies. In this respect, these lessons can be converted into an assessment grid including questions such as:

- o Are there a few specific and clearly stated priorities?
- o Are cross-cutting issues really managed or just spoken about?
- o Is the intervention logic (cause-and-effect assumptions) fully explicit, and realistic?
- o Has the issue of phasing out been considered?
- o Is the policy adding trans-national value? – If so, of which type?
- o Does the policy reach the necessary critical mass for achieving its intended effects?
- o Is the policy intended to induce system changes? – If so, of which type?
- o Is the policy managed in a way which is responsive to specific local needs?
- o Are the beneficiaries targeted in such a way that the support received does not exceed their needs?
- o Are the financing arrangements (co-financing, financial engineering, subsidy rate) setting a good compromise between leverage and deadweight?
- o Is the policy managed in a way that prevents any pressure to spend?
- o Can it be asserted that the procedures are simple?
- o Are implementing bodies made responsible for results and left sufficient autonomy for achieving results?
- o Are there incentives for achieving results?
- o Is there a rapid learning from successful / unsuccessful results?

3. CHALLENGES, SOLUTIONS AND KNOWLEDGE TRANSFER

This part of the report highlights a series of problems identified in the first part of this study in relation to evaluation criteria, to policy areas, or to various combinations of both.

The problems are then explained and solutions are proposed on the basis of the lessons learned in the second part of this study.

Finally, proposals are made for transferring lessons across policy areas as far as contextual factors enable such transfer of knowledge.

Problems and solutions are structured in several clusters named by the study team so as to reflect the substance of the identified lessons. Five clusters are presented by order of budgetary incidence⁴⁵:

- Inducing structural changes
- Targeting beneficiaries accurately
- Decentralising whilst managing associated risks
- Focusing on results rather than absorption
- Promoting and monitoring leverage.

3.1. Inducing structural changes

Problem: the critical mass issue

Many interventions do not reach the critical mass which would make a difference. Without being pervasive, this problem has been identified in a number of instances in policy areas such as cohesion for employment, agriculture, rural development, and media. It is mainly seen as an effectiveness problem (see 1.2.4) in the sense that the lack of critical mass restricts the achievement of the intended impacts. Sometimes, the problem is also seen as one of relevance as far as it reflects an inappropriate policy design.

Critical mass is not a question of scale in absolute terms since a number of small-scale European actions have been evaluated as effective. It is rather a matter of proportionality with the intended results and impacts. In this respect, the most problematic interventions tend to fill in wide gaps in public infrastructures, or to reach large target groups in a direct fashion, whilst mobilising insufficient resources in proportion of the needs.

Solution: mixing direct and indirect approaches

This study shows repeated positive assessments of interventions aimed at inducing structural changes, i.e. policy reforms, improved governance systems, and institution building. These interventions are assessed as generating large scale indirect effects, although such effects are difficult to evaluate.

Successful system wide approaches are identified in multiple policy areas such as research, innovation, learning and jobs, rural development, environment, justice, media, and enlargement. These approaches are not only considered as effective, but also as adding European value through trans-national learn-

⁴⁵ Potential incidence on the budget of the European Community. Study team's estimate.

ing and creative thinking. Moreover, they tend to require relatively limited resources (see 2.2.1 and 2.2.3).

These assessments and explanations suggest that EC interventions are cost effective where they achieve their intended impacts through structural changes, at least in comparison with the alternative approach which consists of direct support.

Drawing the lesson to the extreme would mean that coordination and network building are the most efficient, effective and relevant ways to achieving European objectives. In practice the problem raised by the lack of critical mass is however to be solved through a less extreme solution, i.e. through designing an adequate policy-mix involving both direct and indirect approaches.

Although they have not been systematically evaluated, these mixed approaches are visible and sometimes successful in many policy areas, e.g. research, learning and jobs, cohesion for employment, rural development, environment, justice, cooperation, and enlargement.

What is however not yet clear is the extent to which direct support can and must be used as an incentive for inducing structural changes (see Box 4).

Prospect for transferring lessons

As seen in the above paragraphs, the critical mass problem has been pointed out in many policy areas, and there is however a prospect for transferring the lessons learned to a number of interventions.

Knowledge transfer would be of particular interest in areas where European policies involve large budgetary expenditures and direct support to targeted groups or to infrastructure investment.

Some internal transfers might be considered in areas where both problems and successes are reported, e.g. research, cohesion for employment, rural development, or where mixed approaches are already implemented, e.g. learning and jobs, environment, justice, cooperation, and enlargement. Learning from other policy areas would be useful in two major policy areas: cohesion for growth and agriculture. Finally, and even if the financial stake is lower, the critical mass challenge also deserves close attention where small-scale interventions involve direct support to large target groups, as in the case of refugees or media for instance.

Transferring the lessons learned means that European Institutions should reconsider the role of direct support. Instead of being used for its own merits (i.e. satisfying the end user's needs), it should be primarily understood as an incentive for inducing policy reforms or governance improvements. Expenditures should therefore be proportionate to the desired "incentivation" effects, and no longer to the needs of the targeted groups.

3.2. Targeting beneficiaries accurately

Problem: excessive entry cost and unnecessary support

A recurrent problem is that the European support does not exactly reach those who really need it, either because a part of the targeted people or entities cannot cope with what they perceive as a high "entry cost", or because some beneficiaries receive more financial support than what would be necessary.

Convergent messages are delivered in a large number of evaluation reports in almost all policy areas about the complexity of procedures which is assessed as counter-productive in terms of reaching the right people or entities. Evaluators describe this problem as “barriers to participation”, created by “unreasonable costs, risks and delays” associated with application, appraisal, and/or payment.

This first side of the problem is pointed out in areas such as research, rural development, or energy. It is mainly understood as an effectiveness issue (see 1.2.4) in the sense that a failure to reach the right target entails a failure to achieve the desired results. Relevance is also an issue since the needs to the targeted groups are not properly addressed.

The other side of the same problem is the fact that the financial support benefits those who do not need it, at least in the proportion of what they receive. Instances of unnecessarily high support have been identified in three policy areas, i.e. innovation, agriculture and rural development. It is mainly seen as an efficiency problem (see 1.2.6) in the sense that the same effects could have been achieved with lower expenditures. In the area of agriculture, negative unintended impacts are also mentioned in the form market distortions.

Solution: accurate targeting of beneficiaries and de-standardisation

An explanation of the problem is to be found in the fact that some policy instruments are applied in the same standard way to large groups of beneficiaries, irrespective of differences in terms of socio-economic segments or in terms of territories. Insufficient closeness to the beneficiaries' mindsets is also mentioned.

A few evaluation reports highlight success stories of appropriate targeting, for instance in the areas of cohesion for employment and rural development (see 2.4.3 and 2.3.1 respectively). What these stories have in common is a close knowledge of the beneficiaries, a focus on some very specific categories of beneficiaries, and a sufficient level of autonomy left to those in contact with the targeted public.

Considering the problem, its explanation, and the examples of successful solutions, it can be suggested that accurate targeting of beneficiaries and “de-standardisation” of implementation rules are two preconditions for efficiency in that it helps reaching the most in-need people or entities whilst minimizing deadweight and over-subsidisation.

What is however not yet clear is the connection between “de-standardisation” and the management methods. This point is addressed in the next section.

Prospect for transferring lessons

As seen in the above paragraphs, insufficient targeting has been pointed out in five policy areas: research, innovation, energy, agriculture, and rural development.

Knowledge transfer would be of particular interest in areas where unnecessary support entails heavy financial consequences, i.e. agriculture and rural development according to the authors of the reviewed reports.

More generally, all EC funded interventions would deserve to learn from one another on how to improve closeness to targeted groups, segmentation of the targeted public, differentiation of eligibility criteria and subsidy rates, adjustment of selection procedures. The perspective would be to curb counter-productive entry costs and to minimize deadweight and over-subsidisation.

3.3. Decentralising whilst managing associated risks

Problem: complexity of implementation procedures

The previous section states that implementation procedures are often assessed as excessively complex.

This message is conveyed in a large number of evaluation reports in almost all policy areas. Clear-cut negative conclusions are visible in evaluation reports related to research, learning and jobs, cohesion for growth and employment, rural development, justice, cooperation, and enlargement. In a report related to the research area, it is even assessed that the problem is worsening rather than being solved.

Complexity is always considered as an efficiency problem (see 1.2.6) although its budgetary dimension is not sufficiently analysed. As seen in the previous section, effectiveness is also at stake since complexity tends to prevent the intended beneficiaries to participate, and therefore undermines the achievement of the desired effects.

Solution: decentralised and flexible implementation

As seen in 2.4.2, the complexity problem may be explained by a series of factors such as excessive reliance on command-and-control, risk adverse management, and insufficient level of discretion left to the implementing bodies.

These explanations suggest that the problem may be addressed, at least in part, through decentralising the implementation of European interventions to implementing bodies (see 2.2.4). Depending on the context, the level of management could be that of Member States⁴⁶, third country governments, sub-national authorities, or private / third-sector operators.

Geographical decentralisation enables lower-level managers to finely adapt the delivery of the intervention, to develop simple implementation procedures, and to target beneficiaries as accurately as possible (see 2.4.3). Ultimately, this approach could probably reduce complexity, ensure local relevance, and increase efficiency.

It is however surprising that only a few evaluation reports analyse the reasons why procedures are and remain complex and what are the approaches to solving this problem. In fact, the solution proposed above draws on just a couple of evaluation reports in the areas of innovation/SMEs, and cohesion for employment.

Considering decentralisation as a solution of the complexity problem is therefore a relatively fragile lesson. In particular, what remains partly unknown is the extent to which the risks associated with autonomy could be managed in a satisfactory way (see 2.2.4). The main risk is that the intended results and impacts be forgotten by the autonomous management authorities, and that implementation deviates from the objectives of the European intervention. This point is addressed in the next section.

⁴⁶ Decentralisation goes further than shared management in that the lower management level has full autonomy in the implementation process.

Prospect for transferring lessons

Transferring lessons is not easy as far as complexity is concerned. In fact, the problem is present in almost all policy areas but the solution is suggested in just a couple of reports. Moreover there are associated risks with limited knowledge on how to manage these.

It is suggested that the lesson is transferable in a context which resemble that of its learning, i.e. small scale actions with clear and well prioritised objectives, and management capacity at decentralised level.

The transferability of the lesson is an open challenge as regards large expenditure programmes such as Structural Funds, rural development, RTD or cooperation, especially because result-oriented management has not yet proved to be effective at such a high level (see 3.4).

3.4. Focusing on results rather than absorption

Problem: weak absorption capacity and pressure to spend

There is a pressure to spend where excessive emphasis is put on the absorption of budgetary resources at the expense of quality, relevance, and effectiveness.

This absorption problem is particularly acute in the countries and policy areas where the budgetary allocation is large and the management capacity is limited, something which has been repeatedly reported in the reviewed evaluations in the areas of cohesion and cooperation.

This problem has not been formally referred to any of the evaluation criteria, but it has much to do with efficiency, or rather inefficiency since expenditures tend to be maximized whilst effects are questionable.

Solution: autonomy and performance incentives

In order to fully explain the absorption problem, it must be recalled that the implementation of European interventions matches high level public management standards in terms of programming, transparent project selection, audit, monitoring and evaluation.

Although it is not said in the reviewed reports, the absorption and complexity problems have probably much to do with the difficulties of beneficiaries and implementing bodies to deal with such high level public management standards.

Decentralisation may be a way to solve both problems at a time, but only under the condition that implementing bodies are left sufficient autonomy in terms of procedures, which may involve some downscaling of the applied public management standards.

In such a context, the only principle which should be strengthened is performance management. In fact two major attempts have recently been made at developing performance incentives in the spirit of result based management. The incentives have taken the form of additional budgetary funds allocated to the best performing interventions (see 2.4.4).

The first attempt has taken place in the area of cohesion for growth and employment, and it has been negatively assessed. Complexity has not seriously declined and the absorption of funds has remained a problem. The second attempt has been launched recently in the area of cooperation, and is assessed

as likely to succeed in one of the reviewed reports, but not on an evidence basis.

Prospect for transferring knowledge

Combining autonomy and performance incentives might be a solution to both problems of complexity and absorption. The feasibility of this solution is however not fully validated in the case of European policies.

There is a prospect for transferring the approach currently applied in the area of cooperation to other policy areas, as soon as some lessons will be learned, but this is not yet possible on the basis of the reviewed reports.

At least a negative lesson can be drawn and transferred. It arises from the failure of the performance incentives established in the area of Structural Funds. The lesson is that no performance incentive should be established as long as implementation procedures are left unchanged and complex.

3.5. Promoting and monitoring leverage

Problem: leverage of private and public funds might be higher

Only a very limited number of evaluation reports assess leverage in a conclusive manner, which suggests that this issue is far from being a priority.

There are a few examples where the European funds have been “multiplied” in an impressive proportion through various mechanisms such as co-financing, public-private partnerships, financial engineering, or low subsidy rates. These successes are however analysed in too superficial a way for being qualified as good practices or benchmarks. Once again, this suggests that the issue of leverage is not really managed.

On this admittedly fragile basis, it can be said that leverage might be higher, and this can be called a problem.

This problem cannot be referred to specific policy areas, except in the case of the Cohesion Fund which is said to have leveraged fewer resources than expected through public-private partnerships. Leverage is of course an efficiency issue in that a given effect may be achieved with less European expenditure in case of large multiplier.

Solution: promoting and monitoring leverage

Two evaluators in the areas of environment and learning/jobs report on multipliers ranging from 4 to 9 (see 2.3.3 and 2.3.5). In the view of such impressive figures, it could be thought that the leverage should be actively promoted, but the issue is not that simple.

As explained in Box 5, leverage is meaningful if and only if the matching funds are attracted into the orbit of the European intervention's objectives. On the contrary, a large multiplier may just result in a high level of deadweight, or in an alignment on the partner institution's objectives.

Several reviewed reports mention the risk that excessive leverage weakens the additionality of the European support, and eventually undermines its rationale.

What is however not yet known is the right approach to optimising leverage at a high level enough for achieving efficiency, without putting additionality at

risk. The lesson which can be retained at present is that leverage should not only be promoted, but also managed and monitored with much care.

Prospect for transferring knowledge

Assuming that there is a problem of insufficient leverage of private and public funds, it is advisable to promote co-financing and the attraction of private resources in European intervention, under the condition that the associated risks are closely monitored and managed.

The feasibility of this solution is however not fully validated in the case of European policies, and the review of available evaluations suggests that more knowledge should be accumulated in this respect.

USING THIS REPORT

As already explained in the introduction, the methodological features of this study enable several types of utilisation of this report, but also involve strict limitations.

What can be done is:

- To make one's mind about the merits of the European expenditures over the 2000-2006 period;
- To look for what evaluators said about a given policy⁴⁷.

What cannot be done is:

- To compare the evaluators' assessments across policy areas;
- To blame the European Institutions for all of the problems identified in this study, since these may have been acted upon during the last years, something which has not been checked in the framework of this study.

⁴⁷ The reader using an electronic version of this report may even retrieve the full text of the evaluation reports through a few clicks.

APPENDIX A – DATABASE OF AVAILABLE REPORTS

This appendix covers:

- identification of the available reports
- structure of the set of reports
- impartiality of the available reports
- potential interest for the budget review.

A1 - Identifying the reports

As regards Community level reports, several lists of documents are relevant to this study:

- DG Budget has compiled all evaluations carried out by the Commission in a “multi-annual overview of completed evaluations”
- The Secretary General maintains a web-based list of all impact assessments carried out by the Commission
- The Court of Auditors maintains a web-based list of its special reports
- The study team has been provided with a comprehensive list of all evaluations carried out by European agencies
- Several evaluation reports issued by the European Parliament have also been made available to the study team.

All the lists have been merged in a database which we assess as satisfactory in terms of coverage⁴⁸. This statement builds on our interviews with the officers in charge of the evaluation functions⁴⁹. Interviewees were mainly asked to identify reports which would be of interest for the Budget Review. All highlighted reports were already included in the database.

As regards country-level evaluations, the approach is twofold:

- Several syntheses of country-level evaluations have been carried out by (or for) the Commission, and are included in the above database
- Two lists of interesting reports have been established through interactions with DG EMPL and DG REGIO⁵⁰.

With a few exceptions, the database includes reports finalised in 2002 and later in order to fit with the scope of the study, i.e. expenditures under the 2000-2006 financial framework and foreseen expenditures for the 2007-2013 framework.

A2 – Structure of the set of reports

This section describes the structure of the set of identified reports in several tables.

Table 7 shows a relatively balanced breakdown per year.

⁴⁸ With the exception of the coverage of Parliamentary reports which could not be assessed.

⁴⁹ See Appendix F1.

⁵⁰ Giving access to country reports seems to have been difficult for DG REGIO.

Table 7 – All reports per year

Year	Number of reports	%
2000 - 2001	21	2
2002	103	11
2003	141	15
2004	163	18
2005	198	23
2006	275	30
2007	12	1
Total	913	100

As seen in Table 8, most of the evaluations have been launched by the European Commission through its various DGs. These reports are sorted into three categories, depending on the financial weight of the DG in charge. Less than 10% of the reports originate from other bodies at Community level and in Member States.

Table 8 – All reports per authority in charge

Institutions	Number of reports
DGs responsible for an annual budget of ...	
more than 2000 M€	188
600 to 2000 M€	341
less than 600 M€	303
Other bodies at European level	
Agencies	12
Court of Auditors	29
Parliament	4
Member states	
	36
Total	913

As seen in Table 9, about two reports out of three are retrospective. Ex ante evaluations and impact assessments are considered as prospective exercises in principle. The title of some reports makes it explicit that they have both perspectives.

Table 9 – All reports per time perspective

	Number of reports	%
prospective	254	28
retrospective	585	64
both	74	8
Total	913	100

As shown in Table 10, more than two reports out of three evaluate a single intervention (often a programme). It is less frequent that a report evaluates a cluster of interventions, synthesises a number of evaluations or assesses a specific theme or policy instrument across several interventions.

Table 10 – All reports per type of evaluation

	Number of reports	%
Individual intervention	666	73
Cluster	53	6
Synthesis	19	2
Instrument	70	8
Theme	105	12
Total	913	100

The reports have been categorised in five broad policy areas⁵¹ as shown in Table 11.

Table 11 – All reports per broad policy area

	Number of reports	%
Competitiveness	321	34
Cohesion	137	15
Natural re-sources	100	11
Global partnership	215	24
Citizenship	80	9
N/A	60	7
Total	913	100

⁵¹ See definitions in Appendix E2.

A3 – Impartiality of the available reports

A very large majority of the material reviewed consists of external evaluations launched and steered by the Commission. Are such evaluations impartial?

The study team assessment⁵² is that impartiality is not really at risk because:

- Evaluations are increasingly steered by professional evaluation managers whose independence is secured by sound principles and standards
- Evaluations increasingly involve officers from various DGs holding different, if not opposite, stakes
- Evaluators are diverse enough, and professional evaluators are increasing in number in proportion of to sector experts, which tends to loosen the connections with the lobbies⁵³.

The set of available reports includes a number of impact assessments, which are usually carried out internally by EC officers who are not in charge of evaluations. These exercises are interesting in that they often include a synthesis of previous evaluation reports, and tend to pinpoint some negative aspects of the policies which need to be reformed. The study team's view is however that impact assessments do not really challenge the conclusions of the evaluations, but rather use them in a context which is heavily driven by the political agenda.

On the other hand, most of the special reports of the Court of Auditors include a critical review of the Commission's evaluations. The Court sometimes expresses sharper conclusions on the policy at stake⁵⁴, but the most typical message is that the Commission's evaluations should be strengthened. As far as the 2000-2006 period is concerned, the Court's reports do not provide an alternative evidence-based source of information about the effects of European policies.

Overall, the study team's view is that the available evaluative information is mainly driven by the needs of managers and decision-makers, which does not mean that it would be biased towards the views of specific stakeholders⁵⁵.

It is however obvious that evaluators tend to express their conclusions in a 'politically correct' manner. Considering this fact, the study team has concentrated its search on sharp messages, i.e. messages including explicit value judgements on specific issues.

⁵² Note that the study team members have carried out a dozen evaluations for various DGs, as external evaluators.

⁵³ Although there is still a limited risk of a European policy being evaluated by experts whose connections with the beneficiaries of that policy are too close.

⁵⁴ For instance: regional policy at EC level (11 and 973), or rural development policy targeted at less favoured areas (58, 900).

⁵⁵ This view is well illustrated by the evaluation of the agriculture policy in the cereals sector (51). Of all the reports reviewed, this is probably the main one in terms of the amount of financial resources under evaluation. Far from coming close to the views of the most powerful stakeholders, this report includes the sharpest negative statement among the 542 extracted messages, and one of the rare efficiency assessments which refers to an explicit judgement criterion and an explicit benchmark (see page 16).

A4 - Assessing the potential interest of the reports

At an early stage of its work, the study team assessed the likelihood of the reports including messages of interest for the Budget Review. This was done on the basis of the following elements:

- Financial weight of the ABB chapter(s) to which the evaluation pertains (low, medium, high)
- Type of evaluation (programme, cluster of interventions, instrument, theme, synthesis), considering that programme evaluations are less likely to include conclusions and lessons of strategic interest in comparison to the four other categories
- Evaluation quoted as interesting in DG Budget's Evaluation Highlights or in the study team's interviews with the Heads of Evaluation Units in various DGs.

On the basis of the three criteria above, the potential interest of the reports has been rated on a scale of four. The scale was defined in such a way that a relatively even number of reports were counted in the four categories.

APPENDIX B – SAMPLE OF REVIEWED REPORTS

This extract from the interim report still needs to be updated slightly.

B1 - Sampling principles

The reports to be reviewed were selected on the following basis:

- Reports which were given a high rating in terms of potential interest (see Appendix A4) were selected first
- The selection was then adjusted by deleting reports of high potential interest and adding reports of lower potential interest until a fair balance was achieved between the broad policy areas
- Through a similar process, the sample was adjusted in order to include about 1/3 of prospective evaluation and 2/3 of retrospective evaluations.

B2 - Structure of the set of reviewed reports

The following tables show the structure of this sample:

Table 12 – Reviewed reports per year

Year	Number of reports	%
2000 - 2001	4	2
2002	23	9
2003	43	17
2004	50	19
2005	48	12
2006	80	28
2007	9	4
Total	257	100

Table 13 – Reviewed reports per time perspective

	Number of reports	%
prospective	61	24
retrospective	175	68
both	21	8
Total	257	100

Table 14 – Reviewed reports per broad policy area

	Number of reports	%
Competitiveness	62	24
Cohesion	66	26
Natural re-sources	53	20
Global partnership	55	21
Citizenship	12	5
N/A	9	4
Total	913	100

Table 15 – Reviewed reports per sub-area

	Number of reports	%
Research	16	6
Innovation	20	8
Transport	14	5
Learning	17	6
Growth	33	13
Cohesion Fund	1	0
Employment	17	7
Agriculture	30	12
Rural development	10	4
Fisheries	2	1
Environment	12	4
Justice	7	3
Health	14	5
Media	4	2
Cooperation	25	10
Humanitarian	12	5
Enlargement	13	5
Cross-cutting	10	4
Total	257	100

APPENDIX C – REFERENCES OF QUOTED REPORTS

Reports are quoted in the main text of this study through an identifying number. This appendix displays the full title of the report ordered by identifying number, together with the DG (or institution) in charge, and the year of delivery.

The reader using the electronic version of this report may, each time a report is quoted in the main text, retrieve the fiche, which will itself include a link to the main text of the report, generally on the website of the Commission. This tool will provide full transparency in the study team's approach.

1	EMPL	2002	Evaluation of the European Employment Strategy (EES)
2	EMPL	2004	Evaluation of the Art. 6 Social Dialogue
3	EMPL	2004	Ex post evaluation 1994-1999 of ESF operations under Objectives 1, 3, 4 and under the Community Initiatives Employment and Adapt Horizontal evaluation of Local Employment Development
4	AGRI	2004	Evaluation of the Common Market Organisation (CMO) for wine
6	ENV	2004	Mid-Term Evaluation on the Implementation of the Framework for Cooperation in the field of Accidental or Deliberate Marine Pollution
7	REGIO	2003	Ex post Evaluation of Objective 1 Interventions 1994-1999
8	REGIO	2003	Ex post Evaluation of Objective 2 Interventions 1994-1999
9	REGIO	2003	Ex post Evaluation of the Community Initiative URBAN 1994-1999
10	REGIO	2004	Ex post evaluation of the Interreg II Community Initiative (1994-99)
11	REGIO	2004	Meta Evaluation on the Mid-Term Evaluations and Reviews of Objective 1&2 Programmes
12	RELEX	2003	Evaluation of the EC Country Strategy for Morocco
13	RELEX	2003	Evaluation of the EC Economic Co-operation with MED Countries
14	RELEX	2003	Evaluation of EC Country Strategy for Egypt
15	RELEX	2004	Evaluation of the EC Country Strategy for Honduras
16	RELEX	2004	Evaluation of the EC Support to MERCOSUR
17	RELEX	2003	Evaluation of the EC Country Strategy for Bangladesh
19	AIDCO	2003	Evaluation of the Rehabilitation and Reconstruction Actions financed by the EU in ACP, ALA, MED and TACIS

			Countries
20	AIDCO	2003	Evaluation of Population and Development oriented Programmes in EC External Co-operation
21	AIDCO	2004	Thematic Evaluation of Food-Aid Policy and Food-Aid management and Special operations in Support of Food Security
22	AIDCO	2004	Evaluation of Environment (2493/2000) and Tropical Forests (2494) regulations
29	ECHO	2003	Evaluation of ECHO's Strategic Orientation to Disaster Reduction and ECHO's Disaster Preparedness, Prevention and Mitigation Actions
30	ELARG	2004	Thematic evaluation: Phare grant scheme review
31	ELARG	2004	Thematic evaluation: Phare agriculture sector review
32	ELARG	2004	Thematic evaluation: Second-generation Twinning
33	ELARG	2004	Thematic evaluation: Phare-funded participation of candidate countries in Community programme
34	ELARG	2004	Thematic evaluation: Cross-border co-operation
36	RELEX	2003	Evaluation of the EC Country Strategy for Ukraine 1996-2003 (DG AIDCO)
37	RELEX	2004	Evaluation of the assistance to Western Balkan countries under Regulation 2666/2000 (CARDS)
38	RELEX	2004	Evaluation of the European Commission Interventions in the Transport Sector in Third Countries
40	AGRI	2003	Ex post Evaluation of the Measures under Regulation (EC) No. 950/97 on Improving the Efficiency of Agricultural Structures (1994-1999)
41	AGRI	2003	Ex post Evaluation of the Measures under Regulation (EC) No. 951/97 on Improving the Processing and Marketing of Agricultural Products (1994-1999)
42	EMPL	2004	Evaluation of the Preparatory Measures for Local Commitment for Employment 2001
43	EMPL	2006	EU-wide evaluation of Equal Community Initiative 2000-2006
44	EMPL	2000	Overview of the final evaluations of the ESF co-funded programmes
45	EMPL	2006	Evaluation of the ESF support to capacity-building
46	AGRI	2002	Evaluation of the Common Market Organisation (CMO) in the sector of Raw Tobacco
47	AGRI	2002	Evaluation of the Impact of main Measures in the Common Market Organisation (CMO) in the Olive oil sector
48	AGRI	2002	Evaluation of the Commission's Tobacco Prevention Media Campaign
49	AGRI	2002	Evaluation of the Common Market Organisation (CMO) for Milk and Milk products and the Regulation on Milk quotas
50	AGRI	2005	Evaluation of the CMO for Bananas

51	AGRI	2005	Evaluation of the Common Market Organisation for the Cereals Sector
52	AGRI	2005	Evaluation of the Common Market Organisation for the Flax and Hemp Sector
53	AGRI	2006	Evaluation of measures on fresh and processed Tomatoes
54	AGRI	2006	Evaluation of measures on fresh and processed citrus fruit
55	AGRI	2006	Evaluation of measures on fresh and processed peaches, nectarines, pears.
57	AGRI	2004	Evaluation of the methods for and success of Mainstreaming Leader Innovations into Rural development Programmes
58	AGRI	2006	Evaluation of Less Favoured Areas
59	AGRI	2006	Synthesis of the Leader + mid-term evaluations
60	AGRI	2005	Synthesis of Sapard Mid-term Evaluations
61	TREN	2004	Mid-Term Review of the ITS (Intelligent Transport System) Deployment Programme (TEMPO) within the multi-annual Indicative Programme
62	TREN	2004	Mid-term evaluation for the revision of the Multi-annual Indicative Programme of the Trans-European Transport Network (Phase I)
63	ENV	2003	Intermediate Evaluation on the Implementation of the Financial Instrument for the Environment (LIFE)
64	ENV	2005	Mid-Term Assessment of the Co-operation Framework to promote Sustainable Urban Development (Decision 1411/2001/EC)
66	INFSO	2004	RTD in Information Society Technologies Five Year Assessment: 1999-2003
67	INFSO	2005	Preliminary Analysis of the Contributions of the EU Information Society Policies and Programmes to the Lisbon and Sustainable Development Strategies
71	FISH	2004	Synthesis of the mid-term evaluations of the Financial Instrument for Fisheries Guidance (FIFG) over the period 2000-2006
73	REGIO	2002	Evaluation study on the Economic Impact of Objective 1 interventions, 2000-2006 (Input-Output-Model)
74	REGIO	2002	Thematic Evaluation of the Territorial Pacts for Employment
76	REGIO	2002	Ex-post evaluation of Objective 6 for the period 1995-1999
78	REGIO	2004	Ex post evaluation of innovative actions RIS/RISI
79	REGIO	2005	Thematic Evaluation of the Structural Funds Contributions to the Lisbon Strategy

80	REGIO	2004	Ex post evaluation of a sample of projects co-financed by the Cohesion Fund (1993-2002)
82	EAC	2003	Ex post Evaluation of TEMPUS II bis and Mid-term Evaluation of TEMPUS III
85	EAC	2003	Mid-term Evaluation of the SOCRATES II Programme (2000-2006)
88	EAC	2004	Intermediate evaluation of the Grundtvig action (2000-2002) of the Socrates II programme (2000-2006)
90	SANCO	2003	Evaluation of the Labelling of Foodstuffs
91	SANCO	2003	Evaluation of the Regulation No. 258/97 concerning Novel Foods and Novel Food Ingredients
92	RELEX	2002	Evaluation of the ALA Regulation (Council Regulation (EEC) No 443/92)
93	RELEX	2005	Evaluation of the EC Regional Strategy in Latin America
106	AIDCO	2006	Evaluation of European Commission cooperation with Central Africa – evaluation at regional level
110	AIDCO	2006	Evaluation of the European Commission's Support to the United Republic of Tanzania
111	AIDCO	2006	Joint Evaluation of General Budget Support: Burkina Faso, Malawi, Mozambique, Nicaragua, Rwanda, Uganda and Vietnam – Country evaluations
115	AIDCO	2006	Joint Evaluation of the cooperation of the European Commission and France with Mali
120	ELARG	2003	Ex Ante Evaluation of Programming Mechanisms for PHARE in 2004 and beyond
122	ELARG	2004	Interim evaluation of Phare support to Candidate Countries
126	ELARG	2006	Phare ex-post Evaluation. Phase 2, National Programmes: Romania
132	ECHO	2003	Evaluation of ECHO's Reaction to Serious Drought Situations (Kenya, Ethiopia, Afghanistan & Central America)
133	ECHO	2003	Evaluation of ECHO's interventions in the Federal Republic of Yugoslavia (Serbia)
136	ECHO	2004	Evaluation of ECHO's actions in the Democratic Republic of Congo
138	ECHO	2006	Evaluation of the Directorate-General for Humanitarian Aid (DG ECHO)
140	ECHO	2006	The Evaluation of Risks, Vulnerabilities and Response Capacity in the Mercosur Countries and Associated Country Chile EX ANTE EVALUATION REPORT
144	REGIO	2002	Thematic evaluation of the contribution of the structural funds to sustainable development
145	REGIO	2002	Thematic evaluation on the efficiency of the implementation method for the structural funds
147	ELARG	2005	Interim Evaluation of the Pre-accession Aid Programme for Turkey
149	EMPL	2004	The synthesis and quality assessment of the ESF mid-term evaluations
150	ECHO	2004	Evaluation of ECHO's Co-operation with UNICEF and UNICEF Activities funded by ECHO

155	AGRI	2005	Synthesis of Rural Development mid-term evaluations
156	ENTR	2002	Assessment of the value added of the TICQA (Testing, Inspection, Certification and Quality Assessment) database managed by EOTC
161	ENTR	2003	Intermediate Evaluation of the Multi-annual Programme for Enterprise and Entrepreneurship 2001 – 2005 (in particular for Small and Medium-sized Enterprises)
164	ENTR	2006	Evaluation of the Open Method Coordination activities coordinated by DG ENTR
167	ENTR	2003	Evaluation of the Standardisation in support of the e-Europe Action Plan
170	EMPL	2004	Evaluation of the European Year of People with Disabilities
173	TREN	2006	Evaluation Package: White Paper “European transport policy for 2010: time to decide” 2005 Mid-Term review
177	RTD	2004	Evaluation of the effectiveness of the 6th Framework Programme New Instruments
178	RTD	2002	Meta-evaluation on Assessing the Socio-economic Impacts of the Framework Programmes (ASIF study)
181	INFSO	2004	The Intermediate Evaluation of the e-TEN (formerly TEN-Telecom) Programme
183	JRC	2004	Five Year Impact Assessment of the Joint Research Centre (10 02 – 10 05)
190	EAC	2003	Ex post Evaluation of the MEDIA II Programme
191	EAC	2003	Intermediate Evaluation of Programmes MEDIA Plus, MEDIA Training and the Preparatory Action “Growth and Audiovisual: I2I Audiovisual”
197	JLS	2003	Mid-Term Evaluation of the European Refugee Fund (ERF)
198	Agency	2004	Evaluation of the European Agency for Reconstruction (EAR) (Regulation 2667/2000)
200	RELEX	2006	Thematic evaluation of the European Assistance to Third Countries Supporting Good Governance (19 11/21 04)
213	SG	2003	Strategic Evaluation on the Open Method of Co-ordination
214	BUDG	2003	Meta-evaluation on the Community Agency System
215	BUDG	2003	Strategic Evaluation on the Relevance, Effectiveness and Efficiency of Small-scale Actions (Small Budget lines)
216	BUDG	2003	Strategic Evaluation of EU Financial Assistance Schemes for SMEs
217	BUDG	2004	Strategic Evaluation of the Management Methods of programmes
220	ENTR	2003	Evaluation of the EU-Japan Centre for industrial cooperation
223	TREN	2003	Evaluation of the Community policy in the domain of the transport of dangerous goods since 1994
224	ENTR	2004	Evaluation of the Dialogue with Third Country Administrations and Industries (TABD)
227	SG	2004	Strategic evaluation of approaches to integrating sustainability into Community policies

229	RTD	2005	Five year assessment of the EU Research Programme
230	AGRI	2006	Impact analysis of the WTO reform and fresh and processed fruit and vegetables
231	AGRI	2006	Impact analysis of the WTO wine production reform
232	AGRI	2006	Impact analysis of the reform of aid to European banana producers
233	AGRI	2006	Study on the impact of export support measures and food aid and food security
234	AGRI	2002	Evaluation of the Impact of Community Measures concerning set-aside
235	AGRI	2006	Study on implementing Energy crops – CAP measures and Bio-energy Market
236	AGRI	2002	Evaluation of the Promotion Policy for Agricultural products
238	ENV	2005	Impact Assessment: Communication on Winning the Battle against Global Climate Change
239	ENV	2005	Impact Assessment and Ex-Ante Evaluation: Proposal for a Framework Programme for Competitiveness and Innovation
240	AIDCO	2006	Impact assessment related to the Communication from the Commission to the Council, The European Parliament and the European Economic and Social Committee on EU-Caribbean Partnership for Growth, Stability and Development
241	ELARG	2003	Ex post Evaluation of PHARE National Programmes in Central and Eastern European Candidate Countries (1997/98)
244	EAC	2007	Ex ante Evaluation (including Extended Impact Assessment) for a new Programme of Co-operation with third countries in the field of education (2009-2013)
247	EMPL	2003	Evaluation of Local Social Capital Pilot projects under Article 6 ESF
249	EMPL	2006	Evaluation of Innovative measures under Article 6 of the ESF Regulation: "Local Employment Strategies and Innovation"
250	AGRI	2006	Evaluation of EU co-financed information and promotion programmes for agriculture products in non-community countries USA-CANADA
255	TREN	2006	Mid-term evaluation of the GALILEO project for the period 2002-2004
259	ENV	2005	Evaluation of the Community Action Programme in the Field of Civil Protection, the Community Mechanism to Facilitate Reinforced Cooperation in Civil Protection Assistance Interventions and the Marine Pollution Cooperation Framework
260	ENV	2005	Evaluation of the Implementation of the Community Action Programme Promoting NGOs Primarily Active in the Field of Environmental Protection

261	ENV	2006	Evaluation of EMAS and Eco-Label for their Revision
272	INFSO	2005	Evaluation of Networks of Collaboration between Participants in IST Research and their Evolution to Collaborations in the European Research Area (ERA)
273	INFSO	2005	Evaluation of Progress towards a European Research Area for Information Society Technologies
277	REGIO	2006	Strategic evaluation on Environment and Risk prevention under structural and cohesion funds, 2007-2013 (13 03/13 04)
278	REGIO	2006	Strategic evaluation on Innovation and Knowledge-based economy in relation to the Structural and Cohesion Funds, for the programming period 2007-2013(13 03/13 04)
279	REGIO	2006	Study on Strategic Evaluation on Transport Investment Priorities under Structural and Cohesion funds for the Programming Period 2007-2013(13 03/13 04)
287	EAC	2006	Final external of the R3L initiative: European networks to promote the local and regional dimension of lifelong learning
313	ECHO	2005	Evaluation of the partnership between DG ECHO and the UNHCR and of UNHCR activities funded by DG ECHO
314	ECHO	2005	Evaluation of DG ECHO Financed Actions in the People's Democratic Republic of Korea from 2001 to 2003
317	ECHO	2006	Evaluation of DG ECHO financed operations relating to the Darfur crisis
324	ECHO	2000	Evaluation of action plans concerning "disaster preparedness" in the Andean Community
331	ECHO	2005	Evaluation of ECHO's cooperation with the International Federation of Red Cross and Red Crescent Societies (IFRC) and IFRC activities funded by ECHO, including the partnership and activities with certain EU Red Cross National Societies
334	EMPL	2006	Financial Instruments in support of the European Social Dialogue 2004-2004
339	TREN	2003	Impact Assessment of the 4th RTD Framework Programme relating to Non-nuclear Energy (JOULE and THERMIE)
343	RTD	2004	Impact evaluation of the control of infectious diseases Key Action in the Fifth Framework Programme of Research
346	ENTR	2003	Extended Impact Assessment with regard to the Commission Communication on "Basic orientations for the sustainability of European tourism"
353	ENTR	2005	Ex-post Evaluation of EC Legislation and its Burden on Business
362	ENTR	2005	Ex-post Evaluation of DG Enterprise and Industry Activities in the Field of Innovation
370	EMPL	2006	Evaluation of Community Action Programme to combat discrimination 2001-2006
432	EAC	2006	External evaluation of the mechanisms for the dissemination and exploitation of the results arising from programmes and initiatives managed by the DG EAC

442	JLS	2006	European Refugee Fund: Final evaluation of the first phase (2000-2004), and definition of a common assessment framework for the second phase (2005-2010)
444	JLS	2003	Final Evaluation of the DAPHNE Programme
488	AGRI	2007	Evaluation of withdrawals and crisis management in the fruit and vegetable sector
489	AGRI	2002	Evaluation of the Community Policy for Starch and Starch Products
492	TREN	2006	Ex ante Evaluation of the deployment programme for Intelligent Transport Services (2007-2013) following the MIP TEMPO programme 2001-2006
493	RTD	2004	Assessing the social and environmental impacts of European research
496	INFSO	2005	Analysis of Impacts of Benchmarking and eEurope actions in the Open Method Coordination
497	INFSO	2005	Impact Assessment: Communication on e-Accessibility
498	INFSO	2005	Impact Assessment: Communication on i2010 (European Information Society 2010)
499	INFSO	2005	Impact Assessment: Communication Reporting on the Public Consultation on the Scope of Universal Service
500	INFSO	2005	Impact Assessment: Proposal for Revised TVWF Directive
502	FISH	2004	Extended impact assessment and ex ante evaluation of the Proposal for a Council Regulation on a European Fisheries Fund for the period 2007-2013 (COM (2004) 497 final)
504	EAC	2002	Ex ante Evaluation for the preparation of a new e-Learning Programme
506	EAC	2006	IMPACT ASSESSMENT integrating ex ante evaluation requirements (European Institute of Technology)
510	SANCO	2005	Impact Assessment: New Community Measures for the Control of Avian Influenza
511	SANCO	2005	Impact Assessment: Proposal for a Council Directive Laying down Minimum Rules for the Protection of Chickens Kept for Meat Production (Broilers)
512	SANCO	2005	Impact Assessment: Proposal from the Commission on a New Council Directive on Animal Health Requirements for Aquaculture Animals and Products Thereof
514	SANCO	2006	Impact Assessment – Better training for safer food
515	SANCO	2006	Impact Assessment – Action Plan on Protection and Welfare of Animals
516	JLS	2004	Extended Impact Assessment for the Visa Information System (VIS)
517	JLS	2005	Impact Assessment: General Programme for Solidarity and Management of Migration Flows
518	JLS	2006	Impact Assessment on Community Code on visas
519	JLS	2006	Impact Assessment on the Regulation of the European Parliament and of the Council establishing a mechanism for

			the creation of Rapid Border Intervention Teams and amending Council Regulation (EC) No 2007/2004 as regards that mechanism
520	AIDCO	2005	Impact Assessment: Regulation of the European Parliament and of the Council Establishing Accompanying Measures for Sugar Protocol Countries Affected by the Reform of the EU Sugar Regime
524	AIDCO	2005	Impact Assessment: Communication from the Commission "EU Strategy for Africa"
525	AIDCO	2006	Impact Assessment related to the Communication from the Commission to the Council and the European Parliament Interconnecting Africa: the EU-Africa Partnership on Infrastructure
528	ENTR	2005	Impact Assessment of the Competitiveness and Innovation Framework Programme
552	TREN	2004	Ex ante evaluation of Marco Polo II (2007-2013)
553	TREN	2005	Assessment of options, benefits and associated costs of the SESAR Programme for the definition of the future air traffic management system
558	TREN	2005	Impact Assessment: Extension of EASA Competences to ANS, ATM and Airports
586	RTD	2006	Impact assessment for improving SME specific research schemes and measures to promote SME participation in the Framework Programme
589	RTD	2004	Assessment of the impact of the actions completed under the 3rd and 4th Community Framework Programmes for Research; survey for the Five Year Assessment of Community research activities (1999-2003)
614	RELEX	2006	European Neighbourhood Policy
615	TRADE	2002	Sustainability Impact Assessment of the Trade Aspects of Negotiations for an Association Agreement between the European Communities and Chile
626	EAC	2004	Ex ante evaluation (extended impact assessment) for a new programme in the field of cultural co-operation (2007-2013)
629	RTD	2005	Analysis of 'high impact' research activities (HIRA) under Community Research Framework Programmes: study for the Five Year Assessment of Community research activities (1999-2003)
648	ENV	2005	Evaluation of the IMPEL Network
650	RTD	2006	Review of the ERA-NET Scheme
667	MARKT	2006	Evaluation of the Citizen Signpost Service
680	TAXUD	2005	Interim Evaluation of the Customs 2007 Programme
700	SANCO	2006	Evaluation of Financial Contributions 2000-2003 to European Consumer Organizations
707	JLS	2005	Ex post Evaluation of Grotius II, Oisin II, Stop II, Falcone and Hippocrates Programmes and Interim Evaluation of the

			AGIS Programme
752	AGRI	2006	Evaluation of the Impact of Directive 2000/36/EC on the Economies of those Countries Producing Cocoa and Vegetable Fats other than Cocoa Butter
814	REGIO	2006	Community financial contributions to the International Fund for Ireland (2007-2010)
822	TAXUD	2005	Impact assessment: Proposal for a Directive on the Taxation of Cars
881	EMPL	2006	European Foundation for the Improvement of Living and Working Conditions External Evaluation
889	EPARL	2006	Evaluating the Activities of the European Commission in the field of Information
890	EPARL	2006	Evaluating the Activities of the European Commission in the field of Communication
891	ECA	2006	Special report No 8/2006 - Growing success? The effectiveness of the European Union support for fruit and vegetable producer's operational programmes
893	ECA	2004	Special report No 9/2004 - Forestry Measures within Rural Development Policy
894	ECA	2004	Special report No 7/2004 - pursuant to the Article 248 (4), second paragraph, EC on the common organisation of the market in raw tobacco
895	ECA	2004	Special report No 13/2003 concerning aid production for cotton
896	ECA	2002	Special report No 7/2002 on the sound financial management of the common organisation of markets in the banana sector
897	ECA	2002	Special report No 5/2002 on extensification premium and payment schemes in the common organisation of the market for beef and veal
899	ECA	2006	Special report No 1/2006 on the contribution of the European social fund in combating early school leaving
900	ECA	2003	Special report No 4/2003 concerning rural development: support for less-favoured areas
901	ECA	2002	Special Report 4/2002 on local actions for employment
907	ECA	2003	Special report No 11/2003 concerning the Financial Instrument for the Environment (LIFE)
920	AGRI	2007	Impact assessment: Proposal for a COUNCIL REGULATION on the common organisation of the market in wine and amending certain regulations
923	INFSO	2006	Ex-ante evaluation of options for development of a competitive, dynamic and sustainable knowledge society: 2006-2013
924	SANCO	2006	Evaluation of the Community Animal Health Policy (CAHP) 1995-2004 and alternatives for the future
925	EAC	2007	External evaluation of activities undertaken by DG Education and Culture in support of the European Union's equal opportunities policies

927	EPARL	2006	Impact assessment on the European Institute of Technology by the parliament
928	AIDCO	2000	Evaluation of the programme to supply agricultural products to the Russian Federation
929	INFSO	2005	How the eEurope OMC worked: Implications for the Co-ordination of Policy under i2010
930	AGRI	2005	Extended impact assessment of rural development policy post 2006
931	MS OS	2006	Austria, Objective3, Final evaluation
932	MS DK	2006	Denmark, Objective3, Final evaluation
933	MS FR	2006	France, Objective3, Final evaluation
934	MS DE	2006	Germany, Objective1, Final evaluation
936	MS IE	2006	Ireland, Objective3, Final evaluation
937	MS IT	2006	Italy, Objective3, Final evaluation
940	MS PD	2003	Portugal, Objective1, Final evaluation
941	MS ES	2006	Spain, Objective1, Final evaluation
942	MS ES	2006	Spain, Objective3, Final evaluation
943	MS NL	2006	Netherlands, Objective1, Final evaluation
944	MS SE	2006	Sweden, Objective3, Final evaluation
945	MS UK	2006	UK England, Objective3, Final evaluation
946	MS FR	2007	Ex ante Evaluation of the Programme "Regional competitiveness", European Funds 2007 - 2013 – Picardie
949	MS FR	2007	Ex ante Evaluation of the Operational Programme "Regional competitiveness FEDER 2007-2013" – Basse nor-mandie
950	MS ES	2006	Actualización de la evaluación intermedia del programa operativo integrado de Andalucía 2000-2006
951	MS UK	2005	Updated Mid-Term Evaluation of England Objective 1 and 2 Programmes
952	MS UK	2003	Mid-term evaluation of the Objective 1 programme for West Wales and the Valleys
953	MS EE	2006	Evaluation of the structure and implementation of the SPD and project selection criteria
954	MS UK	2005	Joint evaluation of the 8 English URBAN II programmes
955	MS DE	2003	Evaluation of the operational programme Sachsen-Anhalt (2000-2006)
956	SANCO	2005	Interim Evaluation of the Public Health Programme 2003-2008
962	TREN	2006	Ex post evaluation for the programme TEN-T Risk Capital Facilities

963	TREN	2006	Mid-term evaluation for the programme Intelligent Energy for Europe
964	MS LU	2006	Luxembourg, Objective3, Final evaluation
965	MS ES	2006	Spain Objective 1 – 2000-2006
966	ELARG	2007	Phare Thematic evaluation: Small and Medium-Sized Enterprise Finance Facility
967	ELARG	2007	Ex post evaluation of Phare support allocated between 1999-2001, with a brief review of post-2001 allocations
968	SANCO	2006	Ex post evaluation of the impact of the Consumer Policy Strategy 2002-2006 on national consumer strategy
969	AGRI	2006	Evaluation of EU co-financed information and promotion programmes for agriculture products in non-community countries – Switzerland and Norway
970	MS UK	2005	Mid-Term Evaluation Update for the LEADER+ 2000-2006 Programme
973	ECA	2007	Special Report No 1/2007 concerning the implementation of the mid-term processes on the Structural Funds 2000-2006 together with the Commission's replies
974	ECA	2006	Special Report No 10/2006 on ex post evaluations of Objectives 1 and 3 programmes 1994-1999 (Structural Funds) - Part 1, Objective 1
975	ECA	2006	Special Report No 10/2006 on ex post evaluations of Objectives 1 and 3 programmes 1994-1999 (Structural Funds) - Part 2, Objective 3
976	EFSA	2005	Evaluation of the European Food Security Agency

APPENDIX D – STUDY METHOD IN DETAIL

D1 - Overview

Overall approach

The successive methodological steps are the following:

Steps	See	In Appendix
Database of 913 documents	structure	A2
Identifying the reports	sources	A1
Assessing their potential interest for the re-view	criteria	A4
Interviewing Heads of Evaluation Units/sectors	list	F
Sample of 257 reports	list	C
Drawing the sample	principles	B1
Checking the structure of the sample	structure	B2
Checking the coverage of the sample	method	D2
Rapid screening		
Accessing the reports		
Screening for budgetary challenges	definitions	E
Review of the reports		
Checking the report for robustness	method	D3
Rating the evaluation criteria	scale	D4
Conclusions		
Synthesising conclusions	method	D5
Drawing lessons	method	D6

Key methodological issues

Are the available reports impartial?	See A3
Does the study build upon robust information?	See D3
Is it worth synthesising evaluations?	See D5
How strong are the lessons?	See D6

D2 - Coverage of the broad policy areas and evaluation criteria

Number of reports per policy area

Table 14 and Table 15 shows the structure of reviewed reports per broad policy area and sub-area. All sub-areas involving large or medium expenditures are covered by more than 14 reports. An exception is the Cohesion Fund which is covered by one report only. The study team however assesses that this report is robust and provides meaningful conclusions (see page 13).

Expenditure under evaluation

Considering that the number of reports is not meaningful, the study team has undertaken to assess the coverage in budgetary terms, i.e. expenditures under evaluation in comparison with total budgetary expenditures. This exercise has never been done before. It is complicated because a given expenditure may be subject to several successive evaluations and to evaluations at several levels (programme, country and/or European syntheses, thematic evaluations, etc.).

In order to avoid double counting, the study team has weighted each reviewed report as follows:

Table 16 – Weighting expenditure under evaluation⁵⁶

Evaluation	
Programme, cluster	60%
Theme	4%
Synthesis	8%
Impact assessment	20%

Programme or cluster evaluation is defined as an exercise which involves ad hoc field data collection and analysis in order to provide an overall assessment of a given intervention (programme, scheme) or of a cluster of interventions (series of programmes and/or projects). Thematic evaluation also involves ad hoc field data collection and analysis, but concludes on only one dimension of the intervention(s), e.g. a particular instrument, practice, sector, or impact. Synthesis evaluation provides an overall assessment of a cluster of interventions on the basis of documents only.

The meaning of the above weighting system is the following: full coverage (100%) is achieved when a given expenditure is subject to an impact assessment, to a programme or cluster evaluation, to three thematic evaluations, and to a synthesis evaluation. These weights are arbitrary and draw on the experience of the study team.

The annual expenditure under evaluation has been assessed as follows:

- Search for the total expenditure under evaluation in the evaluation report
- Calculation of the average annual amount
- Weighting expenditure under evaluation in accordance with Table 16

⁵⁶ Weights have sometimes been adapted to specific situations on a case-by-case basis.

- Weighting the expenditure under evaluation again in relation to the date of the report⁵⁷.

At the sub-area level, the annual expenditure under evaluation has been compared to the budgetary appropriation in 2007. Sub-areas have been categorised in three categories, i.e. large, medium and small coverage. The least covered areas are: innovation, environment, justice, media, and learning. All these policies, except the last one, involve relatively small expenditures.

Coverage of evaluation criteria

Some reports do assess all the evaluation criteria in a conclusive way, but others do not. Consequently, some criteria are assessed more than others, and this depends on the policy area. Effectiveness is by far the most frequently assessed criterion, and coherence the least one. Relevance and European added value are relatively well covered. There is a general lack of conclusive assessments as regards sustainability and the value of unintended impacts.

D3 - Robustness of reports and extracted messages

The robustness of a report is that of its main messages, i.e. the extracted messages in the case of this study.

A message is robust if it is transparently rooted in a strong evidence base. A professional check of robustness relies upon a detailed review of the evaluation method, plus some in-depth verification into the set of collected data. In general, the reviewed material does not include access to detailed methodological explanations and supporting data. Had this information been accessible, the constraints applying to this study would have made it impossible to undertake a state of art robustness check.

The study team has therefore undertaken a rapid check of robustness which is reported in the fiches on a {1;3} scale:

- 1 Documents and insiders' views only
- 2 Field data collection and cross-checked views of insiders / outsiders
- 3 Rigorous cause-and-effect analysis with counterfactual or well-done in-depth case studies.

Robustness is first rated at the level of the report as a whole, and then re-rated for each extracted message specifically, where relevant, e.g. the message is particularly well explained / substantiated in the report, the message is particularly easy to justify.

Several DGs used to assess the quality of the evaluation reports delivered by their consultants, and to make these assessments available on line. This information has been used in some instances, but not systematically, for two reasons: (1) the information is provided in a way which is by far more precise⁵⁸ than the above rating which had to be used in most instances, and (2)

⁵⁷ Recent reports are weighted more than old ones: 100% if 2006, 0% if 1996, and weights in between for the years in between.

⁵⁸ EC quality assessments typically use a five-level scale and eight distinct criteria.

quality is assessed at the level of the report as a whole, and not at the level of the main messages.

The outcome of this rapid check is that a large proportion of reports are relatively weak.

When it comes to drawing qualitative comments and lessons, the study team has strived to rely on relatively robust messages only.

D4 – Rating the evaluation criteria

When conclusively assessed in the reviewed reports, the evaluation criteria have been rated on a {3;3} scale:

- +3 As regards this criterion, the report is fully positive, conclusive and clear. Messages are of general interest
- +2 Mix of positive and negative messages with positive ones being clearly more important, or major message which is positive but not entirely so
- +1 Mix of positive and negative messages with positive ones being somewhat more important
- 0 Evaluation criterion not assessed, or in an inconclusive way, or assessed and mixed, i.e. both positive and negative
- 1 Same as above but negative
- to
- 3

Weighted average rates have been computed at the level of policy areas and sub-areas. Two thresholds have been set at arbitrary levels in order to arrive at an overall picture including a balanced proportion of positive, mixed, and negative assessments.

Assessment is qualified as positive if the average weighted rate is over 0.8, as negative under -0.4, and mixed in between. If a criterion is conclusively assessed in less than three reports, the cell is left empty, except in a few areas such as Cohesion Fund, fisheries and media.

The assessments do not all have the same importance and have therefore been weighted (from 1 to 9) by multiplying the interest of the report (rated from 1 to 3) and the robustness of the assessment (also rated from 1 to 3).

The interest of the report is rated as follows:

- 3 = recent and very conclusive evaluation of an intervention involving large expenditures, or a large cluster of interventions
- 2 = only two of the items underlined above
- 1 = only one of the items underlined above

The rating of robustness is explained in D3.

D5 – Synthesising conclusions

The first part of this study strives to deliver some kind of overall assessment of European policies on the basis of evaluations which have not been carried out for this purpose. In fact, the Commission's evaluations, which are the bulk of the reviewed material, are done for managers and policy-makers, rather than for accountability purposes.

This results in the fact that a few reports include conclusive overall assessments, and that not all evaluation criteria are covered.

When it comes to commenting on the merits and worth of the various policies, the material can be quoted in general and desperately vague terms, or in a way which is more precise, but looks anecdotal. The study team has strived to take an in-between position, but this is nothing more than a pragmatic compromise.

This study shares the difficulty of evaluation synthesis with a number of reports which have been reviewed in areas such as regional policy, employment policy, research, rural development, and enlargement. Some of these syntheses are poorly conclusive and almost all are poorly rooted in evidence. The worst case is that of regional policy in which tough constraints apply: complex heterogeneous programmes, and evaluations carried out in hundreds of regions under the responsibility of programme stakeholders and according to their priorities⁵⁹. The evaluation of the Cohesion Fund is an interesting counter example. This very conclusive report answers a series of questions of Community interest by investigating a sample of 60 projects, instead of trying to synthesise hundreds of project evaluations addressing issues of specific interest.

D6 – Drawing transferable lessons

The interest of a lesson lies in its potential to be applied in various contexts, e.g. learning a lesson through a programme evaluation and applying this lesson in another programme, or even in another policy area.

Most of the lessons learned arise from evaluation reports reviewed in different policy domains. Where this is mentioned, it gives a first indication of the potential interest of the lesson.

In order to be transferable, a lesson should be rooted in a state of art cause-and-effect analysis, including a thorough examination of the contextual factors which might restrict generalisation. Such an analysis may be quantitative or qualitative or both. In fact, such a standard is not matched in any of the individual evaluation reports processed in this study.

The lessons are therefore to be considered as suggested or even strongly suggested by this study, but certainly not demonstrated.

Moreover, the lessons have emerged from an informal brainstorming process which is heavily affected by (1) the frequency of some messages (e.g. complexity of procedures) and (2) the understanding (or even pre-conceptions) of the study team. As a consequence the process has inevitably been biased towards the ways of thinking and the fashionable ideas which currently prevail in the European political arena.

⁵⁹ This statement is not a negative opinion about the Structural Funds evaluation system as a whole. This system has achieved great results in terms of developing a culture of evaluation across Europe, and it is relevant to the interests of programme managers and designers. However, no evaluation can serve all purposes, and the evaluation syntheses produced by the Commission (11) and the Court of Auditors (973) are highly inconclusive.

APPENDIX E – AREAS OF INTEREST FOR LEARNING LESSONS

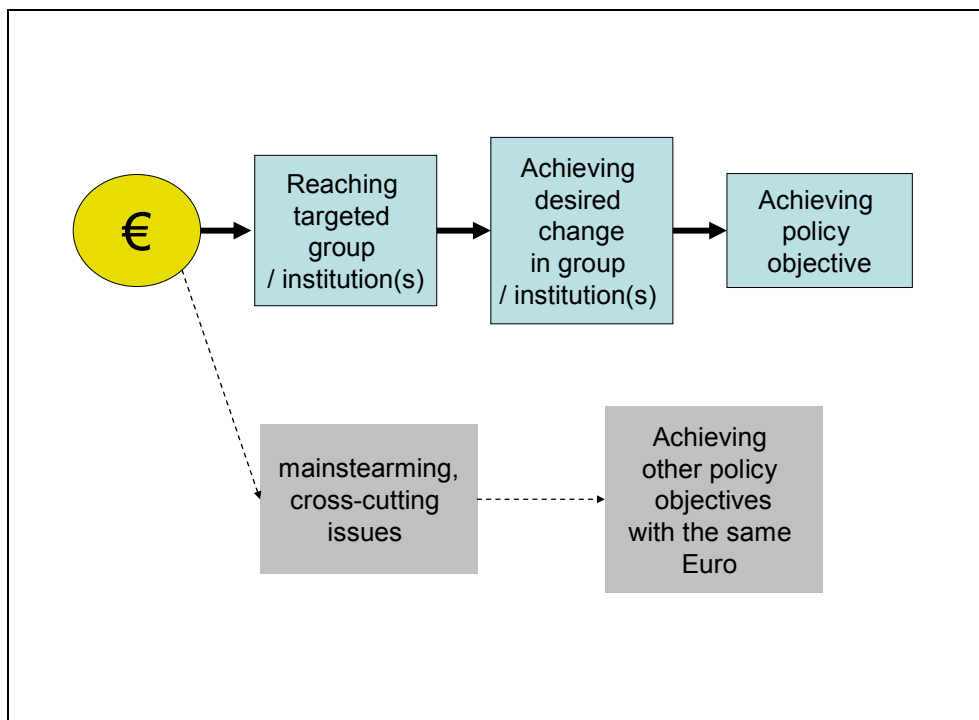
This section provides the definitions of the areas where lessons learned were initially considered as particularly relevant to the review of EU spending.

Seeking synergies through integration

- Specific policies and programmes concentrate their resources on achieving a single specific objective or a consistent set of interlinked objectives.
- Alternatively “integration⁶⁰” means that another or several other policy objectives are expected to accrue from the same financial resources in the form of side effects, by-products, etc. (e.g. environmental criteria are added in the project selection process in a rural development programme; progress towards good governance is monitored and subject to policy dialogue in connection with the EC support to poverty reduction in a partner country; equal opportunities are promoted through a science and technology programme).

This challenge is outlined in the figure below.

Figure 6 - Achieving several policy objectives with the same Euro



⁶⁰ Caution! In this context “integration” does not cover the case of several activities being marshalled with a view to achieving a single objective.

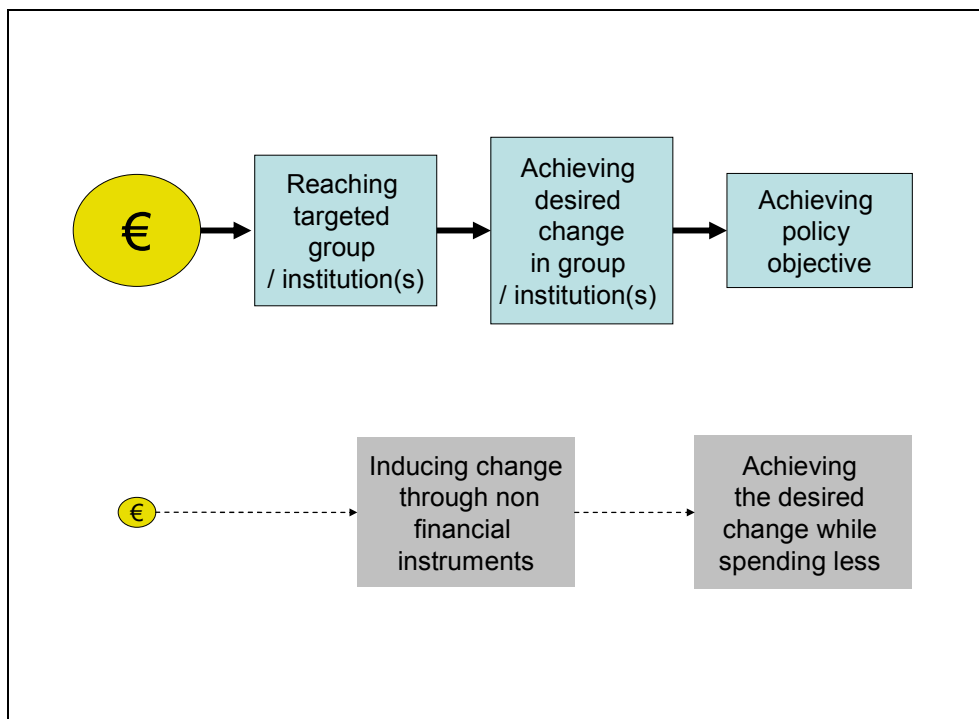
Inducing instead of purchasing change

- The policy objective may be achieved through purchasing and providing public goods and services, or more often through allocating funds to the targeted group / institution(s) in counterpart of their achievement of a desired change.
- Alternatively, the policy objective is to be achieved through inducing changes in the targeted groups / institutions by means other than fund allocation, e.g. communication campaign, standard-setting, networking, twinning, open method of coordination, regulation, etc.

The first instance is usually compared to a (financial) carrot, as opposed to sticks and sermons in the second instance.

This challenge is outlined in the figure below.

Figure 7 - Achieving the policy objective through cheaper instruments

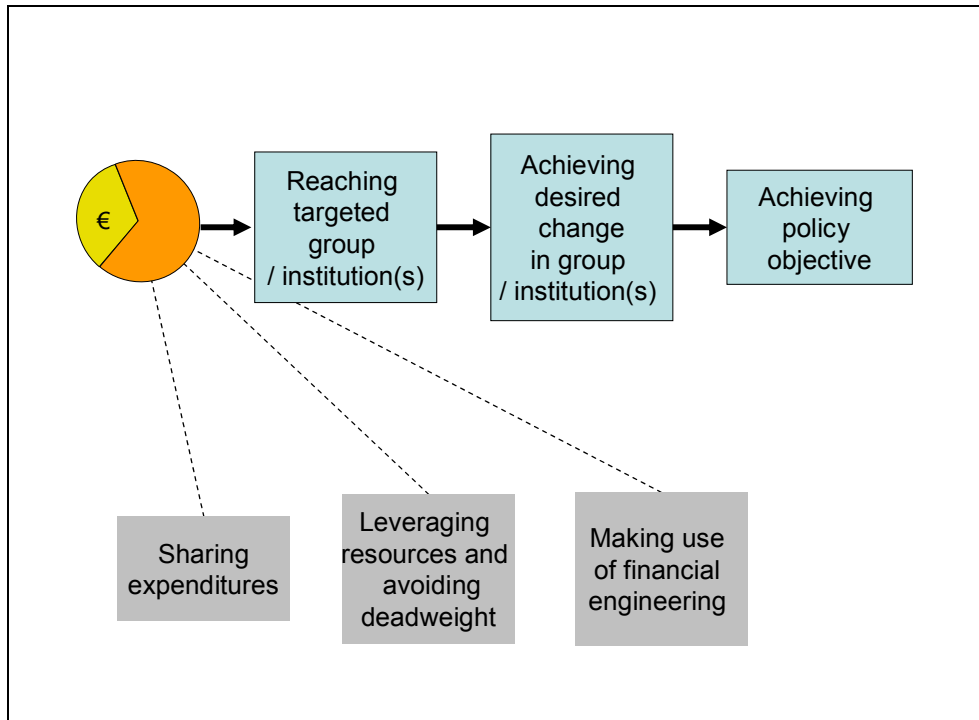


Leveraging financial resources

- The targeted group / institution(s) may be allocated the totality of the financial resource needed for achieving the desired change.
- Alternatively, it is allocated only a part of the required resources, with a view to encouraging the securing of complementary resources, either from their own funds or from other public or private funding institutions. Leverage is meant to avoid deadweight (i.e. support allocated in order to induce a change which would have been achieved anyway).

This challenge (and the following two) is outlined in the figure below.

Figure 8 – Sharing the cost of achieving a policy objective



Financial engineering

- Targeted group / institution(s) may be allocated financial support originating directly from budgetary resources
- Alternatively, EC budgetary resources may be channelled through financial institutions so as to be converted into loans, loan guarantees, seed capital, etc. In this second instance, a given budgetary resource reaches a larger number of targeted group(s) / institution(s).

Sharing expenditures

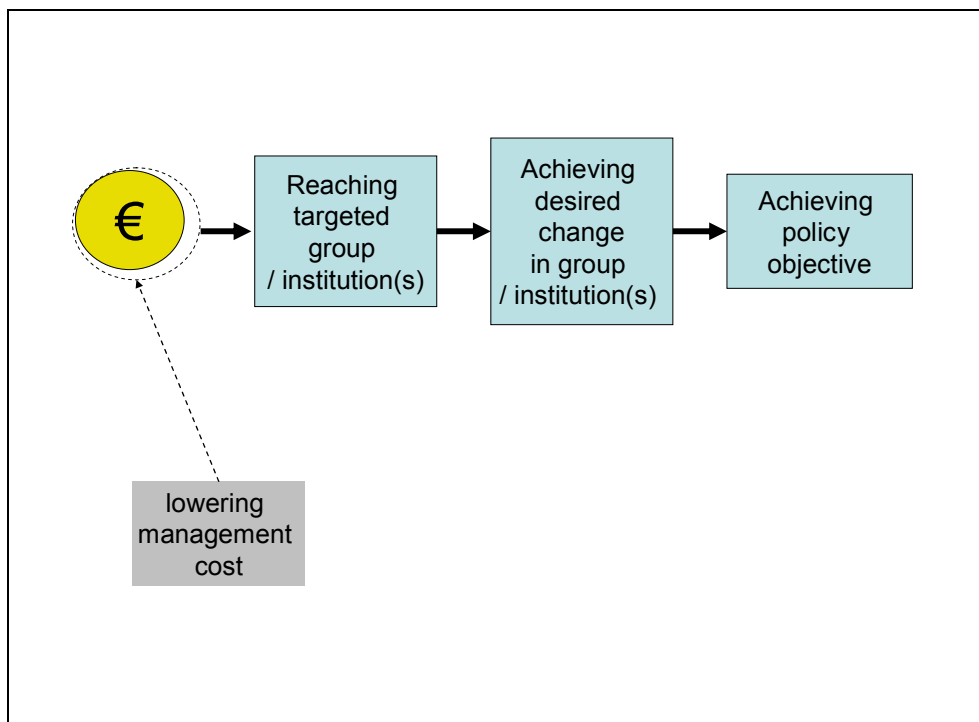
- Targeted group(s) / institution(s) may be allocated resources originating (directly or indirectly) from the European budget exclusively.
- Alternatively resources may originate from a co-financing arrangement between the EC and a Member State, or a public institution at any other level.

Reducing management costs

- Resources and activities may be managed by EC departments only
- Alternatively, resources and activities may be managed fully or partly by an executive agency, another body with a public service mission, a Member State, a third country or an international organisation. Such alternative options may be assumed to reduce the management cost, or the share of management cost borne by the EC budget.

This challenge is outlined in the figure below.

Figure 9 – Achieving the policy objective at lower management cost



APPENDIX F – INTERVIEWS AND DOCUMENTS

F1 - Interviews

Inception interviews (purpose of the study, budgetary challenges)

- Mr Stefan Lehner, DG Budget, face
- Mr Vasco Cal, Cabinet of Commissioner for Budget, face

Telephone interviews with heads of evaluation units/sectors (key reports, either evaluations carried out in their respective DGs, or other sources such as Member States)

- José-Manuel Lopez de la Mano, DG SANCO
- Olivier Rouland, DG EMPL
- Bernard Grand, DG TAXUD
- Silvio Mascagna, DG EAC
- Delphine Sallard, DG Trade
- Mikael Garellick, DG ENTR
- Werner Stengg, DG MARKT
- Peter Johnston, DG INFSO
- Andrea Mairate, DG REGIO
- Martin Scheele, DG AGRI
- Jean-Louis Chomel, DG AIDCO
- Michael Grams, DG ECFIN
- Sandro Santamato, DG TREN
- Goran Segerlund, DG ELARG

F2 - Background documents

Annual Evaluation Reviews 2002 to 2006 (BUDG)

European Parliament, Council and Commission (2006) Inter-institutional agreement on budgetary discipline and sound financial management

EC (2002) Implementation rules of the Financial Regulation COM(2002) 2342

EC (2005a) Europe 2010: A Partnership for European Renewal, Prosperity, Solidarity and Security. Communication from the President COM(2005) 12

EC (2005b) Evaluation Highlights: Recent evaluation findings presented against the background of the proposed Financial Framework for 2007-2013 – DG BUDGET

EC (2005 c) Valeur Ajoutée Communautaire, Définition et critères d'appréciation, Document de travail, DG REGIO

European Parliament (2007) Comparative study on The Financial Regulation of the European Communities

Technopolis and Tavistock Institute (2004) The Use of Evaluation in the Commission Services

EC DG BUDGET (2004) Evaluating EU Activities, a practical guide for the Commission services.

ANALYSIS FICHES

The following pages display the analysis fiches ordered per broad policy area and sub-area.

These fiches are to be accessed through the links in the main text.

Evaluation of IST research

Report n° 66							
Title	RTD in Information Society Technologies Five Year Assessment: 1999-2003						
Short title	Evaluation of IST research						
Full text report	http://www.bookshop.europa.eu/eubookshop/FileCache/PUBPDF/KK6304351ENC/KK6304351ENC_002.pdf						
Evaluation review	2004						178
Time persp	Retrospective	Type	Theme	By	INFSO	Weight	0,04
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio		reliability	
Interest (1 to 3)	3	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	0	2					46-47
Coherence	-1	2					iv, 44
European added value	2	2					53
Effectiveness	-1	2					iv, 18, 20, 30
Sustainability							
Efficiency	1	2					18
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Integration	2		> Y : RY p. 22, 48 (negative mess)				22, 48
Induction	2		> AB : RY p. 34, 53 (positive mess)				34, 53

Evaluation of Framework Programme new instruments

Report n° 177							
Title	Evaluation of the effectiveness of the 6th Framework Programme New Instruments						
Short title	Evaluation of Framework Programme new instruments						
Full text report	ftp://ftp.cordis.europa.eu/pub/documents_r5/natdir0000033/s_6082005_20050214_184834_ADS0006763en.pdf						
Evaluation review						page	
Time persp	Retrospective	Type	Instrument	By	RTD	Weight	0,04
Overall robustness rating (1 to 3)	1	Comment	A questionnaire to 275 co-ordinators of proposals related to the New Instruments, whether selected or not, plus hearings				
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Prosperity						
Budgetary heading	08 09???						
Years under evaluation	2001	2002					
Budget under evaluation	6776	Weighted average / year		81	€ Mio	reliability	
Interest (1 to 3)	2	Comment	New instruments (integrated projects, and networks of excellence) account to 77 % of the funds in the first round of the 6th research framework programme				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	0	2	The integrated projects correspond to a need but there is a problem with networks of excellence Networks of Excellence since industry is reluctant to engage in the type of long term commitment aimed for by the designers of the Instrument.				10
Coherence							
European added value	-2	2	Confusion has been created around the need for bigger projects. This is linked to the lack of clarity of the definition of critical mass which resulted in artificial enlargement of partnerships, way beyond the potential added value that can be created				11
Effectiveness	-2	1	The first signs are that the potential multiplier and federating effect of the Framework Programme is not being realised with the New Instruments				19
Sustainability							
Efficiency	-2	1	Application costs and risks of participation in competitive funding process are unreasonably high				11
Unintended impacts			The new instruments have not made room for small players such as SMEs, small research teams, and actors from the new Member States				
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Complexity	1	1	A matter of very high concern is the perception of participants that the bureaucracy is increasing rather than decreasing.				19

Evaluation socio-economic Impacts of research

Report n° 178							
Title	Meta-evaluation on Assessing the Socio-economic Impacts of the Framework Programmes (ASIF study)						
Short title	Evaluation socio-economic Impacts of research						
Full text report	ftp://ftp.cordis.europa.eu/pub/fp5/docs/fp5_monitoring_socio-economic_final_report.pdf						
Evaluation review							
Time persp	Prospect. & retro.	Type	Synthesis	By	RTD	Weight	0,08
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	1	2	> RY p. 144				144
European added value	3	2	the most important effect of the FWPs is that they have gradually become the driving force behind the formation of dynamic networks which go beyond formal collaboration since they bring together researchers from the best laboratories in European firms and give private firms the opportunity to benefit from a larger pool of resources than is available in only one single European nation. They have unquestionably fostered the emergence of closer linkages and the creation of a critical mass through networking. In addition, they provide stable financial support, reduce unnecessary competition among researchers and between researchers and industry, and provide access to complementary skills, means and tools				82
Effectiveness							
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Induction	2		> AB : Y p. 82				82

Five Year Assessment Joint Research

Report n° 183							
Title	Five Year Impact Assessment of the Joint Research Centre (10 02 – 10 05)						
Short title	Five Year Assessment Joint Research						
Full text report	http://www.jrc.ec.europa.eu/download/5yafinal.pdf						
Evaluation review	2003						20 ?
Time persp	Retrospective	Type	Programme	By	JRC	Weight	0,6
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation	1999	2003					
Budget under evaluation	?	Weighted average / year		€ Mio	reliability	?	
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	1					AR p. 18
Coherence							
European added value							
Effectiveness	0	1					AR p. 20
Sustainability							
Efficiency	0	1					AR p. 20
Unintended impacts							

Expert assessment of the EU Research Programme

Report n° 229							
Title	Five year assessment of the EU Research Programme						
Short title	Expert assessment of the EU Research Programme						
Full text report	http://ec.europa.eu/research/reports/2004/pdf/fya_en.pdf						
Evaluation review						page	
Time persp	Retrospective	Type	Synthesis	By	RTD	Weight	0,08
Overall robust-ness rating (1 to 3)	2	Comment	Report by a panel of experts on the basis of a very comprehensive series of hearings and review of evaluations at European and national level				
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Prosperity						
Budgetary heading	CCCross-cutting						
Years under evaluation	1999	2003					
Budget under evaluation	22000	Weighted average / year		246	€ Mio	reliability	2
Interest (1 to 3)	3	Comment	Recent overall evaluation				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	-2	2	Not attractive enough in terms of direct participation of high-tech SMEs. Insufficient emphasis on radical innovation and risk-taking research. Insufficient industrial relevance and leadership in programmes aimed at innovation and competitiveness.				iii
Coherence							
European added value	3	2	Significant European added value: given the fact that the expenditure is less than five percent of the total government RTD expenditure in the EU area, the core focus is 'structural', i.e. strengthening of the European research system as a whole.				ii
Effectiveness	2	1	The EC has corrected some of the deficiencies in the European RTD landscape and have contributed significantly to bridging the gap between RTD and innovation.				ii
Sustainability							
Efficiency	-2	2	Complicated administrative procedures and financial rules increases the 'time to contract' delays and create barriers to participation				iv
Unintended impacts							

Participants in IST Research and ERA

Report n° 272								
Title	Evaluation of Networks of Collaboration between Participants in IST Research and their Evolution to Collaborations in the European Research Area (ERA)							
Short title	Participants in IST Research and ERA							
Full text report	http://ec.europa.eu/dgs/information_society/evaluation/data/pdf/studies/s2003_01/2005_eranets_final.pdf							
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2005_en.pdf						131	
Time persp	Retrospective		Type	Programme	By	INFSO	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment						
The evaluated intervention								
Policy area	Other internal							
Strategic objective	Prosperity							
Budgetary heading								
Years under evaluation	2002	2004						
Budget under evaluation	?	Weighted average / year			€ Mio	reliability ?		
Interest (1 to 3)	2	Comment						
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page	
Relevance	1	2					AR. p. 131	
Coherence	1	2	> : RY p. 21				AR. p. 131	
European added value								
Effectiveness	2	2	>: Y p. 33				R. p. 33	
Sustainability								
Efficiency	1	2					AR. p. 131	
Unintended impacts								

Evaluation of Progress towards a European Research Area for Information Society Technologies

Report n° 273							
Title	Evaluation of Progress towards a European Research Area for Information Society Technologies						
Short title	Evaluation of Progress towards a European Research Area for Information Society Technologies						
Full text report	http://ec.europa.eu/dgs/information_society/evaluation/data/pdf/studies/s2004_02/2006_cespri_final.pdf						
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2005_en.pdf						133
Time persp	Retrospective	Type	Programme	By	INFSO	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness	3	2	IST-RTD Programmes have very positive effects for the network connectivity of the European information and communication sector in terms of: Attracting key actors to the European IST Knowledge Network; Creating and strengthening the connectivity among actors; Generating and diffusing new knowledge effectively; Few European organisations are Top Global IST Network Hubs; Few of the highly technologically dynamic SMEs are part of the IST-RTD Programme.				
Sustainability							
Efficiency							
Unintended impacts							

4th RTD Framework (JOULE and THERMIE)

Report n° 339							
Title	Impact Assessment of the 4th RTD Framework Programme relating to Non-nuclear Energy (JOULE and THERMIE)						
Short title	4th RTD Framework (JOULE and THERMIE)						
Full text report	http://ec.europa.eu/dgs/energy_transport/evaluation/activites/doc/reports/recherche/fp4_joule_thermie_en.pdf						
Evaluation review	2003						173
Time persp	Prospective	Type	Programme	By	TREN	Weight	0,2
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation	1995	1998					
Budget under evaluation	971	Weighted average / year		10	€ Mio	reliability	3
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	-1	3	A surprisingly low fraction of projects (8%) is related to the transport sector (RUE, fuel cells, bio fuels), despite its growing importance in increasing energy demand and CO2 emissions.				12
Coherence	1	2					R. p. 42
European added value	1	2					AR. P. 173
Effectiveness	1	1	> : RY p. 71				R. p. 71
Sustainability							
Efficiency	1	1					R. p. 25
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Leverage	1	3	on average, 57% of the total eligible cost (ranging between 54% and 64% depending on the area). This resulted in an average leverage ratio of 1.8 for the Commission effort: in other words, for each euro spent by the Commission, the research budget was multiplied by 1.8. For demonstration projects, the leverage effect was higher at 2.6				12

evaluation research infectious diseases

Report n° 343							
Title	Impact evaluation of the control of infectious diseases Key Action in the Fifth Framework Programme of Research						
Short title	evaluation research infectious diseases						
Full text report	ftp://ftp.cordis.europa.eu/pub/life/docs/impactinfect_qick2_ct_2002_00001_final_en.pdf						
Evaluation review							
Time persp	Prospective	Type	Programme	By	RTD	Weight	0,2
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Freedom & security						
Budgetary heading							
Years under evaluation	1999	2002					
Budget under evaluation	206	Weighted average / year	6	€ Mio	reliability	3	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	2	2	> : Y p. 43 (38,41)				R. p. 43
Coherence							
European added value	2	2	> : Y p. 65, 83				R. p. 65, 83
Effectiveness	2	1	> : Y p. 63-64, 65, 77				R. p. 63, 64, 65, 77
Sustainability							
Efficiency							
Unintended impacts	1	1					R. p. 70
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Integration	1		> Y : RY p. 43 (neutral message)				R. p. 43

Evaluation of socio-environmental impact of research

Report n° 493							
Title	Assessing the social and environmental impacts of European research						
Short title	Evaluation of socio-environmental impact of research						
Full text report	ftp://ftp.cordis.europa.eu/pub/citizens/docs/ricci_report_priority7.pdf						
Evaluation review	2003						157 ?
Time persp	Prospective	Type	Programme	By	RTD	Weight	0,2
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	1	> RY p. 87				87
Coherence							
European added value							
Effectiveness							
Sustainability	1	1	> RY p. 77				77
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Integration	1		> Y : RY p. 15, 87				15, 87

IMPACT ASSESSMENT integrating ex ante evaluation requirements (European Institute of Technology)

Report n° 506							
Title	IMPACT ASSESSMENT integrating ex ante evaluation requirements (European Institute of Technology)						
Short title	IMPACT ASSESSMENT integrating ex ante evaluation requirements (European Institute of Technology)						
Full text report	http://ec.europa.eu/education/policies/educ/eit/index_en.html						
Evaluation review	-						
Time persp	Prospective	Type	Programme	By	EAC	Weight	0,2
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Prosperity						
Budgetary heading	15 02 29						
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	3	1	It is necessary to support excellence driven strategic partnerships at the EU level between all actors involved in the three parts of the knowledge triangle on an inter and trans-disciplinary basis. A new initiative in this direction, thereafter referred to as the European Institute of Technology (EIT), can complement existing policies initiatives and financial instruments, by setting up new governance model which pools resources and further integrates the various partners.				15
Coherence	3	1	In conclusion, the knowledge and innovation components of the Lisbon Strategy will be supported by a number of Community financial instruments characterized by different yet complementary goals.				15
European added value	3	1	The European dimension of EIT is expected to add value to existing national initiatives, but as this is an ex-ante assessment it cannot be investigated				
Effectiveness							
Sustainability							
Efficiency							
Unintended impacts							

IMPACT ASSESSMENT integrating ex ante evaluation requirements (European Institute of Technology) (continued)

Areas for learning	Interest (1 to 3)	Robust- ness	Message	Page
Leverage	2	1	In practice, leverage will depend on (i) the capacity to attract the most advanced firms and the best universities and research teams; and (ii) the extent to which the Community itself makes a public declaration of trust by committing itself to making available a substantial financial contribution to kick start the process and show openness to consider at a later stage other forms of contributions.	36
Decentralisation	2	1	Centralisation = strong capacity to select priorities and experiment new models, to concentrate a critical mass of excellence in strategic areas, to provide attractive environment for talents, to enable long term cooperation with major business players. Weak capacity to evolve and adapt to external changes. Risk of duplicating resources, of bureaucratization, of crowding out existing activities	30, 31

Impact assessment for improving SME research

Report n° 586							
Title	Impact assessment for improving SME specific research schemes and measures to promote SME participation in the Framework Programme						
Short title	Impact assessment for improving SME research						
Full text report	ftp://ftp.cordis.lu/pub/sme/docs/FP-SME_Impact_Final.pdf						
Evaluation review						page	
Time persp	Retrospective	Type	Programme	By	RTD	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment	Survey of beneficiaries plus 12 case studies				
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Prosperity						
Budgetary heading	#N/A						
Years under evaluation	1996	2005					
Budget under evaluation	1200	Weighted average / year		65	€ Mio	reliability	
Interest (1 to 3)	1	Comment	Recent evaluation of three schemes in a politically challenging area. Overall conclusions are not clear.				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	2	2	The large proportion of “technological competents” in the participant group of firms implies that the targeted European SMEs consider the schemes as a relevant means by which technological capability improvements can be achieved				83
Coherence							
European added value	3	1	The schemes fill a gap in the SME-specific public support architecture that is hardly filled anywhere else				82
Effectiveness	1	1	It was not always possible to identify the effects of the projects, but when this could be done key factors which increased their effectiveness were synergy with other projects and being sited in rural areas.				85
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Deadweight	1	1	A majority of participants (irrespective of their types) state that the project would not have been carried out without EU funding				82

Evaluation of research framework (1999-2003)

Report n° 589							
Title	Assessment of the impact of the actions completed under the 3rd and 4th Community Framework Programmes for Research; survey for the Five Year Assessment of Community research activities (1999-2003)						
Short title	Evaluation of research framework (1999-2003)						
Full text report	http://ec.europa.eu/research/reports/2004/pdf/fya_en.pdf						
Evaluation review							
Time persp	Prospective	Type	Programme	By	RTD	Weight	0,2
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Prosperity						
Budgetary heading	08 12 01						
Years under evaluation	1999	2003					
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	3	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value	3	1	A simple and robust definition of European added value is still needed !				ii
Effectiveness	2	1					i
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Induction	3	2	With less than 5% of total government expenditure in the EU area, the "structural" achievements are very important				ii

Analysis of 'high impact' research activities (1999-2003)

Report n° 629							
Title	Analysis of 'high impact' research activities (HIRA) under Community Research Framework Programmes: study for the Five Year Assessment of Community research activities (1999-2003)						
Short title	Analysis of 'high impact' research activities (1999-2003)						
Full text report	http://ec.europa.eu/research/reports/2004/pdf/hira_en.pdf						
Evaluation review						page	
Time persp	Retrospective	Type	Theme	By	RTD	Weight	0,04
Overall robustness rating (1 to 3)	2	Comment	18 case studies building on interviews on actual and potential impact. Value judgement are not explicit				
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Prosperity						
Budgetary heading	#N/A						
Years under evaluation	1999	2003					
Budget under evaluation	22000	Weighted average / year		123	€ Mio	reliability	1
Interest (1 to 3)	2	Comment	Highly challenging question applying to a large budgetary heading, but not answered in a very conclusive way				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value	2	1	Intra European cooperation is the first main impact. Eleven out of 18 projects would never have taken off without European funding.				3
Effectiveness	2	1	Successful projects often increase scientific knowledge, which in turn generates enabling technical development, and also policy advice and standards. Half successful projects have a potential for very high economic impacts within 10 years				3
Sustainability							
Efficiency							
Unintended impacts	1	2	An important impact is to change people's perceptions to create alternative solutions to fulfilling societal needs				4
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Results	2	1	Only if and when impact is understood and defined as an integral part of the goals and objectives of a given project right from the start, do other success factors become effective				

Review of the ERA-NET Scheme

Report n° 650							
Title	Review of the ERA-NET Scheme						
Short title	Review of the ERA-NET Scheme						
Full text report	ftp://ftp.cordis.europa.eu/pub/coordination/docs/era_net_review_report_dec2006_en.pdf						
Evaluation review						page	
Time persp	Prospect. & retro.	Type	Programme	By	RTD	Weight	0,6
Overall robustness rating (1 to 3)	1	Comment	Expert panel opinion. No mention of the evidence base				
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Prosperity						
Budgetary heading	#N/A						
Years under evaluation	2002	2006					
Budget under evaluation	183	Weighted average / year		22	€ Mio	reliability	2
Interest (1 to 3)	1	Comment	Recent evaluation of a small budget heading				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	3	1	ERANET did satisfy a demand of national and regional research teams to access to broader pools of both complementary expertise and financial resources, especially in areas of interest to only a small group of countries or in very specific technical areas.				11
Coherence	2	1	ERA-NET fulfilled a real need within the policy armoury of the EU in that it helped overcome barriers to the coordination of national and regional research activities				6
European added value	3	1					
Effectiveness	2	1	Most, if not all, of the networks have made significant progress in terms of mutual learning, problem identification, and strategic planning. Moreover, 55% have made significant strides in terms of the launching of joint actions.				7
Sustainability							
Efficiency							
Unintended impacts							

European Institute of technology

Report n° 927						
Title	Impact assessment on the European Institute of technology by the parliament					
Short title	European Institute of technology					
Full text report	http://ec.europa.eu/education/policies/educ/eit/doc/impact_en.pdf					
Evaluation review						
Time persp	Prospective	Type	Instrument	By	EPARL	Weight
Overall robust-ness rating (1 to 3)	1	Comment				
The evaluated intervention						
Policy area	Growth & employment					
Strategic objective	Prosperity					
Budgetary heading						
Years under evaluation						
Budget under evaluation		Weighted average / year		€ Mio	reliability	
Interest (1 to 3)	2	Comment				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message			Page
Relevance						
Coherence						
European added value	2	1	> Y p. 15-16			15-16
Effectiveness						
Sustainability						
Efficiency						
Unintended impacts						
Areas for learning	Interest (1 to 3)	Robustness	Message			Page
Integration	1		> Y : RY p. 27(neutral mess)			27
Induction	1		> AB : RY p. 28 (neutral mess)			28
Decentralisation	1		> AN : RY p. 27 (neutral mess)			27

Analysis of the Contributions of the InfoSo Policies to Sustainable Development Strategies

Report n° 67								
Title	Preliminary Analysis of the Contributions of the EU Information Society Policies and Programmes to the Lisbon and Sustainable Development Strategies							
Short title	Analysis of the Contributions of the InfoSo Policies to Sustainable Development Strategies							
Full text report	http://ec.europa.eu/dgs/information_society/evaluation/data/pdf/studies/2005_lisbon_final.pdf							
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2005_en.pdf						136	
Time persp	Retrospective		Type	Theme	By	INFO	Weight	0,04
Overall robustness rating (1 to 3)	2	Comment						
The evaluated intervention								
Policy area		Growth & employment						
Strategic objective		Prosperity						
Budgetary heading		09 04Cross-cutting						
Years under evaluation		2001	2005					
Budget under evaluation			Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment						
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message					Page
Relevance								
Coherence	2	2	In certain policy areas good synergies can be identified, in others the situation is weaker. Strengthening such synergies is a critical challenge for DG Information Society.					
European added value								
Effectiveness	1	2	Overall, the policies and programmes undertaken by DG Information Society between 2000 and 2003 have made a positive contribution to the goals of the Lisbon and Gothenburg Strategies.					
Sustainability								
Efficiency								
Unintended impacts								
Areas for learning	Interest (1 to 3)	Robustness	Message					Page

Impact assessment TICQA

Report n° 156						
Title	Assessment of the value added of the TICQA (Testing, Inspection, Certification and quality assessment) database managed by EOTC					
Short title	Impact assessment TICQA					
Full text report	unpublished					
Evaluation review						
Time persp	Prospective	Type	Instrument	By	ENTR	Weight
Overall robustness rating (1 to 3)	1	Comment				
The evaluated intervention						
Policy area	Growth & employment					
Strategic objective	Prosperity					
Budgetary heading						
Years under evaluation						
Budget under evaluation		Weighted average / year		€ Mio	reliability	
Interest (1 to 3)	1	Comment				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message			Page
Relevance	-1	1	> RY p. 2, 3			2, 3
Coherence	1	1	> RY p. 4 (negative & positive mess)			4
European added value						
Effectiveness						
Sustainability						
Efficiency						
Unintended impacts						

Evaluation of the Multi-annual Programme for Enterprise and Entrepreneurship 2001 – 2005

Report n° 161							
Title	Intermediate Evaluation of the Multi-annual Programme for Enterprise and Entrepreneurship 2001 – 2005 (in particular for Small and Medium-sized Enterprises)						
Short title	Evaluation of the Multi-annual Programme for Enterprise and Entrepreneurship 2001 – 2005						
Full text report	http://ec.europa.eu/enterprise/enterprise_policy/mult_entr_programme/doc/intermediate_eval603.pdf						
Evaluation review						page	
Time persp	Prospect. & retro.	Type	Programme	By	ENTR	Weight	0,6
Overall robustness rating (1 to 3)	1	Comment	Questionnaire to project stakeholders, value judgement very poorly handled				
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Prosperity						
Budgetary heading	02 02 01						
Years under evaluation	2001	2005					
Budget under evaluation	4	Weighted average / year		0	€ Mio	reliability	2
Interest (1 to 3)	1	Comment	poorly conclusive evaluation of a small budgetary headline				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness	0	1	results and actual or expected impacts had an aggregated average score of 3.5 and 3.2 out of 5 respectively. Business organisations scored these elements lower, however				36
Sustainability							
Efficiency							
Unintended impacts							

Evaluation of the OMC activities of DG ENTR

Report n° 164							
Title	Evaluation of the Open Method Coordination activities coordinated by DG ENTR						
Short title	Evaluation of the OMC activities of DG ENTR						
Full text report	http://ec.europa.eu/enterprise/dgs/doc/eval/omc.pdf						
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2006_en.pdf						246
Time persp	Retrospective	Type	Instrument	By	ENTR	Weight	0,04
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Prosperity						
Budgetary heading	02 02Cross-cutting						
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	3	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness	2	2	The project have been particularly effective in furthering the objectives in countries with relatively immature SME policies and in states. The New Member States and 'Southern' European countries seem to have benefited the most from the Charter. New Member States stated that they found the OMC method with the Best-type projects very helpful and that it helped them find solutions to some issues.				Eval review
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Trans-nationality	2	2	It is difficult to exchange good practices because of differences between national contexts, and as it was not always clear why a practice is labelled as good practice or on how they could be made more transferable.				Eval review

Evaluation of Standardisation in e-Europe Action Plan

Report n° 167							
Title	Evaluation of the Standardisation in support of the e-Europe Action Plan						
Short title	Evaluation of Standardisation in e-Europe Action Plan						
Full text report	http://ec.europa.eu/enterprise/dgs/doc/eval/esap_interim_evaluation_2003_report.pdf						
Evaluation review	2003						197
Time persp	Retrospective	Type	Programme	By	ENTR	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Prosperity						
Budgetary heading	02 03 04						
Years under evaluation	2002	2003					
Budget under evaluation	12,5	Weighted average / year		3	€ Mio	reliability	3
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	2	RELEVANT PROJECTS ARE UNDERMINED BY LOW INVOLVEMENT AND AWARENESS. Inadequate user and/or industry representation is undermining eSAP. Low final beneficiary awareness is also undermining eSAP's contribution. Better communications are needed to overcome deficits in targeted stakeholder engagement with eSAP.				29
Coherence							
European added value							
Effectiveness	1	2	ESAP HAS PARTICIPATION DEFICITS, PARTICULARLY END USERS AND CONSUMERS. More action is needed to attain more user and social partner involvement and more open and inclusive platforms. eSAP work is not always sufficiently supported by key market players.				27
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Ambition	1	2	eSAP sometimes sets unrealistic targets and then cannot keep to them				Eval review
Induction	2	2	eSAP needs greater visibility and a more proactive dissemination effort				Eval review

Intermediate Evaluation e-TEN

Report n° 181							
Title	The Intermediate Evaluation of the e-TEN (formerly TEN-Telecom) Programme						
Short title	Intermediate Evaluation e-TEN						
Full text report	http://ec.europa.eu/dgs/information_society/evaluation/data/pdf/eten/2005_eten_final_a.pdf						
Evaluation review	2003						176
Time persp	Retrospective	Type	Programme	By	INFSO	Weight	0,6
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation	1998	2006					
Budget under evaluation	350	Weighted average / year	23	€ Mio	reliability	2	
Interest (1 to 3)	3	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value	2	1	eTEN is quite unique as regards its position in the value chain from research to deployment. At European level, there is practically no alternative to eTEN for the types of projects that the programme supports, and very few at national level.				71
Effectiveness	1	1	the programme helps fill the gap between research and market deployment but it could be made more effective by further strengthening the selection criteria, more concrete focus on deployment and replication, focus on projects which are relatively advanced, have a sound business case/deployment plan, are very close to being ready for deployment, and with more emphasis on replication than innovation.				5
Sustainability	-1	2	projects often do not proceed directly to initial or full deployment.				72
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Deadweight	2	1	Insufficient degree of co-financing of the deployment phase. The current 10% ceiling constitutes a barrier to attracting deployment projects to the programme.				5
Deadweight	2	2	For the majority of eTEN projects, funding means speeding up the process or making it possible to carry out market validation on a larger (European) scale, rather than unblocking the project				67

Strategic Evaluation of EU Assistance for SMEs

Report n° 216							
Title	Strategic Evaluation of EU Financial Assistance Schemes for SMEs						
Short title	Strategic Evaluation of EU Assistance for SMEs						
Full text report	unpublished						
Evaluation review	2003						125
Time persp	Retrospective	Type	Instrument	By	BUDG	Weight	0,04
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Prosperity						
Budgetary heading	CCCross-cutting						
Years under evaluation	1995	2002					
Budget under evaluation	450	Weighted average / year	1	€ Mio	reliability	2	
Interest (1 to 3)	3	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	2	Evidence indicates that stage of development is the main driver in defining SME needs, and that it should receive much greater importance in EU policy planning, in addition to the other drivers.				12
Coherence	-1	1	not enough attention is paid to the articulations between the different SME targeted activities. For instance projects backed by Community research funding were not sufficiently pushed and supported in their progress towards commercialisation. At a general level this could be characterised by the need to pay attention to "supply chain management" issues where financial assistance schemes are used to intervene around different needs depending on the progression of a business project through time.				
European added value	1	1	Community added value is greatest where EU support have played a demonstration role either for private sector providers or public sector ones at both the national and regional levels. In other words, European added value comes from innovating in the SME policy arena and promoting via networking and other forms of promotion.				14
Effectiveness	1	2	Promotion of the schemes was generally considered to have been poor among SMEs but much better among specialised intermediaries, such as finance providers. In terms of impact, the financial schemes under consideration have supported considerable numbers of SMEs. those supported represent a substantial proportion in certain niche markets (high tech early stage companies) and particular geographical areas (some Objective 1 areas).				14
Sustainability							
Efficiency							
Unintended impacts							
Unintended impacts							

Evaluation of the EU-Japan Center for industrial cooperation

Report n° 220							
Title	Evaluation of the EU-Japan Center for industrial cooperation						
Short title	Evaluation of the EU-Japan Center for industrial cooperation						
Full text report	http://ec.europa.eu/enterprise/dgs/doc/eval/eu_japan_center_evaluation_2003_report.pdf						
Evaluation review	2003						188
Time persp	Retrospective	Type	Programme	By	ENTR	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	External						
Strategic objective	World partnership						
Budgetary heading	02 04 03						
Years under evaluation	2000	2003					
Budget under evaluation	6,5	Weighted average / year	1	€ Mio	reliability	2	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	2	3	The original factors that led to the Centre being set up have changed but the need for its type of activities remains valid for many reasons: cultural peculiarity of Japan; insufficient active business links between Japan and the EU; growing importance of non-industrial activity; shift of policy 'paradigm' towards the European market in the Japanese Ministry of Economy, Trade and Industry, bringing new opportunities for EU-Japan service providers.				Eval review
Coherence							
European added value							
Effectiveness	2	3	The Centre exceeded the users' expectations in most areas of importance to users. At a programme level, the Centre has managed to deliver impact in areas that coincide with the programme objectives. However, the issue of increased participation in the Centre's activities from the Japan side remains important and is in line with the broader need to render the Centre mutually beneficial.				Eval review
Sustainability	1	2	The results may be qualified as sustainable for participants (lasting benefits in their professional and personal life) and for companies (relatively little mobility of participants once they return from Japan).				Eval review
Efficiency	0	2	The evaluation underlines potential improvements in the operational and management efficiency. Operational and logistical constraints of having two separate presences in Japan and the EU and a complex funding structure raise issues in programme co-ordination.				Eval review
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Targeting	1	2	The Centre could reach a larger audience by attending and contributing more to industry forums and seminars and through increased interactions with CEOs and human resources departments.				55

Evaluation of the Dialogue with Third Country Administrations and Industries (TABD)

Report n° 224							
Title	Evaluation of the Dialogue with Third Country Administrations and Industries (TABD)						
Short title	Evaluation of the Dialogue with Third Country Administrations and Industries (TABD)						
Full text report	http://ec.europa.eu/enterprise/dgs/doc/eval/teec_tabd_finalreport_280704.pdf						
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2005_en.pdf						96
Time persp	Retrospective	Type	Programme	By	ENTR	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	External						
Strategic objective	World partnership						
Budgetary heading	02 04 03						
Years under evaluation	1995	2004					
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	2	2	The TABD serves as a platform for a business-government dialogue on key issues affecting the EU-US relationship. It addresses the perceived need to attain a barrier-free market, helps to strengthen confidence in governments and includes both global issues of strategic nature and trade-related regulatory ones.				Evaluation review
Coherence							
European added value							
Effectiveness	3	2	Initial expectations for TABD were partially met. The old TABD got particularly high grades in the regulatory sphere. It functioned to alert governments of the need for shared regulation, and was effective in exerting pressure for regulations to comply with actual production and market conditions.				14
Sustainability							
Efficiency	1	2	Regarding the management of the process within the European Commission, while some concerns were raised about the bureaucratic approach, corporate stakeholders on both sides of the Atlantic were generally satisfied.				14
Unintended impacts							

Impact Assessment Framework Programme for Competitiveness and Innovation

Report n° 239									
Title	Impact Assessment and Ex-Ante Evaluation: Proposal for a Framework Programme for Competitiveness and Innovation								
Short title	Impact Assessment Framework Programme for Competitiveness and Innovation								
Full text report	http://ec.europa.eu/governance/impact/docs/ia_2005/sec_2005_0433_en.pdf								
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2005_en.pdf								239
Time persp	Prospective		Type	Theme	By	ENV	Weight	0,04	
Overall robustness rating (1 to 3)	1	Comment	As it is prospective it is based on assumptions, but its a fairley reflected analysis (2)						
The evaluated intervention									
Policy area		Growth & employment							
Strategic objective		Prosperity							
Budgetary heading									
Years under evaluation		1999	2000						
Budget under evaluation			Weighted average / year				€ Mio	reliability	2
Interest (1 to 3)	2	Comment							
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message						Page
Relevance	2	1	The EU is not fully exploiting its potential by bringing to the market environmentally-friendly technologies and improving its energy efficiency, and it is still too reliant on fossil fuels, most of which are imported. Community action can therefore play a complementary role to that of the Member States in order to address certain market failures and to ensure coherence and consistency in the implementation of the strategy for growth and jobs.[...] the outcome of the stakeholder consultation clearly favoured a more balanced approach, which is reflected in the chosen option: a framework programme with specific pillars building on the existing Community programmes.						4
Coherence	3	1	The Competitiveness and Innovation Framework Programme therefore represents one of the main Community contributions, bringing together Community programmes and activities in this field into one coherent and synergetic framework, while simultaneously addressing complementary environmental concerns. It is part of a coherent and broad Community response that complements the other major initiatives within this strategy, such as those in the cohesion activities, the research activities of the framework programme for research and development, and the education and skills issues dealt with by the integrated Community Programme for Lifelong Learning, which includes four specific programmes: Comenius, Erasmus, Leonardo Da Vinci, Grundtvig, as well as the Youth Programme. It will contribute to improving the competitiveness and sustainable growth of the EU economy by orienting it towards innovative, productive, environmentally sound, resource-efficient, and socially inclusive approaches.						7
European added value									
Effectiveness									
Sustainability									
Efficiency									

Ex-post Evaluation of EC Legislation and its Burden on Business

Report n° 353							
Title	Ex-post Evaluation of EC Legislation and its Burden on Business						
Short title	Ex-post Evaluation of EC Legislation and its Burden on Business						
Full text report	http://ec.europa.eu/enterprise/regulation/better_regulation/docs/Final_report.pdf						
Evaluation review						page	
Time persp	Retrospective	Type	Programme	By	ENTR	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment	Analysis of the transposition of four directive in eight member states through interviews and questionnaires				
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Prosperity						
Budgetary heading	Cross CuttingCross Cutting						
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment	Almost no connection with the budgetary issues				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness							
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Complexity	2		Member States predominantly transpose directives through command-and-control, substantive regulation and low level of discretion to the application body. Such approaches are assumed to generate administrative burden.				102

Evaluation of DG Enterprise Innovation activities

Report n° 362							
Title	Ex-post Evaluation of DG Enterprise and Industry Activities in the Field of Innovation						
Short title	Evaluation of DG Enterprise Innovation activities						
Full text report	http://ec.europa.eu/enterprise/dgs/doc/eval/teec_inno_sept05.pdf						
Evaluation review						page	
Time persp	Retrospective	Type	Programme	By	ENTR	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment	Desk Research, 150 interviews, 600 electronic survey responses, and case studies in 5 regions.				
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Prosperity						
Budgetary heading	02 03 01-02						
Years under evaluation	1995	2005					
Budget under evaluation		Weighted average / year		4	€ Mio	reliability	
Interest (1 to 3)	2	Comment	Evaluation of small budget heading, but intended outcomes are strategic				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	2	Activities are relevant in that they encourage entrepreneurship and promote a better environment and governance for innovation. However, there is insufficient focus on the commercialisation of research results.				6
Coherence							
European added value	-3	2	Activities fail to exploit potential synergies, and to avoid the overlap or even duplication with other international, European, and national innovation support initiatives				6
Effectiveness	1	2	Activities have been effective, but they mainly attract public sector organisations, who understand innovation from a more academic perspective, and may not be fully aware of the needs of SMEs on the ground.				7
Sustainability							
Efficiency	1	2	Networking and exchanges of good practices are considered valuable tools, provided that they are customised to goals and needs				7
Unintended impacts							

evaluation of eEurope OMC

Report n° 496							
Title	Analysis of Impacts of Benchmarking and eEurope actions in the Open Method Coordination						
Short title	evaluation of eEurope OMC						
Full text report	http://ec.europa.eu/governance/impact/docs/ia_2005/sec_2005_1496_en.pdf						
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2005_en.pdf						129
Time persp	Prospective	Type	Programme	By	INFSO	Weight	0,2
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation			Weighted average / year		€ Mio	reliability	
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	-1	1	> RY p. v				v
Coherence	1	1	> RY p. iii, 26 (negative & positiv mess)				iii,26
European added value	1	1	> RY p. vii ; 29				vii, 29
Effectiveness	-1	1	> RY p. iii, 30, 36				iii, 30, 36
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Induction	1		> AB : RY p. iii, 36				iii, 36
Decentralisation	1		> AN : RY p. 36 (neutral mess)				36

Impact assessment e-Accessibility

Report n° 497							
Title	Impact Assessment: Communication on e-Accessibility						
Short title	Impact assessment e-Accessibility						
Full text report	http://ec.europa.eu/governance/impact/docs/ia_2005/sec_2005_1095_en.pdf						
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2005_en.pdf						270
Time persp	Prospective	Type	Programme	By	INFSO	Weight	0,2
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation			Weighted average / year		€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	1	> RY p. 5-6				5
Coherence							
European added value	1	1	> RY p. 11				11
Effectiveness	1	1	> RY p. 13 (negative & positive mess)				13
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Integration	1		> Y : RY p. 6				6
Induction	1		> AB : RY p. 14				14

Impact assessment i2010

Report n° 498								
Title	Impact Assessment: Communication on i2010 (European Information Society 2010)							
Short title	Impact assessment i2010							
Full text report	http://ec.europa.eu/governance/impact/docs/ia_2005/sec_2005_0717_en.pdf							
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2005_en.pdf						270	
Time persp	Prospective	Type	Programme	By	INFSO	Weight	0,2	
Overall robustness rating (1 to 3)	1	Comment						
The evaluated intervention								
Policy area	Other internal							
Strategic objective	Solidarity & environ.							
Budgetary heading								
Years under evaluation								
Budget under evaluation			Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment						
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message					Page
Relevance	0	1	> RY p. 31, 40					31, 40
Coherence	1	1	> RY p. 22, 67, 75 (negative & positive mess)					22, 67, 75
European added value	2	1	> Y p. 4					4
Effectiveness	-1	1	> RY p. 22					22
Sustainability								
Efficiency	1	1	> RY p. 73					73
Unintended impacts								
Areas for learning	Interest (1 to 3)	Robustness	Message					Page
Integration	1		> Y : RY p. 69 (negative mess)					69
Induction	1		> AB : RY p. 22, 76					22, 76

Impact assessment Universal Service

Report n° 499							
Title	Impact Assessment: Communication Reporting on the Public Consultation on the Scope of Universal Service						
Short title	Impact assessment Universal Service						
Full text report	http://ec.europa.eu/governance/impact/docs/ia_2006/sec_2006_0445_en.pdf						
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2005_en.pdf						271
Time persp	Prospective	Type	Programme	By	INFSO	Weight	0,2
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation			Weighted average / year		€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness	1	1	> RY 14				14
Sustainability							
Efficiency							
Unintended impacts							
Areas learning for	Interest (1 to 3)	Robustness	Message				Page
Induction	1		> AB : RY p. 9				9

Impact Assessment of the Competitiveness and Innovation Framework Programme

Report n° 528									
Title	Impact Assessment of the Competitiveness and Innovation Framework Programme								
Short title	Impact Assessment of the Competitiveness and Innovation Framework Programme								
Full text report	http://ec.europa.eu/governance/impact/docs/ia_2005/sec_2005_0433_en.pdf								
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2005_en.pdf								239
Time persp	Prospective		Type	Programme	By	ENTR	Weight	0,2	
Overall robustness rating (1 to 3)	1	Comment							
The evaluated intervention									
Policy area	Growth & employment								
Strategic objective	Prosperity								
Budgetary heading	#N/A								
Years under evaluation									
Budget under evaluation			Weighted average / year				€ Mio	reliability	
Interest (1 to 3)	2	Comment							
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message						Page
Relevance									
Coherence	-1	2	Pursuing current situation would not created synergies between the programs. A more ambitious option would have been to merge the specific programmes into one single crosscutting integrated programme.						Eal review
European added value	1	1	They will also enable business concerns to be more fully integrated into EU policymaking, ensuring that the voice of businesses is eard, and the impact of existing legislation on SMEs will be monitored.						Eal review
Effectiveness	2	1	the Community Financial Instruments for SMEs will ease the supply of seed and early-stage capital for innovative start-ups and young companies. They will increase the supply of development equity for innovative SMEs in their expansion stage. This will facilitate SMEs investments in knowledge-related activities, innovation and environmental technologies, where they are currently hindered by the difficult access to finance.						Eal review
Sustainability									
Efficiency									
Unintended impacts									
Areas for learning	Interest (1 to 3)	Robustness	Message						Page
Integration	2	1	Positive direct environmental benefits should flow from stimulating better use of resources and energy through the Intelligent Energy Europe Programme. This should also promote new and renewable energy sources and support energy diversification, thus reducing Europe's reliance on imported fossil fuels.						Eal review

Evaluation of the Citizen Signpost Service

Report n° 667							
Title	Evaluation of the Citizen Signpost Service						
Short title	Evaluation of the Citizen Signpost Service						
Full text report	http://ec.europa.eu/dgs/internal_market/evaluation/eval_compl_en.htm						
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2006_en.pdf						346
Time persp	Retrospective	Type	Programme	By	MARKT	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Solidarity & environ.						
Budgetary heading	#REF!						
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability?		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	1	CSS can help DG MARKT to form a better understanding of the operation of the Internal Market in practice, and to identify issues which may still need to be resolved in order to improve its functioning.				Evaluation review
Coherence	-1	1	The potential synergies and mutual benefits of collaboration with other national level and Commission services in different areas (promotion, training, signposting, ...) could be explored.				Evaluation review
European added value							
Effectiveness	0	1	CSS can be positioned and marketed as a service which can provide legal advice and interpretation of EU Internal Market legislation to other free advice services. CSS awareness could be increased among citizens and other potential customers of the service.				
Sustainability							
Efficiency							
Unintended impacts							

Competitive, dynamic and sustainable knowledge society

Report n° 923							
Title	Ex-ante evaluation of options for development of a competitive, dynamic and sustainable knowledge society: 2006-2013						
Short title	Competitive, dynamic and sustainable knowledge society						
Full text report	http://ec.europa.eu/dgs/information_society/evaluation/data/pdf/studies/s2004_01/ex%20ante_final%20report.pdf						
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2006_en.pdf						%
Time persp	Prospective	Type	Theme	By	INFSO	Weight	#N/A
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness							
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Integration	1		> Y : RY p. 7 (neutral mess)				7

Evaluation of the eEurope OMC

Report n° 929									
Title	How the eEurope OMC worked: Implications for the Co-ordination of Policy under i2010								
Short title	Evaluation of the eEurope OMC								
Full text report	http://www.edis.sk/ekes/KK6705177ENC_002.pdf								
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2005_en.pdf							270	?
Time persp	Retrospective	Type	Theme	By	INFSO	Weight	0,04		
Overall robustness rating (1 to 3)	2	Comment							
The evaluated intervention									
Policy area	M								
Strategic objective	Prosperity								
Budgetary heading	09 all all								
Years under evaluation	2001	2005							
Budget under evaluation		Weighted average / year			€ Mio	reliability			
Interest (1 to 3)	1	Comment							
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message						Page
Relevance	-3	2	having an eEurope strategy seems to be enough and it is not clear what the OMC is adding beyond the having of a common strategy in itself.						35
Coherence									
European added value	1	2	The most important element of the current OMC is the existence of the eEurope strategy in itself.						vii
Effectiveness									
Sustainability									
Efficiency									
Unintended impacts									
Areas for learning	Interest (1 to 3)	Robustness	Message						Page
Induction	3	3	there is a consensus that the open method of coordination is usually the only way to implement common policies in many areas of European Information Society development.						34
Decentralisation	2	2	The difficulty of implementing the eEurope agenda stems from the variety of different national contexts and challenges and thus the lack of specific relevance or priority of some elements of eEurope to national actors.						x

Evaluation Intelligent Transport System

Report n° 61							
Title	Mid-Term Review of the ITS (Intelligent Transport System) Deployment Programme (TEMPO) within the multi-annual Indicative Programme						
Short title	Evaluation Intelligent Transport System						
Full text report	http://ec.europa.eu/dgs/energy_transport/evaluation/activites/doc/reports/rte/its_tempo_mid_term_en.pdf						
Evaluation review	2003						126
Time persp	Prospect. & retro.	Type	Programme	By	TREN	Weight	0,6
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness							
Sustainability							
Efficiency							
Unintended impacts							

Mid-term evaluation of the Programme of the Trans-European Transport Network

Report n° 62							
Title	Mid-term evaluation for the revision of the Multi-annual Indicative Programme of the Trans-European Transport Network (Phase I)						
Short title	Mid-term evaluation of the Programme of the Trans-European Transport Network						
Full text report	http://ec.europa.eu/dgs/energy_transport/evaluation/activites/doc/reports/rte/ten_e_mid_term_en.pdf						
Evaluation review	2004						128
Time persp	Prospect. & retro.	Type	Programme	By	TREN	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Prosperity						
Budgetary heading	06 03 01						
Years under evaluation	2000	2003					
Budget under evaluation	60	Weighted average / year		6	€ Mio	reliability	2
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness	-2	2	it is fair to state that the programme effectiveness is not fully satisfactory: neither in terms of objectives pursued nor in terms of impacts on the network development.				39
Sustainability							
Efficiency	-1	2	The programme and project management could be more efficient. They are characterised by several weaknesses: selectiveness in the proposal selection process, administrative management...				40
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Targeting	2	2	Objectives of the programme are formulated in a rather general way so that it is difficult to precisely assess the degree of contribution to them. This high degree of generality makes it difficult to be selective at the proposal stage and to carry out an efficient monitoring of studies achievements.				38

Evaluation of the White Paper "European transport policy for 2010"

Report n° 173								
Title	Evaluation Package: White Paper "European transport policy for 2010: time to decide" 2005 Mid Term review							
Short title	Evaluation of the White Paper "European transport policy for 2010"							
Full text report	http://ec.europa.eu/transport/white_paper/mid_term_revision/doc/2005_10_28_assess_final_report_en.pdf							
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2006_en.pdf						388	
Time persp	Prospect. & retro.		Type	Theme	By	TREN	Weight	0,04
Overall robustness rating (1 to 3)	1	Comment						
The evaluated intervention								
Policy area		Growth & employment						
Strategic objective		Solidarity & environ.						
Budgetary heading		06 02 all						
Years under evaluation	2000	2005						
Budget under evaluation		Weighted average / year				€ Mio	reliability	
Interest (1 to 3)	2	Comment						
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message					Page
Relevance								
Coherence	2	1	The issue of security policy has come into focus of international policy after the terrorist attacks of September 2001. Therefore, security aims are not explicitly mentioned in the White Paper. But taking the objectives of reaching a high-quality, safe transportsystem and recognising the rights of users, the objectives of the European security policy are regarded as complementing the White Paper objectives.					Eval review
European value added	2	1	The White Paper objectives will not be reached, but progress has been made. Almost all indicators show a remarkable progress in the right direction. Road safety has improved greatly since 2001. Emissions have dropped. Rail freight transport is growing.					Eval review
Effectiveness	3	1	To date new legislation covering around 50% of the White Paper measures have been adopted by the European Parliament and the Council and the proposals for legislation for another 15% of the measures have been adopted by the Commission. The most difficult measures (e.g. pricing) are not yet implemented although they may have an high impact on the transport system, .					Eval review
Sustainability								
Efficiency								
Unintended impacts								

Evaluation of the White Paper "European transport policy for 2010" (continued)

Areas for learning	Interest (1 to 3)	Robust- ness	Message	Page
Co-financing	3	3	There is no link between the share of funding responsibilities and the incidence of benefits. Where the benefits accrue in one or other Member State, it seems reasonable that the country in question takes on the major share of the responsibility for funding, where as it seems reasonable for the EU to take on that major responsibility for projects where the benefits are of a trans-national or EU nature.	104

Evaluation of the policy in the domain of the transport of dangerous goods

Report n° 223								
Title	Evaluation of the Community policy in the domain of the transport of dangerous goods since 1994							
Short title	Evaluation of the policy in the domain of the transport of dangerous goods							
Full text report	http://ec.europa.eu/dgs/energy_transport/evaluation/activites/doc/reports/safety/2005_dangerous_goods_1_en.pdf							
Evaluation review	-							
Time persp	Retrospective		Type	Theme	By	TREN	Weight	0,04
Overall robustness rating (1 to 3)	1	Comment						
The evaluated intervention								
Policy area		Growth & employment						
Strategic objective		Freedom & security						
Budgetary heading		06 02 03						
Years under evaluation								
Budget under evaluation			Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment						
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message					Page
Relevance	2	1	The Directives and associated annexes provide a comprehensive coverage of all aspects of the dangerous goods regulations.					Eval review
Coherence								
European added value								
Effectiveness	2	1	Overall, the consultants believe that the current set of EU Directives covering the transport of dangerous goods in land transport have proved a valuable addition to safety in the transport and trade in dangerous goods.					Eval review
Sustainability								
Efficiency								
Unintended impacts								

Evaluation GALILEO

Report n° 255							
Title	Mid term evaluation of the GALILEO project for the period 2002 2004						
Short title	Evaluation GALILEO						
Full text report	http://ec.europa.eu/dgs/energy_transport/evaluation/activites/doc/reports/rte/2006_06_galileo_project_2002_2004.pdf						
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2006_en.pdf						394
Time persp	Prospect. & retro.	Type	Programme	By	TREN	Weight	0,6
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation							
Budget under evaluation			Weighted average / year		€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness	2	1	> Y p. 7 (negative & positive mess)				7
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Decentralisation	2		> AN : Y p. 47-49				47-49

Ex ante Evaluation of the programme for Intelligent Transport Services

Report n° 492								
Title	Ex ante Evaluation of the deployment programme for Intelligent Transport Services (2007-2013) following the MIP TEMPO programme 2001-2006							
Short title	Ex ante Evaluation of the programme for Intelligent Transport Services							
Full text report	http://ec.europa.eu/dgs/energy_transport/evaluation/activites/doc/reports/rte/ex_ante_evaluation_its_deployment_beyond_2006_en.pdf							
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2006_en.pdf						401	
Time persp	Prospective		Type	Programme	By	TREN	Weight	0,2
Overall robustness rating (1 to 3)	2	Comment						
The evaluated intervention								
Policy area	Growth & employment							
Strategic objective	Prosperity							
Budgetary heading	06 03 01							
Years under evaluation	2001	2006						
Budget under evaluation	192	Weighted average / year		6	€ Mio	reliability	2	
Interest (1 to 3)	2	Comment						
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page	
Relevance								
Coherence	2	2	The 7th framework and the new ITS Deployment Programme will thus be very much complementary, the first aimed at research and demonstrations, the second aimed at deployment of ITS. In can be concluded that the eTEN Programme can be complementary to the new ITS Deployment Programme, but will have no overlap.				66	
European value added	3	2	Without European harmonisation and standardisation of ITS, economies of scale will not be realised, leading to higher costs of ITS and a lower cost effectiveness of ITS applications. It is not expected that another international organisation than the Commission (e.g. CEDR) has the financial resources and the legislative tools to play this coordinating and steering role.				Eval review	
Effectiveness								
Sustainability								
Efficiency	2	2	the most cost-effective applications and services can be found in the urban areas. no suitable alternatives exist for a new ITS deployment programme, either because the specific objectives are too low, or because the costs and risks are too high				104	
Unintended impacts								

Ex ante Evaluation of the programme for Intelligent Transport Services (continued)

Areas for learning	Interest (1 to 3)	Robust- ness	Message	Page
Co-financing	2	2	The leverage function of co-funding guarantees deployment on border crossing sections and development of long distance traffic anagement plans. Without a European Programme, these kinds of projects will no longer be realised as a consequence of a focus on national priorities.	Eval review
Induction	2	2	A new ITS Deployment Programme will also speed up ITS deployment through the exchange of best practices and knowledge across Member States. Countries with a well developed ITS infrastructure pull countries with a weaker developed ITS infrastructure. Without European coordination, the weaker countries would not benefit from this knowledge exchange.	Eval review

Ex ante evaluation of Marco Polo II

Report n° 552								
Title	Ex ante evaluation of Marco Polo II (2007-2013)							
Short title	Ex ante evaluation of Marco Polo II							
Full text report	http://ec.europa.eu/dgs/energy_transport/evaluation/activities/doc/reports/transports/marco_polo_en.pdf							
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2006_en.pdf						124	
Time persp	Prospective		Type	Programme	By	TREN	Weight	0,2
Overall robustness rating (1 to 3)	1	Comment						
The evaluated intervention								
Policy area	Growth & employment							
Strategic objective	Freedom & security							
Budgetary heading	06 02 07							
Years under evaluation	2003	2006						
Budget under evaluation	100	Weighted average / year		5	€ Mio	reliability	3	
Interest (1 to 3)	1	Comment						
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message					Page
Relevance	2	1	The proposed reduction in road traffic tonne/ km within the planned Marco Polo II (shifting 144 billion tonnekilometres off the road) appears as a credible means of review containing the negative aspects of road freight activity potentially using a range of robust, practical, visible measures designed to achieve direct and positive impacts.					Eval
Coherence	2	2	Marco Polo, as part of the integrated approach towards transport in Europe, as defined in the White Paper, is coherent with other EU programmes, including the Research Framework programmes. Marco Polo, focusing on services, especially forms a strong combination with the Trans European Networks programme, providing the infrastructure of which the services will make use.					iii
European added value	3	1	Modal shift and traffic avoidance programmes at a national Member State level are complementary to and coherent with the Marco Polo programme, as these national programmes primarily focus on domestic transport, infrastructure provision and do not concentrate on international co-ordination.					46
Effectiveness	2	1	It is conceivable that the operational objectives of Marco Polo II and some of the action measures could be partially met by the use of an alternative focus such as passenger vehicle transport use and growth constraint.					Eval
Sustainability								
Efficiency	1	2	Marco Polo II provides value for money, although the programme is less cost-effective as compared to previous programmes. The most important reason is that costly infrastructure funding is included for selected actions. This is needed in order to achieve the objectives. The Modal Shift action within Marco Polo II provides the best value for money of all actions both in terms of tonne-kilometres shift per euro EC subsidy (375) and in terms of external benefits per euro EC subsidy (12.51).					80
Unintended impacts								

Ex ante evaluation of Marco Polo II (continued)

Areas for learning	Interest (1 to 3)	Robust- ness	Message	Page
Marginality	2	2	Very low cost project alternatives may not be able to generate the wider project benefits, e.g. environmental, social impacts, compared to individual higher cost project proposals.	80

Impact assessment traffic management

Report n° 553							
Title	Assessment of options, benefits and associated costs of the SESAR Programme for the definition of the future air traffic management system						
Short title	Impact assessment traffic management						
Full text report	http://ec.europa.eu/governance/impact/docs/ia_2005/sec_2005_1532_en.pdf						
Evaluation review	2003						246
Time persp	Prospective	Type	Programme	By	TREN	Weight	0,2
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	1	> RY p. 17, 18				17, 18
Coherence	1	1	> RY p. 22				22
European added value							
Effectiveness							
Sustainability							
Efficiency	-1	1	> RY p. 10				10
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Integration	1		> Y: RY p. 20				20

Impact assessment EASA

Report n° 558								
Title	Impact Assessment: Extension of EASA Competences to ANS, ATM and Airports							
Short title	Impact assessment EASA							
Full text report	http://ec.europa.eu/dgs/energy_transport/evaluation/activities/doc/reports/transport/impact_assessment_extension_easa_competences_en.pdf							
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2005_en.pdf						255	
Time persp	Prospective		Type	Programme	By	TREN	Weight	0,2
Overall robustness rating (1 to 3)	1	Comment						
The evaluated intervention								
Policy area	Growth & employment							
Strategic objective	Solidarity & environ.							
Budgetary heading								
Years under evaluation								
Budget under evaluation								Weighted average / year
Interest (1 to 3)	1	Comment						
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message					Page
Relevance								
Coherence								
European added value	1	1	> RY p. vii					vii
Effectiveness	1	1	> RY p. vi-vii (negative & positive mess)					vi-vii
Sustainability								
Efficiency	1	1	> RY p. 38-39					38-39
Unintended impacts								

Ex post evaluation for the programme TEN-T Risk Capital Facilities

Report n° 962							
Title	Ex post evaluation for the programme TEN-T Risk Capital Facilities						
Short title	Ex post evaluation for the programme TEN-T Risk Capital Facilities						
Full text report	http://ec.europa.eu/dgs/energy_transport/evaluation/activites/doc/reports/rte/2006_no57_ten_risk_capital_en.pdf						
Evaluation review						page	
Time persp	Retrospective	Type	Programme	By	TREN	Weight	0,6
Overall robustness rating (1 to 3)	1	Comment	Documentary analysis, plus about 50 interviews				
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Solidarity & environ.						
Budgetary heading	06 03 01						
Years under evaluation	1999	2005					
Budget under evaluation	46	Weighted average / year		4	€ Mio	reliability	2
Interest (1 to 3)	2	Comment	Recent evaluation on a challenging issue				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	0	2	The need for a financial instrument becomes questionable since the market is now able to supply equity finance support to TEN transport projects, but the instrument may play a catalyst role vis-à-vis national authorities.				3
Coherence	-1	2	Coherence within the next years may be at risk, since the EC has initiated the development of other instruments targeted at public-private partnerships in the member states				4
European added value							
Effectiveness	-3	3	Very limited success, mainly because national authorities do not facilitate private sector participation in the financing of TEN-T projects.				8
Sustainability							
Efficiency	-2	3	While management is transparent and ensures accountability, it does leave the operational life of the instrument somewhat complicated and bureaucratic. Even worse, it appears unclear to its customers and intermediaries where to turn, and who to talk to.				6
Unintended impacts							

Mid term evaluation for the programme Intelligent Energy for Europe

Report n° 963							
Title	Mid term evaluation for the programme Intelligent Energy for Europe						
Short title	Mid term evaluation for the programme Intelligent Energy for Europe						
Full text report	http://ec.europa.eu/dgs/energy_transport/evaluation/activites/doc/reports/energie/no52_eie_midterm_final_report.pdf						
Evaluation review							page
Time persp	Prospect. & retro.	Type	Programme	By	TREN	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment	Desk review, 82 questionnaires to successful and non successful applicabts, follow-up interviews with respondants, consultations with key stakeholders.				
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Solidarity & environ.						
Budgetary heading	06 04 01-02						
Years under evaluation	2003	2006					
Budget under evaluation	250	Weighted average / year		38	€ Mio	reliability	2
Interest (1 to 3)	1	Comment	Recent evaluation on a challenging issue, but not very conclusive				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	3	2	The need for the programme has increased since its start, especially as regards to EU strategic priorities				iv
Coherence	3	2	The programme does not duplicate the work of other funding streams, and in fact complements the work of other programmes such as the EC Framework Programme of RTD.				vii
European added value							
Effectiveness	1	2	The collective dissemination of project results is insufficient, but some of the projects funded are likely to inspire member state policy changes and interventions				vii
Sustainability							
Efficiency	-1	2	The pool of applicants could be larger. This is related to a number of barriers to participation to new entrants such as the complexity and time-consuming nature of the application and appraisal process and a lack of knowledge of programme aims.				v
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Leverage	3	2	The EC contribution does not exceed 50 percent but some smaller organisation may need a higher intervention rate to enable them to take part, while some larger need a lower rate.				40

European Employment Strategy (EES)

Report n° 1							
Title	Evaluation of the European Employment Strategy (EES)						
Short title	European Employment Strategy (EES)						
Full text report	http://ec.europa.eu/employment_social/publications/2002/cev102006_en.pdf						
Evaluation review	2003						38/40
Time persp	Retrospective	Type	Synthesis	By	EMPL	Weight	0,08
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness	2	2	> Y : p. 11, 14, 20, 22, 25				
Sustainability							
Efficiency							
Unintended impacts							

Art. 6 Social Dialogue

Report n° 2							
Title	Evaluation of the Art. 6 Social Dialogue						
Short title	Art. 6 Social Dialogue						
Full text report	http://ec.europa.eu/employment_social/evaluation/docs/final_report_a6_socialdialogue_en.pdf						
Evaluation review	2003						102
Time persp	Retrospective	Type	Theme	By	EMPL	Weight	0,04
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	0	1	> Y : p. 4 (both positive and negative message)				4
Coherence							
European added value							
Effectiveness	2	1	> Y ; p. 5, 102, 103				5, 102, 1303
Sustainability	2	1	> Y : 6, 85, 86				6, 85, 86
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Integration	1		> Y : RY p. 6,7				6, 7

Evaluation of TEMPUS II bis and TEMPUS III

Report n° 82							
Title	Ex post Evaluation of TEMPUS II bis and Mid-term Evaluation of TEMPUS III						
Short title	Evaluation of TEMPUS II bis and TEMPUS III						
Full text report	http://ec.europa.eu/dgs/education_culture/evalreports/education/2003/tempusii-xp/tempusIIxprep_en.pdf						
Evaluation review	2003						154
Time persp	Retrospective	Type	Programme	By	EAC	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Prosperity						
Budgetary heading	15 02 02						
Years under evaluation	1994	2000					
Budget under evaluation	527	Weighted average / year		18	€ Mio	reliability	3
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value	2	2	The multilateral model of co-operation between higher education institutions in the EC and eligible countries works well. The calls for proposals generate sufficient proposals to select good quality projects. Tempus projects with a regional orientation are perceived in the field as an important opportunity for promoting cultural and social ties.				Eval review
Effectiveness	2	3	Higher education authorities perceive clear cause-effect relations between Tempus activities and legislative changes. These changes relate to national, regional and international student mobility and new management and accreditation structures. Tempus has especially been important for sensitising policy makers and senior academics to the need for and direction of legislative and regulatory reforms.				viii
Sustainability	3	2	The programme can be considered as highly successful in bringing about, on a large scale, co-operation and sustainable partnerships between higher education institutions in the EU member states and their partners in the eligible countries.				xvii
Efficiency							
Unintended impacts							

Mid-term Evaluation of the SOCRATES II

Report n° 85							
Title	Mid-term Evaluation of the SOCRATES II Programme (2000-2006)						
Short title	Mid-term Evaluation of the SOCRATES II						
Full text report	http://ec.europa.eu/education/programmes/evaluation/socrates/soc2com1sum_en.pdf						
Evaluation review	2003						162
Time persp	Prospect. & retro.	Type	Programme	By	EAC	Weight	0,6
Overall robust-ness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Prosperity						
Budgetary heading	15 02 09						
Years under evaluation	2000	2006					
Budget under evaluation	2	Weighted average / year	0	€ Mio	reliability		3
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	2	2	The types of activities and thematic priority areas supported under Comenius 1 were viewed as highly relevant by participant schools. This message was conveyed strongly by interviewees in project schools as well as by respondents to the survey of participant schools.				5
Coherence	-2	2	The absence of a link between vocational training and education is often quoted as one of the major structural weaknesses of the two programmes concerned.				Eval review
European added value	2	2	The European added-value is strong, in terms of awareness about cultural diversity and a better understanding and tolerance of differences.				Eval review
Effectiveness	1	2	In terms of effectiveness, the picture was again generally favourable... Several converging opinions express doubts about the capacity of a programme such as SOCRATES to influence, as it aimed, in a distinguished way the education systems.				Eval review
Sustainability							
Efficiency	-1	2	The term 'bureaucracy' is recurrent. The cost in terms of human resources for management and monitoring of the activities is very high. Users consider the volume of information requested for introducing a proposal and for reporting as exaggerated.				Eval review
Unintended impacts	im-						
Unintended impacts	im-						

Mid-term Evaluation of the SOCRATES II (continued)

Areas for learning	Interest (1 to 3)	Robust- ness	Message	Page
Decentralisation	2	2	The higher decentralisation of the management of certain actions was accompanied by closer field contacts and by a simplified procedure for users, as unanimously revealed by the national reports expressing a clear preference for this management method	Eval review
Induction	3	2	Networks also found their place, some after a redefinition of their objectives and specific characteristics during the programme. They constitute a unique platform for exchange of experiences and analysis among a very large range of European institutions.	Eval review
Induction	2	3	The main benefits cited by participants were the cross-fertilisation of ideas, the transfer of educational good practices and the adoption of innovative methodological approaches, the enhanced use of ICT and greatly increased motivation to learn foreign languages.	5
Complexity	2	2	Users consider the volume of information requested for introducing a proposal and for reporting as exaggerated; there is a risk of a split into a group of regular participants that are familiar with the procedures and those failing when presenting proposals, which would reduce in fact extending the programme and its impacts by preventing participation of newcomers	Eval review

Evaluation of Grundtvig and Socrates II

Report n° 88							
Title	Intermediate evaluation of the Grundtvig action (2000-2002) of the Socrates II programme (2000-2006)						
Short title	Evaluation of Grundtvig and Socrates II						
Full text report	http://ec.europa.eu/dgs/education_culture/evalreports/education/2004/grundtvig/grundintrep_en.pdf http://ec.europa.eu/dgs/education_culture/evalreports/education/2004/grundtvig/grundintsum_en.pdf						
Evaluation review						page	
Time persp	Retrospective	Type	Programme	By	EAC	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment	Desk review, 60 interviews with stakeholders, 196 questionnaires to successful applicants, 16 case studies				
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Prosperity						
Budgetary heading	15 02 09						
Years under evaluation	2000	2002					
Budget under evaluation	12	Weighted average / year		1	€ Mio	reliability	2
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	3	3	Relevant to the needs of adult education, and flexible enough for responding to shifts in need over time. Capacity to work within existing adult education systems, but also to bring about developments in such systems				ii
Coherence							
European added value	3	2	European co-operation is the major added value. Its benefits range from providing new benchmarks and reference points for adult education providers to stimulating new creative thinking on challenging topics				ii
Effectiveness	1	2	Many new partnerships have been created between adult education bodies, which have given birth to a wide variety of products, but quality is sometimes questioned, and dissemination is not effective enough.				iv
Sustainability	2	1	The action has brought many organisations into European programme for the first time as well as creating new partnership. Many of these partnership are likely to continue after the termination of their project				iii
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Trans-nationality	1	2	Transnational partnerships at local level have successfully raised the interest of municipalities.				113

Evaluation EY Disabilities

Report n° 170							
Title	Evaluation of the European Year of People with Disabilities						
Short title	Evaluation EY Disabilities						
Full text report	http://ec.europa.eu/employment_social/disability/evaluation_eypd_en.pdf						
Evaluation review	2003						108
Time persp	Retrospective	Type	Programme	By	EMPL	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	1	2	> RY p. 15				15
European added value	1	2	> RY p. 8, 15				8, 15
Effectiveness	1	1	> RY p. 12, 36				12,36
Sustainability	1	1	> RY p. 23				
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Induction	1		> AB : RY p. 11, 14				11, 14
Co-financing	1	1	Community's funding of the projects was not merely doubled by national funding (as stipulated in the Council Decision), it returned EUR 4.5 on each EUR 1 invested.				19
Decentralisation	2		> AN : Y p. 13, 16, 17				13, 16, 17

Final evaluation Regional Lifelong Learning initiative

Report n° 287								
Title	Final external of the R3L initiative: European networks to promote the local and regional dimension of lifelong learning							
Short title	Final evaluation Regional Lifelong Learning initiative							
Full text report	http://ec.europa.eu/dgs/education_culture/evalreports/education/2006/R3L/R3Lxprep_fr.pdf							
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2006_en.pdf						168	
Time persp	Retrospective		Type	Programme	By	EAC	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment						
The evaluated intervention								
Policy area	Growth & employment							
Strategic objective	Prosperity							
Budgetary heading	15 02 22							
Years under evaluation	2002	2004						
Budget under evaluation	3,5	Weighted average / year		1	€ Mio	reliability	2	
Interest (1 to 3)	2	Comment						
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page	
Relevance	2	1	that an initiative like R3L that helps to develop exchange of good practices in relation to local and regional strategies for lifelong learning is both appropriate and relevant.				10	
Coherence								
European added value	3	2	The major added value of the initiative was perceived by participants to be its European cooperation dimension.				Eval review	
Effectiveness	2	2	R3L delivered a range of positive results for those directly involved, most important being: the setting up of the partnerships and networks themselves – seen in itself as a benefit by participants; the extension of activities into new areas; and putting theoretical concepts developed around the notion of lifelong learning into practice.				Eval review	
Sustainability	1	3	Most projects have taken steps to try to ensure the sustainability of activities begun under R3L, although for around a third the prospects for sustainability are weak				Eval review	
Efficiency								
Unintended impacts								

Final evaluation Regional Lifelong Learning initiative (continued)

Areas for learning	Interest (1 to 3)	Robust- ness	Message	Page
Integration	2	2	With regard to the “transversal policies” of the EU, the greatest positive result of R3L according to project coordinators was on the promotion of social and economic cohesion, followed by the promotion of ICT in education, promotion of language learning and teaching, and its contribution to the fight against racism and xenophobia.	Eval review
Decentralisation	1	2	The Commission has almost a single role in the management of the initiative. This is fully justified by the small scale of the initiative. However, whilst this feature enables the Commission to have more control of it, it arguably also makes some activities more difficult, such as dissemination of R3L at the national level	44
Induction	2	2	With regard to the achievement of aims R3L was most successful in helping to further develop good practice on issues relating to the learning region, and also in encouraging fruitful transnational sharing and exchange of experience.	iii

Evaluation Social Dialogue

Report n° 334							
Title	Financial Instruments in support of the European Social Dialog 2004-2004						
Short title	Evaluation Social Dialogue						
Full text report	http://ec.europa.eu/employment_social/evaluation/docs/final_report_august_2006_en.pdf						
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2006_en.pdf						213
Time persp	Retrospective	Type	Instrument	By	EMPL	Weight	0,04
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	1	1	> RY p. 111, 112				111, 112
European added value	2	1	> Y p. 112-114				112-114
Effectiveness	1	1	> RY p. 109, 110				109, 110
Sustainability	2	1	> Y p. 114				114
Efficiency							
Unintended impacts							

Evaluation of Community Action Programme against discrimination

Report n° 370							
Title	Evaluation of Community Action Programme to combat discrimination 2001-2006						
Short title	Evaluation of Community Action Programme against discrimination						
Full text report	http://ec.europa.eu/employment_social/fundamental_rights/pdf/eval/eval05_en.pdf						
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2006_en.pdf						211
Time persp	Retrospective	Type	Programme	By	EMPL	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation	2001	2006					
Budget under evaluation	98,4	Weighted average / year	10	€ Mio	reliability		3
Interest (1 to 3)	3	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	-2	2	The Programme must be correctly linked to other policies, instruments and actions of the European Union in order not to create redundancies and duplication in fields of operation that are sometimes very similar. Sustained attention was paid to the publication of legislative acts while the methods of implementing this coordination are not as strong and the procedures are insufficient.				15
Effectiveness	2	2	L'évaluation par volet souligne l'efficacité globale du Programme d'action en matière d'amélioration des connaissances, de renforcement des capacités de la société civile et de sensibilisation et formation de certaines catégories de population.				Eval review
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Induction	3	2	Most particularly, the technical assistance (provided since 2004 by a specialized agency) has enabled improved dissemination of the results of the Programme				14
Instruments	2	2	Through the transposition process, European legislation has contributed to raising the overall level of protection against discrimination in most States of the European Union.				18
Flexibility	3	2	The Action Programme has gradually been adjusted to adapt to the changing context of the Community (Enlargement and legal framework)				15

Evaluation of exploitation of the results of DGEAC programmes

Report n° 432									
Title	External evaluation of the mechanisms for the dissemination and exploitation of the results arising from programmes and initiatives managed by the DG EAC								
Short title	Evaluation of exploitation of the results of DGEAC programmes								
Full text report	http://ec.europa.eu/dgs/education_culture/evalreports/cross/2006/ecotecrep_en.pdf								
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2006_en.pdf								164
Time persp	Retrospective	Type	Programme	By	EAC	Weight	0,6		
Overall robustness rating (1 to 3)	2	Comment							
The evaluated intervention									
Policy area	Other internal								
Strategic objective	O								
Budgetary heading	15 Cross-cutting								
Years under evaluation	2000	2005							
Budget under evaluation		Weighted average / year		€ Mio	reliability				
Interest (1 to 3)	3	Comment							
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message						Page
Relevance									
Coherence	2	2	National Agencies are well equipped to disseminate and exploit project and programme results at the national level through linkages to national policy makers and other stakeholders. They can create synergy by linking up national project results and gathering national best practice examples.						iii
European added value									
Effectiveness									
Sustainability									
Efficiency									
Unintended impacts	im-								
Unintended impacts	im-								

Evaluation of exploitation of the results of DGEAC programmes (continued)

Areas for learning	Interest (1 to 3)	Robust- ness	Message	Page
Targeting	3	3	Within DG EAC a wide variety of interpretations have been placed on the terms dissemination and exploitation and that levels of commitment to dissemination and exploitation have varied widely.	Eval review
Flexibility	2	2	Dissemination mechanisms are well established and widely in use across the different DG EAC programmes. They are common across European, national and project levels. The plurality of mechanisms can satisfy the different preferences of the end users and the competences of those in charge of dissemination.	Eval review
Learning	2	2	The study found there is currently no strategy for monitoring and evaluating exclusively the dissemination and exploitation activities. Rather, monitoring and evaluation of these activities is included in the general requirements for monitoring and evaluation.	Eval review
Decentralisation	3	2	The responsibility to disseminate is highly decentralised. This is well justified, as both levels are well positioned to disseminate and exploit, especially on a national level, to relevant national policy makers and other stakeholders.	Eval review

Impact assessment eLearning

Report n° 504							
Title	Ex ante Evaluation for the preparation of a new e-Learning Programme						
Short title	Impact assessment eLearning						
Full text report	http://ec.europa.eu/dgs/education_culture/evalreports/education/2002/elearn_xant/elearnxant_en.pdf						
Evaluation review							
Time persp	Prospective	Type	Programme	By	EAC	Weight	0,2
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation	2000	2002					
Budget under evaluation	?	Weighted average / year		€ Mio	reliability	?	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value	2	1	>; Y p. 17				R. p. 17
Effectiveness							
Sustainability							
Efficiency							
Unintended impacts							

Evaluation of the European Foundation for the Improvement of Living and Working Conditions

Report n° 881							
Title	European Foundation for the Improvement of Living and Working Conditions External Evaluation						
Short title	Evaluation of the European Foundation for the Improvement of Living and Working Conditions						
Full text report	http://ec.europa.eu/employment_social/evaluation/docs/eval_work_02_en.pdf						
Evaluation review						page	
Time persp	Retrospective	Type	Instrument	By	EMPL	Weight	0,04
Overall robust-ness rating (1 to 3)	2	Comment	documentation review, questionnaire to 66 users, interviews and 15 light case studies				
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading	04 04 03						
Years under evaluation	1997	2000					
Budget under evaluation	69	Weighted average / year		0	€ Mio	reliability	2
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	3	1	The Foundation takes increasing account of user needs as expressed and concentrates on subjects that are more directly in line with current political concerns				120
Coherence	-2	1	The Foundation's relationship with the Commission does not show a perfectly coherent system, e.g. the Commission's officials do not have an automatic reflex to use Foundation outputs				121
European added value	2	2	Social partners would like individual projects to align more closely with direct workplace realities, but the Foundation remains a European level contributor of data and ideas				120
Effectiveness	2	2	The Foundation is a major source of information in its area of work, but it is neither significantly ahead nor behind other sources. Social partners see the Foundation as a useful forum where they can work without the pressure of the negotiation.				122
Sustainability							
Efficiency							
Unintended impacts							

Combating early school leaving

Report n° 899							
Title	Special report No 1/2006 on the contribution of the European social fund in combating early school leaving						
Short title	Combating early school leaving						
Full text report	http://www.eca.europa.eu/audit_reports/special_reports/docs/2006/rs01_06en.pdf						
Evaluation review							
Time persp	Retrospective	Type	Instrument	By	ECA	Weight	0,04
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value	-2	1	> Y p. 7				7
Effectiveness	-2	1	> Y p. 9				9
Sustainability							
Efficiency							
Unintended impacts							

Evaluation of DG EAC activities in support of the European Union's equal opportunities policies

Report n° 925							
Title	External evaluation of activities undertaken by DG Education and Culture in support of the European Union's equal opportunities policies						
Short title	Evaluation of DG EAC activities in support of the European Union's equal opportunities policies						
Full text report	http://ec.europa.eu/dgs/education_culture/evalreports/cross/2007/opportsum_en.pdf						
Evaluation review							
Time persp	Retrospective	Type	Theme	By	EAC	Weight	0,04
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Solidarity & environ.						
Budgetary heading	cross-cuttingCross-cutting						
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	3	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	-2	2	The absence of an objectives tree and of identification of potential synergies does not favour the integraion of the principles of equal opportunities in DG EAC interventions				3
European added value							
Effectiveness							
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Integration	1	2	The way of dealing with the principles relating to gender and disability varies from one programme to the next, and is sometimes insufficiently adjusted to the nature of the programme.				3
Integration	2	2	Human resources devoted to the equal opporunities priority at DG EAC are inadequate, especially in terms of capacities for action (lack of suitable training, available tools and a clear mandae).				4
Learning	2	2	Best practice is identified and valorised in a communication and marketing perspective, but it is not capitalized on internally to strengthen the processes of organizational learning and development of the DG.				4

Objective 1 Interventions 1994-1999

Report n° 7							
Title	Ex post Evaluation of Objective 1 Interventions 1994-1999						
Short title	Objective 1 Interventions 1994-1999						
Full text report	http://ec.europa.eu/regional_policy/sources/docgener/evaluation/doc/obj1/synthesis_final.pdf						
Evaluation review	2003						300
Time persp	Retrospective	Type	Cluster	By	REGIO	Weight	0,5
Overall robust-ness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	2		> Y. p. 94, 96				94, 96
Coherence							
European added value							
Effectiveness							
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Engineering	1		> AH. Y p. 105				105

Objective 2 Interventions 1994-1999

Report n° 8							
Title	Ex post Evaluation of Objective 2 Interventions 1994-1999						
Short title	Objective 2 Interventions 1994-1999						
Full text report	http://ec.europa.eu/regional_policy/sources/docgener/evaluation/pdf/synth_objective2_94_99_en.pdf						
Evaluation review	2003						302
Time persp	Retrospective	Type	Cluster	By	REGIO	Weight	0,5
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value	1	1	> RY : p. viii-ix, xii				viii-ix, xii
Effectiveness	1	1	> RY : p. vii, 142				vii, 142
Sustainability							
Efficiency							
Unintended impacts							

Community Initiative URBAN 1994-1999

Report n° 9							
Title	Ex post Evaluation of the Community Initiative URBAN 1994-1999						
Short title	Community Initiative URBAN 1994-1999						
Full text report	http://ec.europa.eu/regional_policy/sources/docgener/evaluation/urban/urban_expost_evaluation_9499_en.pdf						
Evaluation review	2003						304
Time persp	Retrospective	Type	Cluster	By	REGIO	Weight	0,5
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value	1	1	> RY : p. 55				55
Effectiveness	2	1	> Y : p. 25				25
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Integration	2		> Y : Y p. 73				73
Co-financing	2		> AK : Y p. 71				71

Interreg II Community Initiative (1994-99)

Report n° 10							
Title	Ex post evaluation of the Interreg II Community Initiative (1994-99)						
Short title	Interreg II Community Initiative (1994-99)						
Full text report							
Evaluation review	2003						199
Time persp	Retrospective	Type	Cluster	By	REGIO	Weight	0,5
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	2	1	> Y p. 235				235
European added value	2	1	> Y p. 238, 244				238, 244
Effectiveness	2	1	> Y p. 236, 237				236, 237
Sustainability							
Efficiency							
Unintended impacts							

Mid-Term Evaluations and Reviews of Objective 1&2 Programmes

Report n° 11								
Title	Meta Evaluation on the Mid-Term Evaluations and Reviews of Objective 1&2 Programmes							
Short title	Mid-Term Evaluations and Reviews of Objective 1&2 Programmes							
Full text report	http://ec.europa.eu/regional_policy/sources/docgener/evaluation/pdf/tech_mte_fr.pdf							
Evaluation review						page		
Time persp	Prospect. & retro.		Type	Synthesis	By	REGIO	Weight	0,08
Overall robust-ness rating (1 to 3)	1	Comment	Synthesis of all programme evaluations, which are rated as good or excellent quality by the EC, although there is a concern as regards the lack of information arising from the “on-theground” reality (p18)					
The evaluated intervention								
Policy area		Cohesion						
Strategic objective		Solidarity & environ.						
Budgetary heading		13 03 01-04						
Years under evaluation		2000	2003					
Budget under evaluation		21875	Weighted average / year		306	€ Mio	reliability	1
Interest (1 to 3)	2	Comment	Recent overview of a huge budget heading, but poorly conclusive					
Criteria	Assess-ment (-3 to +3)	Robust-ness (1 to 3)	Message					Page
Relevance	2	1	In nearly all cases the evaluators concluded that the strategies adopted in the programmes were still appropriate					37
Coherence								
European added value								
Effectiveness	1	1	Where job creation objectives are stated and monitored, the already approved projects are forecast to achieve from 40% to 140% of their target. Econometric models predict an impact of 1% to 3% in GDP after seven years of support					39
Sustainability								
Efficiency								
Unintended impacts								
Areas for learning	Interest (1 to 3)	Robust-ness	Message					Page
Integration	3	2	Environment is more formally than really taken into account					52

Objective 1 2000-2006 (Input-Output-Model)

Report n° 73							
Title	Evaluation study on the Economic Impact of Objective 1 interventions, 2000-2006 (Input-Output-Model)						
Short title	Objective 1 2000-2006 (Input-Output-Model)						
Full text report	http://ec.europa.eu/regional_policy/sources/docgener/studies/pdf/objective1/final_report.pdf						
Evaluation review	2003						34
Time persp	Retrospective	Type	Cluster	By	REGIO	Weight	0,5
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness	1	1	> RY p. 13, 14, 50				13, 14, 50
Sustainability							
Efficiency							
Unintended impacts							

Territorial Pacts for Employment

Report n° 74							
Title	Thematic Evaluation of the Territorial Pacts for Employment						
Short title	Territorial Pacts for Employment						
Full text report	http://ec.europa.eu/regional_policy/sources/docgener/evaluation/doc/tep_report1.pdf						
Evaluation review	2003						34
Time persp	Retrospective	Type	Instrument	By	REGIO	Weight	0,04
Overall robust-ness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robust-ness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value	1	2	> RY p. vi				vi
Effectiveness	0	2	> RY p. iii-iv (both negative & positive mess)				iii-iv
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robust-ness	Message				Page
Decentralisation	1		> AN ; RY p. 91-102				91-102

Objective 6 (1995-1999)

Report n° 76							
Title	Ex-post evaluation of Objective 6 for the period 1995-1999						
Short title	Objective 6 (1995-1999)						
Full text report	http://ec.europa.eu/regional_policy/sources/docgener/evaluation/doc/obj6/obj6synthesis.pdf						
Evaluation review	2003						35
Time persp	Retrospective	Type	Cluster	By	REGIO	Weight	0,5
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	1	> RY p. 28				28
Coherence							
European added value	1	1	> RY p. 7, 9, 53				7, 9, 53
Effectiveness	1	1	> RY p. 9, 39-40				9, 39-40
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Decentralisation	1		> AN : RY p. 6, 7, 9				6, 7, 9

Innovative actions RIS/RIS1

Report n° 78							
Title	Ex post evaluation of innovative actions RIS/RIS1						
Short title	Innovative actions RIS/RIS1						
Full text report	http://ec.europa.eu/regional_policy/sources/docgener/evaluation/doc/innoact/finalreport_post_erdf_94_99_en.pdf						
Evaluation review	2003						201
Time persp	Retrospective	Type	Programme	By	REGIO	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	2	> RY p. 22, 83				22, 83
Coherence							
European added value	0	1	> RY p. xiv, xv (both negative & positive mess)				xiv, xv
Effectiveness	1	2	> RY p. 35-37				35-37
Sustainability	1	1	> RY p. 66, 87-89				66, 87-89
Efficiency							
Unintended impacts							

Evaluation of SF Contributions to Lisbon Strategy

Report n° 79							
Title	Thematic Evaluation of the Structural Funds Contributions to the Lisbon Strategy						
Short title	Evaluation of SF Contributions to Lisbon Strategy						
Full text report	http://ec.europa.eu/regional_policy/sources/docgener/studies/pdf/lisbon2005.pdf						
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2005_en.pdf						161
Time persp	Retrospective	Type	Theme	By	REGIO	Weight	0,04
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading	13 03Cross-cutting						
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	2	2	In many regions, more than two thirds of Structural Fund expenditure is directly relevant to the Lisbon objectives. Exceptions where physical infrastructure is given priority, reflecting particular investment needs of the least prosperous regions.				
European added value							
Effectiveness							
Sustainability							
Efficiency							
Unintended impacts							

Thematic evaluation sustainable development

Report n° 144							
Title	Thematic evaluation of the contribution of the structural funds to sustainable development						
Short title	Thematic evaluation sustainable development						
Full text report	unpublished						
Evaluation review							
Time persp	Retrospective	Type	Theme	By	REGIO	Weight	0,04
Overall robust-ness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robust-ness (1 to 3)	Message				Page
Relevance							
Coherence	1	2	> RY p. VI, VII (negative & positive mess)				VI, VII
European added value							
Effectiveness	1	1	> RY p. vi-viii, 34 (negative & positive mess)				vi-viii, 34
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robust-ness	Message				Page
Integration	2		> Y : Y p. 42, 45 (negative mess)				42, 45

Evaluation on Structural funds implementation method

Report n° 145							
Title	Thematic evaluation on the efficiency of the implementation method for the structural funds						
Short title	Evaluation on Structural funds implementation method						
Full text report	http://ec.europa.eu/regional_policy/sources/docgener/studies/pdf/3cr/efficiency_methods_full.pdf						
Evaluation review							
Time persp	Retrospective	Type	Theme	By	REGIO	Weight	0,04
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading	13 04 02						
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	3	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness							
Sustainability							
Efficiency	-1	2	there are examples of duplication of structures that arise as a result of the need to comply with the letter of the regulatory requirements on institutional frameworks. These duplications lead to increases in costs and unnecessary complexities in implementation				130
Unintended impacts	2	2	The multi-annual programming process provides regional authorities with stability and visibility for long term planning, and ensures that a regional focus is maintained in the programming process. Structural Funds have served as an impetus to public administration development and reform in the regions and to an increased move towards a regional, decentralised focus to development				125
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Learning	2	2	there is little evidence that the outcomes of the monitoring system are being fed back into the management process. The costs and benefits of the monitoring and control system are frequently referred to as being out of balance				149
Complexity	3	2	Financial control mechanisms are characterised as being risk averse in the extreme, with no built-in risk management model as one would find, for example, in the state of the art venture funds, which build in risk into their calculations				149

Environment and Risk prevention 2007-2013

Report n° 277							
Title	Strategic evaluation on Environment and Risk prevention under structural and cohesion funds, 2007-2013 (13 03/13 04)						
Short title	Environment and Risk prevention 2007-2013						
Full text report	http://ec.europa.eu/regional_policy/sources/docgener/evaluation/pdf/strategic_envIRON.pdf						
Evaluation review	-						
Time persp	Prospective	Type	Programme	By	REGIO	Weight	0,2
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness							
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Leverage	3	2	user charges are largely used to pay for the operation and running costs of environmental service. However, in some MS, user charges contribute between 10% and 30% of capital costs, with relatively higher contributions to water supply infrastructure and less to MSW. The evaluation has considered the prospect of meeting investments needs from higher charges over the next programme period. There is a general trend for real price rises which will contribute further to capital costs. However, these increases have also generated a wider concern over the affordability of basic environmental services for lower income households. This political limit to future increases in charges is largely reflected in the evaluation				61

Evaluation on Knowledge-based economy in Structural Funds

Report n° 278							
Title	Strategic evaluation on Innovation and Knowledge-based economy in relation to the Structural and Cohesion Funds, for the programming period 2007-2013(13 03/13 04)						
Short title	Evaluation on Knowledge-based economy in Structural Funds						
Full text report	http://ec.europa.eu/regional_policy/sources/docgener/evaluation/pdf/strategic_innov.pdf						
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2006_en.pdf						349
Time persp	Retrospective	Type	Programme	By	REGIO	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation	1999	2000					
Budget under evaluation	10198	Weighted average / year	1224	€ Mio	reliability	2	
Interest (1 to 3)	3	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	3	3	In "old" Objective 1 regions, SFs represent a crucial, if not unique, resource for supporting national and regional RTDI policies (very high 'strategic' additionality). The new 'Objective 1' regions have strong needs related to industrial restructuring and good potential due to availability of highly skilled human capital linked to cost competitiveness which attracts foreign investments. In the Objective 2 regions SF interventions played a role of complementary instrument of national policy.				ii
Coherence	1	1	Three recent Communications from the Commission have brought closer together research/innovation, industrial and SME policies issues through a more integrated vision of these policy areas. In the past, coordination has not been sufficiently strong with in particular some 'conflictual' situations: such as: competition in the field of support; initial difficulties encountered by MAP financial instruments with competition policy rules.				v, 69-70
European value added	-2	1	RTDI measures, particularly in Objective 1 zones where the bulk of money has been spent, have not been a central plank of EU regional policy interventions. The share of SF devoted to RTDI is related to the existing national intensity of R&D investment				v
Effectiveness							
Sustainability							
Efficiency							
Unintended impacts							
Unintended impacts							

Evaluation on Knowledge-based economy in Structural Funds (continued)

Areas for learning	Interest (1 to 3)	Robust- ness	Message	Page
Decentralisation	2	2	Strong partnerships are more important than formal decentralisation of powers. Equally, in terms of programming structures there is a clear need for Member States of a medium to large size to reflect on the comparative advantages of multi-regional programmes (achieving critical mass of finance, or skills and avoiding duplication) versus regional programmes (allowing tailored made solutions to regional specific issues).	v
Targeting	2	2	Diversity of innovation potential in Europe implies equally diverse approaches to priority and target setting.	v
Engineering	1	1	At the EU level, the new policy frameworks for regional, innovation and research policies (CIP and FP7) offers many opportunities for synergies with the new Structural Fund programmes in support of the Lisbon strategy. Specific additional instruments should facilitate this outcome, such as the EIB RTD risk-sharing facility, JEREMIE or the Europe InnovalInitiative.	

Evaluation on Transport Investments under Structural and Cohesion funds 2007-2013

Report n° 279							
Title	Study on Strategic Evaluation on Transport Investment Priorities under Structural and Cohesion funds for the Programming Period 2007-2013(13 03/13 04)						
Short title	Evaluation on Transport Investments under Structural and Cohesion funds 2007-2013						
Full text report	http://ec.europa.eu/regional_policy/sources/docgener/evaluation/pdf/strategic_trans.pdf						
Evaluation review						page	
Time persp	Prospect. & retro.	Type	Programme	By	REGIO	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment	Country studies involving desk research and interviews. Use of a EU wide accessibility model				
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading	13 03-04Cross-cutting						
Years under evaluation	1995	2004					
Budget under evaluation	31000	Weighted average / year		1488	€ Mio	reliability	1
Interest (1 to 3)	2	Comment	Recent and relatively conclusive evaluation of the main type of expenditures in the cohesion policy area				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence			EIB has provided some € 50 billion for transport projects in the period 1995-2004 in the CF15 countries (as compared to EU support of € 31 billion for transport investments in the same period)				v
European added value	3	3	Large European impact outside the country in which the investments take place, in particular if these investments fit within European transport corridors. This clearly identifies the strong need for crossborder co-ordination in realising these corridors				x
Effectiveness	2	1	Positive long term effects are forecast in the modelling studies, which in some cases can be substantial, although they cannot do more than marginally help to narrow the gap between income levels in supported countries and the EU-average.				vi
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Leverage	3	1	Projects involving Public Private Partnerships tend to be completed on-time, on-budget and to specification. However they are relatively more complexity, and cost may be higher due to a more explicit valuation of risks.				44

International Fund for Ireland (2007-2010)

Report n° 814							
Title	Community financial contributions to the International Fund for Ireland (2007-2010)						
Short title	International Fund for Ireland (2007-2010)						
Full text report	http://ec.europa.eu/governance/impact/docs/ia_2006/sec_2006_1227_en.pdf						
Evaluation review	-						
Time persp	Prospective	Type	Programme	By	REGIO	Weight	0,2
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	1	> RY p. 3, 4, 5				3, 4, 5
Coherence	1	1	> RY p. 5				5
European added value							
Effectiveness							
Sustainability							
Efficiency							
Unintended impacts							

Germany , Objective1

Report n° 934							
Title	Germany , Objective1, Final evaluation						
Short title	Germany , Objective1						
Full text report	http://ec.europa.eu/regional_policy/sources/docgener/evaluation/doc/obj1/germany.pdf						
Evaluation review							
Time persp	Retrospective	Type	Programme	By	MS DE	Weight	0,6
Overall robust-ness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robust-ness (1 to 3)	Message				Page
Relevance							
Coherence	1	1	> RY p. 90 (negative & positive mess)				90
European added value							
Effectiveness	1	1	> RY p. 4, 5, 6 (negative & positive mess)				4,5, 6
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robust-ness	Message				Page
Integration	1		> Y : RY p. 49 (neutral mess)				49

Portugal , Objective1

Report n° 940							
Title	Portugal , Objective1, Final evaluation						
Short title	Portugal , Objective1						
Full text report	http://ec.europa.eu/regional_policy/sources/docgener/evaluation/doc/obj1/portugal.pdf						
Evaluation review							
Time persp	Retrospective	Type	Programme	By	MS PD	Weight	0,6
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	1	> RY p. 51, 54, 56-57 (negative & positive mess)				51, 54, 56-57
Coherence	2	1	> Y p. 56, 59, 136 (negative & postive mess)				56, 59, 136
European added value							
Effectiveness	1	1	> RY p. 53, 69, 92 (negative & positive mess)				53, 69, 92
Sustainability							
Efficiency	1	1	> RY p. 8				8
Unintended impacts							

Spain , Objective1

Report n° 941							
Title	Spain , Objective1, Final evaluation						
Short title	Spain , Objective1						
Full text report	http://ec.europa.eu/regional_policy/sources/docgener/evaluation/doc/obj1/spain.pdf						
Evaluation review							
Time persp	Retrospective	Type	Programme	By	MS ES	Weight	0,6
Overall robust-ness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robust-ness (1 to 3)	Message				Page
Relevance	1	1	> RY p. 125				125
Coherence							
European added value							
Effectiveness	1	1	> RY p. 93, 122				93, 122
Sustainability							
Efficiency	2	1	> Y p. 133				133
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robust-ness	Message				Page
Integration	2		> Y : Y p. 115 -116				115-116
Leverage	1		> AE ; RY 90, 124				90, 124
Engineering	1	2	Description of a small successful financial engineering targeted at SMEs in Galicia				91
Decentralisation	1		> AN : RY p. 55				55

Spain , Objective3

Report n° 942							
Title	Spain , Objective3, Final evaluation						
Short title	Spain , Objective3						
Full text report							
Evaluation review							
Time persp	Retrospective	Type	Programme	By	MS ES	Weight	0,6
Overall robust-ness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robust-ness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value	0	1	> RY p. 285				285
Effectiveness	1	1	> RY p. v				vi
Sustainability	1	1	> RY p. vi				vi
Efficiency	-1	1	> RY p. iv, vii				iv, vii
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robust-ness	Message				Page
Integration	1		> Y : RY p. 287-288 (negative mess)				287-289

Netherlands, Objective1

Report n° 943							
Title	Netherlands, Objective1, Final evaluation						
Short title	Netherlands, Objective1						
Full text report	http://ec.europa.eu/regional_policy/sources/docgener/evaluation/doc/obj1/netherlands.pdf						
Evaluation review							
Time persp	Retrospective	Type	Programme	By	MS NL	Weight	0,6
Overall robust-ness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	1	> RY p. 9				9
Coherence	1	1	> RY p. 10 (negative & positive mess)				10
European added value		1					
Effectiveness	2	1	> Y p. 7, 8, 9 (negative & positive mess)				7, 8, 9
Sustainability							
Efficiency							
Unintended impacts							
Unintended impacts							

Netherlands, Objective1 (continued)

Areas for learning	Interest (1 to 3)	Robust- ness	Message	Page
Co-financing	1	2	Flevoland was not on the priority list of the national government for regional policy and the several ministries involved had to adjust their budget in order to be able to co-finance the programme. For the transport sector counts that the ministry just accelerated the implementation of activities that were planned for the future, but other ministries had to adjust their policy as well. Co-financing of the Ministry of Agriculture remained problematic, as the their criteria for the implementation of the policy differed from the programme criteria. For the municipalities counts that they had to revise their budget as well adjusted their priorities to these of the programme, while for other municipalities counts that the programme supported developments which were already planned.	85
Decentralisation	1		> AN : RY p. 9, 72, 73 (negative mess)	9, 72, 73

« COMPETITIVITE REGIONALE » 2007 - 2013

Report n° 946							
Title	EVALUATION EX ANTE DU PROGRAMME « COMPETITIVITE REGIONALE » FONDS EUROPEENS 2007 - 2013 - Picardie						
Short title	« COMPETITIVITE REGIONALE » 2007 - 2013						
Full text report	http://www.paca.pref.gouv.fr/sgar/europe/docs/2007-2013/fse/02-FSE-Evaluation-exante-PO.pdf						
Evaluation review							
Time persp	Prospective	Type	Programme	By	MS FR	Weight	0,2
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	-1	1	Screening RY p. 104				104
Coherence	1	1	Screening RY p. 104				104
European added value							
Effectiveness							
Sustainability							
Efficiency							
Unintended impacts							

FEDER 2007-2013 Basse normandie

Report n° 949							
Title	Evaluation ex ante du Programme Opérationnel « compétitivité régionale FEDER 2007-2013 » Basse normandie						
Short title	FEDER 2007-2013 Basse normandie						
Full text report	http://www.calvados.pref.gouv.fr/sections/basse-normandie/l_europe/programme_2007-2013/feder/downloadFile/attachedFile_2/Deloitte - eval_ex-ante_PO_FEDER_Basse-Normandie.pdf?nocache=1185354010.62						
Evaluation review							
Time persp	Prospective	Type	Programme	By	MS FR	Weight	0,2
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	1	1	> RY p. 67, 74, 76, 81 (negative & positive mess)				67, 74, 76, 81
European added value							
Effectiveness							
Sustainability							
Efficiency							
Unintended impacts							

Andalucía 2000-2006

Report nº 950							
Title	Actualización de la evaluación intermedia del programa operativo integrado de Andalucía 2000-2006						
Short title	Andalucía 2000-2006						
Full text report	http://www.juntadeandalucia.es/economia/hacienda/fondos/evaluacion/evaluacion.htm						
Evaluation review							
Time persp	Retrospective	Type	Programme	By	MS ES	Weight	0,6
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness	1	1	> RY p. 64				64
Sustainability	1	1	> RY p. 65				65
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Integration	1		> Y : Y p. 65				65

Updated Mid-Term Evaluation of England Objective 1 and 2 Programmes

Report n° 951							
Title	Updated Mid-Term Evaluation of England Objective 1 and 2 Programmes						
Short title	Updated Mid-Term Evaluation of England Objective 1 and 2 Programmes						
Full text report	http://www.erd.f.governments.gov.uk/Repository/WordDocuments/UMTECollationreporDec2005						
Evaluation review							
Time persp	Retrospective	Type	Programme	By	MS UK	Weight	0,6
Overall robust-ness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation	1999	2000					
Budget under evaluation	4464,69	Weighted average / year	536	€ Mio	reliability		2
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value	2	1	Some programmes identified instances where they had changed their approach to a more successful one, or lessons that they had learnt throughout the course of the programme. These covered areas such as target setting, effective methods for monitoring and managing the programme, and the need to be joined up, both within the programme and with other EU interventions.				4
Effectiveness	1	1	For most programmes, indicators used to measure impacts are net jobs created, net jobs safeguarded, additional net value-added and safeguarded net value-added or similar. Overall, performance towards targets for net jobs appears to be marginally better than for net value-added, whilst performance in terms of safeguarding of jobs or value-added appears to be better than performance in terms of creation. This varies across programmes, however.				4
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Co-financing	1	1	A number of examples of good practice were identified by programmes. The majority fell into three broad categories: close partnership working, close monitoring of projects including effective Management Information Systems, and the introduction of co-financing which has removed the duplication of activity for applicants.				4

OBJECTIVE 1 WEST WALES AND VALLEYS

Report n° 952							
Title	MID-TERM EVALUATION OF THE OBJECTIVE 1 PROGRAMME FOR WEST WALES AND THE VALLEYS						
Short title	OBJECTIVE 1 WEST WALES AND VALLEYS						
Full text report	http://www.wefo.wales.gov.uk/resource/Objective1Mid-TermEvaluation-MainReport.pdf						
Evaluation review							
Time persp	Retrospective	Type	Programme	By	MS UK	Weight	0,6
Overall robust-ness rating (1 to 3)		Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assess- ement (-3 to +3)	Robust- ness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness							
Sustainability							
Efficiency							
Unintended im- pacts							
Areas for learning	Interest (1 to 3)	Robust- ness	Message				Page
Integration	1		> Y : RY p. 7 (negative mess)				7

Evaluation of the SPD - Estonia

Report n° 953							
Title	Evaluation of the structure and implementation of the SPD and project selection criteria						
Short title	Evaluation of the SPD - Estonia						
Full text report	http://www.struktuurifondid.ee/public/RAK_lesehituse_hindamise_aruanne_koos_lisadega_Final.pdf						
Evaluation review							
Time persp	Retrospective	Type	Programme	By	MS EE	Weight	0,6
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	-1	1	> RY p. 8				8
Coherence	-2	1	> Y p. 8				8
European added value							
Effectiveness	-1	1	> RY p. 9				9
Sustainability							
Efficiency							
Unintended impacts							

English URBAN II programmes

Report n° 954							
Title	joint evaluation of the 8 English URBAN II programmes						
Short title	English URBAN II programmes						
Full text report	http://www.erdf.communities.gov.uk/Repository/PDFs/DTZReportUMTEUrbanII						
Evaluation review							
Time persp	Retrospective	Type	Programme	By	MS UK	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading	13 03 06						
Years under evaluation	2000	2005					
Budget under evaluation	60	Weighted average / year		5	€ Mio	reliability	2
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	-1	1	Programme relationships with Local Strategic Partnerships (LSPs) vary and present a mixed picture. LSPs are set to play an increasingly significant role in service delivery and attention should be made to ensuring linkages to them				169
European added value							
Effectiveness							
Sustainability							
Efficiency	2	1	Monitoring has generally been carried out effectively but there is a lack of structured visits to projects to review their progress and this needs greater emphasis to ensure targets are reached				169
Unintended impacts							

Sachsen-Anhalt (2000-2006)

Report n° 955							
Title	Evaluation of of the operational programme Sachsen-Anhalt (2000-2006)						
Short title	Sachsen-Anhalt (2000-2006)						
Full text report	http://www.sachsen-anhalt.de/LPSA/fileadmin/Files/03_09_25_Endbericht_Teil I.pdf						
Evaluation review							
Time persp	Retrospective	Type	Programme	By	MS DE	Weight	0,6
Overall robust-ness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation	2000	2006					
Budget under evaluation	4	Weighted average / year		0	€ Mio	reliability	2
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	1	Report p. 86, 87 (en allemand)				86,87
Coherence	1	1	Report p. 86, 87 (en allemand)				86, 87
European added value							
Effectiveness	1	1	Report p. 17, 18 (english summary)				17,18
Sustainability							
Efficiency	1	1	Report p. 17,18 (english summary)				17,18
Unintended impacts							

Spain Objective 1 - 2000-2006

Report n° 965							
Title	Spain Objective 1 - 2000-2006						
Short title	Spain Objective 1 - 2000-2006						
Full text report	unpublished						
Evaluation review							
Time persp	Retrospective	Type	Programme	By	MS ES	Weight	0,6
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	1	1	> RY p. xvii				xvii
European added value							
Effectiveness	1	1	> RY p. x, 564				x, 564
Sustainability	1	1	> RY p. xiv				xiv
Efficiency	1	1	> RY p. ix				ix
Unintended impacts							

ECA's report on Structural Funds

Report n° 973							
Title	SPECIAL REPORT No 1/2007 concerning the implementation of the mid-term processes on the Structural Funds 2000-2006 together with the Commission's replies						
Short title	ECA's report on Structural Funds						
Full text report	http://eca.europa.eu/portal/pls/portal/docs/1/321635.PDF						
Evaluation review						page	
Time persp	Retrospective	Type	Cluster	By	ECA	Weight	0,5
Overall robust-ness rating (1 to 3)	1	Comment	desk review of mid-term evaluation reports and proposals for mid-term revision for 5 community support frameworks and 20 operational programmes/single programming documents				
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity						
Budgetary heading	#N/A						
Years under evaluation	2000	2003					
Budget under evaluation	21875	Weighted average / year		1914	€ Mio	reliability	1
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	-1	1	Almost half of the evaluators identified important issues of concern linked to concrete development needs and proposed stronger emphasis on certain policy fields, especially linked to the Lisbon and Gothenburg strategies.				7 (23)
Coherence							
European added value							
Effectiveness							
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Incentives	3	3	The allocation of the performance reserve was significantly constrained by a perceived need to maximise absorption of EU funds. Roads repeatedly benefited from additional funds on this ground, contrary to activities such as environmental investment.				9 (33)

ECA's Report on ex post Structural Fund evaluations 1994-1999 (Obj 1)

Report n° 974							
Title	Special Report No 10/2006 on ex post evaluations of Objectives 1 and 3 programmes 1994-1999 (Structural Funds) - Part 1, Objective 1						
Short title	ECA's Report on ex post Structural Fund evaluations 1994-1999 (Obj 1)						
Full text report	http://eca.europa.eu/portal/pls/portal/docs/1/173794.PDF http://www.europarl.europa.eu/meetdocs/2004_2009/documents/dt/639/639568/639568en.pdf						
Evaluation review							
Time persp	Retrospective	Type	Cluster	By	ECA	Weight	0,5
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity						
Budgetary heading							
Years under evaluation	1994	1999					
Budget under evaluation	96356	Weighted average / year	2409	€ Mio	reliability	2	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	-2	2	ERDF, ESF and EEAGF operated according to different principles and with different financial requirements and that this restricted synergy between the funds.				30
European added value	2	2	The involvement of key stakeholders in the economic development programmes (horizontal partnership) was welcomed as one of the "added-value" aspects of European support. Value added depends on the context in the different Member States. For example, the programming approach can be new in one Member State but not in another.				31
Effectiveness	1	1	The total direct and indirect employment impact of is estimated at 2,3 million person years as a result of support to transport infrastructure, and more than 300 000 additional jobs as a result from support to SMEs				20
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Engineering	2	1	Thematic Evaluation on SMEs states recommends a shift from grant expenditure to financial engineering measures such as seed and venture capital funds, loans, interest rate subsidies in the future that these methods are more sustainable in the long term ²¹ .				20

Evaluation of Cohesion Fund projects

Report n° 80							
Title	Ex post evaluation of a sample of projects co-financed by the Cohesion Fund (1993-2002)						
Short title	Evaluation of Cohesion Fund projects						
Full text report	http://ec.europa.eu/regional_policy/sources/docgener/evaluation/pdf/cohesion_project.pdf						
Evaluation review						page	
Time persp	Retrospective	Type	Programme	By	REGIO	Weight	0,6
Overall robust-ness rating (1 to 3)	3	Comment	Review of the programmes and of a sample of 200 projects, plus in-depth economic analysis of 60 projects. Evidence from documents, site visits and interviews				
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading	13 04 02						
Years under evaluation	1993	2002					
Budget under evaluation	25000	Weighted average / year	900	€ Mio	reliability	2	
Interest (1 to 3)	3	Comment	Conclusive and strong overview of a huge budget heading. Evidence from relatively old projects.				
Criteria	Assessment (-3 to +3)	Robust-ness (1 to 3)	Message				Page
Relevance	3	3	Nearly all projects are relevant in relation to the national needs and EU policies with only a few exceptions,				8
Coherence							
European added value	1	2	There is a clear and considerably faster improvement of transport infrastructure, drinking water supply, wastewater treatment and waste management in the beneficiary countries. Improvements would have been less impressive without EC assistance				12
Effectiveness	2	1	The projects reviewed have achieved their outputs. Rates of returns (including priced environmental impacts) are at a reasonable 12%.				8, 11
Sustainability	-1	2	There is presently neither an obligation for the Member States, nor for the beneficiaries, to operate or maintain the infrastructure.				9
Efficiency	0	3	The Cohesion Fund has not co-financed "gold plated" projects, but a few projects have been financed with too high capacity in relation to (future) utilisation of the infrastructure				9
Unintended impacts	2	1	Modelling exercises carried out by the London School of Economics show impressive impacts in terms of employment, additional value added, as well as in generated investments by businesses.				11
Areas for learning	Interest (1 to 3)	Robust-ness	Message				Page
Absorption	3	3	The organisation of the Cohesion Fund induced Managing Authorities to focus primarily on timely commitment of the available funding, paying less attention to the (technical) contents and (economic) priority of projects.				8
Co-financing	3	3	Cost overrun amounts to 17.5%, which is not worse than international experience elsewhere. The practice not to co-finance cost increases provides a stimulus for limiting this problem				9
Leverage	3	3	Little use has been made of Public Private Partnerships. This relates to country specific circumstances (Spain, Greece), but also to the fact that such projects make financing from Cohesion Fund more difficult				9

ESF (1994-1999) Local Employment Development

Report n° 3							
Title	Ex post evaluation 1994-1999 of ESF operations under Objectives 1, 3, 4 and under the Community Initiatives Employment and Adapt Horizontal evaluation of Local Employment Development						
Short title	ESF (1994-1999) Local Employment Development						
Full text report	http://ec.europa.eu/employment_social/evaluation/docs/esf_ex_post_synthesis_report_full_en.pdf						
Evaluation review	2003						104
Time persp	Retrospective	Type	Cluster	By	EMPL	Weight	0,5
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	1	> Y : p 19, 109				19, 109
Coherence	0	1	> RY : p. 14 (both negative and positive message)				14
European added value	0	1	> Y : p. 19-21, 86 (both negative and positive message)				19-21, 86
Effectiveness	0	1	> RY : p. 10-13 (both negative and positive message)				oct-13
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Integration	1		> Y : RY p. 8				8

Local Commitment for Employment 2001

Report n° 42							
Title	Evaluation of the Preparatory Measures for Local Commitment for Employment 2001						
Short title	Local Commitment for Employment 2001						
Full text report	http://ec.europa.eu/employment_social/local_employment/evaluation/report_prep_measures_actlocal_en.pdf						
Evaluation review	2003						107
Time persp	Retrospective	Type	Programme	By	EMPL	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	2	> RY p. 9, (10) (both negative & positive mess)				9, (10)
Coherence	2	2	> Y p/ 9				9
European added value							
Effectiveness	2	2	> Y : p. 13-15 (both negative & positive mess)				13-15
Sustainability	2	2	> Y : p. 18-19 (both negative & positive mess)				18-19
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Induction	1		> AB ; RY p. 14				14

Evaluation of Equal

Report n° 43							
Title	EU-wide evaluation of Equal Community Initiative 2000-2006						
Short title	Evaluation of Equal						
Full text report	http://ec.europa.eu/employment_social/equal/data/document/eva-eu-vol1.pdf http://ec.europa.eu/employment_social/equal/data/document/eva-eu-vol2.pdf						
Evaluation review						page	
Time persp	Retrospective	Type	Programme	By	EMPL	Weight	0,6
Overall robust-ness rating (1 to 3)	2	Comment	Synthesis of national evaluation reports (ueven as far as impacts as concerned), case studies of transnational partnerships, interviews and questionnaire in the 10 new member states				
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading	04 02 08						
Years under evaluation	2000	2006					
Budget under evaluation	3200	Weighted average / year	274	€ Mio	reliability	2	
Interest (1 to 3)	2	Comment	Recent evaluation of a large budget heading (which will not be continued), mainly for managerial use				
Criteria	Assess-ment (-3 to +3)	Robust-ness (1 to 3)	Message				Page
Relevance	2	2	Strategies have generally been appropriate and are still valid since they ad-ress structural inequalities which are independent from the economic cycle. However, there has been a general lack of initiatives addressing the quality of employment conditions.				xiv (25)
Coherence							
European added value	1	2	The added value of transnationality has mainly derived from mutual learning and benchmarking, less from quality improvements, and not from innovation or the development of 'European products'				xxii (81)
Effectiveness	2	2	Partnership has been one of the main successes. It has contributed to inno-vations and transfer of knowledge and experience with a view to reducing inequalities and discrimination.				xix (56)
Sustainability							
Efficiency							
Unintended im-pacts	1		The more general benefits of transnational work for fostering a sense of European belonging should not, in our view, be undervalued.				xxii (81)
Areas for learning	Interest (1 to 3)	Robust-ness	Message				Page
Decentralisation	1		The close involvement of regional level actors in programme management has favoured the regional relevance				xvi(32)
Trans-nationality	2		Successful partnerships have achieved a balance between 'stability' (a core group of partners maintains direction and have credibility) and 'fluidity' over time (i.e.mobilisation of different partners at different phases)				xviii (51)
Induction	2		Although Equal plays only a minor role in DE with a share of 1 to 2 % of ac-tive labour market policy measures, its role for particular target groups has been much more important.				15

Overview of ESF co-funded programmes

Report n° 44							
Title	Overview of the final evaluations of the ESF co-funded programmes						
Short title	Overview of ESF co-funded programmes						
Full text report	http://ec.europa.eu/employment_social/evaluation/docs/eval_concl_en.pdf						
Evaluation review							
Time persp	Retrospective	Type	Synthesis	By	EMPL	Weight	0,08
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation	1994	1999					
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value	1	1	> RY : p/ 9				9
Effectiveness							
Sustainability							
Efficiency	-1	1	> RY p. 17				17
Unintended impacts							

Evaluation of the ESF support to capacity building

Report n° 45							
Title	Evaluation of the ESF support to capacity building						
Short title	Evaluation of the ESF support to capacity building						
Full text report	http://ec.europa.eu/employment_social/evaluation/docs/final_report_061010_en.pdf						
Evaluation review						page	
Time persp	Prospect. & retro.	Type	Theme	By	EMPL	Weight	0,04
Overall robustness rating (1 to 3)	2	Comment	Strong methodological design based on 11 case studies				
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading	04 02 10-11-20						
Years under evaluation	2000	2005					
Budget under evaluation		Weighted average / year		0	€ Mio	reliability	
Interest (1 to 3)	2	Comment	Limited expenditures. Mainly prospective purpose. Only 3 case studies pertain to ESF				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness	1	2	The accession process has led to motivating the countries and the participants involved, but it tended to put the emphasis too much on the judicial aspects of the legislation and less on law enforcement, organisation and implementation				vi
Sustainability	-2	1	In most cases, sustainability is doubtful. For capacity building programmes this is a poor result as sustainability is what they should aim at.				
Efficiency	-1	3	Training is only useful within the framework of capacity building when it is connected to the performance of organisations and institutions				vi
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Ambition	3	3	The worst performing programmes are also the ones with the poorest intervention logic and the most vague objectives. There is even evidence of negative effects in such instances				vi

The synthesis and quality assessment of the ESF mi-term evaluations

Report n° 149							
Title	The synthesis and quality assessment of the ESF mi-term evaluations						
Short title	The synthesis and quality assessment of the ESF mi-term evaluations						
Full text report	http://ec.europa.eu/employment_social/evaluation/docs/midtermeval_esf_2000-2006_en.pdf						
Evaluation review						page	
Time persp	Retrospective	Type	Synthesis	By	EMPL	Weight	0,08
Overall robustness rating (1 to 3)	1	Comment	EU wide synthesis of national reports				
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading	04 02 all						
Years under evaluation	2000	2003					
Budget under evaluation	46400	Weighted average / year		650	€ Mio	reliability	1
Interest (1 to 3)	1	Comment	Vague conclusions				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	1	Overall relevance but insufficient emphasis on social inclusion and gender (especially gender pay gap) in Objective 2 regions				6
Coherence							
European added value							
Effectiveness	2	1	Positive contribution to regional development by supporting reforms and modernisation in the field of labour market, education and training. Important contribution to the development of skills and qualifications, in line with the regional needs				5
Sustainability							
Efficiency	-2	2	Implementation is too complex, which lengthens the absorption of funds				7
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Incentives	3	3	The "Performance Reserve" did not really reward the most effective measures, but the system promoted financial control, monitoring and evaluation, and transparent selection processes				9

Evaluation Local Social Capital

Report n° 247							
Title	Evaluation of Local Social Capital Pilot projects under Article 6 ESF						
Short title	Evaluation Local Social Capital						
Full text report	http://ec.europa.eu/employment_social/local_employment/evaluation/rep_final_en.pdf						
Evaluation review	2003						164
Time persp	Retrospective	Type	Programme	By	EMPL	Weight	0,6
Overall robust-ness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation	1994	1999					
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value	1	1	> RY p. 80-82				80-82
Effectiveness	1	1	> RY p. 35, 38, 44, 54, 68-69, 86, 78-79				35, 38, 44, 54, 68-69, 86, 78-79
Sustainability	2	1	> Y p. 34, 41, 44, 50, 86				34, 41, 44, 50, 86
Efficiency							
Unintended impacts	im-						
Unintended impacts	im-						

Evaluation Local Social Capital (continued)

Areas for learning	Interest (1 to 3)	Robust- ness	Message	Page
Leverage	1		Local project structures consisting of cross-sector partnerships with a participative approach provide many examples of successful mobilisation of partners, local actors and local communities. LSC structures were also efficient in mobilising additional resources (human, financial and material) that were used in all phases of the Pilot implementation.	91
Decentralisation	2		The decentralised delivery was a key factor that affected effectiveness and impact, with an Implementation Bureau responsible for overall management and a participative partnership structure. It is a key innovation (with some exceptions in the UK/Ireland where decentralised delivery is not new in this context). Its advantages includes: closeness to local actors and target group, knowledge of the area and issues; flexibility and speed of delivery; small size makes the programme more manageable; low bureaucracy; promoters receive funding in advance rather than a posteriori as in traditional programmes; this increases the feasibility of projects which could not have been carried out without advance funding	107

Evaluation Local Employment Strategies

Report n° 249							
Title	Evaluation of Innovative measures under Article 6 of the ESF Regulation: "Local Employment Strategies and Innovation"						
Short title	Evaluation Local Employment Strategies						
Full text report	http://ec.europa.eu/employment_social/evaluation/docs/esf_final_rep_art6_innovation_local_empl_strat_en.pdf						
Evaluation review	-						
Time persp	Retrospective	Type	Programme	By	EMPL	Weight	0,6
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	1	1	> RY p. 207				207
European added value							
Effectiveness							
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Decentralisation	1		> AN : RY p. v				v

Report n° 901							
Title	Special Report 4/2002 on local actions for employment						
Short title	Court of Auditors' report on local actions for employment						
Full text report	http://eca.europa.eu/portal/pls/portal/docs/1/173140.PDF						
Evaluation review						page	
Time persp	Retrospective	Type	Theme	By	ECA	Weight	0,04
Overall robustness rating (1 to 3)	2	Comment	Documentary analysis, interviews and visits to local projects on the spot in six Member States.				
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading	#N/A						
Years under evaluation	1994	1999					
Budget under evaluation	5000	Weighted average / year		10	€ Mio	reliability	1
Interest (1 to 3)	1	Comment	Almost no evaluative content				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness							
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Complexity	1	1	In some Member States, there were delays and administrative complexities, restrictions prohibiting advance payments to final recipients in the voluntary and community sectors, and ineligibility of private sector organisations				

Austria , Objective3

Report n° 931							
Title	Austria , Objective3, Final evaluation						
Short title	Austria , Objective3						
Full text report	unpublished						
Evaluation review	-						
Time persp	Retrospective	Type	Programme	By	MS OS	Weight	0,6
Overall robust-ness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness							
Sustainability							
Efficiency	1	1	> RY p. 140				140
Unintended impacts							

Denmark , Objective3, Final evaluation

Report n° 932							
Title	Denmark , Objective3, Final evaluation						
Short title	Denmark , Objective3, Final evaluation						
Full text report	http://www.ebst.dk/file/4549/evaluering_af_maal_3_programmet.pdf						
Evaluation review							
Time persp	Retrospective	Type	Programme	By	MS DK	Weight	0,6
Overall robust-ness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation	1999	2000					
Budget under evaluation	382	Weighted average / year		46	€ Mio	reliability	2
Interest (1 to 3)	1	Comment	Only DK				
Criteria	Assessment (-3 to +3)	Robust-ness (1 to 3)	Message				Page
Relevance							
Coherence	2	2	In general good synergy with other EU and national programmes				40-43
European added value							
Effectiveness	1	2	No direct employment effect but the premisis for the individual and his/her affiliation to employmentmarket seems to be increased				111
Sustainability	1	1	The experiences with respect to system development are (too some extent) rooted amongst politicians and administrative leaders				111
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robust-ness	Message				Page
Integration	2	2	Very limited effect with respect to equality between sexes and inclusion of aging population, due top general lack of focus on this horizontal aspect				111

France , Objective3, Final evaluation

Report n° 933							
Title	France , Objective3, Final evaluation						
Short title	France , Objective3, Final evaluation						
Full text report	unpublished						
Evaluation review						page	
Time persp	Retrospective	Type	Programme	By	MS FR	Weight	0,6
Overall robust-ness rating (1 to 3)	2	Comment	Analysis of programme evaluations, survey of 4600 beneficiaries, interviews and focus groups with managers, in-depth study of five regions				
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading	04 02 06-07						
Years under evaluation	2000	2004					
Budget under evaluation	2087	Weighted average / year		200	€ Mio	reliability	2
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	1	2	Le financement de la CE est aligné sur des dispositifs de formation emploi insertion en France mais ne contribue pas à leur rationalisation. Par contre, il contribue à renforcer la concertation et les partenariats entre les différentes institutions				
European added value	2	2	Ciblage sur les premiers niveaux de qualification, les femmes et les seniors, démarches d'individualisation de l'accompagnement, progrès importants en termes de sensibilisation des autorités et des opérateurs à l'égalité des chances homme femme.				16
Effectiveness	1	1	Les actions ont bénéficié à près de 8 900 000 personnes, dont une majorité de femmes et 43% sont des chômeurs de longue durée. Pas d'appréciation synthétique des effets.				6
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Complexity	1	2	Difficultés de gestion évoquées à des degrés divers par tous les interlocuteurs: nombre de dossiers très importants avec des montants parfois très faibles; système d'information peu ergonomique pour les gestionnaires				6
Integration	3	2	Les priorités transversales sont trop nombreuses, trop changeantes, et pas assez gérées				18

Evaluation Objective 3, Ireland

Report n° 936							
Title	Ireland , Objective3, Final evaluation						
Short title	Evaluation Objective 3, Ireland						
Full text report	unpublished						
Evaluation review	-						
Time persp	Retrospective	Type	Programme	By	MS IE	Weight	0,6
Overall robust-ness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading	04 02 06-07						
Years under evaluation	2000	2006					
Budget under evaluation	580	Weighted average / year	50	€ Mio	reliability		3
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robust-ness (1 to 3)	Message				Page
Relevance	1	2	There is also evidence of practice effects where the ESF resulted in increased efforts to address underlying education and labour market needs, e.g. training of employees.				vi
Coherence	3	2	Three EU Guidelines played a particularly important role in influencing Irish policy and it is noteworthy that ESF co-financed measures under the OP supported these areas. The priorities and objectives of the social partnership programme were highly consistent with the EES and Guidelines and with the priorities of the NEAPs. In practice national and EU policy making in the labour market have become mutually reinforcing to a high degree, and the ESF and the EES process have been an important influence on this.				89
European added value	3	2	The ESF has resulted in funding effects under the OP at two levels, by funding measures that otherwise would unlikely to have been funded, e.g. the Social Economy Programme, and funding measures that would most likely have been funded but would not have the same level of funding without ESF, e.g. the NDP Gender Equality Unit and the In-Company Training;				88
Effectiveness	2	1	the ESF co-financed measures are likely to make a strong contribution to the achievement of Objective A which aims 'to promote employment growth and improve access to, and opportunities for, employment Less data is available on the actual impact of these measures but estimates suggest that 45% of those on the live register engaged with by FÁS left the register between 2000 and 2004. While 49% of early school leavers who participated on FÁS programmes proceeded to employment, education or further training.				123
Sustainability							
Efficiency							
Unintended impacts							

Evaluation Objective 3, Ireland (continued)

Areas for learning	Interest (1 to 3)	Robust- ness	Message	Page
Integration	1	2	The ESF and the input of the Commission also had political effects in terms of fostering and pushing commitment to key concepts. This is most evident in relation to gender equality, wider equality and efforts to develop a coherent lifelong learning strategy in Ireland.	vi

Italy , Objective3

Report n° 937							
Title	Italy , Objective3, Final evaluation						
Short title	Italy , Objective3						
Full text report							
Evaluation review							
Time persp	Retrospective	Type	Programme	By	MS IT	Weight	0,6
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	1	1	> RY p/ 9, 83, 114 (negative & positive mess)				9, 83, 114
European added value							
Effectiveness	1	1	> RY p. 12, 13, 165 (negative & positive mess)				12, 13, 165
Sustainability							
Efficiency							
Unintended impacts							

Sweden , Objective3, Final evaluation

Report n° 944								
Title	Sweden , Objective3, Final evaluation							
Short title	Sweden , Objective3, Final evaluation							
Full text report	full length report Swedish English summary							
Evaluation review						page		
Time persp	Retrospective	Type	Programme	By	MS SE	Weight	0,6	
Overall robust-ness rating (1 to 3)	1	Comment	Analysis of programme evaluations, interviews with managers					
The evaluated intervention								
Policy area	Cohesion							
Strategic objective	Solidarity & environ.							
Budgetary heading	04 02 06-07							
Years under evaluation	2000	2006						
Budget under evaluation	643	Weighted average / year		55	€ Mio	reliability	1	
Interest (1 to 3)	1	Comment	No overall assessment of effectiveness					
Criteria	Assessment (-3 to +3)	Robust-ness (1 to 3)	Message				Page	
Relevance								
Coherence								
European added value	0	1	Structural influences have mostly occurred at the local level, through co-operation between different organisations and authorities. Effect will be limited on how the actions for a target group, in a regular structure, will be formed in the future.					
Effectiveness								
Sustainability								
Efficiency								
Unintended impacts								

Evaluation Objective 3, England

Report n° 945							
Title	UK England , Objective3, Final evaluation						
Short title	Evaluation Objective 3, England						
Full text report	Unpublished						
Evaluation review							
Time persp	Retrospective	Type	Programme	By	MS UK	Weight	0,6
Overall robust-ness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading	04 02 06-07						
Years under evaluation	2000	2006					
Budget under evaluation	4289	Weighted average / year		368	€ Mio	reliability	3
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robust-ness (1 to 3)	Message				Page
Relevance	2	2	When starting on a project beneficiaries undergo an assessment of their needs to ensure that the services provided are appropriate. Although findings suggest that projects tend to deliver the right services - only a minority of projects had established a structured procedure with formal tools. Mostly assessment included informal interviews, including an assessment of motivation and commitment				51
Coherence							
European added value	2	2	Two types of added value were identified: 'scale additionality' where ESF support enables the amount or range of existing provision to be increased, and 'qualitative additionality' where it allows the type of provision or range of beneficiaries to be extended.				153
Effectiveness	2	2	ESF has more impact in terms of moving beneficiaries into work in relation to those who are closer to the labour market. For others ESF helped in terms of gaining soft outcomes such as self-confidence. The main scope for delivering benefits to the hard-to-reach appears to lie in targeting sectors with a weak training record.				Executive summary (13)
Sustainability							
Efficiency	2	2	ESF is relatively cost-effective, and offers significant potential (and actual) 'added value' to mainstream domestic programmes. They thereby indicate a significant net contribution to domestic policies.				153
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robust-ness	Message				Page
Induction	3	2	Effective instrument for providing support to disadvantaged groups and communities, at a local level. Many individual beneficiaries participating in Global Grants funded projects had gained new skills and increased their confidence, motivation and self-esteem. The programme had also impacted positively on many grant recipient organisations, helping to build their organisational capacity and improving their sustainability longer term.				11

Luxembourg, Objective3

Report n° 964							
Title	Luxembourg, Objective3, Final evaluation						
Short title	Luxembourg, Objective3						
Full text report	unpublished						
Evaluation review							
Time persp	Retrospective	Type	Programme	By	MS LU	Weight	0,6
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness	1	1	> RY p. 40				40
Sustainability							
Efficiency							
Unintended impacts							

ECA's Report on ex post Structural Fund evaluations 1994-1999 (Obj 3)

Report n° 975							
Title	Special Report No 10/2006 on ex post evaluations of Objectives 1 and 3 programmes 1994-1999 (Structural Funds) - Part 2, Objective 3						
Short title	ECA's Report on ex post Structural Fund evaluations 1994-1999 (Obj 3)						
Full text report	http://eca.europa.eu/portal/pls/portal/docs/1/173794.PDF http://www.europarl.europa.eu/meetdocs/2004_2009/documents/dt/639/639568/639568en.pdf						
Evaluation review							
Time persp	Retrospective	Type	Cluster	By	ECA	Weight	0,5
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Cohesion						
Strategic objective	Solidarity						
Budgetary heading							
Years under evaluation	1994	1999					
Budget under evaluation	15592	Weighted average / year	390	€ Mio	reliability	2	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	2	2	Much of the ESF funding was targeted at the long-term unemployed which was deemed appropriate given the persistence of the latter, but Interventions were largely concentrated on training, which is not, in isolation, the most effective means of helping the long-term unemployed				39
Coherence							
European added value							
Effectiveness	2	1	major improvements in systems and structures: employment services, educational and training provisions, higher policy priority to equal opportunities, adaptation of the workforce and targeting those with disabilities.				39
Sustainability							
Efficiency	2	1	The improvements of the labour market position for the beneficiaries were commensurate with the resources involved.				
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Induction	2	1	major improvements in systems and structures (see effectiveness). Improvement of capacities to manage and implement labour market interventions at all levels.				39
Deadweight	2	1	Funds were mainly allocated to service providers and, consequently, it is likely that there was a high degree of deadweight associated with the intervention.				39
Complexity	2	1	administrative arrangements were perceived as complex				39
Absorption	2	2	Deployment was largely driven by availability of resources rather than policy				39

Evaluation CMO for wine

Report n° 4							
Title	Evaluation of the Common Market Organisation (CMO) for wine						
Short title	Evaluation CMO for wine						
Full text report	http://ec.europa.eu/agriculture/eval/reports/wine/fullrep_en.pdf						
Evaluation review	2004						111
Time persp	Retrospective	Type	Programme	By	AGRI	Weight	0,6
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Natural ressources						
Strategic objective	Prosperity						
Budgetary heading	05 02 09						
Years under evaluation	1988	2001					
Budget under evaluation	14490	Weighted average / year		311	€ Mio	reliability	2
Interest (1 to 3)	2	Comment	Large scale expenditure, highlighted by Evaluation Unit				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness	-1	1	CMO INTRODUCED ELEMENTS OF RIGIDITY THAT INDIRECTLY JEOPARDISE THE SCOPE FOR INCREASING THE COMPETITIVENESS OF THE EUROPEAN WINE INDUSTRY AND DID NOT FULLY MEET THE OBJECTIVE OF REDUCING WINE PRODUCTION SURPLUSES				10,11,12,14,18,23
Sustainability							
Efficiency	-3	1	Distillation is not cost-effective				11,12,14,20,23,26,27,
Unintended impacts							

CMO of Raw Tobacco

Report n° 46							
Title	Evaluation of the Common Market Organisation (CMO) in the sector of Raw Tobacco						
Short title	CMO of Raw Tobacco						
Full text report	http://ec.europa.eu/agriculture/eval/reports/tobacco/full_fr.pdf						
Evaluation review	2003						29
Time persp	Retrospective	Type	Programme	By	AGRI	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Agriculture						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness	0		> RY p. jj, jjj, 212, 213				jj, jjj, 212, 213
Sustainability							
Efficiency	2		> Y p. 151				151
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Integration	2		> Y : Y p. V, 217, 218				V, 217, 218
Induction	2		> AB : Vi, 220 (negative mess)				Vi, 220

Evaluation of the Olive oil CMO

Report n° 47							
Title	Evaluation of the Impact of main Measures in the Common Market Organisation (CMO) in the Olive oil sector						
Short title	Evaluation of the Olive oil CMO						
Full text report	http://ec.europa.eu/agriculture/eval/reports/oliveoil/full_fr.pdf						
Evaluation review	2002					page	30
Time persp	Retrospective	Type	Programme	By	AGRI	Weight	0,6
Overall robustness rating (1 to 3)	1	Comment	No explanation in the report. Assumed to build mainly upon statistical analyses.				
The evaluated intervention							
Policy area	Natural ressources						
Strategic objective	Prosperity						
Budgetary heading	05 02 06						
Years under evaluation	1995	2000					
Budget under evaluation	13200	Weighted average / year		528	€ Mio	reliability	1
Interest (1 to 3)	1	Comment	Evaluation of a very large budget heading, although partly outdated				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness	1	2	En moyenne, l'aide représente environ 30% du revenu des agriculteurs et permet d'atteindre un niveau de revenu équitable (sauf en Italie et en Grèce). Une proportion importante va aux grandes exploitations				14
Sustainability							
Efficiency	-1	2	L'intervention obtient de bons résultats pour une aide d'environ 30% du produit brut de cette culture dans les pays concernés, alors que pour d'autres cultures ce montant s'élève à 40% avec des résultats similaires				145
Unintended impacts	-1	1	L'aide à la production, dans la mesure où elle stimule l'intensification de la production oléicole et sa concentration dans les zones les plus favorables, a une certaine part de responsabilité dans l'apparition de problèmes d'environnement				14

Evaluation of the Milk CMO

Report n° 49							
Title	Evaluation of the Common Market Organisation (CMO) for Milk and Milk products and the Regulation on Milk quotas						
Short title	Evaluation of the Milk CMO						
Full text report	http://ec.europa.eu/agriculture/eval/reports/lait/full_fr.pdf						
Evaluation review	2002					page	29
Time persp	Retrospective	Type	Programme	By	AGRI	Weight	0,6
Overall robustness rating (1 to 3)	1	Comment	No explanation in the report. Assumed to build mainly upon statistical analyses. Judgement criteria and benchmarks are not explicit enough				
The evaluated intervention							
Policy area	Natural ressources						
Strategic objective	Prosperity						
Budgetary heading	05 02 12						
Years under evaluation		2001					
Budget under evaluation		Weighted average / year		350	€ Mio	reliability	
Interest (1 to 3)	1	Comment	Evaluation of a very large budget heading, although partly outdated				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	-2	1	Les volumes de produits aidés restent considérables (environ 23 millions de tonnes) alors que les excédents réels sont estimés à un équivalent de 18 millions de tonnes				1
Coherence							
European added value							
Effectiveness	3	1	La politique a maintenu un revenu équitable et stable pour les agriculteurs, réorienté la production vers la viande, et ralenti la disparition des exploitations dans les zones difficiles. Il a maintenu les coûts de production à des niveaux élevés				3
Sustainability							
Efficiency							
Unintended impacts	1	1	La réforme des quotas a contribué à diminuer la densité de bétail, et donc à résoudre (marginale) les problèmes liés aux ressources naturelles				4
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Deadweight	2		Les aides au secteur du beurre et à la transformation alimentaire du lait ont porté sur environ 1 million de tonnes alors qu'elle ont créé une demande supplémentaire de l'ordre de 500 000 tonnes seulement				1

CMO for Bananas

Report n° 50							
Title	Evaluation of the CMO for Bananas						
Short title	CMO for Bananas						
Full text report	http://ec.europa.eu/agriculture/eval/reports/bananas/ex_sum_fr.pdf						
Evaluation review	2003						75
Time persp	Retrospective	Type	Programme	By	AGRI	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Agriculture						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation		2004					
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	3	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	0	2	> RY 176				176
European added value							
Effectiveness	0	2	> RY p. 171-175, 177				171-175, 177
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Decentralisation	1		> AN : RY p. 98				98

Evaluation of the Cereals CMO

Report n° 51							
Title	Evaluation of the Common Market Organisation for the Cereals Sector						
Short title	Evaluation of the Cereals CMO						
Full text report	http://ec.europa.eu/agriculture/eval/reports/cereals/fullrep_en.pdf						
Evaluation review						page	
Time persp	Retrospective		Programme	By	AGRI	Weight	0,6
Overall robust-ness rating (1 to 3)	2	Comment	Studies in 12 regions from 8 Member States. 129 interviews and 290 questionnaires combined with quantitative analyses of regional data. Value judgements and benchmarks are not fully clarified				
The evaluated intervention							
Policy area	Natural ressources						
Strategic objective	Prosperity						
Budgetary heading	05 02 01						
Years under evaluation	1995	2003					
Budget under evaluation	135000	Weighted average / year		6300	€ Mio	reliability	2
Interest (1 to 3)	4	Comment	Recent evaluation of the first largest budget heading of the EU (17%)				
Criteria	Assessment (-3 to +3)	Robust-ness (1 to 3)	Message				Page
Relevance	-1	3	No overall conclusion, except that the system is no longer relevant in the context of enlargement, which calls for a further reform				190
Coherence							
European added value							
Effectiveness	2	1	Cereal farmers' incomes are fair, in terms of both their magnitude and volatility, when contrasted with farms of a similar size but different specialisations.				185
Sustainability	-3	2	In addition to facing transitional problems with enlargement, the system in its existing form is obviously not sustainable				182
Efficiency	-3	3	Considering large producers alone, a 50% premium would be appropriate for achieving a fair income (in comparison to entrepreneurial incomes). The level of direct aid therefore results in an inefficiency of €600 million as regards large producers.				185
Unintended impacts	-3	3	One third of the financial support has been absorbed by higher land rentals, of which 40% do not benefit farmers' households. This inefficiency is partly, but not totally due to the EC support.				171
Areas for learning	Interest (1 to 3)	Robust-ness	Message				Page
Decentralisation	2	3	Member States were granted the autonomy to establish reference yields used to determine payments per area. In some countries, such decisions unduly encouraged irrigated output, and created substantial imbalances between neighbouring districts.				

Market Organisation; Flax and Hemp Sector

Report n° 52							
Title	Evaluation of the Common Market Organisation for the Flax and Hemp Sector						
Short title	Market Organisation; Flax and Hemp Sector						
Full text report	http://ec.europa.eu/agriculture/eval/reports/lin/repfinal.pdf						
Evaluation review	2003						80
Time persp	Retrospective	Type	Programme	By	AGRI	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Agriculture						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation		2004					
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	3	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness	0	2	> RY p. 115				115
Sustainability	-1	2	> RY p. 120				120
Efficiency	1	2	> RY p. 118				118
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Leverage	2		> AE : Y p. 47, 121				47, 121

Fresh and processed Tomatoes

Report n° 53							
Title	Evaluation of measures on fresh and processed Tomatoes						
Short title	Fresh and processed Tomatoes						
Full text report	http://ec.europa.eu/agriculture/eval/reports/tomatoes/full_text_fr.pdf						
Evaluation review	2003						87
Time persp	Retrospective	Type	Programme	By	AGRI	Weight	0,6
Overall robust-ness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Agriculture						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation		2002					
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robust-ness (1 to 3)	Message				Page
Relevance							
Coherence	-2	2	> Y p. 182				182
European added value							
Effectiveness	0	2	> Y p. 210-212, 216				210-212, 216
Sustainability							
Efficiency	2	2	> Y p. 219				219
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robust-ness	Message				Page
Integration	1		> Y : RY p. 219				219

Fresh and processed citrus fruit

Report n° 54							
Title	Evaluation of measures on fresh and processed citrus fruit						
Short title	Fresh and processed citrus fruit						
Full text report	http://ec.europa.eu/agriculture/eval/reports/agrumes/full_text_fr.pdf						
Evaluation review	2003						64
Time persp	Retrospective	Type	Programme	By	AGRI	Weight	0,6
Overall robust-ness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Agriculture						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation		2002					
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	2	Comment					
Criteria	Assess- ement (-3 to +3)	Robust- ness (1 to 3)	Message				Page
Relevance							
Coherence	-2	2	> Y p. 238				238
European added value							
Effectiveness	0	2	> Y p ; 228-229, 231-233, 235-236				231-233, 235-236
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robust-ness	Message				Page

Evaluation fruits CMO

Report n° 55							
Title	Evaluation of measures on fresh and processed peaches, nectarines, pears.						
Short title	Evaluation fruits CMO						
Full text report	http://ec.europa.eu/agriculture/eval/reports/peache/full_text_fr.pdf						
Evaluation review	2003						84
Time persp	Retrospective	Type	Programme	By	AGRI	Weight	0,6
Overall robust-ness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Agriculture						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation		2002					
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	-2	2	> Y p. 275				275
European added value							
Effectiveness	2	2	> Y p. 266-267, 269, 271				266-267, 269, 271
Sustainability	1	2	> RY p. 269, 271				269, 271
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Induction	1		> AB : RY p. 267				267

Impact assessment Fruits and Vegetable CMO

Report n° 230							
Title	Analyse d'impact de la reforme de l'OCM fruits et légumes frais et transforme						
Short title	Impact assessment Fructs and Vegetable CMO						
Full text report	http://ec.europa.eu/governance/impact/docs/ia_2007/sec_2007_0074_fr.pdf						
Evaluation review							
Time persp	Prospective	Type	Programme	By	AGRI	Weight	0,2
Overall robust-ness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Agriculture						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robust-ness (1 to 3)	Message				Page
Relevance	-1	1	> RY p. 30, 40				30, 40
Coherence	-1	1	> RY p. 34, 41				34, 41
European added value							
Effectiveness	-2	1	> Y p. 4, 29, 31				4, 29, 31
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robust-ness	Message				Page
Integration	1		> Y ; RY p. 55				55
Induction	1		> AB : RY p. 33 (neutral mess)				33
Decentralisation	1		> AN : Y p. 52				52

Impact assessment Wine CMO

Report n° 231							
Title	Analyse d'impact de la reforme de l'OCM vitivinicole						
Short title	Impact assessment Wine CMO						
Full text report	http://ec.europa.eu/governance/impact/docs/ia_2006/sec_2006_0770_en.pdf						
Evaluation review							
Time persp	Prospective	Type	Programme	By	AGRI	Weight	0,2
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Agriculture						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	-1	1	> RY p. 42				42
European added value	-1	1	> RY p. 46				46
Effectiveness	0	1	> RY p. 7, 13				7, 13
Sustainability	-1	1	> RY p. 24				24
Efficiency	-1	1	> RY p. 46				46
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Integration	1		> Y : RY p. 39 (negative mess)				39

Evaluation Banana CMO

Report n° 232							
Title	Analyse d'impact de la reforme d'aide aux producteurs européens de bananes						
Short title	Evaluation Banana CMO						
Full text report	http://ec.europa.eu/governance/impact/docs/ia_2006/sec_2006_1107_fr.pdf						
Evaluation review							
Time persp	Prospective	Type	Programme	By	AGRI	Weight	0,2
Overall robust-ness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Agriculture						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	-1	1	> RY p. 15				15
European added value							
Effectiveness	1	1	> RY p. 28				28
Sustainability							
Efficiency	-1	1	> RY p ; 18				18
Unintended impacts	-1	1	> RY p. 27, 33				27, 33
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Integration	1		> Y : RY p. 30 (negative mess)				30

study on export support measures and food aid

Report n° 233							
Title	Study on the impact of export support measures and food aid and food security						
Short title	study on export support measures and food aid						
Full text report	http://ec.europa.eu/agriculture/eval/reports/food_security/full_text_fr.pdf						
Evaluation review						page	
Time persp	Retrospective	Type	Theme	By	AGRI	Weight	0,04
Overall robustness rating (1 to 3)	2	Comment	Review of available documents plus eight country studies including visits and widely open interviews				
The evaluated intervention							
Policy area	Global partner						
Strategic objective	World partnership						
Budgetary heading	05 02 04						
Years under evaluation	1995	2005					
Budget under evaluation	150	Weighted average / year		0,5	€ Mio	reliability	
Interest (1 to 3)	2	Comment	A conclusive evaluation focusing on one single question: negative unintended impact on developing countries				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness							
Sustainability							
Efficiency							
Unintended impacts	-1	2	Les exportations soutenues n'ont aucun impact dans les cas de pays enclavés et de demande peu solvable (ex: blé au Bangladesh), mais l'impact est fort et défavorable dans le cas inverse (ex: maïs au Guatemala).				179

Evaluation of the Impact of Community Measures concerning set-aside

Report n° 234							
Title	Evaluation of the Impact of Community Measures concerning set-aside						
Short title	Evaluation of the Impact of Community Measures concerning set-aside						
Full text report	http://ec.europa.eu/agriculture/eval/reports/gel/texte.pdf						
Evaluation review						page	
Time persp	Retrospective	Type	Programme	By	AGRI	Weight	0,6
Overall robust-ness rating (1 to 3)	3	Comment	Analyses statistiques exhaustives, plus 19 études de cas régionales et 7 études de cas nationales. Pour chaque étude de cas, un échantillon de 30 exploitants a été enquêté et les principaux acteurs de la filière ont été rencontrés				
The evaluated intervention							
Policy area	Natural ressources						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation	1995	2000					
Budget under evaluation	10800	Weighted average / year	432	€ Mio	reliability	2	
Interest (1 to 3)	2	Comment	Evaluation of a very large budget heading, although partly outdated				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness	-1	3	Initialement, le gel a contribué à la réduction des stocks d'intervention des productions excédentaires, mais les adaptations réglementaires successives ont presque toutes réduit l'efficacité de la mesure				7
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Deadweight	2	1	Entre le tiers et la moitié des terres en gel volontaire n'auraient de toutes façons pas été exploitées en l'absence de cette mesure				7
Flexibility	3	3	Les adaptations réglementaires ont allégé les contraintes imposées aux exploitants mais ont réduit l'effet du gel.				51

Study on Energy crops and Bio-energy Market

Report n° 235							
Title	Study on implementing Energy crops-CAP measures and-Bio-energy Market						
Short title	Study on Energy crops and Bio-energy Market						
Full text report	http://ec.europa.eu/agriculture/eval/reports/bio_energy/full_text_en.pdf						
Evaluation review						page	
Time persp	Prospect. & retro.	Type	Programme	By	AGRI	Weight	0,6
Overall robustness rating (1 to 3)	3	Comment	Thorough market analysis, extensive use of statistical series, plus nine regional case studies				
The evaluated intervention							
Policy area	Natural ressources						
Strategic objective	Solidarity & environ.						
Budgetary heading	05 03 02 27						
Years under evaluation		2004					
Budget under evaluation		Weighted average / year			€ Mio	reliability	2
Interest (1 to 3)	1	Comment	Quite challenging future issue, but negligible interest in terms of actual expenditure				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness	-2	3	Policy measures operating at the downstream activities level (industry, final demand) are much more effective than CAP measures, especially the Aid for Energy Crops which is not effective at its current level.				270
Sustainability	-2	2	At present, most of the bio energy supply chains could not survive without additionnal support at Member state level and non CAP support at EU level				226
Efficiency							
Unintended impacts	-2	2	Unfavourable price dynamics for the conventional agricultural products.				194

Evaluation Promotion of Agricultural products

Report n° 236							
Title	Evaluation of the Promotion Policy for Agricultural products						
Short title	Evaluation Promotion of Agricultural products						
Full text report	http://ec.europa.eu/agriculture/eval/reports/promo/full_fr.pdf						
Evaluation review	2003						29 ?
Time persp	Prospect. & retro.	Type	Synthesis	By	AGRI	Weight	0,08
Overall robust-ness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Agriculture						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robust-ness (1 to 3)	Message				Page
Relevance	1	1	> RY p. 19				19
Coherence	0	1	> Y p. 15				15
European added value							
Effectiveness	0	1	> Y p. 10, 11, 12				10, 11, 12
Sustainability							
Efficiency	1	1	> RY p. 16				16
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robust-ness	Message				Page
Leverage	1		> AE : Y p. 14, 15 (neutral mess)				14, 15

Evaluation promotion agriculture products USA-CANADA

Report n° 250							
Title	Evaluation of EU co-financed information and promotion programmes for agriculture products in non-community countries USA-CANADA						
Short title	Evaluation promotion agriculture products USA-CANADA						
Full text report	unpublished						
Evaluation review							
Time persp	Retrospective	Type	Programme	By	AGRI	Weight	0,6
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Agriculture						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	1	> RY p. 5, 7, 25 (negative & positive mess)				5,7,25
Coherence	0	1	> RY p. 6, 33				6, 33
European added value							
Effectiveness	1	1	> RY p. 8, 52, 60				8, 52, 60
Sustainability	-1	1	> RY p. 10, 46				10, 46
Efficiency	-1	1	> RY p. 65				65
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Co-financing	1		> AK : RY p. 9				9

Evaluation of crisis management in fruit and vegetable sector

Report n° 488							
Title	Evaluation of withdrawals and crisis management in fruit and vegetable sector						
Short title	Evaluation of crisis management in fruit and vegetable sector						
Full text report	http://ec.europa.eu/agriculture/eval/reports/withdrawals/full_text_en.pdf						
Evaluation review						page	
Time persp	Retrospective	Type	Programme	By	AGRI	Weight	0,6
Overall robust-ness rating (1 to 3)	1	Comment	The study relies on a number of statistical case studies. An econometric model was used for impact analysis. 13 case studies were carried out. Reported general difficulty of obtaining relevant information				
The evaluated intervention							
Policy area	Natural ressources						
Strategic objective	Prosperity						
Budgetary heading	05 02 08 02						
Years under evaluation	1997	2004					
Budget under evaluation	960	Weighted average / year		58	€ Mio	reliability	2
Interest (1 to 3)	1	Comment	Recent (but not very conclusive) evaluation of a large (but rapidly decreasing) budgetary heading in a politically sensitive context				
Criteria	Assessment (-3 to +3)	Robust-ness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness	2	1	Since the 1996 reform, withdrawals have reduced price variability.				185
Sustainability							
Efficiency	2	1	EC budgetary expenses for the withdrawal system, in the way it is currently administered, are in line with those of similar measures adopted within the CAP				191
Unintended impacts	2	1	Withdrawals have not induced structural surpluses				185

Evaluation Starch

Report n° 489							
Title	Evaluation of the Community Policy for Starch and Starch Products						
Short title	Evaluation Starch						
Full text report	http://ec.europa.eu/agriculture/eval/reports/amidon/full.pdf						
Evaluation review	-						
Time persp	Retrospective	Type	Programme	By	AGRI	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Agriculture						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation	1993	2000					
Budget under evaluation	4200	Weighted average / year	126	€ Mio	reliability	3	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value	0	2	> RY p. 166, 167, 170 (both positive and negative message)				R. 166,167,170
Effectiveness	2	2	> Y p. 63, 78, 96 (both positive and negative message)				R. 69, 78, 96
Sustainability							
Efficiency							
Unintended impacts	0	2	> RY p. 141, 167				141, 167

Impact Assessment Sugar

Report n° 520							
Title	Impact Assessment: Regulation of the European Parliament and of the Council Establishing Accompanying Measures for Sugar Protocol Countries Affected by the Reform of the EU Sugar Regime						
Short title	Impact Assessment Sugar						
Full text report	http://ec.europa.eu/governance/impact/docs/ia_2005/sec_2005_0828_en.pdf						
Evaluation review							
Time persp	Prospective	Type	Programme	By	AIDCO	Weight	0,2
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	External						
Strategic objective	World partnership						
Budgetary heading							
Years under evaluation	2003	2005					
Budget under evaluation	?	Weighted average / year		€ Mio	reliability	1	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness							
Sustainability	0	1	> ; RY p. 9, 10				9, 10
Efficiency							
Unintended impacts							

Impact assessment Cocoa and Vegetable Fats

Report n° 752							
Title	Evaluation of the Impact of Directive 2000/36/EC on the Economies of those Countries Producing Cocoa and Vegetable Fats other than Cocoa Butter						
Short title	Impact assessment Cocoa and Vegetable Fats						
Full text report	http://ec.europa.eu/agriculture/eval/reports/chocolate/fullrep_en.pdf						
Evaluation review							
Time persp	Prospective	Type	Instrument	By	AGRI	Weight	0,2
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Agriculture						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness	0	1	> RY p. 105				105
Sustainability							
Efficiency							
Unintended impacts							

ECA fruit and vegetable

Report n° 891								
Title	Special report No 8/2006 - Growing success ? The effectiveness of the European Union support for fruit and vegetable producer's operational programmes							
Short title	ECA fruit and vegetable							
Full text report	http://europa.eu/rapid/pressReleasesAction.do?reference=ECA/06/21&format=HTML&aged=1&language=EN&guiLanguage=en							
Evaluation review								
Time persp	Retrospective	Type	Programme	By	ECA	Weight	0,6	
Overall robustness rating (1 to 3)	1	Comment	The link for the report does not work - the one shown here links to a summary					
The evaluated intervention								
Policy area	Agriculture							
Strategic objective	Prosperity							
Budgetary heading								
Years under evaluation	1996	2006						
Budget under evaluation	500	Weighted average / year						27
Interest (1 to 3)	1	Comment						
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message					Page
Relevance								
Coherence								
European added value								
Effectiveness	0	1	Screening : RY p. 45, 50 (both positive and negative message)					45, 50
Sustainability								
Efficiency								
Unintended impacts								
Areas for learning	Interest (1 to 3)	Robustness	Message					Page
Decentralisation	1		> AN : RY p. 50 (negative message)					50

ECA Tobacco

Report n° 894							
Title	Special report No 7/2004 - pursuant to the article 248 (4), second paragraph, EC on the common organisation of the market in raw tobacco						
Short title	ECA Tobacco						
Full text report	http://eca.europa.eu/portal/pls/portal/docs/1/173397.PDF						
Evaluation review							
Time persp	Retrospective	Type	Instrument	By	ECA	Weight	0,04
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Agriculture						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation	1992	2004					
Budget under evaluation	1200	Weighted average / year	3	€ Mio	reliability	2	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	-1	1	> : RY p. 34-37				134-37
European added value							
Effectiveness	1	1	> : RY p. 85				185
Sustainability							
Efficiency							
Unintended impacts							

ECA report on cotton

Report n° 895							
Title	Special report No 13/2003 concerning aid production for cotton						
Short title	ECA report on cotton						
Full text report	http://www.eca.europa.eu/audit_reports/special_reports/docs/2003/rs13_03en.pdf						
Evaluation review							
Time persp	Retrospective	Type	Theme	By	ECA	Weight	0,04
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Agriculture						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness	-1	1	> RY p. 23, 32				23, 32
Sustainability							
Efficiency	-2	1	> Y p. 31, 32, 34				31, 32, 34
Unintended impacts							

ECA on banana sector

Report n° 896							
Title	Special report No 7/2002 on the sound financial management of the common organisation of markets in the banana sector						
Short title	ECA on banana sector						
Full text report	http://www.eca.europa.eu/audit_reports/special_reports/docs/2002/rs07_02en.pdf						
Evaluation review							
Time persp	Retrospective	Type	Theme	By	ECA	Weight	0,04
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Agriculture						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation	1999	2000					
Budget under evaluation	1287	Weighted average / year	10	€ Mio	reliability	2	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	-3	1	The actions supported concentrated on increasing production capacity rather than on competitiveness or the efficient use of the banana sector's resources, and this was done in spite of the oversupply situation on the world market.				10
Coherence	-1	1	The coordination and exchange of information on the impact of the Structural Funds and market measures set out in the CMO does not ensure the achievement of the required synergy and cost effectiveness.				16
European added value							
Effectiveness	-2	1	Some of the CMO's objectives have not been achieved, and there have been shortcomings in the measures taken to achieve them				3
Sustainability							
Efficiency							
Unintended impacts	-3	2	The tariff quota system introduced to regulate imports created more favourable market conditions for importers by limiting supply. The corresponding cost has been two to three times greater than the total aid paid to EU producers (see also footnote 1).				15
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Complexity	1	2	A lack of precision in some of the basic implementing texts led to difficulties with the implementation of the CMO, e.g. deficiencies in the information required to calculate aid, non-compliance with the rules applicable to producer organisations, applications for compensatory aid in respect of quantities presented for marketing by producers but subsequently not accepted by purchasers.				3

ECA report on beef and veal CMO

Report n° 897							
Title	Special report No 5/2002 on extensification premium and payment schemes in the common organisation of the market for beef and veal						
Short title	ECA report on beef and veal CMO						
Full text report	http://www.eca.europa.eu/audit_reports/special_reports/docs/2002/rs05_02en.pdf						
Evaluation review							
Time persp	Retrospective	Type	Theme	By	ECA	Weight	0,04
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Agriculture						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation							
Budget under evaluation			Weighted average / year		€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	-2	1	> Y p. 16				16
European added value							
Effectiveness	-2	1	> Y p. 3				3
Sustainability							
Efficiency							
Unintended impacts							

Impact assessment Wine CMO

Report n° 920							
Title	Impact assessment: Proposal for a COUNCIL REGULATION on the common organisation of the market in wine and amending certain regulations						
Short title	Impact assessment Wine CMO						
Full text report	http://ec.europa.eu/agriculture/capreform/wine/impact072007/full_en.pdf						
Evaluation review							
Time persp	Prospective	Type	Programme	By	AGRI	Weight	0,2
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Agriculture						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness							
Sustainability							
Efficiency	1	1	> RY p. 36				36
Unintended impacts							

Agricultural products to the Russian Federation

Report n° 928							
Title	Evaluation of the programme to supply agricultural products to the Russian Federation						
Short title	Agricultural products to the Russian Federation						
Full text report	http://ec.europa.eu/europeaid/evaluation/reports/tacis/951548_rep.pdf						
Evaluation review							
Time persp	Retrospective	Type	Programme	By	AIDCO	Weight	0,6
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	External						
Strategic objective	World partnership						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	-2	1	> Y p. 101				101
Coherence							
European added value							
Effectiveness	0	1	> Y p. 101				101
Sustainability							
Efficiency	0	1	> Y p. 101				101
Unintended impacts							

Agriculture products in Suisse-Norvège

Report n° 969							
Title	Evaluation of EU co-financed information and promotion programmes for agriculture products in non-community countries Suisse-Norvège						
Short title	Agriculture products in Suisse-Norvège						
Full text report							
Evaluation review							
Time persp	Retrospective	Type	Programme	By	AGRI	Weight	0,6
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Agriculture						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	1	> RY p. 4-5 (negative & positive mess)				4,5
Coherence	-1	1	> RY p. 4				4
European added value	0	1	> RY p. 3-4				3,4
Effectiveness							
Sustainability							
Efficiency	-1	1	> Ryp. 7				7
Unintended impacts							

Evaluation of the Measures for Improving the Efficiency of Agricultural Structures (1994-1999)

Report n° 40							
Title	Ex post Evaluation of the Measures under Regulation (EC) No. 950/97 on Improving the Efficiency of Agricultural Structures (1994-1999)						
Short title	Evaluation of the Measures for Improving the Efficiency of Agricultural Structures (1994-1999)						
Full text report	http://ec.europa.eu/agriculture/eval/reports/950/full.pdf						
Evaluation review						page	
Time persp	Retrospective	Type	Programme	By	AGRI	Weight	0,6
Overall robustness rating (1 to 3)	1	Comment	Synthesis of a homogeneous set of country reports, themselves building upon country level evaluations having addressed common questions in an uneven way. Main conclusions are weak				
The evaluated intervention							
Policy area	Natural resources						
Strategic objective	Prosperity						
Budgetary heading	05 04 02-04						
Years under evaluation	1994	1999					
Budget under evaluation	15500	Weighted average / year	465	€ Mio	reliability	1	
Interest (1 to 3)	1	Comment	Evaluation of a very large budget heading, although partly outdated				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	-1	1	A wider approach targeting sectors beyond agriculture is needed if the aim is to prevent depopulation				xvii
Coherence	-2	1	One of the main barriers to entry of young farmers (one of the three main measures) is the price of land. Other measures allocate support payments and investment subsidies which are capitalised into the land value thus creating an inconsistency				xvii
European added value							
Effectiveness	-2	1	The main intended impact (improving farm efficiency) is not likely to have been achieved substantially, due to the relatively low weight of the evaluated support in comparison to the overall level of subsidy and market returns farmers will have received.				xviii
Sustainability							
Efficiency	-2	2	Due to the absence of clear and consistent criteria for adjusting the definition of beneficiary areas and to the flat subsidy rate there is under-compensation in the most severely disadvantaged areas and over-compensation in the less disadvantaged areas				xv
Unintended impacts							

Evaluation of support to processing and marketing of agricultural products

Report n° 41							
Title	Ex post Evaluation of the Measures under Regulation (EC) No. 951/97 on Improving the Processing and Marketing of Agricultural Products (1994-1999)						
Short title	Evaluation of support to processing and marketing of agricultural products						
Full text report	http://ec.europa.eu/agriculture/eval/reports/951/full.pdf						
Evaluation review						page	
Time persp	Retrospective	Type	Programme	By	AGRI	Weight	0,6
Overall robust-ness rating (1 to 3)	1	Comment	Synthesis of a homogeneous set of country reports, themselves building upon country level evaluations having addressed common questions in an uneven way. Main conclusions are weak				
The evaluated intervention							
Policy area	Natural ressources						
Strategic objective	Prosperity						
Budgetary heading	05 04 01 09						
Years under evaluation	1994	1999					
Budget under evaluation	1500	Weighted average / year	45	€ Mio	reliability	2	
Interest (1 to 3)	1	Comment	Evaluation of a large budget heading, although partly outdated				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	-2	1	Supporting the agri-food sector may benefit farmers only if their negotiating position remains strong enough as to avoid upstream and downstream industries to capture the added value in the supply chain. This was generally not the case				
Coherence							
European added value							
Effectiveness	2	1	The scheme helped improve product quality (together with strong market and regulatory incentives) and marketing channels (in one third of Member States)				vii
Sustainability							
Efficiency							
Unintended impacts	2	1	Important side effects: improved health and safety conditions in the workplace and an improvement in the environmental performance of companies.				
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Deadweight	1	0	High potential for deadweight resulting from the non-targeting of aid and due to the small amount of aid that was granted as a proportion of total investment. Failure to receive the subsidy would not necessarily have prevented applicants to invest				ix
Decentralisation	2	2	Contrary to a majority of Member States, Netherlands targeted support to "innovative" products and processes, areas for which it would normally be more difficult to access capital, especially for SMEs.				viii

Evaluation of Mainstreaming Leader Innovations

Report n° 57							
Title	Evaluation of the methods for and success of Mainstreaming Leader Innovations into Rural development Programmes						
Short title	Evaluation of Mainstreaming Leader Innovations						
Full text report	http://ec.europa.eu/agriculture/eval/reports/leader/full.pdf						
Evaluation review	2004						113
Time persp	Retrospective	Type	Theme	By	AGRI	Weight	0,04
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Natural ressources						
Strategic objective	Prosperity						
Budgetary heading	05 04 02 06						
Years under evaluation	2000	2006					
Budget under evaluation	52000	Weighted average / year		297	€ Mio	reliability	
Interest (1 to 3)	3	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness	3	2	Leader type bottom-up approaches reaches more people. It fosters learning, more efficient use of local resources, and long term effectiveness				43-45
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Leverage	3	1	LEADER-type programmes are able to lever a higher share of voluntary and community resources due to a better scope and more appropriate tailoring of measures. Ability to lever voluntary, community and financial inputs was highlighted				x
Decentralisation	2	1	Decentralised management needs time to show results (less in countries with a tradition in decentralised decision making). A period of reduced cost-effectiveness needs to be accepted, however leading to an enrichment of the social capital.				x, 52

Evaluation of Less Favoured Areas measures

Report n° 58							
Title	Evaluation of Less Favoured Areas						
Short title	Evaluation of Less Favoured Areas measures						
Full text report	http://ec.europa.eu/agriculture/eval/reports/lfa/index_en.htm						
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2006_en.pdf						79
Time persp	Retrospective	Type	Programme	By	AGRI	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Agriculture						
Strategic objective	Solidarity & environ.						
Budgetary heading	05 04 01 06						
Years under evaluation	2000	2004					
Budget under evaluation	3106	Weighted average / year	298	€ Mio	reliability	2	
Interest (1 to 3)	3	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	3	2	The LFA objectives remain relevant because to a large extent, the environmental and related public goods that are of value in the countryside stem from appropriate land management, and in particular, agricultural management over large areas.				14
Coherence	2	2	In environmental terms, there have been synergies with other CAP measures with respect to maintaining land management. The LFA measure complements rather than competes with agri-environment schemes.				12
European added value							
Effectiveness	3	2	Relatively little farmland in LFAs ceased to be managed by farmers and the area of outright abandonment is small. This contrasts with substantial areas of farmland abandonment in other industrialised countries.				Eval review
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Integration	3	2	The LFA measures were most effective on livestock farms, where the contribution to farm incomes was generally higher. The focus on livestock farms helped to address the key environmental issue of ensuring continued land management through grazing. This was considered as a major contribution to meeting nature conservation and landscape goals over significant areas.				Eval review

Mid-term evaluation of Leader +

Report n° 59							
Title	Synthesis of the Leader + mid-term evaluations						
Short title	Mid-term evaluation of Leader +						
Full text report	http://ec.europa.eu/agriculture/eval/reports/leaderplus/full_text.pdf						
Evaluation review						page	
Time persp	Retrospective	Type	Programme	By	AGRI	Weight	0,6
Overall robustness rating (1 to 3)	1	Comment	Synthesis of a homogeneous set of country reports, themselves building upon 73 mid term evaluations, plus deeper study of 23 programmes,				
The evaluated intervention							
Policy area	Natural ressources						
Strategic objective	Solidarity & environ.						
Budgetary heading	05 0402						
Years under evaluation	2001	2003					
Budget under evaluation	1050	Weighted average / year		147	€ Mio	reliability	1
Interest (1 to 3)	1	Comment	Recent evaluation of a large and quite visible programme, but quite vague conclusions				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	1	2	LEADER has identified and exploited synergies with other EU policies and programmes, especially as regards improving the quality of life, much less so as regards employment or economic growth				xii
European added value							
Effectiveness	1	2	The local partnership has opened new perspectives for local governance, but cooperation and networking need time to grow and to bear fruits				
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness					Page
Decentralisation	2		Good bottom-up does not need less, but rather another style of top-down management, i.e. enabling and encouraging instead of command and control. This requires more competence of more actors				iv
Learning			The transfer of lessons learned through Leader projects seems to be mostly left to chance				
Integration			The notion of innovation in local action plans is often linked to environmental benefits, in most programmes a considerable share of projects seem to include an environmental aspect				ix
Induction			Stakeholders bestow high value on networking. It is seen as a positive and important activity which ensure the transfer of information, good practice and know-how.				viii

Synthesis of Sapard Mid-term Evaluations

Report n° 60							
Title	Synthesis of Sapard Mid-term Evaluations						
Short title	Synthesis of Sapard Mid-term Evaluations						
Full text report	http://ec.europa.eu/agriculture/eval/reports/sapard/full_text_en.pdf						
Evaluation review						page	
Time persp	Retrospective	Type	Programme	By	AGRI	Weight	0,6
Overall robustness rating (1 to 3)	1	Comment	Synthesis of 10 country programme evaluations, all with the same structure, but with sometime weak substance (p9)				
The evaluated intervention							
Policy area	Natural resources						
Strategic objective	Prosperity						
Budgetary heading	05 05 ??						
Years under evaluation	2000	2003					
Budget under evaluation	1190	Weighted average / year		125	€ Mio	reliability	2
Interest (1 to 3)	2	Comment	Recent evaluation of a large budget heading				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	3	3	Generally relevant in addressing rural needs, by targeting at common adverse factors in rural areas, i.e. high unemployment, low living standards, decreasing rural population, low diversification and low standards in relation to environmental protection				7
Coherence							
European added value							
Effectiveness	2	3	Very often, the investments made were merely 'a drop in the ocean', but extremely useful learning did occur (see decentralisation below) and the success was remarkable in terms of preparation for Structural Funds programmes after accession				5
Sustainability							
Efficiency	-1	2	Due to complex procedures, a high number of applications were rejected.				8
Unintended impacts	-2	2	The costs involved in applying for assistance, and the economic viability criteria which were used as eligibility criteria, indirectly disfavoured smaller farmers and companies who could not afford private consulting services for project applications				8
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Decentralisation			First time in the history of the EU that external aid is conferred to applicant countries on a fully decentralised basis, requiring an enormous legislative and administrative effort				5

Synthesis of Rural Development mid-term evaluations

Report n° 155							
Title	Synthesis of Rural Development mid-term evaluations						
Short title	Synthesis of Rural Development mid-term evaluations						
Full text report	http://ec.europa.eu/agriculture/eval/reports/rdmidterm/lot1/exsum.pdf http://ec.europa.eu/agriculture/eval/reports/rdmidterm/lot2/exsum.pdf						
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2005_en.pdf						88
Time persp	Retrospective	Type	Synthesis	By	AGRI	Weight	0,08
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Natural ressources						
Strategic objective	Prosperity						
Budgetary heading	05 04Cross-cutting						
Years under evaluation	2000	2003					
Budget under evaluation	28000	Weighted average / year		392	€ Mio	reliability	
Interest (1 to 3)	1	Comment	extremely poorly conclusive				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness							
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Results	1	1	Need to transform rural development policy from a measure-led to an objective-led system so as to improve programme efficiency and internal coherence with respect to the overall policy objectives targeted within each programme.				iii

ECA Forestry Measures

Report n° 893							
Title	Special report No 9/2004 - Forestry Measures within Rural Development Policy						
Short title	ECA Forestry Measures						
Full text report	http://eca.europa.eu/portal/pls/portal/docs/1/173377.PDF						
Evaluation review							
Time persp	Retrospective	Type	Instrument	By	ECA	Weight	0,04
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Agriculture						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation	1998	2006					
Budget under evaluation	6000	Weighted average / year		27	€ Mio	reliability	2
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness	-1	1	> : RY p.15				15
Sustainability							
Efficiency	-1	1	> : RY p.15, 17				15, 17
Unintended impacts							

ECA report on less-favoured areas

Report n° 900							
Title	Special report No 4/2003 concerning rural development : support for less-favoured areas						
Short title	ECA report on less-favoured areas						
Full text report	http://eca.europa.eu/portal/pls/portal/docs/1/173294.PDF						
Evaluation review							
Time persp	Retrospective	Type	Theme	By	ECA	Weight	0,04
Overall robust-ness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Agriculture						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation	2000	2001					
Budget under evaluation	1594	Weighted average / year		16	€ Mio	reliability	2
Interest (1 to 3)	1	Comment					
Criteria	Assess-ment (-3 to +3)	Robust-ness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness							
Sustainability							
Efficiency	-2	1	Criteria justifying the delineation of less favoured areas are unclear, which means that there are risks of over-compensation in some eligible areas				10
Unintended im-pacts							

Impact assessment of rural development policy

Report n° 930							
Title	Extended impact assessment of rural development policy post 2006						
Short title	Impact assessment of rural development policy						
Full text report	http://ec.europa.eu/agriculture/eval/reports/rdimpact/fullrep_en.pdf						
Evaluation review						page	
Time persp	Prospective	Type	Synthesis	By	AGRI	Weight	0,03
Overall robustness rating (1 to 3)	1	Comment	Desk synthesis of the findings of a selection of 30 mid-term evaluation reports (long and complex, more description than analysis)				
The evaluated intervention							
Policy area	Natural resources						
Strategic objective	Solidarity & environ.						
Budgetary heading	05 04 all						
Years under evaluation	2000	2003					
Budget under evaluation	28000	Weighted average / year		147	€ Mio	reliability	
Interest (1 to 3)	1	Comment	Evaluation of a very large budget heading, reasonably conclusive				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	1	The current scope of EU rural development policy is broadly appropriate to meet the needs of rural areas. However, some voices favour extending the scope of rural development policy in favour of a more social focus				10
Coherence	-1	1	need for better integration of rural development programmes with wider policies, including Pillar 1 of the CAP, the Structural Funds, environmental policy and national and regional rural development policies.				15
European added value							
Effectiveness	2	1	Positive micro-level impact against a variety of economic, environmental and social objectives, except for schemes to encourage young farmers				10
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Complexity	1		Complex and bureaucratic administrative procedures and payment delays are a widespread concern.				15
Deadweight	2		Beneficiaries of agricultural measures indicated that investments would often take place even in the absence of the intervention				10
Deadweight	2		While it is widely recognised that farmers should be paid only to implement agrienvironment practices that exceed minimum standards, in practice the boundaries are often far from clear				15

LEADER+ 2000-2006

Report n° 970							
Title	Mid-Term Evaluation Update for the LEADER+ 2000-2006 Programme						
Short title	LEADER+ 2000-2006						
Full text report							
Evaluation review							
Time persp	Retrospective	Type	Cluster	By	MS UK	Weight	0,5
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Agriculture						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	0	1	> RY p. 34				34
Coherence							
European added value							
Effectiveness							
Sustainability	-1	1	> RY p. 37				37
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Induction	1		> AB : RY p. 37 (negative mess)				37
Co-financing	1		> AK : RY p. 61-62 (negative mess)				61,62

Synthesis of FIG evaluations

Report n° 71							
Title	Synthesis of the mid-term evaluations of the Financial Instrument for Fisheries Guidance (FIG) over the period 2000-2006						
Short title	Synthesis of FIG evaluations						
Full text report	http://ec.europa.eu/fisheries/publications/reports/synthesis_en.pdf						
Evaluation review	2004						190
Time persp	Prospect. & retro.	Type	Synthesis	By	FISH	Weight	0,08
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation	1999	2000					
Budget under evaluation	3701,1	Weighted average / year	59	€ Mio	reliability	2	
Interest (1 to 3)	3	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	-2	2	Lack of financially robust project sponsors, uncertain economic prospects for the fisheries sector and fragmentation of the industry tends to dampen the take-up of the programmes. General lack of interest in the target group.				14
Coherence	-3	3	A key goal of the EU's Common Fisheries Policy (CFP) is to reduce ocean fishing activity. This is in direct conflict with the FIG objective of fleet renewal and modernisation of the fleet.				31
European added value							
Effectiveness							
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Integration	1	1	The sustainable development impact of other FIG measures ranges from positive to negative with no overall clear picture emerging. The overall contribution to the equal opportunity objective is neutral to marginally positive. FIG 2000-2006 does not make any significant contribution to social inclusion and rural development				27-28
Absorption	3	3	The evaluators often adopted the view that local actors should take all steps to ensure all available funds are spent within the time allowed. Thus, more spending is typically viewed as good, with little concern as to the goals of that spending.				31

Impact assessment of a Regulation on a European Fisheries Fund 2007-2013

Report n° 502							
Title	Extended impact assessment and ex ante evaluation of the Proposal for a Council Regulation on a European Fisheries Fund for the period 2007-2013" (COM (2004) 497 final)						
Short title	Impact assessment of a Regulation on a European Fisheries Fund 2007-2013						
Full text report	http://ec.europa.eu/governance/impact/docs/ia_2004/sec_2004_0965_fr.pdf						
Evaluation review	2004						193
Time persp	Prospective	Type	Programme	By	FISH	Weight	0,2
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Prosperity						
Budgetary heading	11 06Cross-cutting						
Years under evaluation	2007	2013					
Budget under evaluation	4200	Weighted average / year		204	€ Mio	reliability	2
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	-3	2	Si le cap suivi actuellement n'était pas rectifié, non seulement, il serait impossible de réduire la capacité excessive de la flotte, mais l'effort de pêche continuerait à augmenter alors même qu'il est déjà trop intense eu égard à l'état des stocks. De plus, il ne fait guère de doute qu'en différant les mesures requises par l'actuelle surexploitation des ressources halieutiques communes, on ne ferait qu'aggraver les coûts sociaux.				Eval review
Coherence							
European added value							
Effectiveness	-3	1	Les programmes successifs d'orientation pluriannuels de la flotte de pêche communautaire n'ont pas permis de remédier à la surcapacité. Non seulement les objectifs étaient nettement moins ambitieux que nécessaire, mais bien souvent ces programmes n'ont été mis en oeuvre que très partiellement. Par ailleurs les sorties de flotte n'ont pas nécessairement concerné les navires exerçant une pression sur les stocks les plus menacés.				
Sustainability							
Efficiency							
Unintended impacts							

Impact assessment of a Regulation on a European Fisheries Fund 2007-2013 (continued)

Areas for learning	Interest (1 to 3)	Robust- ness	Message	Page
Deadweight	2	2	même si les mesures de soutien à l'aquaculture ont eu un effet positif sur l'emploi, l'approvisionnement du marché communautaire et la valorisation des produits de la mer, il n'a trop souvent soutenu que des investissements, notamment au niveau de la mise aux normes, qui auraient de toutes façons été entrepris sans son soutien, limitant d'autant l'impact de cet instrument financier sur le développement de ce secteur (effets d'aubaine).	8
Decentralisation	2	2	l'initiative communautaire PESCA avait mis en évidence des lacunes de développement touchant certaines zones côtières et a pu démontrer les bénéfices d'une approche intégrée des interventions structurelles communautaires. Des expériences ont mis en lumière tout le potentiel d'énergie et d'innovation que peut dégager une approche ascendante (bottom up).	5

Evaluation Marine Pollution

Report n° 6								
Title	Mid-Term Evaluation on the Implementation of the Framework for Cooperation in the field of Accidental or Deliberate Marine Pollution							
Short title	Evaluation Marine Pollution							
Full text report	http://ec.europa.eu/environment/civil/pdfdocs/marine_pollution_final.pdf							
Evaluation review	2003						143	
Time persp	Prospect. & retro.		Type	Theme	By	ENV	Weight	0,04
Overall robustness rating (1 to 3)	1	Comment						
The evaluated intervention								
Policy area		Other internal						
Strategic objective		Freedom & security						
Budgetary heading								
Years under evaluation								
Budget under evaluation			Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment						
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message					Page
Relevance	1	1	> RY : p. IV					IV
Coherence	1	1	> RY : p. 12					12
European added value								
Effectiveness								
Sustainability								
Efficiency								
Unintended impacts								

Intermediate of Evaluation LIFE

Report n° 63							
Title	Intermediate Evaluation on the Implementation of the Financial Instrument for the Environment (LIFE)						
Short title	Intermediate of Evaluation LIFE						
Full text report	http://www.acta.asso.fr/DSI/Programmes%20&%20Appels%20d'offres/Menu_Proq&AppelsOffres/Liens/Evaluation%20LIFE%202003.pdf						
Evaluation review	2003						199
Time persp	Prospect. & retro.	Type	Instrument	By	ENV	Weight	0,04
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Solidarity & environ.						
Budgetary heading	07 03 03-04-05						
Years under evaluation	2000	2004					
Budget under evaluation	640	Weighted average / year	4	€ Mio	reliability	3	
Interest (1 to 3)	3	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	2	2	All stakeholders (National Authorities, Commission Stakeholders and programme beneficiaries) considered that LIFE Nature was a necessary and highly effective instrument for implementing the birds and habitats directives and consequently.				7
Coherence							
European added value	2	2	Member States value the programme and feel that LIFE complements and fills the gaps in national programmes. LIFE Third Countries projects fill an important niche in that it is able to respond relatively quickly and flexibly to the environmental need and priorities of third countries.				Eval review
Effectiveness	3	2	Life has been very successful in helping to set up the 20,000 Natura 2000 conservation sites across the EU. Without LIFE very little progress would have been made in implementing the Birds and Habitats directives and Natura 2000.				41
Sustainability							
Efficiency	3	2	Impact has been achieved by funding around 10% of the supported practical conservation measures and achieving a multiplier effect of 90%.				41
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Flexibility	2	2	LIFE Third Countries projects are contributing significantly to developing capacity in third countries, it fills an important niche in that it is able to respond relatively quickly and flexibly to the environmental need and priorities of third countries. The more developed Third Countries tend to be more successful in winning projects because they generally submit better quality proposals.				Eval review

Assessment of the Framework for Sustainable Urban Development

Report n° 64									
Title	Mid-Term Assessment of the Co-operation Framework to promote Sustainable Urban Development (Decision 1411/2001/EC)								
Short title	Assessment of the Framework for Sustainable Urban Development								
Full text report	http://ec.europa.eu/environment/urban/pdf/promote.pdf								
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2005_en.pdf							page	113
Time persp	Prospect. & retro.		Type	Theme	By	ENV	Weight	0,04	
Overall robustness rating (1 to 3)	2	Comment							
The evaluated intervention									
Policy area	Cohesion								
Strategic objective	Solidarity & environ.								
Budgetary heading	07 03 08								
Years under evaluation	2001	2003							
Budget under evaluation	5,6	Weighted average / year			0	€ Mio	reliability		
Interest (1 to 3)	2	Comment							
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message						Page
Relevance	2	2	The projects and activities are also relevant to the 'evolving needs' of local authorities, with the focus on networks and projects that encourage exchange of experience and the dissemination of good practices.						Evaluation review
Coherence									
European added value	2	2	the Cooperation Framework appears to provide a distinct and worthwhile funding stream, providing an exclusive funding mechanism for projects that promote urban sustainable development, with pan-European networks being of particular added value.						Evaluation review
Effectiveness	2	1	later projects have been more specific in their potential results suggesting positive environmental impact in the longer term, and more policy focussed thereby contributing to political decisions that resulted in changes at the local level.						Evaluation review
Sustainability	2	1	Cooperation Framework have been a contributing factor to some political decisions resulting in changes at the local level. It is likely that further examples of such changes will occur in the future.						31
Efficiency									
Unintended impacts									
Areas for learning	Interest (1 to 3)	Robustness	Message						Page
Induction	1	2	Requiring the involvement of networks has been an effective way of improving communication between network members and of disseminating the projects' outputs.						32

Evaluation of approaches to integrating sustainability

Report n° 227							
Title	Strategic evaluation of approaches to integrating sustainability into Community policies						
Short title	Evaluation of approaches to integrating sustainability						
Full text report	http://ec.europa.eu/sustainable/docs/report_evaluation_en.pdf						
Evaluation review	2004						70
Time persp	Retrospective	Type	Theme	By	SG	Weight	0,04
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Prosperity						
Budgetary heading	CCCross-cutting						
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness							
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Prioritisation	1	1	a relatively high degree of awareness among Commission personnel of sustainability while some cases also pointed to different priorities in regards to the sustainability dimensions between DGs.				100
Integration	1	1	ISPA regulation (Instrument for Structural Policies for Pre-accession) grants funds to new member states without considering sustainability. Applications received for funding do not have to relate to sustainability principles but only "ordinary" EIA regulation.				99
Integration	3	3	EUpolicies, in general, maintain a relatively high standard as to sustainability procedures but they fail to meet the criterion of trade-off between the three dimensions of sustainability.				89

Impact assessment Climate Change

Report n° 238							
Title	Impact Assessment: Communication on Winning the Battle against Global Climate Change						
Short title	Impact assessment Climate Change						
Full text report	http://ec.europa.eu/governance/impact/docs/ia_2005/sec_2005_0180_en.pdf						
Evaluation review	2003						262
Time persp	Prospective	Type	Theme	By	ENV	Weight	#N/A
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Freedom & security						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	1	> RY p. 6, 9				6, 9
Coherence							
European added value							
Effectiveness							
Sustainability							
Efficiency							
Unintended impacts							

Evaluation of the Community marine safety measures

Report n° 259							
Title	Evaluation of the Community Action Programme in the Field of Civil Protection, the Community Mechanism to Facilitate Reinforced Cooperation in Civil Protection Assistance Interventions and the Marine Pollution Cooperation Framework						
Short title	Evaluation of the Community marine safety measures						
Full text report	http://ec.europa.eu/environment/civil/pdfdocs/cvip_final_report.pdf						
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2005_en.pdf					Page	108
Time persp	Retrospective	Type	Programme	By	ENV	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Freedom & security						
Budgetary heading	07 03????						
Years under evaluation	2000	2006					
Budget under evaluation	11	Weighted average / year		1	€ Mio	reliability	2
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	3	2	The Civil Protection Action Programmes and the Marine Pollution Framework, as originally conceived, are still relevant and their objectives do not need to be updated.				27
Coherence	2	2	The three instruments are coherent and complementary within themselves, Overlapping being minimised by DG ENV coordination. Complementarity with other programmes is reasonable for two instruments, but less so for one with activities of NATO and UN-OCHA				93
European added value	3	1	The added values delivered through the instruments starts with the financial contribution to the participating countries' projects but also extends to exchanges at international level and strengthened capacities at European level.				85
Effectiveness	3	3	The impacts observed are evidence of the contribution of the 3 instruments to the achievement of their objectives at community, national, regional and local levels. This was mainly facilitated through the creation of networks,				93
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Trans-nationality	2	2	The impacts observed are evidence of the contribution of the 3 instruments to the achievement of their objectives at community, national, regional and local levels. This was mainly facilitated through the creation of networks,				93

Evaluation of the Programme Promoting Environmental NGOs

Report n° 260							
Title	Evaluation of the Implementation of the Community Action Programme Promoting NGOs Primarily Active in the Field of Environmental Protection						
Short title	Evaluation of the Programme Promoting Environmental NGOs						
Full text report	-						
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2005_en.pdf						110
Time persp	Retrospective	Type	Programme	By	ENV	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Solidarity & environ.						
Budgetary heading	07 03 02						
Years under evaluation	2003	2005					
Budget under evaluation	72	Weighted average / year		13	€ Mio	reliability	3
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	3	2	Evidence of considerable co-ordination, cooperation and synergy between some NGOs, particularly amongst the Brussels-based members of the Green-9, and between the Green-9 and some of the non-Brussels based NGOs				53
European added value	2	3	By its nature, environmental policy deals mostly with transboundary problems, which can best be tackled at an international level. Most government funds are either for national or third country activities)				70
Effectiveness	2	2	involvement of EU NGOs in the development and implementation of EU environmental policy/ legislation has increased through increase in staff, better organisational structures, improved professionalism, all partly attributed to the Programme				Eval review
Sustainability	3	2	It would be very difficult for beneficiaries to continue without the Programme's support, because this funding is used to fund NGO office costs and management which cannot attract funding from other independent sources.				80
Efficiency							
Unintended impacts	im-						
Unintended impacts	im-						

Evaluation of the Programme Promoting Environmental NGOs (continued)

Areas for learning	Interest (1 to 3)	Robust- ness	Message	Page
induction	2	2	important multiplier effects in terms of the increased involvement of small local NGOs as manifested by their participation in more thematic fields, dissemination and public awareness-raising activities and in allowing networks to better co-ordinate the work and objectives of individual members, with positive effect and impact on EU policy-making. Despite these improvements, there is still substantial variation in NGO involvement.	Eval review
leverage	3	2	The majority of beneficiaries have pointed out that it is precisely the Programme's co-financing requirement that has given them significant base to fund-raise from other sources. The EU funding under the Programme has increased beneficiaries' credibility with other donors (such as national governments, research institutes etc.) creating an important multiplier effect.	80

Evaluation of EMAS and Eco-Label

Report n° 261							
Title	Evaluation of EMAS and Eco-Label for their Revision						
Short title	Evaluation of EMAS and Eco-Label						
Full text report	http://ec.europa.eu/environment/ecolabel/revision_en.htm						
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2006_en.pdf						255
Time persp	Retrospective	Type	Programme	By	ENV	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Solidarity & environ.						
Budgetary heading	07 03????						
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness	3	1	The main findings of the evaluation of the two schemes can be characterised as positive. EMAS and Eco-label are confirmed to be effective tools in improving the environmental performance of participating organisations.				Eval Review
Sustainability							
Efficiency							
Unintended impacts							

Impact assessment tourism

Report n° 346						
Title	Extended Impact Assessment with regard to the Commission Communication on "Basic orientations for the sustainability of European tourism"					
Short title	Impact assessment tourism					
Full text report	http://ec.europa.eu/enterprise/services/tourism/doc/communications/exia_com2003.pdf					
Evaluation review						
Time persp	Prospective	Type	Theme	By	ENTR	Weight
Overall robustness rating (1 to 3)	1	Comment				
The evaluated intervention						
Policy area	Growth & employment					
Strategic objective	Prosperity					
Budgetary heading						
Years under evaluation	1997 ?	2003				
Budget under evaluation	?	Weighted average / year		€ Mio	reliability ?	
Interest (1 to 3)	1	Comment				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message			Page
Relevance						
Coherence	1	1	> : RY p. 25			R. p. 25
European added value	2	1	Screening : Y p. 16-17			R. p. 16,17
Effectiveness						
Sustainability						
Efficiency						
Unintended impacts	0	1				R. p. 26,27
Areas for learning	Interest (1 to 3)	Robustness	Message			Page
Integration	2		> Y : Y p. 11			R. p. 11

IMPEL Network

Report n° 648							
Title	Evaluation of the IMPEL Network						
Short title	IMPEL Network						
Full text report							
Evaluation review	2003						115
Time persp	Retrospective	Type	Instrument	By	ENV	Weight	0,04
Overall robust-ness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robust-ness (1 to 3)	Message				Page
Relevance	1	1	> RY p. 24				24
Coherence							
European added value	2	1	> Y p. 25-26				25-26
Effectiveness	2	1	> Y p. 24-25				24-25
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robust-ness	Message				Page
Induction	2		> AB : Y p. 21-22, 35, 65 (neutral mess)				21-22, 35, 65

Impact assessment on Car Taxation

Report n° 822							
Title	Impact assessment: Proposal for a Directive on the Taxation of Cars						
Short title	Impact assessment on Car Taxation						
Full text report	http://ec.europa.eu/governance/impact/docs/ia_2005/sec_2005_0809_en.pdf						
Evaluation review							
Time persp	Prospective	Type	Programme	By	TAXUD	Weight	0,2
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness	2	1	> Y p. 11-24 (negative & positive mess)				nov-24
Sustainability							
Efficiency							
Unintended impacts							

ECA report on LIFE

Report n° 907							
Title	Special report No 11/2003 concerning the Financial Instrument for the Environment (LIFE)						
Short title	ECA report on LIFE						
Full text report	http://eca.europa.eu/portal/pls/portal/docs/1/173239.PDF						
Evaluation review							
Time persp	Retrospective	Type	Instrument	By	ECA	Weight	0,04
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation	1995	2002					
Budget under evaluation	450	Weighted average / year		1	€ Mio	reliability	2
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	-1	1	The complementarity of environmental projects financed by LIFE with those funded by other Community sources (Structural Funds, research) is still poor, and the interdepartmental consultation procedure does not wholly eliminate the risk of double-funding				4
European added value							
Effectiveness							
Sustainability	-2	1	the volume of expenditure on the purchase of land for actions was considerable and there were insufficient guarantees that this land would continue to be used for nature conservation purposes once the implementation period for the actions was over				
Efficiency							
Unintended impacts							

Mid-Term Evaluation of the European Refugee Fund (ERF)

Report n° 197							
Title	Mid-Term Evaluation of the European Refugee Fund (ERF)						
Short title	Mid-Term Evaluation of the European Refugee Fund (ERF)						
Full text report	http://ec.europa.eu/justice_home/funding/2004_2007/refugee/doc/evaluation/erf_final_report_en.pdf						
Evaluation review						page	
Time persp	Prospect. & retro.	Type	Programme	By	JLS	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment	Questionnaire to 400 project promoters, country visits, documentary analysis				
Policy area	Citizenship						
Strategic objective	Freedom & security						
Budgetary heading	18 03 03						
Years under evaluation	2000	2002					
Budget under evaluation	85	Weighted average / year	10	€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	-1	1	Funds are used in autonomy by recipient Member States, which is not particularly compatible with the intention of establishing a framework of common asylum policies within the European Union				5
Coherence							
European added value	1	1	The ERF support projects which would not otherwise have been undertaken, especially in Greece, UK and Sweden.				233
Effectiveness	2	1	The Fund reached nearly 500,000 beneficiaries, with a high level of effectiveness, except in the field of voluntary repatriation				10
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Decentralisation	1	1	The decentralised structure of the ERF is helping to ensure the relevance of the activities carried out within each measure, because the evolving needs which the Fund is supposed to alleviate are determined at the national level, close to the problems				5
Learning	2	2	The decentralisation of the management has not been accompanied by the establishment of structures and procedures for the exchange of good practice, experiences and results across the Member States.				11

Evaluation of the European Refugee Fund

Report n° 442							
Title	European Refugee Fund: Final evaluation of the first phase (2000-2004), and definition of a common assessment framework for the second phase (2005-2010)						
Short title	Evaluation of the European Refugee Fund						
Full text report	http://ec.europa.eu/dgs/justice_home/doc/dg_eval_Slovak_Republic_0306_en.pdf						
Evaluation review							
Time persp	Retrospective	Type	Programme	By	JLS	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Freedom & security						
Budgetary heading	18 03 03						
Years under evaluation	2000	2004					
Budget under evaluation	179	Weighted average / year		17	€ Mio	reliability	3
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	2	2	At national level, the ERF strategies are based on the needs for intervention as perceived and assessed by the national responsible authorities in each country. This needs assessment accords with the principle of decentralisation underlying the ERF. While the decentralised structure definitely facilitates a high degree of relevance of national strategies. Most countries developed strategies focussing on shortcomings and deficits in existing policies, thereby ensuring a high degree of relevance and coherence.				10
Coherence	1	1	ERF and EQUAL officials were fully aware of the potential overlap – and complementarities. Formal mechanisms for ensuring complementarities and avoiding overlaps are put in place.				26
European added value	2	2	In most of the Member States, the needs addressed by the ERF measures could not have been supported through existing public services. Most projects were pursuing activities supplementary to existing systems and structures and, in some cases, innovative.				21
Effectiveness	1	2	Impact at EU level in terms of developing common approaches or methodologies based upon best practices has been limited. At the level of beneficiaries the ERF-1 had reached out to at least 600.000 persons. It has thus contributed to breaking the isolation of refugees, facilitating employment, strengthening language skills, providing services, as well as organising and empowering the target groups.				28
Sustainability	1	1	The concept of sustainability has not been sufficiently clarified. Sustainability at project level is considered to be relatively high, but many project managers count on their own organisation, the national authorities or the EU for continued funding.				32
Efficiency	-1	2	Most national responsible authorities run the national programmes in an efficient and effective manner, but they view the financial management of the ERF as bureaucratic and a heavy burden on their human and financial resources.				16
Unintended impacts							
Unintended impacts							

Evaluation of the European Refugee Fund (continued)

Areas for learning	Interest (1 to 3)	Robust- ness	Message	Page
Trans-nationality	1	1	The evaluators find that increasing standards and creating common systems will require systematic exchanges of experiences, mutual learning and highlighting of best practice. The need for a forum for exchange of experiences does not only concern implementing agencies at a national level, but on European level as well, facilitating dialogue across borders.	20
Induction	2	2	At the level of organisations, the ERF has strengthened project management skills, cooperation among NGOs and between NGOs and government institutions, and the establishment of networks. However, there's a lack of mechanisms for exchanges and communication within the ERF.	31
Targeting	2	1	Some noted that limitations in relation to target groups have strained the effectiveness of their projects. ie. the fact that nationals cannot be included in project activities diminishes the effectiveness of many integration projects. However, many examples of projects overcoming these restrictions and including nationals exist.	22

Final DAPHNE Programme

Report n° 444							
Title	Final Evaluation of the DAPHNE Programme						
Short title	Final DAPHNE Programme						
Full text report	http://ec.europa.eu/justice_home/funding/2004_2007/daphne/doc/daphne_final_report01_2004_en.pdf						
Evaluation review	2003						267
Time persp	Retrospective	Type	Programme	By	JLS	Weight	0,6
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Freedom & security						
Budgetary heading							
Years under evaluation	1997	2003					
Budget under evaluation	195	Weighted average / year		12	€ Mio	reliability	3
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	0	1					AR p. 267
Coherence							
European added value	1	1	> : RY p. 4				R. p. 46
Effectiveness	-1	1					AR p. 267
Sustainability	-1	1	> : RY p. 46 (negative message)				R. p. 46
Efficiency	1	1	> : RY p. 30-32				R. p. 30-32
Unintended impacts							

Impact assessment Visas

Report n° 516							
Title	Extended Impact Assessment for the Visa Information System (VIS)						
Short title	Impact assessment Visas						
Full text report	http://www.statewatch.org/news/2005/jan/vis-com-835-study.pdf						
Evaluation review							
Time persp	Prospective	Type	Programme	By	JLS	Weight	0,2
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Freedom & security						
Budgetary heading							
Years under evaluation	1985 ?	2004					
Budget under evaluation	300	Weighted average / year			€ Mio	reliability	1
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	0	1	> : RY p. 49				49
Coherence	1	1	AR p. 258				258
European added value	0	1	> : RY p. 8				8
Effectiveness	1	1	AR p. 258				258
Sustainability							
Efficiency	1	1	AR p. 258				258
Unintended impacts	1	1	> ; RY p. 61				61
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Integration	1		> Y : RY p. 61 (positive message)				61

Impact assessment Migration Flows

Report n° 517							
Title	Impact Assessment: General Programme for Solidarity and Management of Migration Flows						
Short title	Impact assessment Migration Flows						
Full text report	http://ec.europa.eu/governance/impact/docs/ia_2005/sec_2005_0435_en.pdf						
Evaluation review							
Time persp	Prospective	Type	Programme	By	JLS	Weight	0,2
Overall robust-ness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Freedom & security						
Budgetary heading							
Years under evaluation	1999	2005					
Budget under evaluation	900	Weighted average / year		23	€ Mio	reliability	1
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	1	> RY p. 20				20
Coherence	0	1	> RY p. 18, 35, 47				18, 35, 47
European added value	1	1	> RY p. 46				46
Effectiveness	0	1	AR p. 294				294
Sustainability							
Efficiency	0	1					AR. P. 294
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Integration	1		> Y ; Y p. 28, 29 (neutral message)				28, 29
Induction	1		> AB : RY p. 31, 32 (neutral message)				31, 32

Impact assessment Visas

Report n° 518							
Title	Impact Assessment on Community Code on visas						
Short title	Impact assessment Visas						
Full text report	http://ec.europa.eu/governance/impact/docs/ia_2006/sec_2006_0957_fr.pdf						
Evaluation review							
Time persp	Prospective	Type	Programme	By	JLS	Weight	0,2
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Freedom & security						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	1	> RY p. 23				23
Coherence	1	1	> RY p. 23				23
European added value							
Effectiveness							
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Integration	1		> Y : RY p. 11				11

Evaluation des programmes du Titre IV et d'AGIS

Report n° 707							
Title	Ex post Evaluation of Grotius II, Oisín II, Stop II, Falcone and Hippocrates Programmes and Interim Evaluation of the AGIS Programme						
Short title	Evaluation des programmes du Titre IV et d'AGIS						
Full text report	http://ec.europa.eu/justice_home/funding/2004_2007/agis/doc/eureval_executive_summary_sept_05_fr.pdf						
Evaluation review							
Time persp	Retrospective	Type	Programme	By	JLS	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Freedom & security						
Budgetary heading	18 05 01 01						
Years under evaluation	1996	2004					
Budget under evaluation	50	Weighted average / year	3	€ Mio	reliability	2	
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	2	2	Le programme AGIS répond à la majorité des défis identifiés. D'un autre les objectifs sont très larges.				4
Coherence	2	2	Globalement, les objectifs sont complémentaires des autres initiatives au niveau européen. La plupart des actions ont pour but avoué de promouvoir la coopération, l'échange d'information, la diffusion des bonnes pratiques et le renforcement des réseaux				10
European added value	2	2	Le programme permet de développer des projets qui n'auraient pas pu être mis en place sans le soutien financier de l'UE				20
Effectiveness	1	2	Les impacts politiques ont été modestes, au moins lorsque nous les comparons avec les résultats produits par les projets. Cependant un certain nombre de projets a influencé directement des développements politiques (ie. mandat d'arrêt européen).				23
Sustainability	2	2	Un certain nombre de projets a contribué à la création de réseaux permanents, d'institutions et organisations au niveau européen et national.				24
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Trans-nationality	2	2	Les programmes ont donné l'opportunité de rencontrer des personnes d'autres pays, de créer des réseaux et développer de nouveaux contacts. Ces échanges directs représentaient le premier pas nécessaire pour une future coopération.				17
Induction	2	2	Les anciens programmes du Titre VI ainsi que le programme AGIS ont été des programmes utiles qui ont contribué très positivement à un accroissement de savoir, de compréhension et de confiance parmi les groupes cibles, ce qui constitue des facteurs décisifs pour une collaboration transnationale accrue, et, finalement, pour la création d'un espace de justice, de liberté et de sécurité.				28

Evaluation of Tobacco Prevention Campaign

Report n° 48							
Title	Evaluation of the Commission's Tobacco Prevention Media Campaign						
Short title	Evaluation of Tobacco Prevention Campaign						
Full text report	http://ec.europa.eu/health/ph_determinants/life_style/Tobacco/Documents/evalfeelf_151203_en.pdf						
Evaluation review							
Time persp	Retrospective	Type	Programme	By	AGRI	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment	15 focus groups				
The evaluated intervention							
Policy area	Natural ressources						
Strategic objective	Freedom & security						
Budgetary heading	05 02????						
Years under evaluation	2002	2002					
Budget under evaluation	3	Weighted average / year		1	€ Mio	reliability	2
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value	-3	2	doubtful, because an effective campaign would require a much larger budget and also a fine-tuned social marketing approach that is specifically oriented on cultures and languages				5
Effectiveness	-3	2	After looking at the TV ads, the image of the non-smokers remained unchanged				4
Sustainability							
Efficiency							
Unintended impacts							

Evaluation of the Labelling of Foodstuffs

Report n° 90							
Title	Evaluation of the Labelling of Foodstuffs						
Short title	Evaluation of the Labelling of Foodstuffs						
Full text report	http://ec.europa.eu/food/food/labellingnutrition/foodlabelling/effl_conclu.pdf						
Evaluation review	2003						237
Time persp	Retrospective	Type	Programme	By	SANCO	Weight	0,6
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation	2000	2003					
Budget under evaluation	?	Weighted average / year			€ Mio	reliability	?
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	-1	1					3
Coherence	-1	1					3
European added value							
Effectiveness							
Sustainability							
Efficiency							
Unintended impacts							

Evaluation Novel Foods and Ingredients

Report n° 91							
Title	Evaluation of the Regulation No. 258/97 concerning Novel Foods and Novel Food Ingredients						
Short title	Evaluation Novel Foods and Ingredients						
Full text report	http://ec.europa.eu/food/food/biotechnology/novelfood/evaluation_report_en.pdf						
Evaluation review	-						
Time persp	Retrospective		Programme	By	SANCO	Weight	0,6
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation	1997	2004					
Budget under evaluation	?	Weighted average / year		€ Mio	reliability	?	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	1	> : RY p. 5 (both positiv and negativ message)				5
Coherence							
European added value							
Effectiveness							
Sustainability							
Efficiency							
Unintended impacts							

Impact assessment Avian Influenza

Report n° 510							
Title	Impact Assessment: New Community Measures for the Control of Avian Influenza						
Short title	Impact assessment Avian Influenza						
Full text report	http://ec.europa.eu/food/animal/diseases/controlmeasures/avian/directive_avian_annexe_en.pdf						
Evaluation review							
Time persp	Prospective	Type	Programme	By	SANCO	Weight	0,2
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Freedom & security						
Budgetary heading							
Years under evaluation	2000	2005					
Budget under evaluation	6	Weighted average / year	0	€ Mio	reliability	1	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness							
Sustainability							
Efficiency							
Unintended impacts	0	1					R. p. 19

Impact assessment Chickens

Report n° 511							
Title	Impact Assessment: Proposal for a Council Directive Laying down Minimum Rules for the Protection of Chickens Kept for Meat Production (Broilers)						
Short title	Impact assessment Chickens						
Full text report	http://ec.europa.eu/governance/impact/docs/ia_2005/sec_2005_0801_en.pdf						
Evaluation review							
Time persp	Prospective	Type	Programme	By	SANCO	Weight	0,2
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Freedom & security						
Budgetary heading							
Years under evaluation	2000 ?	2005					
Budget under evaluation	?	Weighted average / year		€ Mio	reliability ?		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness	0	1					R. p. 12
Sustainability							
Efficiency	0	1					R. p. 12
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Induction	1		> AB : RY p. 11, 12 (neutral message)				R. p. 11, 12

Impact assessment Animal Health

Report n° 512							
Title	Impact Assessment: Proposal from the Commission on a New Council Directive on Animal Health Requirements for Aquaculture Animals and Products Thereof						
Short title	Impact assessment Animal Health						
Full text report	http://www.defra.gov.uk/fish/fishfarm/pdf/fishnewdir-com-impact.pdf						
Evaluation review							
Time persp	Prospective	Type	Programme	By	SANCO	Weight	0,2
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Freedom & security						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	0	1					6, 24
Coherence							
European added value							
Effectiveness							
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Integration	1		> Y : RY p. 28				28
Decentralisation	1		> AN : RY p. 18				18

Impact assessment safer food

Report n° 514							
Title	Impact Assessment - Better training for safer food						
Short title	Impact assessment safer food						
Full text report	http://ec.europa.eu/food/training/impact_assessment_en.pdf						
Evaluation review							
Time persp	Prospective	Type	Programme	By	SANCO	Weight	0,2
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Freedom & security						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value	1	1	> RY p. 8-9, 12				8-9, 12
Effectiveness							
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Induction	1		> AB : RY p. 9, 10 (neutral mess)				9, 10

Impact assessment Animal Welfare

Report n° 515							
Title	Impact Assessment – Action Plan on Protection and Welfare of Animals						
Short title	Impact assessment Animal Welfare						
Full text report	http://ec.europa.eu/food/animal/welfare/comm_staff_work_doc_protection230106_en.pdf						
Evaluation review							
Time persp	Prospective	Type	Programme	By	SANCO	Weight	0,2
Overall robust-ness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Freedom & security						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value	0	1	> RY p. 10				10
Effectiveness							
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Induction	1		> AB : RY p. 8, 10 (negative & positive mess)				8, 10

Evaluation of Financial Contributions to European Consumer Organizations

Report n° 700							
Title	Evaluation of Financial Contributions 2000-2003 to European Consumer Organizations						
Short title	Evaluation of Financial Contributions to European Consumer Organizations						
Full text report	http://ec.europa.eu/consumers/tenders/information/grants/ev_fin_contr_2000_2003_en.pdf						
Evaluation review						page	
Time persp	Retrospective	Type	Programme	By	SANCO	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment	documentary analysis, 200 interviews and case studies				
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Prosperity						
Budgetary heading	17 02 02						
Years under evaluation	1995	2003					
Budget under evaluation	63	Weighted average / year		3	€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	3	2	Objectives pursued by both organisations are highly relevant to EU consumer interests, but there is room for a more inclusive approach which would enlarge the representation of consumer interests at EU level				8
Coherence							
European added value	3	2	Publications were assessed in general as being relevant to the current debate at EU level, as well as being of a good technical quality, and useful for policy making				10
Effectiveness	3	1	The performance in terms of activities and publications is fairly good and activities led to improvements in existing legislation on behalf of consumers				10
Sustainability	-2	3	Dependence on DG SANCO grant(35% to 95%) is too high				10
Efficiency							
Unintended impacts							

Evaluation Animal Health Policy

Report n° 924							
Title	Evaluation of the Community Animal Health Policy (CAHP) 1995-2004 and alternatives for the future						
Short title	Evaluation Animal Health Policy						
Full text report	http://ec.europa.eu/food/animal/diseases/strategy/archives/final_report_en.htm						
Evaluation review							
Time persp	Retrospective	Type	Theme	By	SANCO	Weight	0,04
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Freedom & security						
Budgetary heading	17 04 01-02-03						
Years under evaluation	1995	2004					
Budget under evaluation	999	Weighted average / year	3	€ Mio	reliability		
Interest (1 to 3)	3	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	-2	3	There will always be some tension between the trade/ commercial objectives and the human/animal health objectives. Human health was not always unambiguously prioritised in the past. There is therefore a structural incoherence in the design of these two complementary policy areas.				16
European added value	2	3	Defining priorities at Community, rather than at MS level, offers significant added value in terms of enabling better targeting of diseases that are of high EU relevance in terms of human health. Other diseases may be more appropriately and more efficiently targeted at regional/local level.				79-88
Effectiveness	2	3	Overall, the eradication programmes can be judged to have been fairly effective in terms of leading to an expansion of the disease-free zones in Europe for the various diseases. Certain important diseases however (particularly TB, brucellosis and leucosis) persist in certain regions.				79
Sustainability	1	3	Overall, the evaluation results have confirmed that significant progress has been made during last decade in the various areas covered by the CAHP. Furthermore, the policy has come to be increasingly accepted by Member States as well as third countries.				16
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Co-financing	3	2	There may be scope for using different co-funding rates in the future depending on disease public relevance and importance for the EU as a whole, (as discussed also under the pre-feasibility study on cost sharing schemes, part II of this Report). This will require a disease categorisation based on priorities, according to certain criteria to be developed.				79

Evaluation of the Public Health Programme

Report n° 956							
Title	Interim Evaluation of the Public Health Programme 2003-2008						
Short title	Evaluation of the Public Health Programme						
Full text report	http://ec.europa.eu/health/ph_programme/documents/evaluation/PHP_evaluation_en.pdf						
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2006_en.pdf						363
Time persp	Retrospective	Type	Programme	By	SANCO	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Solidarity & environ.						
Budgetary heading	17 03 01						
Years under evaluation	2003	2005					
Budget under evaluation	175	Weighted average / year	32	€ Mio	reliability		3
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	2	2	The PHP seems to be relevant to the needs of stakeholders to the extent that it meets their real and high priority health needs (health information and knowledge, capability of responding rapidly and in a co-ordinated fashion to threats to health, to promote health and prevent disease) and that these needs could not have been better met in other ways.				25
Coherence							
European added value	1	2	Finally, if the bulk of the information continues to originate with and be disseminated by the Programme, it is good for relevance and possibly effectiveness, but not so good for sustainability unless soft evidence suggests a strong European added value component that makes a common source and platform valuable.				92
Effectiveness	1	1	The PHP is perceived as an effective programme by key stakeholders. The content of annual work-plans and funded activities are seen to contribute to the overall objectives of the PHP. However, some find it hard to indicate main outcomes because the PHP funds a broad range of (apparently loosely related) activities in different Member States.				38
Sustainability							
Efficiency	-2	2	Project selection and administration procedures are perceived as inefficient. Anxieties were expressed by project leaders about how projects were selected and administered. These included a perception that the application procedure was unnecessarily time-consuming and difficult, the turnaround time for proposals was too short, and the terminology was confusing. However, there was satisfaction with reporting procedures and the transparency of payment arrangements.				46
Unintended impacts							

Evaluation of the Consumer Policy Strategy

Report n° 968							
Title	Ex post evaluation of the impact of the Consumer Policy Strategy 2002-2006 on national consumer strategy						
Short title	Evaluation of the Consumer Policy Strategy						
Full text report	http://ec.europa.eu/consumers/overview/cons_policy/ex_post_final22dec.pdf						
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2006_en.pdf						371? + 373?
Time persp	Prospective	Type	Programme	By	SANCO	Weight	0,2
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Prosperity						
Budgetary heading	17 0202						
Years under evaluation	2002	2006					
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	2	2	Three of the main objectives of the EU Strategy are largely shared by the MS: the high common level of consumer protection, the effective enforcement of consumer protection rules and the involvement of consumer organisations in the development of national policies.				6
Coherence	2	2	Convergence of national and EU objectives, issues and policy instruments between 2002 and 2006, especially in the new MS.				7
European added value	2	2	The EU Strategy has been a reference framework for the old MS to ensure compatibility between their national consumer policy and the EU (scope effect) and to improve their policy.				10
Effectiveness	2	2	The EU Strategy has directly encouraged the new Member States (MS) to put a consumer policy strategy in place. The old MS, they nevertheless took account of the EU Strategy to improve their national strategy.				6
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Induction	2	2	The component of the EU strategy that has the greatest effect on the national policies or strategies is the implementation of EU legislation. The new MS also consider that the EU Forums and conferences and the ECCG and CPN meetings have substantial influence.				6
Induction	2	2	Most stakeholders consider that their involvement, in particular in discussion groups or round-table discussions, leads at least to a better mutual understanding and at most to an agreement between stakeholders, both positions favouring policy acceptance.				8
Decentralisation	2	2	The deepening of the Internal Market makes consumer issues more common to several or all MS				6

Ex post Evaluation of the MEDIA II Programme

Report n° 190							
Title	Ex post Evaluation of the MEDIA II Programme						
Short title	Ex post Evaluation of the MEDIA II Programme						
Full text report	http://ec.europa.eu/information_society/media/docs/overview/evaluation/reports/rmed2_fr.pdf						
Evaluation review						page	
Time persp	Retrospective	Type	Programme	By	EAC	Weight	0,6
Overall robust-ness rating (1 to 3)	1	Comment	Documentary analysis, 130 interviews with professionals, visit to 8 professional events				
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Prosperity						
Budgetary heading	15 05???						
Years under evaluation	1996	2000					
Budget under evaluation	302	Weighted average / year	14	€ Mio	reliability	2	
Interest (1 to 3)	1	Comment	Detailed analysis of a quite complicated programme, with limited overall conclusion				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	2	1	Media répond au problème posé par la faible part de marché des films européens et par la faiblesse de leur niveau de circulation transnational.				401
Coherence							
European added value	2	1	Media II a inspiré l'innovation et la diversification des politiques d'aide publique dans certains pays.				403
Effectiveness			Les entreprises des pays à faible volume de production et à aire linguistique restreinte reçoivent une part des aides supérieure à leur poids économique, mais les effets ne sont pas en mesure de renverser les tendances lourdes des marchés				13
Sustainability							
Efficiency							
Unintended impacts							

Evaluation of MEDIA Plus

Report n° 191							
Title	Intermediate Evaluation of Programmes MEDIA Plus, MEDIA Training and the Preparatory Action “Growth and Audiovisual: I2I Audiovisual”						
Short title	Evaluation of MEDIA Plus						
Full text report	http://ec.europa.eu/information_society/media/overview/evaluation/reports/index_en.htm						
Evaluation review	2003						146
Time persp	Prospect. & retro.	Type	Programme	By	EAC	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Prosperity						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	2	> RY p. 12, 22				12, 22
Coherence	0	2	> RY p. 21, 189, 194				21, 189, 194
European added value	2	2	> Y p. 23, 104 (both negative & positive mess)				23, 104
Effectiveness	2	2	> Y p. 12, 14, 22 (both negative & positive mess)				12, 14, 22
Sustainability							
Efficiency							
Unintended impacts							

Impact assessment Television

Report n° 500							
Title	Impact Assessment: Proposal for Revised TVWF Directive						
Short title	Impact assessment Television						
Full text report	http://ec.europa.eu/governance/impact/docs/ia_2005/sec_2005_1625_en.pdf						
Evaluation review							
Time persp	Prospective	Type	Programme	By	INFSO	Weight	0,2
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Solidarity & environ.						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	0	1	> RY p. 14, 18				14, 18
Coherence	0	1	> RY p. 20				20
European added value	1	1	> RY p. 17				17
Effectiveness	-1	1	> RY p. 48				48
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Induction	1		> AB : RY p. 19				19

Impact assessment cultural co-operation

Report n° 626						
Title	Ex ante evaluation (extended impact assessment) for a new programme in the field of cultural co-operation (2007-2013)					
Short title	Impact assessment cultural co-operation					
Full text report	http://ec.europa.eu/governance/impact/docs/ia_2004/sec_2004_0954_en.pdf					
Evaluation review						
Time persp	Prospective	Type	Theme	By	EAC	Weight
Overall robustness rating (1 to 3)	1	Comment				
The evaluated intervention						
Policy area	Other internal					
Strategic objective	Solidarity & environ.					
Budgetary heading						
Years under evaluation						
Budget under evaluation		Weighted average / year		€ Mio	reliability	
Interest (1 to 3)	2	Comment				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message			Page
Relevance	-1	1	> RY p. 8, 9			8,9
Coherence	2	1	> Y p. 27			27
European added value						
Effectiveness	-1	1	> RY p. 30			30
Sustainability						
Efficiency	-1	1	> RY p. 9			9
Unintended impacts						
Areas for learning	Interest (1 to 3)	Robustness	Message			Page
Induction	1		> AB : RY p. 17 (neutral mess)			17
Leverage	1	1	The current programmes makes limited use of measures with multiplier effects			37
Decentralisation	1		> AN : RY p. 19 (neutral mess)			19

Evaluation of the EC Country Strategy for Morocco

Report n° 12							
Title	Evaluation of the EC Country Strategy for Morocco						
Short title	Evaluation of the EC Country Strategy for Morocco						
Full text report	http://ec.europa.eu/europeaid/evaluation/document_index/2003/951642_docs.htm						
Evaluation review	2003					page	207
Time persp	Retrospective	Type	Cluster	By	RELEX	Weight	0,5
Overall robustness rating (1 to 3)	1	Comment	The evidence basis seems quite limited				
The evaluated intervention							
Policy area	Global partner						
Strategic objective	World partnership						
Budgetary heading	19 08 01 01						
Years under evaluation	1996	2002					
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment	Some of the conclusions are no longer relevant				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	2	1	La quasi-totalité des interventions présente une double pertinence : au regard des objectifs stratégiques de la Commission et au regard des priorités du gouvernement marocain.				
Coherence							
European added value							
Effectiveness	1	1	La plupart des réformes ont progressé dans le sens souhaité par la Commission, mais leur mise en oeuvre reste lente du fait de nombreux facteurs freinant leur efficacité : manque de moyens, volonté de contrôle de certains acteurs, etc				24
Sustainability							
Efficiency							
Unintended impacts							

Evaluation of the EC Economic Co-operation with MED Countries

Report n° 13							
Title	Evaluation of the EC Economic Co-operation with MED Countries						
Short title	Evaluation of the EC Economic Co-operation with MED Countries						
Full text report	http://ec.europa.eu/europeaid/evaluation/document_index/2003/951645_docs.htm						
Evaluation review	2003					page	213
Time persp	Retrospective	Type	Theme	By	RELEX	Weight	0,04
Overall robust-ness rating (1 to 3)	1	Comment	Secondary data + five country visits				
The evaluated intervention							
Policy area	Global partner						
Strategic objective	World partnership						
Budgetary heading	19 08 01 01						
Years under evaluation	1995	2001					
Budget under evaluation	1800	Weighted average / year		5	€ Mio	reliability	2
Interest (1 to 3)	2	Comment	A conclusive evaluation of a cluster of regional and country level interventions of major political interest				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)					Page
Relevance	2	1	Economic cooperation during the 1995-2001 period addressed the major weaknesses hampering the development in these countries of a competitive private sector and a closer integration into the world economy. But trade has not been given sufficient attention				iv 77
Coherence	-1	1	Potential synergies between technical assistance projects and EIB loans were not mobilised.				iv
European added value	-1	1	The question could be raised whether the EC targeted those issues that are the most serious obstacles to economic and social progress, and are not or are insufficiently addressed by other donors.				61
Effectiveness	1	1	Overall effectiveness of the EC economic cooperation with MED partner countries was reasonably good				iv
Sustainability	1	1	Improvements to the institutional environment and upgrading of enterprises are likely to be irreversible. More could have been done to develop local markets for consultancy services. Business networks are closely dependent on EC continued support				v
Efficiency	2	1	Serious inefficiencies were addressed with the introduction of the regional framework contract at the end of 1999 and other measures which resulted in a considerable improvement in the performance of the projects				v
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Leverage	2		In Tunisia commercial bank are represented in the Commission which assesses the business plan and deciding the allocation of state subsidies to SME. So they can hardly refuse the financing of the projects they have positively assess in the Committee				63
Decentralisation	1		Management of the intervention reveals serious weaknesses related to the distribution of responsibilities between several entities in decentralised countries to the superposition of two distincts sets of procedures				70

Evaluation of EC Country Strategy for Egypt

Report n° 14							
Title	Evaluation of EC Country Strategy for Egypt						
Short title	Evaluation of EC Country Strategy for Egypt						
Full text report	http://ec.europa.eu/europeaid/evaluation/document_index/2004/951647_docs.htm						
Evaluation review	2003					page	218
Time persp	Retrospective	Type	Cluster	By	RELEX	Weight	0,5
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	Global partner						
Strategic objective	World partnership						
Budgetary heading	19 08 01 01						
Years under evaluation	1994	2003					
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	1	The EC strategy has focussed on the creation of an area of shared prosperity, which coincided with the objectives of the Government of Egypt. However, there is little mention of : (i) democratisation and (ii) peace, security and conflict prevention				S1
Coherence	-1	1	Co-ordination with Member States and other donors is limited to sharing of information. There are some good examples of complementarity in programmes, especially in the environment. Consistency with EC policies has been poor.				49
European added value							
Effectiveness	0	1	Weak outcomes of the economic reforms. Some positive outcomes in health reform, improvement in access to education, and employment creation.				S2
Sustainability	-1	1	EC programmes under MEDA I contained large elements of European TA. The approach was not successful and led to slow disbursement, and the TA approach tended to undermine the capacity of the beneficiary Government departments.				53
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Ambition	2		the European Commission underestimated the politically sensitive aspects of reform measures. The formulation of large programmes with very broad objectives and the predominance of projects based on European TA have resulted in poor ownership				S2
Flexibility	2		Under MEDA programmes, a major shift was made from small discrete project interventions to larger programmes, but, with low disbursement levels and delays in activities, it has not been a success				S3

EC Country Strategy for Honduras

Report n° 15							
Title	Evaluation of the EC Country Strategy for Honduras						
Short title	EC Country Strategy for Honduras						
Full text report	http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/reports/ala/951648_vol1_fr.pdf						
Evaluation review	2003						269
Time persp	Retrospective	Type	Cluster	By	RELEX	Weight	0,5
Overall robustness rating (1 to 3)		Comment					
The evaluated intervention							
Policy area	External						
Strategic objective	World partnership						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	-1	1	> RY : p. xiii, xv, 26, 31				xiii, xv, 26, 31
European added value							
Effectiveness	-1	1	> RY : p. 53,62				53, 62
Sustainability	-1	1	> RY : p. xiv, 48				xiv, 48
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Integration	2		> Y : RY p. xiii, xiv, 26, 39, 58 (negative message)				xiii, xiv, 26, 39, 58
Induction	1		> AB ; RY p. 49, 53, 62, 66, 74 (neutral)				49, 53, 62, 66, 74

Evaluation of the EC Support to MERCOSUR

Report n° 16							
Title	Evaluation of the EC Support to MERCOSUR						
Short title	Evaluation of the EC Support to MERCOSUR						
Full text report	http://ec.europa.eu/europeaid/evaluation/methodology/egeval/examples/exp_gaa_rsu_flr_en.pdf						
Evaluation review						page	
Time persp	Retrospective	Type	Cluster	By	RELEX	Weight	0,5
Overall robustness rating (1 to 3)	1	Comment	Good triangulation. Clear concepts, (and Detailed methodological explanation)				
The evaluated intervention							
Policy area	Global partner						
Strategic objective	World partnership						
Budgetary heading	19 09 01						
Years under evaluation	1992	2002					
Budget under evaluation	50	Weighted average / year		1	€ Mio	reliability	2
Interest (1 to 3)	1	Comment	Conclusive evaluation of a show case of EC support to regional integration				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	-1	2	The strategy was not very supportive of the model of integration that the MERCOSUR Member States agreed upon, and has not addressed the uncertainties intrinsic in the “learning by doing” MERCOSUR’s system				4
Coherence							
European value added	2	2	The suggestions made by the EC and the actions implemented in areas that complement MERCOSUR’s needs and priorities were coherent, reflecting the EC’s know-how and experience in achieving the integration process, and have produced satisfactory results				41
Effectiveness	2	1	EC has increased MERCOSUR stakeholders’ negotiating skills, and technical knowledge of regional institutions. EC projects in economic integration have had a positive impact on intra-MERCOSUR commerce, and improving market access				5
Sustainability							
Efficiency	-1		Both organisations had to undergo a learning curve in the initial years which affected the disbursement rate.				6
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Flexibility	2		Ambitious objectives, restricted resources, and excessive rigidity in the administrative and managerial structures and procedures of both MERCOSUR and the EC, have adversely affected the effectiveness				5
Co-financing	1		Limited participation of MERCOSUR and its Member States has been detected in the EC programming and implementation cycles				53

EC Country Strategy for Bangladesh

Report n° 17							
Title	Evaluation of the EC Country Strategy for Bangladesh						
Short title	EC Country Strategy for Bangladesh						
Full text report	http://ec.europa.eu/europeaid/evaluation/document_index/2003/951646_docs.htm						
Evaluation review	2003						211
Time persp	Retrospective	Type	Cluster	By	RELEX	Weight	0,5
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	External						
Strategic objective	World partnership						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	0	1	> RY : p. 5, 7, 56				5, 7, 56
Coherence							
European added value							
Effectiveness	0	1	> RY : p. 3, 6				3, 6
Sustainability	-1	1	> RY : p. 4, 23, 27, 35, 58				4, 23, 27, 35, 58
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Integration	1		> Y : RY p. 4, 6				4, 6

Evaluation of Rehabilitation Actions

Report n° 19							
Title	Evaluation of the Rehabilitation and Reconstruction Actions financed by the EU in ACP, ALA, MED and TA-CIS Countries						
Short title	Evaluation of Rehabilitation Actions						
Full text report	http://ec.europa.eu/europeaid/evaluation/document_index/2003/951638_docs.htm						
Evaluation review	2003					page	215
Time persp	Retrospective	Type	Theme	By	AIDCO	Weight	0,04
Overall robustness rating (1 to 3)	1	Comment	Analyse documentaires, entretiens et visites dans trois pays				
The evaluated intervention							
Policy area	Global partner						
Strategic objective	World partnership						
Budgetary heading	21 06 04						
Years under evaluation	1996	2002					
Budget under evaluation	571	Weighted average / year		2	€ Mio	reliability	2
Interest (1 to 3)	2	Comment	Conclusions are partly outdated				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	-2	2	Le cadre conceptuel de la réhabilitation dans une approche globale des crises n'est pas encore développé. Grâce à la longévité de sa présence et à son volume de financement, la CE pourrait cibler la diminution des risques récurrents				11
Coherence							
European added value	-3	2	Peu de lien entre réhabilitation et gestion de crise : La réhabilitation est gérée comme une ressource supplémentaire de développement. Les lignes de réhabilitation sont donc en passe de perdre toute valeur ajoutée par rapport aux autres instruments				
Effectiveness	-3	3	Les actions de réhabilitation n'ont pas pu globalement apporter l'assistance nécessaire dans les délais prévus. Le fort retard dans le lancement des activités remet en cause le sens même de la réhabilitation.				10
Sustainability	-1						
Efficiency	-1						
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Ambition	2	1	Puisque la procédure pour la réhabilitation est exactement la même que pour le développement, la Commission ne peut prétendre réellement jouer un rôle pertinent et coordonné de reconstruction et de sortie de crise.				
Decentralisation	2	1	Pas de gestion globale dépassant le projet. Or les informations sur les projets sont floues. Ex: les conséquences des délais d'exécution sont sous-estimées par rapport au niveau de tension réelle qu'ils provoquent parmi les groupes bénéficiaires				

Evaluation of Population and Development oriented Programmes in EC External Co-operation

Report n° 20							
Title	Evaluation of Population and Development oriented Programmes in EC External Co-operation						
Short title	Evaluation of Population and Development oriented Programmes in EC External Co-operation						
Full text report	http://ec.europa.eu/europeaid/evaluation/document_index/2004/951649_docs.htm						
Evaluation review							page
Time persp	Retrospective	Type	Theme	By	AIDCO	Weight	0,04
Overall robust-ness rating (1 to 3)	2	Comment	document review, interviews with Brussels-based EC staff and international experts, EC project database, five two-week field missions, detailed questionnaire survey to 26 delegations (of whom 22 responded).				
The evaluated intervention							
Policy area	Global partner						
Strategic objective	World partnership						
Budgetary heading	CCCross-cutting						
Years under evaluation	1994	2001					
Budget under evaluation	655	Weighted average / year		2	€ Mio	reliability	
Interest (1 to 3)	3	Comment	very strong conclusions in a strategic area Evaluation highlighted as useful and used by the Evaluation Unit				
Criteria	Assessment (-3 to +3)	Robust-ness (1 to 3)	Message				Page
Relevance	-3	3	population growth and the ratio of population to resources have disappeared from country strategies				2
Coherence	1		The EC approach to population is coherent with ICPD and the activities of other donors, but this comes at the cost of not developing an integrated approach.				1
European added value							
Effectiveness							
Sustainability	-3		EC assistance has consisted of emergency measures related to population displacement, and has largely overlooked the concurrent need for interventions offering longer-term solutions to forced migration phenomena				4
Efficiency	-1		see human resources below				
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robust-ness	Message				Page
Integration	3	3	In focusing on SRH/FP issues and HIV/AIDS, the EC has failed to arrive at an integrated approach to population and failed to exploit synergies and links in the context of poverty reduction and sustainable development				1
Ambition	3	1	the EC has too many policy commitments and too many projects relative to its limited staff. One of the result is a lack of forward-looking strategic thinking, a problem exacerbated by the absence of technical specialisation				

Evaluation of Food Aid and Food Security interventions

Report n° 21							
Title	Thematic Evaluation of Food-Aid Policy and Food-Aid management and Special operations in Support of Food Security						
Short title	Evaluation of Food Aid and Food Security interventions						
Full text report	http://ec.europa.eu/europeaid/evaluation/document_index/2004/951657_docs.htm						
Evaluation review							page
Time persp	Retrospective	Type	Theme	By	AIDCO	Weight	0,04
Overall robust-ness rating (1 to 3)	2	Comment	Visits in 10 countries, commitment and payment database, document review and interviews with relevant resource persons in Brussels, questionnaire survey of a sample of 28 Delegations				
The evaluated intervention							
Policy area	Global partner						
Strategic objective	World partnership						
Budgetary heading	21 02Cross-cutting						
Years under evaluation	1997	2002					
Budget under evaluation	13130	Weighted average / year	53	€ Mio	reliability	1	
Interest (1 to 3)	3	Comment	Cross section overview of a range of interventions involving considerable budget resources, and subject to sensitive political debate				
Criteria	Assessment (-3 to +3)	Robust-ness (1 to 3)	Message				Page
Relevance	2	3	The various EC instruments are appropriate in principle to respond to the entire range of assistance needs of recipient countries and to promote a continuous transition from emergency relief to development				4
Coherence	2		Coherence with the broader EC development aid and poverty alleviation framework is rather good.				4
European added value	1		The added value of the instruments is that they create opportunities for multi-actor partnerships and allows for interventions at various administrative and societal levels				4
Effectiveness	2		The impact of the FA and FS interventions was generally positive, especially in terms of avoiding massive humanitarian crises.				6
Sustainability	-2		Most often, food aid programmes have short term effects but no sustainable impact. Long term sustainability of food security programmes is not sure				63
Efficiency	1		The overall efficiency is rated as fair. Efficiency is slightly below average for the indirect food security operations, which has to do with the rather high transaction costs related to the use of the NGO channel.				
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robust-ness	Message				Page
Absorption	2		Budget support effectively serves as leverage for policy dialogue on food security, but efficiency is not always very good because of cumbersome procedures, and sometimes of the limited absorption capacity of the government				5
Exit	1		The phasing-out of direct aid is usually limited to the 'project' interventions and the one-time restocking of strategic grain reserves. Explicit exit-strategies for the long-term components of the multi-annual packages are generally lacking.				6
Integration	1		Sometimes there is no minimum threshold for horizontal themes, or where they exist, they may be set very low				45

Environment and Tropical Forests regulations

Report n° 22							
Title	Evaluation of Environment (2493/2000) and Tropical Forests (2494) regulations						
Short title	Environment and Tropical Forests regulations						
Full text report	http://ec.europa.eu/europeaid/evaluation/document_index/2004/951660_docs.htm						
Evaluation review	2004						287
Time persp	Retrospective	Type	Instrument	By	AIDCO	Weight	0,04
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	External						
Strategic objective	World partnership						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	2	> RY ; p. 55				55
Coherence	1	2	> RY ; p. 67				67
European added value							
Effectiveness	1	2	> RY ; p. 57, 64				57, 64
Sustainability	1	2	> RY : p. 57				57
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Co-financing	2	2	In principle co-funding contributes to efficient implementation of measures in two ways. First, the EC can expect to implement more projects under the same financial framework. Second, individual projects may extend the scope and size of their activities. Either way, the positive effect of co-funding depends upon transparent documentation of how co-funding in excess of the minimum 20 % contribution either translates into extra activities, or into a commensurate decrease in the EC's contribution. During the field phase it was found that transparency was lacking in some cases (owing mostly to the weak formulation of OVIs) and that, in consequence, the existing co-funding arrangements' positive contribution to project efficiency could not be gauged [7]. Furthermore, beneficiaries mostly perceive the co-funding requirement as burdensome since it adds to their administrative burden, and they complained about the inconsistent application of co-funding rules by the Commission Services (e.g. in respect of the acceptance of contributions in kind)				65

Report n° 36							
Title	Evaluation of the EC Country Strategy for Ukraine 1996-2003 (DG AIDCO)						
Short title	EC Country Strategy for Ukraine 1996-2003						
Full text report	http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/2003/951643_docs_en.htm						
Evaluation review	2003						205
Time persp	Retrospective	Type	Cluster	By	RELEX	Weight	0,5
Overall robust-ness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	External						
Strategic objective	World partnership						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assess-ment (-3 to +3)	Robust-ness (1 to 3)	Message				Page
Relevance	-1	1	> RY : p. VI				VI
Coherence	1	1	> RY : p. III, 26				III,26
European added value							
Effectiveness	0	1	> RY p. IV, VII, 21, 44, 58				IV, VII, 21, 44, 58
Sustainability	-1	1	> RY p. III, V				III, V
Efficiency							
Unintended im-pacts							
Areas for learning	Interest (1 to 3)	Robust-ness	Message				Page
Integration	1		> Y : RY p. 27, 55 (negative mess)				27, 55
Decentralisation	1		> AN ; RY p. VII, 38				VII, 38

Evaluation of Transport Interventions Third Countries

Report n° 38							
Title	Evaluation of the European Commission Interventions in the Transport Sector in Third Countries						
Short title	Evaluation of Transport Interventions Third Countries						
Full text report	http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/2004/951655_docs_en.htm						
Evaluation review	2004					page	281
Time persp	Retrospective	Type	Theme	By	RELEX	Weight	0,04
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Global partner						
Strategic objective	World partnership						
Budgetary heading	CCCross-cutting						
Years under evaluation	1995	2001					
Budget under evaluation	5000	Weighted average / year		14	€ Mio	reliability	
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	2	1	Close partnerships between the Commission and government in ACP countries enhanced the relevance of interventions and coherence with national priorities. However, the commitment of partner governments to implementing reforms has been uneven.				Eval Review
Coherence	1	2	A wide measure of agreement on sectoral approach principles exists between donors intervening in the transport sector of ACP countries; this facilitates coordination of their interventions				vii
European added value							
Effectiveness	2	2	considering that the very bad condition of the road network in most ACP countries was, and still is to a large extent, a major obstacle to economic growth, EC interventions in support of the rehabilitation of major roads contribute to wealth creation.				p. 32
Sustainability	-1	2	Outside the ACP region, the Commission's lack of continuous and systematic dialogue on transport policy issues puts the sustainability of its interventions at risk.				Eval Review
Efficiency	2	1	In ACP countries, the EC provided the institutions involved in road sector management with technical assistance aimed at strengthening their capacity to make efficient use of the resources devoted to the sector.				p.26
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Integration	2	2	Although there is a clear link between appropriate transport investments and poverty reduction objectives, cross-cutting aspects with an impact on quality of life, such as environment, gender and safety, require more attention.				Eval Review

Evaluation cooperation with ALA countries

Report n° 92	
Title	Evaluation of the ALA Regulation (Council Regulation (EEC) No 443/92)

Short title	Evaluation cooperation with ALA countries						
Full text report	http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/2002/951614_docs_en.htm						
Evaluation review						page	
Time persp	Retrospective	Type	Theme	By	RELEX	Weight	0,04
Overall robustness rating (1 to 3)	1	Comment	Extremely wide scope, covered by five country visits (10 days each) which were "were more of a consultation process with key actors than an evaluation"				
The evaluated intervention							
Policy area	Global partner						
Strategic objective	World partnership						
Budgetary heading							
Years under evaluation	1993	2000					
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment	Evaluation commissioned with a view towards the preparation of a new regulation. Some of the messages are no longer relevant				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	-2	1	When the horizontal budgetary lines represent a large share, like in Brazil, there is a great risk of incoherence and inefficiencies. The horizontal budgetary lines are not suitable for building long-term partnership relations				68
European added value							
Effectiveness							
Sustainability							
Efficiency	-3	2	Cumbersome decision making process and implementation procedures, which contribute to enormous delays, rigidities and wastes of human resources				6
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Integration	2	2	The CSP should consider all the aspects of the EC cooperation strategies, while presently it focuses on planning the allocation of aid. All the non-aid instruments such as trade, security ... are overlooked.				69
Induction	2	1	Budgetary support is not considered, thus hampering the use of one of the most important means of building co-operation on a sound base of policy dialogue and donors' co-ordination				69

Evaluation of the EC Regional Strategy in Latin America

Report n° 93							
Title	Evaluation of the EC Regional Strategy in Latin America						
Short title	Evaluation of the EC Regional Strategy in Latin America						
Full text report	http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/reports/2005/951661_vol1_fr.pdf						
Evaluation review						page	
Time persp	Retrospective	Type	Cluster	By	RELEX	Weight	0,5
Overall robustness rating (1 to 3)	1	Comment	Very wide evaluation on the basis of one week visits in six countries, plus an "opinion survey". Limited availability of evaluations at lower level				
The evaluated intervention							
Policy area	Global partner						
Strategic objective	World partnership						
Budgetary heading	19 09 01						
Years under evaluation	1996	2003					
Budget under evaluation	3483	Weighted average / year		152	€ Mio	reliability	2
Interest (1 to 3)	1	Comment	An evaluation which cuts across a wide range of interventions Interest in terms of regional integration				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	-2	1	Les ressources octroyées ne sont pas adéquates pour pour répondre aux objectifs d'intégration et de cohésion sociale. En outre, les apports et bénéfices générés sont restreints à certains pays et ne profitent pas à l'ensemble de la région				4
Coherence	-1	1	Il n'y a aucune preuve significative de la mise en place de synergies entre projets et programmes bilatéraux et régionaux en vue de l'intégration de l'Amérique latine				56
European added value	-3	1	Les Latino-américains ne considèrent pas que l'UE dispose d'une stratégie claire. Ils continuent de penser que la stratégie « d'intégration économique régionale » de la CE est très ambiguë et très abstraite				
Effectiveness	2	1	La CE a amplifié les relations entre institutions et organisations des deux régions, et a en même temps renforcé les relations entre les institutions latino-américaines. Les impacts générés sont faibles pour la population.				47
Sustainability	-3	1	La durabilité des bénéfices générés au niveau des programmes régionaux demeure très faible. Cela est du au manque de ressources économiques ainsi que, dans certains cas, au manque de volonté politique des participants et gouvernements				
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Ambition	2	3	Le caractère implicite de la stratégie a empêché d'appliquer de manière systématique et cohérente les principes et positions de la CE dans la région				

EuropeAid evaluation Central Africa

Report n° 106							
Title	Evaluation de la coopération de la Commission européenne avec l'Afrique Centrale -Evaluation de niveau régional						
Short title	EuropeAid evaluation Central Africa						
Full text report	http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/2006/1037_docs_en.htm						
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2006_en.pdf						96
Time persp	Retrospective		Type	Cluster	By	AIDCO	Weight 0,5
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	External						
Strategic objective	World partnership						
Budgetary heading							
Years under evaluation							
Budget under evaluation			Weighted average / year		€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	1	> RY p. 37, 63 (both negative & positive mess)				37, 63
Coherence	-1	1	> RY p/ 44, 64				44, 64
European added value							
Effectiveness	0	1	> RY p. 48, 65				48, 65
Sustainability	-1	1	> RY p. 48, 54, 66				48, 54, 66
Efficiency	-1	1	Screening RY . 48, 65				48, 65
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Co-financing	2		> AK : RY p/ 52				52
Induction	2		> AB : RY p. 54, 59, 63 (negative message)				54, 59, 63

Evaluation of EC Support to Tanzania

Report n° 110							
Title	Evaluation of the European Commission's Support to the United Republic of Tanzania						
Short title	Evaluation of EC Support to Tanzania						
Full text report	http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/2006/824_docs_en.htm						
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2006_en.pdf					page	113
Time persp	Retrospective	Type	Cluster	By	AIDCO	Weight	0,5
Overall robustness rating (1 to 3)	2	Comment	No reservation, quality highly rated by the Evaluation Unit, light cause-and-effect analysis (Full methodological appendix)				
The evaluated intervention							
Policy area	Global partner						
Strategic objective	World partnership						
Budgetary heading	21 03??						
Years under evaluation	2000	2005					
Budget under evaluation	300	Weighted average / year		23	€ Mio	reliability	2
Interest (1 to 3)	2	Comment	Overall assessment at country level in one of the countries receiving the highest financial support. Comparison of various instruments (general support, basket funds...). Highlighted by Evaluation Unit				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	-1	3	The approach to poverty reduction remained implicit, which is negatively assessed. The EC is therefore unable to explain and justify why a low or very low priority is given to the issues of equity and vulnerability.				
Coherence	2	1	The Tanzanian innovative approach to harmonised policy dialogue is unquestionably effective, and the EC Delegation has made important contributions in this respect				IV
European added value							
Effectiveness	2	1	Most expected progress has occurred, with exceptions in two areas: quality of education, and corruption. Significant progress has been made in areas like macro-economic stability, enrolment in education, health and access to water.				V
Sustainability	-1	2	Although the EC has wisely connected substantial financial support to progress towards policy reforms, its involvement in the multilateral policy dialogue has not always succeeded in ensuring consistency in development partners' actions. This inconsistency has resulted in under-effectiveness in areas like education and agriculture				v
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Ambition	2	3	The current approach to strategy making does not achieve to concentrate efforts. It does not favour forward-looking approaches. It does not clarify how the EC is to actually tackle poverty. It increases the transaction costs borne by the Government.				VI
Incentives	3	1	Budget support and the "variable tranche" mechanism offer a good compromise between the need to increase financial aid and the principle of progress-related support				VI

Evaluation of General Budget Support

Report n° 111								
Title	Joint Evaluation of General Budget Support: Burkina Faso, Malawi, Mozambique, Nicaragua, Rwanda, Uganda, and Vietnam Country evaluations							
Short title	Evaluation of General Budget Support							
Full text report	http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/2006/705_docs_en.htm							
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2006_en.pdf					page	94	
Time persp	Retrospective		Type	Theme	By	AIDCO	Weight	0,04
Overall robustness rating (1 to 3)	2	Comment						
The evaluated intervention								
Policy area	Global partner							
Strategic objective	World partnership							
Budgetary heading	21 03??							
Years under evaluation								
Budget under evaluation		Weighted average / year			€ Mio	reliability		
Interest (1 to 3)	3	Comment						
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page	
Relevance	3	2	In all cases, PGBS was a relevant response to the context. It has evolved and become more relevant over time. The political context has tended to be less well analysed and adapted to than other elements of the context.				41	
Coherence	2	2	PGBS tends to enhance the country-level quality of aid as a whole, through its direct and indirect effects on coherence, harmonisation and alignment.				Evaluation review	
European added value								
Effectiveness	2	1	Provision of discretionary funds through national budget systems has produced systemic effects on capacity, particularly capacity in public finance management. PGBS's effectiveness in reducing poverty depends on the quality of the strategy that it support				Evaluation review	
Sustainability		2	The characteristic objectives of PGBS are long-term and it is therefore important to reduce the risks of interruptions in support				Evaluation review	
Efficiency	2	1	Where PGBS has increased discretionary funding there have been clear gains in allocative and operational efficiency. Non-PGBS modalities have also benefited from some of these efficiency gains					
Unintended impacts		2	The evaluation did not find adverse effects that outweighed the benefits of PGBS, but all these risks need to be taken into account in the design of PGBS (and of other aid).				Evaluation review	
Areas for learning	Interest (1 to 3)	Robustness	Message				Page	
Induction	2	3	PGBS can have the anticipated effects on ownership and the strengthening of systems. Donors have not been effective in imposing policy prescriptions that partner countries do not subscribe to, but there are numerous examples of governments and donors colla				53/62	
Leverage	2	2	The prospect of funds to finance policies could provide an incentive for policy review and development that is otherwise lacking. A more open and transparent policy and budgeting process could encourage participation by a wider set of interest groups, wit				60	

Evaluation de la coopération de la CE et de la France avec le Mali

Report n° 115								
Title	Evaluation conjointe de la coopération de la Commission européenne et de la France avec le Mali							
Short title	Evaluation de la coopération de la CE et de la France avec le Mali							
Full text report	http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/2006/991_docs_en.htm							
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2006_en.pdf						103	
Time persp	Retrospective		Type	Cluster	By	AIDCO	Weight	0,5
Overall robustness rating (1 to 3)	2	Comment						
The evaluated intervention								
Policy area	External							
Strategic objective	World partnership							
Budgetary heading	21 03??							
Years under evaluation								
Budget under evaluation		Weighted average / year			€ Mio	reliability		
Interest (1 to 3)	1	Comment						
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message					Page
Relevance	2	2	Les stratégies française et communautaire sont globalement pertinentes au regard des besoins du pays et des priorités exprimées par le gouvernement malien. Elles se concentrent sur des secteurs correspondant à des besoins fondamentaux pour le pays.					Eval review
Coherence	1	2	Les complémentarités entre les interventions de la Commission et celles de la France sont nombreuses mais s'observent essentiellement au sein de mêmes secteurs d'intervention. Par ailleurs, ces complémentarités donnent rarement lieu à de véritables synergies entre les deux coopérations.					Eval review
European added value								
Effectiveness	1	2	Dans la majorité des secteurs d'intervention, les résultats attendus ont été atteints. L'impact des interventions s'avère limité dans les domaines de la décentralisation ou la santé. La contribution à l'objectif ultime de réduction de la pauvreté est apparemment limitée					Eval review
Sustainability	-1	2	Dans d'autres domaines, tels que celui des transports routiers, la durabilité des interventions de la Commission et de la France est mise en cause ; elle dépend, entre autres, de la qualité du partenariat entretenu par les deux donateurs avec les autorités maliennes.					Eval review
Efficiency	1	2	Les instruments correspondants à une approche projet ont rencontré plus de difficultés de mise en oeuvre que ceux correspondant à l'approche appui budgétaire avec laquelle elle est toutefois largement complémentaire.					50
Unintended impacts								
Areas for learning	Interest (1 to 3)	Robustness	Message					Page
Induction	1	2	L'aide a également permis de crédibiliser les collectivités territoriales, en informant les élus à la gestion des affaires communales, et en contribuant, à travers l'Agence Nationale d'Investissement des Collectivités Territoriales (ANICT), à leur équipement en infrastructures socio-économiques et en services de base.					34

Evaluation of the European Assistance to Third Countries Supporting Good Governance

Report n° 200							
Title	Thematic evaluation of the European Assistance to Third Countries Supporting Good Governance (19 11/21 04)						
Short title	Evaluation of the European Assistance to Third Countries Supporting Good Governance						
Full text report	http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/2006/884_docs_en.htm						
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2006_en.pdf						100
Time persp	Retrospective	Type	Theme	By	RELEX	Weight	0,04
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	External						
Strategic objective	World partnership						
Budgetary heading	21 04						
Years under evaluation	2000	2006					
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	2	The EC has made efforts to ensure that capacity building activities respond to genuine needs. Its track record in providing capacity support for governance is mixed. The local environment, which constitutes a determinant factor for effective support, is not always properly assessed. This tends to dilute the potential effects of capacity building initiatives.				
Coherence	-1	3	When dealing with partner countries, the EC displays three main identities: political player, development agency and major donor administration. However, convergence between these three identities is not evident				Evaluation review
European added value							
Effectiveness	1	2	The EC is contributing to achieving general and region-specific governance objectives but impact on systemic change is uncertain				7
Sustainability							
Efficiency							
Unintended impacts	im-						
Unintended impacts	im-						

Impact assessment EU-Caribbean Partnership

Report n° 240						
Title	Impact assessment related to the Communication from the commission to the council, The European Parliament and the European Economic and Social Committee An EU-Caribbean Partnership for Growth, Stability and Development					
Short title	Impact assessment EU-Caribbean Partnership					
Full text report	http://ec.europa.eu/governance/impact/docs/ia_2006/sec_2006_0268_en.pdf					
Evaluation review						
Time persp	Prospective	Type	Theme	By	AIDCO	Weight
Overall robustness rating (1 to 3)	1	Comment				
The evaluated intervention						
Policy area	External					
Strategic objective	World partnership					
Budgetary heading						
Years under evaluation						
Budget under evaluation		Weighted average / year		€ Mio	reliability	
Interest (1 to 3)	1	Comment				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message			Page
Relevance	0	1	> RY p. 4			4
Coherence						
European added value						
Effectiveness	-1	1	> RY p. 5			5
Sustainability						
Efficiency						
Unintended impacts						
Areas for learning	Interest (1 to 3)	Robustness	Message			Page
Integration	1		> Y : RY p. 6, 8			6, 8

Impact assessment aid to education

Report n° 244						
Title	Ex ante Evaluation (including Extended Impact Assessment) for a new Programme of Co-operation with third countries in the field of education (2009-2013)					
Short title	Impact assessment aid to education					
Full text report	http://ec.europa.eu/education/programmes/mundus/doc/sec949_en.pdf					
Evaluation review						
Time persp	Prospective	Type	Theme	By	EAC	Weight
Overall robustness rating (1 to 3)	1	Comment				
The evaluated intervention						
Policy area	External					
Strategic objective	World partnership					
Budgetary heading						
Years under evaluation						
Budget under evaluation		Weighted average / year		€ Mio	reliability	
Interest (1 to 3)	1	Comment				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message			Page
Relevance	-1	1	> RY p. 9, 11			9, 11
Coherence	1	1	> RY p. 19			19
European added value	1	1	> RY p. 17			17
Effectiveness	1	1	> RY p. 25 (negative & positive mess)			25
Sustainability						
Efficiency						
Unintended impacts	-1	1	> RY p. 28			28
Areas for learning	Interest (1 to 3)	Robustness	Message			Page
Induction	1		> AB/ RY p. 25			25
Decentralisation	1		> AN : Y p. 41 (neutral mess)			41

Impact assessment Strategy for Africa

Report n° 524							
Title	Impact Assessment: Communication from the Commission "EU Strategy for Africa"						
Short title	Impact assessment Strategy for Africa						
Full text report	http://ec.europa.eu/governance/impact/docs/ia_2005/sec_2005_1255_en.pdf						
Evaluation review							
Time persp	Prospective	Type	Programme	By	AIDCO	Weight	0,2
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	External						
Strategic objective	World partnership						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	1	1	> RY p. 3, 5 (negative & positive mess)				3, 5
European added value							
Effectiveness							
Sustainability							
Efficiency							
Unintended impacts							

Impact assessment Infrastructure Africa

Report n° 525							
Title	Impact Assessment related to the Communication from the Commission to the Council and the European Parliament Interconnecting Africa: the EU-Africa Partnership on Infrastructure						
Short title	Impact assessment Infrastructure Africa						
Full text report	http://ec.europa.eu/governance/impact/docs/ia_2005/sec_2005_1255_en.pdf						
Evaluation review							
Time persp	Prospective	Type	Programme	By	AIDCO	Weight	0,2
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	External						
Strategic objective	World partnership						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	1	1	> RY p. 3, 5				3, 5
European added value							
Effectiveness							
Sustainability	1	1	> RY p. 3				3
Efficiency	-1	1	> RY p. 4				4
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Induction	1		> AB : RY p. 5				5
Engineering	1		> AH : RY p. 6				6

Impact assessment Neighbourhood Policy

Report n° 614							
Title	European Neighbourhood Policy						
Short title	Impact assessment Neighbourhood Policy						
Full text report	http://ec.europa.eu/governance/impact/docs/ia_2006/sec_2006_1504_en.pdf						
Evaluation review							
Time persp	Prospective	Type	Cluster	By	RELEX	Weight	0,15
Overall robust-ness rating (1 to 3)	11	Comment					
The evaluated intervention							
Policy area	External						
Strategic objective	World partnership						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness	1	1	> RY p. 3				3
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Integration	1		> Y : RY p. 2 (negative mess)				2
Induction	1		> AB : RY p. 6				6

Impact assessment Chile

Report n° 615							
Title	Sustainability Impact Assessment of the Trade Aspects of Negotiations for an Association Agreement between the European Communities and Chile						
Short title	Impact assessment Chile						
Full text report	http://trade.ec.europa.eu/doclib/docs/2006/september/tradoc_112388.pdf						
Evaluation review							
Time persp	Prospective	Type	Programme	By	TRADE	Weight	0,2
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	External						
Strategic objective	World partnership						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness	0	1	> RY p. 12				12
Sustainability							
Efficiency							
Unintended impacts	-2	1	> Y p. 13, 217				13, 217
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Integration	2		> Y : Y 13-14 (negative mess)				13-14

ECHO's Strategic Orientation to Disaster Reduction

Report n° 29							
Title	Evaluation of ECHO's Strategic Orientation to Disaster Reduction and ECHO's Disaster Preparedness, Prevention and Mitigation Actions						
Short title	ECHO's Strategic Orientation to Disaster Reduction						
Full text report	http://ec.europa.eu/echo/pdf_files/evaluation/2003/disaster_main_report.pdf						
Evaluation review	2003						246
Time persp	Retrospective	Type	Theme	By	ECHO	Weight	0,04
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	External						
Strategic objective	World partnership						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	0	2	> RY : p. 5, 16				5, 16
European added value							
Effectiveness	1	2	> RY : p. 5				5
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Decentralisation	2		> AN : RY p. 5				5
Integration	2		> Y ; RY p. 10				10

Evaluation of ECHO's Reaction to Serious Drought Situations

Report n° 132							
Title	Evaluation of ECHO's Reaction to Serious Drought Situations (Kenya, Ethiopia, Afghanistan & Central America)						
Short title	Evaluation of ECHO's Reaction to Serious Drought Situations						
Full text report	http://ec.europa.eu/echo/pdf_files/evaluation/2002/drought_global_exec_sum.pdf						
Evaluation review						page	
Time persp	Retrospective	Type	Theme	By	ECHO	Weight	0,04
Overall robustness rating (1 to 3)	1	Comment	Country visits and interviews. In-country field visits limited because of insecurity, transport constraints and limited time				
The evaluated intervention							
Policy area	Global partner						
Strategic objective	World partnership						
Budgetary heading	23 02 01						
Years under evaluation	2000	2002					
Budget under evaluation	141	Weighted average / year		1	€ Mio	reliability	2
Interest (1 to 3)	2	Comment	Recent and conclusive approach to an important issue				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	3	1	The objectives and targeting were highly relevant. The overall strategy was appropriate for the drought response				
Coherence							
European added value							
Effectiveness	3	2	all instruments assessed as effective with almost no restriction				
Sustainability	3	1	Improvement of food security in the households, through the implementation of agricultural and livestock coping mechanisms and income generating activities, allowed the communities to be better prepared for new drought crises				
Efficiency	-2	1	Absence of local purchase lengthens the transport and renders the food supply more expensive (derived from a recommendation)				
Unintended impacts	-2	1	Absence of local purchase creates disincentives to the local food production (derived from a recommendation)				

Evaluation of ECHO's interventions in the Federal Republic of Yugoslavia (Serbia)

Report n° 133							
Title	Evaluation of ECHO's interventions in the Federal Republic of Yugoslavia (Serbia)						
Short title	Evaluation of ECHO's interventions in the Federal Republic of Yugoslavia (Serbia)						
Full text report	http://ec.europa.eu/echo/pdf_files/evaluation/2003/serbia_synthesis.pdf						
Evaluation review	2003					page	244
Time persp	Retrospective	Type	Programme	By	ECHO	Weight	0,6
Overall robust-ness rating (1 to 3)	1	Comment	Seems to be mainly visits and interviews. One limitation mentioned: progressive closing of operations and subsequent turnover of knowledgeable partners staff proved to be a constraint for comprehensive field assessment				
The evaluated intervention							
Policy area	Global partner						
Strategic objective	World partnership						
Budgetary heading	23 02 01						
Years under evaluation	2000	2002					
Budget under evaluation	20	Weighted average / year		2	€ Mio	reliability	2
Interest (1 to 3)	2	Comment	The support addressed a severe humanitarian challenge in a neighbour country, in a politically sensitive context				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	2	1	ECHO was the only donor of importance to assist in the whole of Serbia: persons with disabilities, where unmet needs were plenty after years of neglect				4
Coherence	-2	1	The lack of regional synergy with other Commission instruments or return programmes were obstacles which were overcome through working with other appropriate partners.				5
European added value							
Effectiveness	3	1	Supporting return of refugees in Serbia has contributed to the regional stabilisation process. Shelter projects significantly reduced the number of aid dependent beneficiaries, which has by far the largest numbers of refugees in Europe				5
Sustainability	-1	1	see exit strategy below				
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Exit			there was no 'phase out strategy' as such, with precise benchmarks and pre-defined criteria				

ECHO evaluation Congo

Report n° 136							
Title	Evaluation of ECHO's actions in the Democratic Republic of Congo						
Short title	ECHO evaluation Congo						
Full text report	http://ec.europa.eu/echo/pdf_files/evaluation/2001/drc1.pdf						
Evaluation review							
Time persp	Retrospective	Type	Programme	By	ECHO	Weight	0,6
Overall robust-ness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	External						
Strategic objective	World partnership						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	1	> RY p. 13, 15, 27 (negative & positive mess)				13, 15, 27
Coherence	1	1	> RY p. 22				22
European added value							
Effectiveness	1	1	> RY p. 16, 24				16, 24
Sustainability	-2	1	> Y p. 28				28
Efficiency	0	1	> RY p. 18, 19, 27				18, 19, 27
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Induction	1		> AB : RY p. 29, 32 (negative mess)				29,32
Decentralisation	1		> AN : RY p. 28 (negative mess)				28

Evaluation of DG ECHO

Report n° 138							
Title	Evaluation of the Directorate-General for Humanitarian Aid (DG ECHO)						
Short title	Evaluation of DG ECHO						
Full text report	http://ec.europa.eu/echo/pdf_files/evaluation/2006/dg_echo.pdf						
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2006_en.pdf						183
Time persp	Retrospective	Type	Cluster	By	ECHO	Weight	0,5
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	External						
Strategic objective	World partnership						
Budgetary heading	23 02Cross-cutting						
Years under evaluation	2000	2005					
Budget under evaluation	2715	Weighted average / year		204	€ Mio	reliability	2
Interest (1 to 3)	3	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	-1	2	Many forgotten crises need a political solution. The UN and the EU should take common initiatives to find sustainable solutions to these crises. Without a political solution, the humanitarian aid organisations will continue to pay the bill for a lack of decisions.				22
Coherence	3	2	No formal coherence and no formal coordination exists between the 25 EU Member States in humanitarian aid policy and activities. The 25 EU Member States have not concluded any common agreement on cooperation or concertation of their bilateral humanitarian aid.				15
European added value	3	2	Bilateral humanitarian aid focuses on the more visible and more political disasters that are in line with political priorities. DG ECHO's humanitarian aid to the less visible and unattractive forgotten crises allows the Member States' bilateral aid to respond to the so-called "CNN-Crises".				17
Effectiveness							
Sustainability							
Efficiency	-1	2	DG ECHO is too bureaucratic				17
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Leverage	2	2	DG ECHO pays a lot of attention to the process of good cooperation with NGOs. DG ECHO has invested in quality improvements for NGOs, and has invested to develop the NGOs and sees them as "Partners".				28
Decentralisation	2	2	DG ECHO practices a centralised approach. DG ECHO's offices have no power of decision. DG ECHO follows a policy of separation on matters affecting the management and implementation of operations from the Commission's Delegations. DG ECHO's field structure should be integrated in the Delegations, also for efficiency reasons				21

ECHO evaluation MERCOSUR

Report n° 140						
Title	The Evaluation of Risks, Vulnerabilities and Response Capacity in the Mercosur Countries and Associated Country Chile EX ANTE EVALUATION REPORT					
Short title	ECHO evaluation MERCOSUR					
Full text report						
Evaluation review						
Time persp	Prospective	Type	Theme	By	ECHO	Weight
Overall robustness rating (1 to 3)	1	Comment				
The evaluated intervention						
Policy area	External					
Strategic objective	World partnership					
Budgetary heading						
Years under evaluation						
Budget under evaluation		Weighted average / year		€ Mio	reliability	
Interest (1 to 3)	1	Comment				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message			Page
Relevance	1	1	> RY p. iv, v			iv, v
Coherence	0	1	> RY p. vi			vi
European added value	1	1	> RY p. vi			vi
Effectiveness						
Sustainability	0	1	> RY p. v			v
Efficiency						
Unintended impacts						

ECHO evaluation UNICEF

Report n° 150							
Title	Evaluation of ECHO's Co-operation with UNICEF and UNICEF Activities funded by ECHO						
Short title	ECHO evaluation UNICEF						
Full text report	http://ec.europa.eu/echo/pdf_files/evaluation/2003/unicef_report.pdf						
Evaluation review							
Time persp	Retrospective	Type	Programme	By	ECHO	Weight	0,6
Overall robust-ness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	External						
Strategic objective	World partnership						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robust-ness (1 to 3)	Message				Page
Relevance	1	1	> RY p. 4 (iii)				4 (iii)
Coherence	1	1	> RY p. 3, 5 (XV)				3, 5(XV)
European added value							
Effectiveness	1	1	> RY p. 8(xxxiv), 42, (107)				8(xxxiv), 42, (107)
Sustainability	-1	1	> RY p. 4, 5(xvi), 30, (55)				4, 5(xvi), 30, (55)
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robust-ness	Message				Page
Induction	1		> AB : RY p. 30, (55) (negative mess)				30, (55)
Co-financing	1		> AK : RY p. 4(viii)				4(viii)

Evaluation of the partnership with UNHCR

Report n° 313									
Title	Evaluation of the partnership between DG ECHO and the UNHCR and of UNHCR activities funded by DG ECHO								
Short title	Evaluation of the partnership with UNHCR								
Full text report	http://ec.europa.eu/echo/pdf_files/evaluation/2005/UNHCR_Evaluation_Final_Report.pdf								
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2005_en.pdf							page	209
Time persp	Retrospective		Type	Programme	By	ECHO	Weight	0,6	
Overall robustness rating (1 to 3)	1	Comment	No available methodological explanation. The evidence base seems to be limited to interviews in and documents of the UNHCR. Legitimacy of assessments is unclear						
The evaluated intervention									
Policy area	Global partner								
Strategic objective	World partnership								
Budgetary heading	23 02 01								
Years under evaluation	2002	2004							
Budget under evaluation	100	Weighted average / year			16	€ Mio	reliability	1	
Interest (1 to 3)	2	Comment	Evaluation of one of the main international partnerships of the EC						
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message						Page
Relevance	2	1	see 'shared expenditures' below						
Coherence	-2	1	Coordination of the international assistance by UNHCR is a most valuable factor for ECHO and other donors. ECHO contracting practices did not always support UNHCR's authority, which remains a concern.						3
European added value	-1	1	Projects such as funding protection posts or security improvements do not meet the principle of subsidiarity as they can (and therefore should) be funded by ECHO Geographical Units						39
Effectiveness									
Sustainability									
Efficiency									
Unintended impacts									
Areas for learning	Interest (1 to 3)	Robustness	Message						Page
Induction	2	1	For EC to be an influential actor in the overall humanitarian community it has to channel significant and sustained funding to correct what it perceives to be shortcomings in its major partners, and to promote a high-level dialogue.						39
Induction	-1	1	ECHO's influence on large UN agencies is limited, when compared to the European level of funding and humanitarian tradition.						41

ECHO evaluation Korea

Report n° 314							
Title	Evaluation of DG ECHO Financed Actions in the People's Democratic Republic of Korea from 2001 to 2003						
Short title	ECHO evaluation Korea						
Full text report	http://ec.europa.eu/echo/pdf_files/evaluation/2005/DPRKreport.pdf						
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2005_en.pdf						212
Time persp	Retrospective	Type	Programme	By	ECHO	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	External						
Strategic objective	World partnership						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	2	> RY p. 25				25
Coherence							
European added value	1	2	> RY p. 29				29
Effectiveness	1	2	> RY p. 19, 31				19, 31
Sustainability	-1	2	> RY p. 25, 35, 45				25, 35, 45
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Induction	1		> AB : RY p. 42				42

Evaluation of DG ECHO financed operations relating to the Darfur crisis

Report n° 317							
Title	Evaluation of DG ECHO financed operations relating to the Darfur crisis						
Short title	Evaluation of DG ECHO financed operations relating to the Darfur crisis						
Full text report	http://ec.europa.eu/echo/pdf_files/evaluation/2006/darfur_final.pdf						
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2006_en.pdf					page	179
Time persp	Retrospective	Type	Programme	By	ECHO	Weight	0,6
Overall robustness rating (1 to 3)	2	Comment	Evidence base = secondary data review, 12 site visits, 222 interviews within agencies and NGOs				
The evaluated intervention							
Policy area	Global partner						
Strategic objective	World partnership						
Budgetary heading	23 02 01						
Years under evaluation	2003	2006					
Budget under evaluation	101	Weighted average / year		15	€ Mio	reliability	2
Interest (1 to 3)	3	Comment	Evaluation of the most recent practice applied in a highly challenging context				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	2	Assistance was relevant and well targeted to vulnerable groups, although "it did not seriously begin addressing the Darfur crisis for nearly a year"				37
Coherence	1	2	Coordination in Darfur was generally much smoother than in recent acute natural disasters, but there is too little prior consultation and coordination (better termed co-programming) by donors				40
European added value							
Effectiveness	2	2	EC reached its objective of saving lives in the first year. Now, attempting to cover all critical needs in all sectors and geographical areas may dilute EC's effectiveness				
Sustainability							
Efficiency	-2	2	NGOs unduly assume that the EC is requesting very high quality standards. The results, ethically dubious, are that resources are allocated to meeting overambitious objectives, that would have done greater good for a larger number of beneficiaries.				39
Unintended impacts							

Evaluation of disaster preparedness LA

Report n° 324							
Title	Evaluation des plans d'action en matière de "disaster preparedness" dans la Communauté andine						
Short title	Evaluation of disaster preparedness LA						
Full text report	http://ec.europa.eu/echo/pdf_files/evaluation/2001/dipecho1.pdf						
Evaluation review							
Time persp	Retrospective	Type	Programme	By	ECHO	Weight	0,6
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	External						
Strategic objective	World partnership						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	-1	1	> RY p. 4, 19, 20				4, 19, 20
European added value							
Effectiveness	1	1	> RY p. 18				18
Sustainability	0	1	> RY p. 21, 23				21, 23
Efficiency	-1	1	> RY p. 4				4
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Integration	2		> Y : Y p. 22				22
Induction	1		> AB : RY p. 15				15

Evaluation of ECHO's cooperation with Red Cross and Red Crescent

Report n° 331							
Title	Evaluation of ECHO's cooperation with the International Federation of Red Cross and Red Crescent Societies (IFRC) and IFRC activities funded by ECHO, including the partnership and activities with certain EU Red Cross National Societies						
Short title	Evaluation of ECHO's cooperation with Red Cross and Red Crescent						
Full text report	http://ec.europa.eu/echo/pdf_files/evaluation/2006/cicr_final_en.pdf						
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2005_en.pdf					page	377
Time persp	Retrospective	Type	Programme	By	ECHO	Weight	0,6
Overall robustness rating (1 to 3)	1	Comment	Evidence base = secondary data review, 6 country visits, interviews inside and outside partner organisations				
The evaluated intervention							
Policy area	Global partner						
Strategic objective	World partnership						
Budgetary heading	23 02 01						
Years under evaluation	1998	2005					
Budget under evaluation	240	Weighted average / year		16	€ Mio	reliability	1
Interest (1 to 3)	2	Comment	Recent evaluation of the cooperation with a key partner				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	1	Preserving the humanitarian space is a prominent idea throughout ECHO and the ICRC's work together. However, it could be established as a clear objective of the partnership.				44
Coherence							
European added value							
Effectiveness							
Sustainability							
Efficiency	0	1	Red Cross' costs are much higher than a number of other NGOs, but it is impact of operations against budget that gives a clearer idea about the efficiency				
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page

Evaluation Phare grant scheme

Report n° 30							
Title	Thematic evaluation : Phare grant scheme review						
Short title	Evaluation Phare grant scheme						
Full text report	http://ec.europa.eu/enlargement/pdf/financial_assistance/phare/fv_zz_gsr_03083_e3_120704_en.pdf						
Evaluation review	2004					page	294 ?
Time persp	Retrospective	Type	Theme	By	ELARG	Weight	0,04
Overall robust-ness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Global partner						
Strategic objective	World partnership						
Budgetary heading	22 02 05 01						
Years under evaluation	1999	2003					
Budget under evaluation	6,2	Weighted average / year		0	€ Mio	reliability	1
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	2	1,5	Grant schemes programming and design are good and increasingly based on needs analysis				17
Coherence							
European added value							
Effectiveness	1	2	Effectiveness of Phare GS has two aspects : achievement of GS objectives which is not fully satisfactory and secondly, the wider facilitation of CCs to successfully prepare for absorption of SF measures at accession which is is satisfactory.				18
Sustainability							
Efficiency	-2	2	The funding of GS involves many more stakeholders than the theory suggests. It puts an important burden over the administration of the candidate countries, which bears no relation with the amounts distributed.				20
Unintended impacts							

Phare agriculture sector review

Report n° 31							
Title	Thematic evaluation : Phare agriculture sector review						
Short title	Phare agriculture sector review						
Full text report	http://ec.europa.eu/enlargement/pdf/financial_assistance/phare/fv_zz_agr_03077_e3_030604_en.pdf						
Evaluation review	2003						294 ?
Time persp	Retrospective	Type	Theme	By	ELARG	Weight	0,04
Overall robust-ness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	External						
Strategic objective	World partnership						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robust-ness (1 to 3)	Message				Page
Relevance	-1	2	> RY ; p 11				11
Coherence							
European added value							
Effectiveness	-1	2	> RY : p. 7, 13, 16				7, 13, 16
Sustainability							
Efficiency	-1	2	> RY : p. 5, 12				5, 12
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robust-ness	Message				Page
Induction	2		> AB ; Y p. 41 (negative mess)				41
Co-financing	2	2	one of the CCs did appear to have real difficulty in raising finance for project co-financing, and this may have reflected wider problems of tax collection and borrowing ability				36
Decentralisation	1		> AN : Yp. III (neutral mess)				III

Evaluation of Twinning

Report n° 32							
Title	Thematic evaluation : Second generation Twinning						
Short title	Evaluation of Twinning						
Full text report	http://ec.europa.eu/enlargement/pdf/financial_assistance/institution_building/dg_enlargement_report_from_pre_accession_to_accession_en.pdf						
Evaluation review	2004					page	294 ?
Time persp	Retrospective	Type	Instrument	By	ELARG	Weight	0,04
Overall robustness rating (1 to 3)	1	Comment	Synthesis of the evaluations of 86 twinings. Essentially a desk study with the same robustness as the evaluations of the projects (which were not supposed to analyse twinings)				
The evaluated intervention							
Policy area	Global partner						
Strategic objective	World partnership						
Budgetary heading	22 02 05 01						
Years under evaluation	1999	2002					
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	3	1	Twinning has been highly relevant to pre-accession priorities				
Coherence							
European added value							
Effectiveness	1	1	With the second generation of twinning, the tendency is for increasingly satisfactory performance.				
Sustainability	-2	1	Sustainability is at risk. Unless accompanied by widespread reform in public administration, twinings risk building candidate country structures on very shaky foundations				ii
Efficiency	-2	1	Efficiency of Twinning Light is limited by complex procedures				
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Ambition	1	1	Twinning achieves most within a strategically managed environment				15

Phare-funded participation in Community programme

Report n° 33							
Title	Thematic evaluation : Phare-funded participation of candidate countries in Community programme						
Short title	Phare-funded participation in Community programme						
Full text report	http://ec.europa.eu/enlargement/pdf/financial_assistance/phare/fv_zz_cpr_03084_en.pdf						
Evaluation review	2004						294
Time persp	Retrospective	Type	Theme	By	ELARG	Weight	0,04
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	External						
Strategic objective	World partnership						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	1		> RY : p. 17				17
European added value	1	2	> RY : p. 18				18
Effectiveness	1	2	> RY : p. 23, 25				23, 25
Sustainability							
Efficiency	0	2	> Y : p. 31				31
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Decentralisation	1		> AN : Y p. III, 18, 21, 30 (neutral mess)				III, 18, 21, 30
Leverage	2	2	The FP, LIFE Environment and MAP Community Programmes have opened the door to greater direct involvement of the private sector in research and innovation activities. However this area remains comparatively weak due to the small private sector in the Candidate Countries and the lack of private sector funding available for co-funding research and development activities.				26
Induction	2		> AB : Y p. 17, 19, 27, 33 (both negative & positive mess)				17, 19, 27, 33

Thematic evaluation on cross-border co-operation in Accession Countries

Report n° 34							
Title	Thematic evaluation : Cross-border co-operation						
Short title	Thematic evaluation on cross-border co-operation in Accession Countries						
Full text report	http://ec.europa.eu/enlargement/pdf/financial_assistance/phare/fv_zz_cbc_0381_en.pdf						
Evaluation review	2004					page	294 ?
Time persp	Retrospective	Type	Theme	By	ELARG	Weight	0,04
Overall robustness rating (1 to 3)	2	Comment	Database of project reports and evaluations, 75 interviews with managers, Interviews with 41 project promoters in 7 cross-border programmes				
The evaluated intervention							
Policy area	Global partner						
Strategic objective	World partnership						
Budgetary heading	22 02 03						
Years under evaluation	1999	2003					
Budget under evaluation	650	Weighted average / year		4	€ Mio	reliability	2
Interest (1 to 3)	2	Comment	Recent and in-depth evaluation of a widely used instrument				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value	3	2	Cross-border projects are often the first of their type in the localities reached. They can (and often do) provide the applicants with new ways to express their creativity and endeavour in a cross-border environment				II
Effectiveness	2	2	Beneficiary regions are in a stronger position to access funding under the mainstream Structural Funds.				I
Sustainability	0	2	People to people and business to business contacts tend to continue after project terminatoin. On the contrary, Phare supported events can barely be repeated, due to a lack of alternative funding (e.g. advertising and sponsorship revenue).				III
Efficiency							
Unintended impacts	2	2	Good practice of transparent tendering, selection and procurement have been disseminated to a wide range of actors				
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Leverage	2		Repeating Phare supported events without Phare support requires that an alternative funding is found, but it may take several years of repeating the same or similar event before it becomes embedded locally and capable to leverage alternative funding.				III
Decentralisation	2		The decentralised approach and the involvement of local NGOs and private sector organisations ensured that knowledge and experience is retained at the local level and can be mobilised for post-accession instruments				III
Flexibility	2		One of the main failings is that the "Joint Small Project Funds" has been a successful demand-led instrument, whilst the EC had not the flexibility to respond with additional finance				II

Evaluation of assistance to Western Balkans

Report n° 37							
Title	Evaluation of the assistance to Western Balkan countries under Regulation 2666/2000 (CARDS)						
Short title	Evaluation of assistance to Western Balkans						
Full text report	http://ec.europa.eu/europeaid/evaluation/reports/cards/951651_vol1.pdf						
Evaluation review	2004					page	265
Time persp	Retrospective	Type	Cluster	By	RELEX	Weight	0,5
Overall robust-ness rating (1 to 3)	1	Comment	Desk analysis plus 5 days of individual and group interviews in each capital city (national government counterparts, civil society representatives, Member State representatives)				
The evaluated intervention							
Policy area	Global partner						
Strategic objective	World partnership						
Budgetary heading	22 02 05 02						
Years under evaluation	2000	2004					
Budget under evaluation	3200	Weighted average / year		256	€ Mio	reliability	2
Interest (1 to 3)	3	Comment	Recent and conclusive evaluation of a cluster of important programmes in a highly challenging context				
Criteria	Assessment (-3 to +3)	Robust-ness (1 to 3)	Message				Page
Relevance	3	3	CARDS may respond to most needs, from post-conflict reconstruction to building democratic states, boosting economic development, regional integration and trade, including the prospect of EU integration				30
Coherence	3	3	Good practice in collaboration with EIB, EBRD, and International Financial Institutions. Good coordination with Member States				46, 56
European added value	-2	2	direct support to investment is a key factor in enhancing consensus and commitment towards reforms, but CARDS has no specific comparative advantage for public and private investment promotion.				31
Effectiveness	1	1	CARDS played a key role in the areas of refugees, asylum, border management, police, local governments, trade, and environment. There are weak outcomes in the areas of protection of minorities, gender, democracy and civil society development.				36,43, 49
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robust-ness	Message				Page
Decentralisation	3	2	There is a low level of participation and ownership by the recipient institutions, both in programming and execution, which is mainly due to the centralised nature of CARDS				30
Flexibility	1	2	The EC approach to strategy-making and programming is considered too rigid or too general both by the recipients and the management bodies.				55
Engineering	1	2	Support to SMEs is strong in some countries or entities. There is significant good practice in collaboration between the European Agency for Reconstruction and EIB-EBRD.				55

Impact assessment PHARE mechanisms

Report n° 120						
Title	Ex Ante Evaluation of Programming Mechanisms for PHARE in 2004 and beyond					
Short title	Impact assessment PHARE mechanisms					
Full text report						
Evaluation review						
Time persp	Prospective	Type	Instrument	By	ELARG	Weight
Overall robustness rating (1 to 3)	1	Comment				
The evaluated intervention						
Policy area	External					
Strategic objective	World partnership					
Budgetary heading						
Years under evaluation						
Budget under evaluation		Weighted average / year		€ Mio	reliability	
Interest (1 to 3)	1	Comment				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message			Page
Relevance	-1	1	> RY p. iv, 25			iv, 25
Coherence	-1	1	> RY p. 11, 32			11,32
European added value						
Effectiveness						
Sustainability						
Efficiency	-1	1	> RY p. v			v
Unintended impacts						
Areas for learning	Interest (1 to 3)	Robustness	Message			Page
Decentralisation	1		> AN: RY p. 15 (negative mess)			15
Induction	1		> AB: RY p. 31 (negative mess)			31

Interim evaluation of Phare

Report n° 122							
Title	Interim evaluation of Phare support to Candidates Countries						
Short title	Interim evaluation of Phare						
Full text report	http://ec.europa.eu/enlargement/pdf/financial_assistance/phare/zz_pier_03020_e3_290304_en.pdf						
Evaluation review	2004						294
Time persp	Retrospective	Type	Programme	By	ELARG	Weight	0,6
Overall robustness rating (1 to 3)	3	Comment					
The evaluated intervention							
Policy area	External						
Strategic objective	World partnership						
Budgetary heading	22 02 05 01						
Years under evaluation	1999	2002					
Budget under evaluation	6540	Weighted average / year	589	€ Mio	reliability		3
Interest (1 to 3)	3	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	-1	3	There were substantial weaknesses in needs analysis and design				Eval review
Coherence	-2	3	There is a fundamental problem with trying to support the preparation for the management of the Structural Funds, and the successful implementation of the acquis at the same time and within the same framework. There was no clear and common vision, shared between DG Enlargement and DG Regional Policy of what the instrument should be. This resulted in mixed levels of success.				14
European added value							
Effectiveness	1	2	The Phare Programme contribution to addressing the objectives of the pre-accession strategy has been satisfactory, though uneven.				ii
Sustainability	-1	3	The capacity to coordinate and deliver pre-accession assistance is improving, but is not yet sustainable, because of understaffing, low salary levels and institutional stability in the National Aid Coordination structures, as well as weaknesses in the line Ministries				Eval review
Efficiency	2	3	Implementation suffered from pervasive efficiency problems				Eval review
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Induction	2	3	As a key delivery mechanism, twinning has proved itself an essential instrument for the pre-accession process. Another key delivery mechanism of Phare support is grant schemes, the performance of which has, on the whole, been satisfactory.				Eval review
Integration	2	3	Building administrative and judicial capacity was adversely affected by limited support to and progress on horizontal reforms and governance. The absence of a comprehensive support strategy for building Administrative and Judicial Capacity, including the requirements for horizontal reforms, risks undermining the achievements on the acquis				Eval review

Phare evaluation Romania

Report n° 126							
Title	Phare ex-post Evaluation. Phase 2, National Programmes: Romania						
Short title	Phare evaluation Romania						
Full text report							
Evaluation review							
Time persp	Retrospective	Type	Cluster	By	ELARG	Weight	0,5
Overall robustness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	External						
Strategic objective	World partnership						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	0	1	> RY p. ii, 4				ii, 4
Coherence	-1	1	> RY p. iv				iv
European added value							
Effectiveness	-1	1	> RY p. ii, 3, 20				ii, 3, 20
Sustainability	2	1	> Y p. i-ii, 17				i-ii, 17
Efficiency	1	1	> RY p. 6, 9-10				6, 9-10
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Integration	1		> Y : RY p. 24 (negative mess)				24
Induction	2		> AB p. 1, 3, 10-11 (positive mess)				1, 3, 10-11

evaluation of support to Turkey

Report n° 147								
Title	Interim Evaluation of the Pre-accession Aid Programme for Turkey							
Short title	evaluation of support to Turkey							
Full text report	- -							
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2005_en.pdf					page	376 + 26?	
Time persp	Retrospective	Type	Programme	By	ELARG	Weight	0,6	
Overall robustness rating (1 to 3)	1	Comment	Synthesis of the evaluations of 104 projects. Essentially a desk study with the same robustness as the evaluations of the projects, which is said to be limited (#29)					
The evaluated intervention								
Policy area	Global partner							
Strategic objective	World partnership							
Budgetary heading	22 02 05 01							
Years under evaluation	1996	2004						
Budget under evaluation	900	Weighted average / year		48	€ Mio	reliability	2	
Interest (1 to 3)	2	Comment	Recent evaluation of an important programme in a challenging political context					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message					Page
Relevance	2	1	With very few exception, the EU funding is relevant. In a number of cases assistance is programmed too early, i.e. at a stage where the necessary legal basis does not yet exist					3
Coherence								
European added value								
Effectiveness	0	1	When it can be assessed, effectiveness is uneven.					
Sustainability	-2	2	General lack of sustainability, an issue which is addressed too late after the project design. Sometimes there is no owner of the output					
Efficiency	1		Preaccession projects are assessed as less efficient than MEDA projects. This is attributed to a slow adjustment of the management capacity on Turkey's side					
Unintended impacts								
Areas for learning	Interest (1 to 3)	Robustness	Message					Page
Absorption			Management focuses on procedures and outputs, and almost not on delivering substantive and sustainable change. This is largely attributable to the fact that specific objectives remain poorly specified					3

Evaluation of the European Agency for Reconstruction

Report n° 198							
Title	Evaluation of the European Agency for Reconstruction (EAR) (Regulation 2667/2000)						
Short title	Evaluation of the European Agency for Reconstruction						
Full text report	http://ec.europa.eu/europeaid/evaluation/reports/cards/951652_vol1.pdf						
Evaluation review	2003						267
Time persp	Retrospective	Type	Programme	By	Agency	Weight	0,6
Overall robust-ness rating (1 to 3)	1	Comment					
The evaluated intervention							
Policy area	External						
Strategic objective	World partnership						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	1	1	> RY p. 5, 23, 54				5, 23, 54
European added value							
Effectiveness							
Sustainability							
Efficiency	1	1	> RY p. 5, 53				5, 53
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Integration	1		> Y ; RY p. 29				29
Decentralisation	2		> AN : RY p. 3, 47 (negative & positive mess)				3, 47

Ex post Evaluation of PHARE 1997-2001

Report n° 241							
Title	Ex post Evaluation of PHARE National Programmes in Central and Eastern European Candidate Countries (1997/98)						
Short title	Ex post Evaluation of PHARE 1997-2001						
Full text report	http://ec.europa.eu/enlargement/archives/financial_assistance/phare/evaluation/ex_post/97_98_en.htm						
Evaluation review	2003					page	177
Time persp	Retrospective	Type	Programme	By	ELARG	Weight	0,6
Overall robustness rating (1 to 3)	3	Comment	Synthesis of more than 200 project reports and evaluations, plus 60 case studies involving fresh data collection in the field				
The evaluated intervention							
Policy area	Global partner						
Strategic objective	World partnership						
Budgetary heading	22 0205 01						
Years under evaluation	1997	2002					
Budget under evaluation	1600	Weighted average / year		96	€ Mio	reliability	2
Interest (1 to 3)	2	Comment	Large ex-post evaluation covering ten countries, and addressing strategic level issues. Some of the messages may become outdated				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	3	3	The 1998 reorientation towards an accession-driven process was immediately visible in the objectives of the projects and the overall relevance of the Phare support is no longer questionable.				15
Coherence							
European added value	2	2	The programme contributed to bridging the gaps in knowledge of EU policies within the partner country administrations, especially in the countries that lagged behind in the accession process.				16
Effectiveness	-1	2	Achievements were below the expectations in terms of legislative alignment and institution building, but the stated objectives were often excessively ambitious. Impacts on the economy, society and environment have been marginal so far				17, 18
Sustainability	-2	2	In a number of instances, excessive staff turnover has constrained or even destroyed generic administrative impacts. The stability of top-level public management has clearly suffered from politically driven changes.				25
Efficiency			Inefficiencies result from weak strategy-making processes generating useless implementation costs, slow learning about actions that should be reformed or stopped, and insufficient attention to democratic constraints.				20
Unintended impacts	0	1	Surprises arise from the behaviour of end-users and from the fact that intended impacts are sometimes achieved in an unintended way. An ex ante risk assessment could not always have anticipated the surprises revealed				19
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Leverage	2	2	Large-scale infrastructure investment had a good impact, but the EC contribution was low if compared to the other co-financing institutions. Its leverage effect was not clearly demonstrated, contrary to acquis-related support				
Learning	3	2	The typical time needed for learning from impacts has proven to be 4-5 years, which means that any deviations in impacts were not discovered during project implementation (typically 3 years).				23

Small and Medium-Sized Enterprise Finance Facility

Report n° 966							
Title	Phare Thematic evaluation: Small and Medium-Sized Enterprise Finance Facility						
Short title	Small and Medium-Sized Enterprise Finance Facility						
Full text report							
Evaluation review							
Time persp	Retrospective	Type	Cluster	By	ELARG	Weight	0,5
Overall robust-ness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	External						
Strategic objective	World partnership						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	0	2	> Y p. 6				6
Coherence	1	2	> RY p. 13, 26 (negative & positive mess)				13,26
European added value							
Effectiveness	-1	2	> RY p. 21				21
Sustainability	-1	2	> RY p. 22				22
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Induction	1		> AB : RY p. 15				15
Leverage	1		> AE : RY p. 12, 24				12, 24
Engineering	2		> AH : Y p. 28 - rest of report				28-
Co-financing	2		> AK : Y p. 19, 25				19,25

Ex post evaluation of Phare support allocated between 1999-2001, with a brief review of post-2001 allocations

Report n° 967							
Title	Ex post evaluation of Phare support allocated between 1999-2001, with a brief review of post-2001 allocations						
Short title	Ex post evaluation of Phare support allocated between 1999-2001, with a brief review of post-2001 allocations						
Full text report	http://ec.europa.eu/enlargement/pdf/financial_assistance/phare/evaluation/consolidated_summary_report_phare_ex_post_eval.pdf						
Evaluation review							
Time persp	Retrospective	Type	Cluster	By	ELARG	Weight	0,5
Overall robustness rating (1 to 3)	3	Comment					
The evaluated intervention							
Policy area	External						
Strategic objective	World partnership						
Budgetary heading	22 02 05 01						
Years under evaluation	1999	2001					
Budget under evaluation	1900	Weighted average / year		158	€ Mio	reliability	
Interest (1 to 3)	3	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence	-2	3	The challenges the potential candidate countries face in advancing their socio-economic development, which will in practice determine the pace at which they can make progress towards EU integration, will require complementary investment resources from International Finance Institutions and bilateral donors, necessitating a closer degree of coordination of both strategy and funding than occurred in previous enlargements.				19
European added value							
Effectiveness	1	3	Mixed overall performance. On the whole, the results and impacts of Phare support were rather mixed. Nevertheless, Phare support strongly motivated reforms related to the acquis and economic criteria. Much support to the political criteria was ineffective because it was too narrow.				1, 10
Sustainability	1	3	Prospects for sustainability are also mixed, as satisfactory progress on institutional reform (related primarily to transposition of the acquis) risks being undermined by weaknesses in administrative capacity. Sustainability continues to face a number of challenges such as a lack of political commitment and high staff turn-over.				1, 3
Efficiency	1	3	Cost effectiveness was uneven. Interventions were extensively delayed, consequently shortening the time available before the expiry date for disbursement, particularly in the area of institution building.				4
Unintended impacts							

Ex post evaluation of Phare support allocated between 1999-2001, with a brief review of post-2001 allocations (continued)

Areas for learning	Interest (1 to 3)	Robust- ness	Message	Page
Integration	3	3	Phare did not sufficiently address the interdependence between the political and economic criteria and the acquis. For instance, public administration reform should become part of a wider agenda of public sector reform, including interfacing with aspects of governance and the economic criteria. Finally, a rebalancing involves addressing the deeper and broader challenges facing future enlargements for the political criteria and socio-economic needs.	II
Complexity	3	3	Grant schemes were appropriate, but heavy administrative burdens led to delays in processing and consequently reduced effectiveness.	8

Open Method of Co-ordination

Report n° 213							
Title	Strategic Evaluation on the Open Method of Co-ordination						
Short title	Open Method of Co-ordination						
Full text report							
Evaluation review	2003					Weight	305
Time persp	Retrospective	Type	Instrument	By	trans DG	Weight	0,04
Overall robustness rating (1 to 3)		Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	O						
Budgetary heading							
Years under evaluation	?	2003					
Budget under evaluation	?	Weighted average / year		€ Mio	reliability	?	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	0						AR p. 305
Coherence							
European added value	0						AR p. 305
Effectiveness							
Sustainability							
Efficiency	0						AR p. 305
Unintended impacts							

Meta-evaluation on the Community Agency System

Report n° 214							
Title	Meta-evaluation on the Community Agency System						
Short title	Meta-evaluation on the Community Agency System						
Full text report	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/meta_eval_agencies_en.pdf						
Evaluation review	2003						122
Time persp	Retrospective	Type	Synthesis	By	BUDG	Weight	0,08
Overall robust-ness rating (1 to 3)	3	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	O						
Budgetary heading	AgencyCross-cutting						
Years under evaluation	?						
Budget under evaluation	?	Weighted average / year	#VALEUR!	€ Mio	reliability		
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	2	the overall relevance of their work is considered high, and various examples exist of cases where Agencies do contribute directly and effectively to the delivery of Community policies.imitations arise from deficiencies in two-way information and communication on the Commssion's needs and expectations on the one hand, and the Agencies' possible commitment levels on the other hand.				47
Coherence							
European added value							
Effectiveness	3	2	Overall, the meta-evaluation concluded that Agencies had broadly met their set objectives and made a satisfactory contribution to the delivery of Community policies.				Eval review
Sustainability							
Efficiency							
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Ambition	2	2	to gain in credibility, the agencies must improve their independance, but they are then less in phase with the expectations of the EC.				summary
Flexibility	3	2	Community's financial and administrative procedures imposed on Agencies are perceived as particularly burdensome. in terms of human resource management, the expected higher flexibility of Agencies does not always materialise due to the need to respect Community rules and procedures.				

Evaluation of Small-scale Actions

Report n° 215							
Title	Strategic Evaluation on the Relevance, Effectiveness and Efficiency of Small-scale Actions (Small Budget lines)						
Short title	Evaluation of Small-scale Actions						
Full text report	unpublished						
Evaluation review	2003						123
Time persp	Retrospective	Type	Instrument	By	BUDG	Weight	0,04
Overall robustness rating (1 to 3)	2	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	O						
Budgetary heading	CCCross-cutting						
Years under evaluation	2000	2003					
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1	1	For several specific purposes small-scale actions/budget lines are an appropriate instrument. There are also several potential reasons for presenting explicitly small-scale actions through a separate and specific budget line. It is, however, difficult to consider as sufficient for the creation/existence of small budget lines since no clear cut-off criteria or demarcation lines exist. Furthermore, it is difficult to identify valid reasons since such a judgement needs to be based on objective criteria that not exist.				Eval review
Coherence							
European added value							
Effectiveness							
Sustainability							
Efficiency	1	1	The two main problems often associated with small-scale actions/small budget lines, i.e. relatively high administrative costs and too small amounts to achieve a critical mass, are not common to all small budget lines but relate to certain types only, and that to a very different extent. Most of the existing small budget lines fall into categories that are much less concerned by these problems.				Eval review
Unintended impacts							

Management Methods of programs

Report n° 217							
Title	Strategic Evaluation of the Management Methods of programs						
Short title	Management Methods of programs						
Full text report	http://www.evaluace.cz/dokumenty/metodika/eval_manag_methods.pdf						
Evaluation review	2004						68
Time persp	Retrospective	Type	Instrument	By	BUDG	Weight	0,04
Overall robust-ness rating (1 to 3)	3	Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	O						
Budgetary heading	CCCross-cutting						
Years under evaluation	2003	2001					
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	2	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	-2	2	The issues of appropriateness or relevance of the management methods are rarely explicitly considered during the establishment or evaluation of a programme. In this sense, the main factors driving the choice of method were: Policy area and objectives, type of beneficiary, history, "issues of scale" and geographical/proximity factors.				Eval review
Coherence							
European added value							
Effectiveness							
Sustainability							
Efficiency		2	In general management methods are often chosen as a result of resource availability and not according to the needs of the programmes.				Eval review
Unintended impacts							
Unintended impacts							

Management Methods of programs (continued)

Areas for learning	Interest (1 to 3)	Robust- ness	Message	Page
Decentralisation	2	2	roles and responsibilities appear to be better delineated in the case of programmes managed through the European Commission than in those where the management is handed over to bodies delivering programmes in the National setting. In addition, monitoring, both financial resources and output is more transparent and consistently approached in centralised programmes.	
Decentralisation	2	2	Using external experts for the evaluation of proposals is considered an important contribution to the judging of quality and excellence by those programme that use them, especially in fields with a high level of technical complexity. Experts are more likely to be involved in the selection process in the instances of centralised management than in the areas of structural and external cooperation programmes.	8
Flexibility	1	1	Any choice of management methods involves trade-offs between factors, such as control and flexibility, control and simplicity, monitoring burdens and the scale of activity, or standardisation of approach and relevance to a range of target groups or activities. The Commission is also trying in many cases to run programmes which have some innovative aspect in the highly risk averse environment of a public administration.	6

Impact assessment Rapid Border Intervention Teams

Report n° 519							
Title	Impact Assessment on the Regulation of the European Parliament and of the Council establishing a mechanism for the creation of Rapid Border Intervention Teams and amending Council Regulation (EC) No 2007/2004 as regards that mechanism						
Short title	Impact assessment Rapid Border Intervention Teams						
Full text report	http://ec.europa.eu/governance/impact/docs/ia_2006/sec_2006_0954_fr.pdf						
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2006_en.pdf						475
Time persp	Prospective	Type	Programme	By	JLS	Weight	0,2
Overall robustness rating (1 to 3)		Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	Freedom & security						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year			€ Mio	reliability	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	1		> RY p. 4, 23				4, 23
Coherence							
European added value							
Effectiveness							
Sustainability							
Efficiency							
Unintended impacts							

Interim Evaluation of the Customs 2007 Programme

Report n° 680							
Title	Interim Evaluation of the Customs 2007 Programme						
Short title	Interim Evaluation of the Customs 2007 Programme						
Full text report	http://ec.europa.eu/taxation_customs/resources/documents/customs/cooperation_programmes/background_papers/sec_2006_0035_en.pdf						
Evaluation review	http://ec.europa.eu/budget/library/documents/evaluation/eval_review/eval_review_2005_en.pdf						163
Time persp	Retrospective	Type	Programme	By	TAXUD	Weight	0,6
Overall robustness rating (1 to 3)		Comment					
The evaluated intervention							
Policy area	Growth & employment						
Strategic objective	Prosperity						
Budgetary heading	#REF!						
Years under evaluation	2003	2007					
Budget under evaluation	165	Weighted average / year		22	€ Mio	reliability	3
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	2	2	Objectives, priorities and content are seen by stakeholders as being highly relevant to the needs of the national administrations of participating countries and as essential to operating the EU customs union.				Eval review
Coherence	-1	2	Some concern exists as to the strategic coherence, in particular with regard to the role of e-Customs.				4
European added value							
Effectiveness	2	2	activities have contributed greatly to identifying and introducing improved working methods for customs control. Contribution during the last two years to the fight against fraud is perceived by stakeholders to be positive.				Eval review
Sustainability							
Efficiency	2	1					5
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Trans-nationality	2	3	C2007 Joint Actions have a relevant content for participants and contribute to improving knowledge and working practices and allow customs officials to develop informal transnational networks with their counterparts in other PCs.				3
Learning	2	3	C2007 is considered as having built upon the work of C2002 but also containing promising new initiatives and on the whole having an ever-increasing impact.				

Parliament's evaluation on Information

Report n° 889							
Title	Evaluating the Activities of the European Commission in the field of Information						
Short title	Parliament's evaluation on Information						
Full text report	http://shop.ceps.be/downloadfree.php?item_id=1406						
Evaluation review	-						
Time persp	Retrospective	Type	Synthesis	By	EPARL	Weight	0,08
Overall robustness rating (1 to 3)		Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	O						
Budgetary heading							
Years under evaluation							
Budget under evaluation		Weighted average / year		€ Mio	reliability		
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance							
Coherence							
European added value							
Effectiveness							
Sustainability							
Efficiency	1		> RY p. 7				7
Unintended impacts							

Parliament's evaluation on Communication

Report n° 890							
Title	Evaluating the Activities of the European Commission in the field of Communication						
Short title	Parliament's evaluation on Communication						
Full text report	http://shop.ceps.be/downloadfree.php?item_id=1405						
Evaluation review							
Time persp	Retrospective	Type	Synthesis	By	EPARL	Weight	0,08
Overall robustness rating (1 to 3)		Comment					
The evaluated intervention							
Policy area	Other internal						
Strategic objective	O						
Budgetary heading							
Years under evaluation	2000	2005					
Budget under evaluation	200	Weighted average / year	2	€ Mio	reliability	2	
Interest (1 to 3)	1	Comment					
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message				Page
Relevance	-1		> : RY p. 7, 12				7, 12
Coherence							
European added value							
Effectiveness	1		> : RY p. 7, i-ii				7, i, ii
Sustainability							
Efficiency	1		> ; RY p. 12, 13 (both positive and negative message)				12,13
Unintended impacts							
Areas for learning	Interest (1 to 3)	Robustness	Message				Page
Decentralisation	1		> AN : Y p. 16 (both positive and negative message)				16

Evaluation of Trade-Related Assistance by the EC in Third Countries

Report n° 39						
Title	Evaluation of Trade-Related Assistance by the EC in Third Countries					
Short title	Trade related assistance					
Full text report	http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/reports/sector/951654_vol1_en.pdf					
Evaluation review						
Time persp	Retrospective	Type	Thematic	By	AIDCO	Weight
Overall robustness rating (1 to 3)	2	Comment				
The evaluated intervention						
Policy area	Global partner					
Strategic objective	World Partnership					
Budgetary heading						
Years under evaluation	1996	2003				
Budget under evaluation		Weighted average / year		€ Mio	reliability	
Interest (1 to 3)	2	Comment				
Criteria	Assessment (-3 to +3)	Robustness (1 to 3)	Message	Page		
Relevance	-1	2	the programming of trade related activities was usually conducted without the support of a fundamental, detailed and independent upstream analysis	iv		
Coherence			Efforts to support exporting enterprises as a way to reconcile the objectives of the trade and development aid policies have not been systematic and strategic enough			
European added value						
Effectiveness	2	2	Commission TRA has improved the partner countries' understanding of trade-related issue, effectiveness is higher when intervention is channelled through the promotion of regional integration	iv		
Sustainability	-1	2	Results have been limited in terms of impact and sustainability when specific TRA interventions were implemented in an unfavourable environment without simultaneously addressing the systemic constraints.	59		
Efficiency	1	2	Programme inputs were usually adequate in terms of quantity and the funding mobilised. However, three factors were identified that limit efficiency: (1) flexibility of programmes or projects was insufficient, (2) difficulties in the mobilisation of appropriate specialised expertise, (3) diagnosis paid insufficient attention to fragmentation of responsibilities.	iv		
Unintended impacts:						
Areas for learning	Interest (1 to 3)	Robustness	Message	Page		